

NOTICE OF MEETING

CABINET

**Tuesday, 19th January, 2016, 6.30 pm - Civic Centre, High Road,
Wood Green, N22 8LE**

MEMBERS: Councillors Claire Kober (Chair), Jason Arthur, Ali Demirci, Joe Goldberg, Stuart McNamara, Peter Morton, Alan Strickland, Bernice Vanier and Ann Waters

Co-optees/ Non Voting Members

Quorum:

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 17 below. New items of exempt business will be dealt with at Item 21 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 [18] : 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 - 24)

To confirm and sign the minutes of the meeting held on the 15th December 2015 as a correct record.

7. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

8. BUDGET MONITORING 2015/16 - PERIOD 8 (PAGES 25 - 40)

[Report to be introduced by the Cabinet Member for Resources and Culture. Report of the Chief Operating Officer.] Cabinet to consider the proposed management actions set out in this report and approve the budget adjustments (virements) in Appendix 1 as required by Financial Regulations.

9. 2016/17 BUDGET UPDATE (PAGES 41 - 58)

[Report of the Chief Operating Officer. To be introduced by the Cabinet Member for Resources and Culture.] The report will update Cabinet on the issues arising from these statements and in particular their effect on the Council's budget for 2016/17; the impact on future years' budgets will be considered later in 2016 as the Council begin to review the MTFS for future years. The report will release the budget for 2016/17 to Overview and Scrutiny consideration and comment.

10. PROPOSED CHANGES TO OUR APPROACH TO WELFARE ASSISTANCE (PAGES 59 - 88)

[To be introduced by the Cabinet Member for Resources and Culture. Report of the Chief Operating Officer.] Cabinet to consider recommendations for how we should proceed with our local welfare assistance schemes in 2016/17.

11. WOOD GREEN INVESTMENT FRAMEWORK AND AREA ACTION PLAN (PAGES 89 - 192)

[To be introduced by the Cabinet Member for Housing and Regeneration. Report of the Director for Planning, Regeneration and Development.] This report seeks Cabinet approval for the public consultation on Reg 18 public consultation on an Area Action Plan for Wood Green which is being delivered and consulted on in parallel with the Investment Framework (spatial plan and investment/economic plan for the town centre).

12. ST MARY'S CE PRIMARY EXPANSION - CHURCH LANE SITE (PAGES 193 - 230)

[To be introduced by the Cabinet Member for Children and Families. Report of the Director of Children's Services.] To award a construction contract for works to the Church Lane Site of St Mary's CE Primary School.

13. AWARD OF TENDER FOR SCHOOL NURSING SERVICE (PAGES 231 - 248)

[To be introduced by the Cabinet Member for Children and Families. Report of the Director of Public Health.] The report will inform Cabinet of the outcome of the open tender for provision of school nursing services.

14. INTER AUTHORITY AGREEMENT WITH CONSTITUENT BOROUGHES OF THE NORTH LONDON WASTE AUTHORITY (PAGES 249 - 306)

[To be introduced by the Cabinet Member for Environment]. Report of the Assistant Director for Environment and Community Safety.] Cabinet to consider the Inter Authority Agreement (IAA) between the North London Waste Authority (NLWA) and its seven constituent boroughs, which will establish a legally binding agreement to underpin future long term waste disposal/treatment arrangements and to ensure that costs are minimised, and allocated between boroughs on an equitable basis.

15. MINUTES OF OTHER BODIES (PAGES 307 - 322)

To note the minutes of the following:

- Cabinet Member Signing 7 December 2015
- Cabinet Member Signing 10 December 2015
- Leader's Signing 14 December 2015
- Cabinet Signing 5 January 2016
- Corporate Parenting Advisory Committee 5 October 2015

16. SIGNIFICANT AND DELEGATED ACTIONS (PAGES 323 - 338)

To note the delegated decisions taken by Directors during December 2015.

17. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at Item 3 above.

18. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Head of Democratic Services

Items 19, 20 and 21 allow for the consideration of exempt information in relation to Items, 12,13 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.

19. ST MARY'S CE PRIMARY EXPANSION - CHURCH LANE SITE (PAGES 339 - 340)

As per item 12.

20. SCHOOL NURSING TENDER (PAGES 341 - 342)

As per item 13.

21. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at Item 3 above.

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MINUTES OF MEETING CABINET HELD ON Tuesday, 15th December, 2015,

PRESENT:

Councillors: Claire Kober (Chair), Jason Arthur, Ali Demirci, Joe Goldberg, Peter Morton, Alan Strickland and Ann Waters

ALSO ATTENDING: Councillors: Engert, Newton, Carter, Wright, and Bevan.

130. APOLOGIES

Apologies for absences were received from Councillor McNamara and Councillor Vanier.

131. URGENT BUSINESS

There were no new items of late business. However, updated information in respect of agenda item 19 and 31, Information, Advice and Guidance contract award was tabled.

132. DECLARATIONS OF INTEREST

In asking Members to declare any interests, the Leader, further referred to item 16[Tottenham Hotspur Football Club Stadium and Associated Development, Land Appropriation and Agreement] and asked Cabinet Members to consider, in the interests of openness and transparency and to avoid any allegations of bias or predetermination, to declare personal interests which were not prejudicial. This would cover for example season ticket holders or Cabinet Members who were a regular attender or supporter of either the football club or another 'Premiership' football club.

In response:

- Councillor Demirci declared a personal interest in item 16 as a lifelong Tottenham Hotspur supporter.
- Councillor Arthur declared a personal interest in item 16 as a red Membership card holder of Arsenal Football Club.

Councillor Morton declared a separate prejudicial interest in items 18, 19, 30 and 31 by virtue of his membership of the Bridge Renewal Trust Board and also because his partner worked for the Law Centre.

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

No representations were received.

134. MINUTES

The minutes of the Cabinet meeting held on the 10th November were agreed as an accurate record of the meeting.

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

Cabinet would be noting the following Scrutiny Reviews:

1. The Scrutiny Review of Finsbury Park Events
2. The Scrutiny Review of Council led Housing Development
3. The Scrutiny Review of Haringey Job Support Market

136. SCRUTINY REVIEW OF FINSBURY PARK EVENTS

Councillor Wright, Chair of the Overview and Scrutiny Committee and Chair of the Scrutiny Panel Review, considering the impact of the events policy in Finsbury Park, was invited by the Leader to introduce this report.

Councillor Wright outlined the thinking behind the terms of reference of the Scrutiny Review, the consideration given to the local concerns raised by residents following the recent Wireless Festival. This had further led the Scrutiny Panel to review the how the events policy was being implemented and exploring the mitigation measures in place to minimise the impact of the vents held in the Park on the local community. The Scrutiny Review Panel had spoken with a range of local residents, local stakeholders, partner's Councillors; MP's and received 700 hundred responses to an online questionnaire.

The Panel felt that there were further opportunities to mitigate impact of the events in the local community, especially around security and clear up of the events and put forward recommendations in accordance with this.

RESOLVED

1. To note the Finsbury Park Events Scrutiny Project final report, attached at Appendix 1; and
2. To note the recommendations contained in the final report set out at Appendix 2.

137. CABINET RESPONSE TO SCRUTINY REVIEW ON FINSBURY PARK EVENTS

The Leader introduced the Cabinet Response to the Scrutiny Review and welcomed the wide ranging set of recommendations which indicated a significant amount of work to be completed between now and the summer period, before events began.

In response to Councillor Engert's question on the number of attendees that triggered an increase in security at events and whether this was appropriate, it was noted that the Parks Service along with partners were taking forward a lessons learned exercise following each large event to ensure that required actions were immediately applied to the next event i.e. the lessons learned from the Wireless event in August was applied to the September event at the Park.

In response to Councillor Engert's question on the co-ordination between the Council and Islington Council to ensure that they did not have football matches or concerts at the Emirates stadium on the same day as events at Finsbury Park, it was noted that there were not major events in the Park during the summer holidays. There had been events on the same home match days at Arsenal but the start times had been organised to have less impact on the transport links and local area.

In response to Councillor Carter's question about the sale of tobacco at a pavilion in Finsbury Park and whether this was appropriate given the Council's responsibility for health. It was noted that for future events there would be smaller stalls. This would be a booth which was unmarked and without colourful advertising.

The Leader responded to Councillor Carter's wider point on the Council's responsibility for health with some good news that the Council would be leading and working with Islington Council on a government backed health devolution project which would be considering how local authorities can use existing and new policies to improve public health.

RESOLVED

To agree the responses to the Overview and Scrutiny report recommendations (attached as Appendix 1).

138. SCRUTINY REVIEW OF HOUSING LED DEVELOPMENT

Councillor Bevan introduced the Scrutiny Review, in the absence of Councillor Adje, and thanked Scrutiny Officers for their hard work in producing this report and recommendations. Councillor Bevan was also pleased, on behalf of the Panel, to see that most of the recommendations had been put forward for agreement by Cabinet. The Panel had particularly felt that the GLA could support the regeneration of the housing estates in the borough with funding but were realistic with their expectations around this. Councillor Bevan also referred to the following:

- recommendation 6, which advocated the Council joining the Local Government Development scheme
- the repatriation of the £380m for local government development
- and the importance of involving agencies that will eventually manage the new builds, in their design so they can ensure the new builds meet the principles of sound housing management.

RESOLVED

1. To note the Council Led Development final report, attached at Appendix 1;
2. To note the recommendations contained in the final report.

139. CABINET RESPONSE TO SCRUTINY REVIEW OF HOUSING LED DEVELOPMENT

Councillor Strickland introduced the Cabinet Response and thanked the Scrutiny Panel for their work on this Review. All the recommendations were put forward for agreement which was a sign of the appropriateness of the findings.

Councillor Strickland remarked on the Panel's recommendation on the management of assets and highlighted that the Development Vehicle will allow for this.

Councillor Strickland felt it was also a fair challenge to ask officers to further explore seeking EU funding for the refurbishment of Housing Estates and commended the Panel for their recommendations on specialist provision.

RESOLVED

To approve the responses to the recommendations set out in Appendix 1.

140. SCRUTINY REVIEW OF THE JOB SUPPORT MARKET

Councillor Wright introduced this Scrutiny Review in the absence of the Scrutiny Review Chair, Councillor Bull. This Review had been undertaken in 2014 and had investigated the barriers into work.

The Panel's objectives for this Review had been twofold:

- firstly to assess what barriers the long term unemployed faced in getting back in to work and how these could be overcome;
- And secondly, to see how those agencies that support unemployed people could work more effectively to support long term unemployed.

During the course of this work the Review met representatives from agencies working to support local unemployed people back in to work.

But it was clear that there is significant potential for these services to work together better for example:

- In the training that they offer to local people;
- The way that they support particular groups of long term unemployed (e.g. those with a criminal record, mental health problems)

The Panel undertook some in depth qualitative interviews and focus groups with local unemployed people and from this it was clear that many have multiple and complex needs which cannot be resolved through any one agency.

It was noted that qualitative data obtained from local long term unemployed was very informative and gave the Panel a real insight in to the challenges that they face in looking for work.

Analysis of this data revealed three priorities to help long term unemployed people back into work:

- The need to develop and expand work experience opportunities (to build confidence, benchmark their skills);
- The need to improve access to IT facilities and IT support (to help with job search activities);
- A more coordinated, coherent and accessible presentation of local job, skills and training opportunities which are available.

Collaboration was the key to responding to these priorities, to those local skills, expertise and resources are clearly aligned to help prioritise and tackle these and other issues.

The Panel made some important recommendations to help improve the coordination of support available to local unemployed people.

RESOLVED

To note the recommendations of the Scrutiny Review.

141. CABINET RESPONSE TO SCRUTINY REVIEW OF JOB SUPPORT MARKET

Councillor Goldberg welcomed the Scrutiny Review which read very well and spoke of the challenges faced by the borough in supporting employment. Some of the recommendations would be challenging to deliver and may be beyond the influence of the Council and its partners, but the Cabinet Member was fully committed to implementing them as fully as possible.

Councillor Goldberg also referred to the following: the new Siemens depot facility in Hornsey, the importance of supporting people with mental health issues back into work; having a good procurement strategy; supporting more people to get jobs in the care sector; ensuring fair conditions for people volunteering and undertaking work experience; the movement of HESP to Wood Green Library which put it appropriately with the Adult Learning Centre; and tackling youth unemployment.

RESOLVED

To approve the responses to the recommendations of the Scrutiny Review into the Job Support Market.

142. DEPUTATIONS/PETITIONS/QUESTIONS

Mr Kevin Duffy was invited to put forward his public question to the Cabinet which had been received in advance of the meeting and was in relation to the Scrutiny Review of Finsbury Park events.

Mr Duffy asked: Even in these straitened times, when council's have to make difficult decisions on cuts, can it ever be justifiable to promote and authorise events which cause harm to children, lead to increased crime levels and cause major upheaval and dislocation to local communities.

The Leader questioned Mr Duffy's comment about the harm to children caused by the Park events and asked for a specific expansion of this point via email and she would respond accordingly. In terms of the use of the Parks for events, the Council had chosen to raise income from use of the Parks to finance the upkeep and maintenance of the Parks instead of relinquishing management of parks. The choice by Members in Haringey was to have a policy which enables events at Parks whilst working hard to mitigate the impact on the community when events are held.

Mr Duffy was further invited to put forward the representations of Friends of Finsbury Park in a separate deputation. Mr Duffy welcomed the Scrutiny Review which had become necessary following the events held in the Park in the summer of 2015. He raised the following concerns:

- The Friends of Finsbury Park had not been consulted on the terms of reference of the Scrutiny Review.
- No consideration was given as to whether the events at Finsbury Park were viable or could be scaled down.
- The actions proposed to mitigate the impact of events at Finsbury Park would fail to be effective.

- Not enough consideration was being given to physical and environmental impact on the community, in particular vulnerable communities.
- Some residents did not have use of their gardens after the events
- Local residents were deprived of the Park use during the build up and aftermath of events.
- Controls in place to mitigate impact were being breached.
- Mr Duffy asked Cabinet to reconsider their ambitions for events at Finsbury Park.

The Leader asked the deputation party whether they were unhappy with the level of mitigation proposed to limit the impact on the local community when events take place or if their priority was for events at the park to desist.

In response the deputation party highlighted their understanding of the meaning behind the word 'mitigation', which had been frequently referred to by the Scrutiny Panel and questioned whether it was being appropriately applied by the Council to limit impact on communities. They questioned whether any course of mitigation could be successful given the scale of people attending large events that would reach 50,000 and their perceived occupation of the Finsbury Park for events. They felt that no amount of mitigation would mean Finsbury Park, was accessible to the local community when events were being held.

The deputation party asked the Council to work together with the group on a three year plan on a new events policy and look at creative ways to have income without the impact on local communities.

The Leader thanked the deputation for putting forward their representations. The Leader felt it was important to keep in mind that there had been events at Finsbury Park for over 20 years. The Council were working in a financial climate when there was little funding available to maintain Parks. However the Council recognised the value given to Parks by the entire borough and had taken forward an events policy to enable income from events to pay for the upkeep, improvement of Parks rather than relinquishing their management. The Council were keen to ensure that the mitigation of impact was to the highest standard. The Council would continue to work with the community through a constituted body to ensure that mitigation actions are strong and meet the needs of the community.

In response to the points raised on the loss of the Park to the community, the Council would aim to reduce this time.

143. THE COUNCIL'S DRAFT CAPITAL STRATEGY

The Cabinet Member for Resources and Culture introduced the strategy which set out the basis which will underpin the Council's discussions about the need for assets and direct the approach for acquiring and maintaining operational assets. The strategy also set out the key role that the Council's assets would play in delivering the Council's key priorities of regeneration, business growth, and growth in employment and housing growth.

It was noted that the strategy aligns with the Cabinet decision to seek a development partner to deliver investment and regeneration to the borough.

It was noted that the more detailed capital schemes will still come forward to Cabinet for approval.

In response to Councillor Engert's question on Member oversight of the Capital programme, it was noted that there would be strong oversight of the programme by the Cabinet and also

through the Cabinet Member. Corporate Committee would also have a monitoring role through their responsibility for Treasury Management Strategy.

Agreed Councillor Engert is supplied with a written response to her questions on the viability of using capital receipts to fund a swimming pool in the Wood Green area and what the reduction will be in capital receipts if the council has to hand back to the treasury unused RTB receipts.

RESOLVED

1. To approve the Council's Capital Strategy (Appendix 1).
2. To note the process for agreeing the detailed schemes to be included for approval as part of the Council's Capital Programme (Paragraph 6.8).

Reasons for decision

In order to guide its capital investment priorities and provide the basis for investing in its assets the Council has developed a Capital Strategy. The strategy considers the external environment and the financial context within which the Council is operating in order to ensure that long term investment is based on a firm understanding of its priorities, needs and constraints.

Alternative options considered

The Council could continue to determine and approve an annual capital programme based on its immediate needs; however this approach has been discounted as it will tend to prioritise those projects which can be developed quickly rather than those that support a more strategic view of the Council's needs. It will also potentially be limited by short term decisions on funding options which may not be the most effective approach.

There are a number of funding approaches that have also been considered ranging from restricting expenditure to the extent to which capital receipts can continue to be generated, to a longer term view based on leveraging additional external resources and anticipating revenue streams in support of borrowing. There is a need to keep under Review the balance between the Council's ambition and the risks associated with borrowing in an uncertain financial climate, but by taking a longer term view these risks can be smoothed over time. The Council's Medium Term Financial Strategy will continue to be updated with the on-going revenue effects of capital decisions.

144. HIGH ROAD WEST REGENERATION SCHEME

The Cabinet Member for Housing and Regeneration introduced the report which proposed securing a development partner to work in partnership with the Council to deliver regeneration aspirations for the High Road West area. This was a milestone, in terms of the regeneration of the borough and the Cabinet Member thanked the lead officer for her hard work and dedication in bringing together the report and recommendations which had involved detailed and close consultation with residents and businesses. The vision and aspiration for High Road West was now being put into plans and actions.

The key objectives of the procurement process would be finding a partner with a strong emphasis on: place making, high quality housing, providing public spaces and improving lives for residents. Cllr Strickland advised that, residents would continue to be heavily involved at the heart of the regeneration process going forward.

In response to Councillor Engert's question about potential business movement from High Road West area and loss of semi skilled jobs, it was noted that not every business would be relocated to a different area, there had already been discussions with businesses and some were happy to relocate, and some were using the opportunity to retire. The Council were ensuring that there would be a range of employment spaces at High Road West together with a wide range of job opportunities.

Cllr Strickland further advised that the types of jobs in this area will change and there will be larger jobs mix and lots of employment space.

Councillor Morton also welcomed the consideration being given to wellbeing in the place shaping criteria of the area.

RESOLVED

1. To approve the High Road West objectives (para 6.18) which will inform the High Road West delivery and procurement objectives.
2. To note the business case (Appendix 1) setting out the preferred delivery approach for High Road West and gives delegated authority to the Director of Regeneration, Planning and Development, after consultation with the Cabinet Member for Housing and Regeneration to refine and finalise the delivery structure following the conclusion of the soft market testing exercise.
3. To agree to the commencement of a Competitive Dialogue Procedure under the Public Contracts Regulations to procure a commercial partner, to deliver the High Road West Regeneration Scheme.
4. To provide delegated Authority to the Director of Regeneration, Planning and Development, after consultation with the Cabinet Member for Housing and Regeneration to agree all documentation required to support the procurement process.
5. To provide delegated Authority to the Director of Regeneration, Planning and Development, after consultation with the Cabinet Member for Housing and Regeneration, 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.
6. To note the indicative phasing plan, which can be found at Appendix 2, and to agree to commence the re-housing process for phase 2 of the Love Lane Estate. This will require all secure Council tenants within phase 2 to be put on the housing register and awarded 'Band A' priority status for rehousing

Reasons for decision

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.

Agreeing the business plan and initiating a procurement process to appoint a development partner, and thereby taking forward the delivery of the High Road West regeneration scheme in a timely and efficacious manner, will support the Council's objectives and delivery against these challenging economic and housing growth targets.

Agreeing to open up the second phase of the rehousing process will ensure that these residents' housing choices and options maximised and this in turn will support the expeditious delivery of the development and regeneration process.

Alternative options considered

The potential alternative options are considered in detail in the business case attached as Appendix 1 and examined in the body of this report.

145. TOTTENHAM HOTSPUR FOOTBALL CLUB STADIUM AND ASSOCIATED DEVELOPMENT – LAND APPROPRIATION AND AGREEMENT.

The Cabinet Member for Housing and Regeneration introduced the report which set out what will happen to properties which will be affected by 'Right to Light' if the planning application for the development of the Spurs Stadium is agreed by the Planning Sub-Committee on the 16th December 2015. The report included the consultation undertaken with affected properties and the reasons why the recommendations were coming forward which were to progress the development and also, in turn, the regeneration of this area.

Councillor Strickland referred to a letter received late in the afternoon of the 15th December from surveyors representing the owners of a number of high street properties. This was tabled for Cabinet Members to consider. In the letter they asserted that the Council was premature in its approach to this issue the effect of which, it was claimed, was to intervene in a commercial dispute and to reduce the amount of compensation payable where rights may be interfered with.

Councillor Strickland explained that officers had considered the letter which did not raise any new issues not already considered in the report before Members. Members were asked to appreciate that section 237 was a legal mechanism to protect the often competing interests of the various parties involved.

Councillor Strickland advised that, in the first instance, it preserves the entitlement to compensation which if not agreed is determined by an independent Tribunal. In the second instance it protects a developer's ability to carry out consented development. Finally it helps secure the Council's legitimate policy aspirations and growth agenda arising out of the London Plan targets.

In response to a question from Councillor Engert on the availability of affordable housing in the stadium development, it was noted that there were no affordable homes planned. There had been independent advice received from KPMG and viability advice by planning on this issue. This stadium development was not fundamentally a housing scheme.

In response to a second question, the Cabinet Member agreed that a fair and proportionate consideration had been given to human rights, in respect of properties right of light, and actions undertaken to meet this right were considered fair, hence a report coming forward to Cabinet.

It was noted that the cost of the surveyor set out in delegated actions report had been indemnified by Spurs.

The Director for Planning, Regeneration and Development also drew Councillor Engert's attention to paragraph 6.2.8 which referred to the development as a 'catalyst' for a set of wider regeneration initiatives which would deliver the mix and balance across North Tottenham area.

Further to considering the report and tabled letter Cabinet:

RESOLVED

To agree the following, subject to the THFC's revised planning application for the NDP (HGY/2015/3000) securing a positive resolution to grant planning approval on the 16th December 2015:

1. To acquire the freehold interest in the THFC Site, pursuant to Section 227 of the Act for planning purposes;
2. To dispose of the THFC Site to Meldene Limited (a THFC company) pursuant to Section 233 of the Act;
3. Resolves that it is the intention of the Council that its resolutions under Sections 227 and 233 are intended to attract the application not only of Section 237, but also any replacement, whether Clause 137 of the Housing and Planning Bill (as enacted) or otherwise;
4. That the terms of the acquisition and the disposal for the THFC Site shall be based on the Heads of Terms ("the Heads of Terms") attached at Appendix 2 (exempt) of this report;
5. To give delegated authority to the Director of Regeneration, Planning and Development in consultation with the Assistant Directors of Corporate Property & Major Projects and Corporate Governance to agree any variation to the Heads of Terms;
6. To give delegated authority to the Director of Regeneration, Planning and Development and the Chief Operating Officer to agree the compensation from THFC in relation to Council owned properties that have their freehold right of light infringed by the revised NDP; and
7. To give delegated authority to the Assistant Director of Corporate Property & Major Projects in consultation with the Assistant Director of Corporate Governance to agree the deed of release for these properties.

Reasons for decision

The overarching rationale for supporting all of the recommendations above is that the Council wishes to support and facilitate the delivery of the revised NDP scheme, which as mentioned above, will bring significant public benefits, act as a catalyst for wider regenerative change and will deliver the objectives for north Tottenham as set out in the SRF and the AAP. If the Council were to not agree these recommendations, the revised NDP scheme will be at risk of injunction and will not be able to secure the necessary funding.

The key reason for supporting the acquisition and disposal of the site, recommendations (i) and (ii), is that it will facilitate the delivery of the revised NDP scheme contributing to the economic and social well being of the area. The development is strongly in the public interest and without such acquisition and disposal neither THFC nor anyone else can or will carry out the development. The detail consideration and rationale for both recommendations (i) and (ii) which will have the effect of engaging Section 237 is set out in paragraphs 6.12 - 6.48 of this report.

The reason for recommendation (iii) is that the Housing and Planning Bill is currently progressing through Parliament. This contains Clause 137 which will (if enacted) lead to the repeal of Section 237 and its replacement with a similar provision making available Section 237 powers to a wider number of public bodies. It is anticipated that transitional provisions will also be enacted to “save” any resolutions made in order to give effect to Section 237. But it is felt that the Council should resolve that its resolutions under Sections 227 and 233 are intended to attract the application not only of Section 237 but also any replacement whether Clause 137 or otherwise.

The reason for supporting recommendations (iv) and (v) are that the Council will need to have agreed terms for the disposal of the THFC Site. Without agreed terms, the acquisition and disposal of the site could not go ahead.

The reason for supporting recommendation (vi) is that the Council is entitled to compensation for the infringement of its rights of light by the revised NDP in respect of its properties. Clearly, the Council would not wish to threaten the delivery of the development through seeking an injunction. Accordingly, Officers have sought independent rights of light advice and are finalising negotiations on the level of compensation the Council is entitled.

Alternative options considered

Officers have considered not acquiring the THFC Site for planning purposes. The implication of this option is that the revised NDP will be at significant risk of injunction to stop the development from being carried out.

Historically, developers of tall buildings have been able to avoid injunctions by reaching agreements with affected neighbours for the release of their rights of light upon the payment of compensation.

When it was not possible to resolve claims by negotiation, the courts use their discretion to award damages instead of an injunction based on compulsory purchase compensation principles where:

- The interference was small;
- It could be estimated in money;
- It could be adequately compensated by a small payment; and
- An injunction would be oppressive.

However, recent case law, in particular a 2010 case relating to a development in Leeds, has re-affirmed that an injunction remains the primary remedy for any party whose rights of light will be infringed by a proposed development.

The effect of this court decision is that it has become significantly more difficult to reach negotiated agreements with affected owners of rights to light.

In turn, this has made it much more difficult for developers to secure development finance as funders require all injunctable rights to light to have been released through appropriated negotiated agreements before they will provide funding.

The revised NDP will help facilitate the wider regeneration objectives set out in the SRF and meet the site requirements defined within the AAP. Consequently, Officers believe that removing the risk of injunction and any detrimental impact injunction would have on the funding required to deliver the revised NDP is the only option. Officers therefore, recommend that the Cabinet agree the recommendations above.

146. DESIGNATION OF CROUCH END NEIGHBOURHOOD FORUM AND NEIGHBOURHOOD AREA

The Cabinet Member for Planning introduced the report which set out the application for the designation of the Crouch End Neighbourhood Area and Neighbourhood Forum under the provision of the Localism Act 2011 and supporting Neighbourhood Planning (General) Regulations 2012 (as amended).

The Cabinet Member welcomed the report and noted the considerable work to achieve this designation undertaken by the Forum. The designation of the area had been carefully scrutinised to make sure it met the requirements of the Localism Act 2011 and the application had been subject to a 6 week consultation process.

The Cabinet Member for Planning was looking forward to working with the Forum in future.

RESOLVED

1. To note and agree the responses to the consultation on the applications for the Crouch End Neighbourhood Area and Neighbourhood Forum, as set out in Appendix A.
2. To note and agree that pursuant to Section 61G and 61I of the Town and Country Planning Act 1990 to designate the Crouch End Neighbourhood Area, as set out in Appendices B and C.
3. To agree that pursuant to section 61F of the Town and Country Planning Act 1990 to designate the Crouch End Neighbourhood Forum, as set out in the Appendices D and E.

Reasons for decision

Local authorities have a 'Duty to support' the neighbourhood planning process and the decision to designate or to not designate the Neighbourhood Area and Neighbourhood Forum is a requirement under the legislation.

Alternative options considered

No alternative options. Local authorities are required to facilitate the Neighbourhood Planning process.

147. STRATEGIC PARTNER (VOLUNTARY AND COMMUNITY)

Councillor Morton exited the meeting at this item.

The Leader introduced the report which set out the outcome of an open tender process for the award of a contract to be the Council's Strategic Partner for the Voluntary and Community Sector (VCS).

This tender was a reflection both of the Borough's commitment to enabling and working alongside a vibrant, inclusive and self sufficient VCS and of its changing relationship with the sector in Haringey.

The Council had not commissioned a strategic partner before and the partnership between the Council and the successful bidder would have a strong role to play in delivering the Council's strategic priorities as set out in the Corporate Plan 2015-18 - *Building a Stronger Haringey Together*. It was also key to delivering the VCS commissioning framework, agreed by Cabinet in July 2015.

RESOLVED

1. That Cabinet, in accordance with CSO 9.06.1(d), approves the award of a contract for Strategic Partner services to the preferred bidder - The Bridge Renewal Trust and Moracle Foundation
2. That the contract is awarded for a period of three years for a value of £450,000 with the option to extend for a further one year for an additional value of £150,000.

Reasons for decision

This decision was important in terms of ensuring development and continuity of the VCS in Haringey.

The recommendations as outlined above in 3.1 and 3.2 are based on the provider who 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.

Alternative options considered

The option of extending the existing contract was not considered as there is a need for a new contract to reflect a changing relationship with the sector and not available as the contract has previously been extended.

Four further suppliers were considered as part of the procurement process. The scores for these bidders are presented later in this report (Section 6.6).

The option to 'do nothing' was explored and evaluated as not viable. This option would not have provided a suitable or sustainable platform which will continue to deliver the support needed by the VCS for the foreseeable future.

In addition to the above, failure to provide the interventions would have an adverse impact on delivery of the Corporate Plan and efficiency savings in the longer term.

148. INFORMATION, ADVICE AND GUIDANCE CONTRACT AWARD

Councillor Morton remained absent for this item following his earlier declaration of interest.

The Leader introduced the report which detailed the outcome of an open tender process for the award of contracts to provide Information, Advice and Guidance (IAG) Services. New contracts would be awarded in 4 lots.

Cabinet noted that effective IAG plays a vital role in prevention and early intervention and the reduction of health inequalities, as well as promoting self-help and empowerment, with a number of other benefits to residents of Haringey.

The Leader further referred to an addendum which had been tabled and set out the amended titles of the four lots of contracts which were being put forward. Cabinet were also asked to note at page 487, section 6.11, the Total scores out of 1000 points for Haringey Citizen's Advice Bureau should read 883 instead of 888.

The Leader referred to a question from Councillor Vanier which had been put forward prior to the meeting. Cabinet noted that as part of this contract award, the Haringey Law Centre would no longer be commissioned by the Council to provide legal advice and representation to Haringey residents and Councillor Vanier was asking how these needs will be met under the new contract.

The Leader advised that the proposed new service, Haringey Citizens Advice Bureau had arrangements with legal firms to provide pro bono legal advice on a range of matters including education, housing, employment, litigation, immigration and family law. This was an integral part of the new service which will ensure Haringey residents continue to receive high quality legal advice and support when they need it.

RESOLVED

1. That, in accordance with CSO 9.06.1(d), to approve the award of contracts covering all 4 lots for Information, Advice and Guidance (IAG) Services to Haringey Citizen's Advice Bureau.
2. That for each of the 4 lots, the contract be awarded for a period of three years for a total value of £2,364,000 with the option to extend for a further one year for an additional value of £788,000.

Reasons for decision

The specification for the new IAG service has been significantly reshaped in order to ensure that it meets the Council's strategic objectives, fits with other resident focused services and strengthens individual and community capacity to access information, advice and guidance directly. This decision is important to ensure continuity of the delivery of information, advice

and guidance, albeit through a redesigned service, in Haringey and to ensure compliance with statutory requirements placed on the Council.

The recommendations as outlined above in 3.1 and 3.2 are based on the provider who 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.

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 – 3.2 in accordance with CSO 9.06.1(d).

Alternative options considered

The option of extending the existing contract was not available as the existing contracts with three providers had previously been extended and Haringey's Corporate Plan 2015-18 required a broader service to be commissioned.

A further option of bringing the service back in-house was also considered. However, the voluntary and community sector in Haringey has a strong track record of successfully delivering information, advice and guidance in a number of local settings and remain best placed to deliver a service like this in future.

The option to 'do nothing' was explored and evaluated as not viable. This option would not have provided a suitable or sustainable platform on which to provide IAG in Haringey.

Three further suppliers were considered as part of the procurement process across all 4 lots. The scores for these bidders in relation to each lot are presented in this report (Section 6.11).

In addition to the above, failure to provide the interventions would have an adverse impact on delivery of the Corporate Plan and efficiency savings in the longer term.

149. LONDON SEXUAL HEALTH TRANSFORMATION PROGRAMME - PROCUREMENT PROCESS

Councillor Morton returned to the meeting.

The Cabinet Member for Health and Wellbeing introduced the report which set out the re commissioning of a modernised network of sexual health services able to meet London's challenging sexual health issues.

RESOLVED

1. To approve the Council's participation in a London wide procurement for a web-based system to include a 'front-end' portal joined up partner notification and home/self-sampling, to be led by one Council on behalf of the Councils in the LSHTP.
2. To approve the Council's participation in a sub-regional procurement strategy for re-procurement of a contract for GUM and CaSH services. Participating Councils in the sub region include Barnet, Camden, City of London, Haringey, Hackney, Enfield and Islington.

3. To note that the Leader has agreed to take responsibility for approving the awards of the contract for the web-based system to be procured in accordance with paragraph 3.1 and of the contract for GUM and CaSH services to be procured in accordance with paragraph 3.2.
4. To note that the Leader has agreed to take responsibility for approving the new collaborative commissioning model for the Council to participate in London-wide cross charging once this has been developed in accordance with the proposals in paragraphs 4.11 of this report.
5. To note the progress made in developing options for the future commissioning and procurement of GUM and CaSH services and the named inclusion of the Council in the Prior Indicative Notice (PIN) and Official Journal of European Union Notice (OJEU) for procurement of these services at the sub regional level as part of the strategy referred to in paragraph 3.2.
6. To approve an extension of the Council's current contract with Whittington Health NHS Trust for provision of an integrated GUM and CaSH service to residents of the borough for a further 18 months from 1st April 2016 until 30th September 2017 subject to an option for the Council to terminate the contract after 31st March 2017 on 1 month's notice. The contract value for the period of extension will be pro rated based on a full year rate of £2,582,000.

Reasons for decision

Approval was being sought on the recommendations outlined in 3.1-3.5 across all 28 LAs participating in the LSHTP. They have been agreed by both the LSHTP board chaired by Mike Cooke, Chief Executive of Camden Council and the London Association of Directors of Public Health.

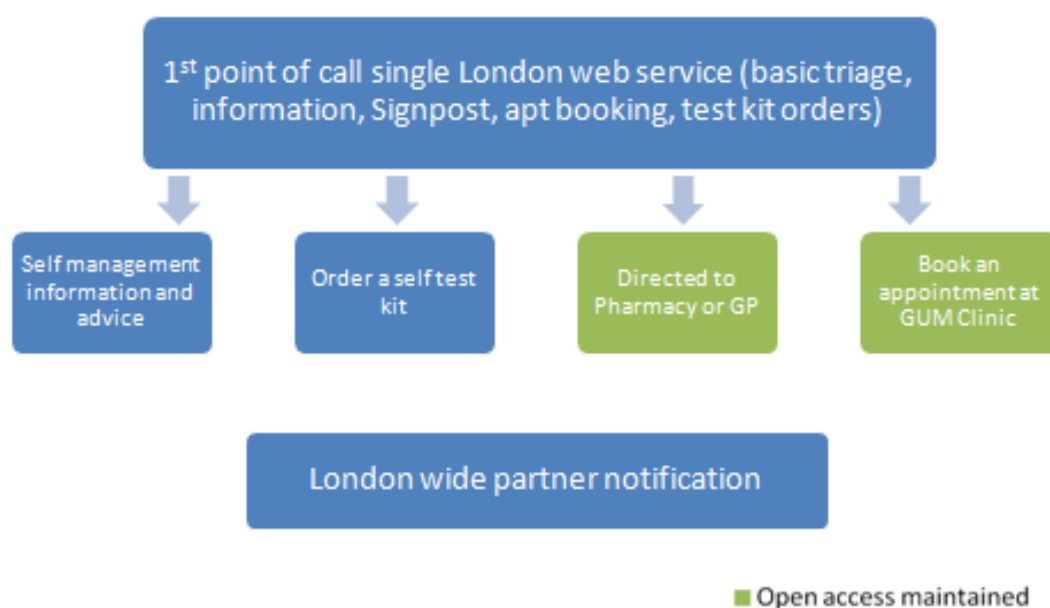
Haringey residents have high rates of sexually transmitted infections and although now reducing have had high rates of teenage pregnancy. This suggests that, although costly, sexual health services for Haringey residents need to be more effective. The Council wants to support residents to make healthy choices and to have better sexual and reproductive health.

The LSHTP recommendations are underpinned by a business case, which demonstrates the imperative to transform the commissioning of sexual health services in London, rather than just gradual transformation or making no change. The business case is based on a detailed needs assessment, a survey completed by 24 provider NHS Hospital Trusts, provider interviews, 8 workshops, and a survey of 1,377 service users. In addition work was completed in three sub groups of the LSHTP board exploring clinical requirements, financial benefits/models and procurement strategies. Haringey Council officers are participating at every level of the LSHTP from sub groups to the programme board.

Paragraphs 4.5 to 4.11 below identify the reasons for the recommendations relating to *procuring a web based front end* for London; *participating in a north central London sub regional procurement*; *delegating authority for progressing the commissioning of relevant services* and *finally continuing to cross charge* for activity within the LSHTP 28 boroughs;

Web based front end Commissioning a web based innovation will allow Londoners to explore on line, different sexual health service options and if the requirement is for a clinic, make an online appointment, see Figure 1. The results of a customer survey suggest, given better options, 15% of clinic users will opt to switch to a non clinic based service i.e. order a home testing kit or find a local pharmacy. The advantages of procuring this service on a London wide basis includes being able to offer extensive choice of London clinics, cost advantage from scale and will enable a high profile marketing strategy to persuade customers to switch from telephone to on line booking.

Figure 1 – web based system as a process



North central London sub regional procurement of GUM and CaSH services The London LAs are proposing a sub regional model of commissioning which networks across the capital. The rationale for this is outlined below and highlights a balance between the ability to procure local services to meet residents' needs with a higher degree of cost and quality control obtained through larger contracts, thus gaining economies of scale.

Benefits - The sub region model creates the opportunity to co-commission local services with partner LAs and to be able to influence services in other sub regions where Haringey residents go for services. The aim is to have consistency across London.

There are significant benefits for providers in operating across a larger sub regional network in terms of best use of estates, economies of scale for service overheads and the offer of a work environment that would be attractive to high quality clinical staff.

LAs too would achieve economies of scale on back office and transactional costs.

Delegating authority In terms of delegated authority it is recognised that it would not be timely for all 28 LAs across the sub regions to return to their Cabinets for award of contracts within the sub regions. The schedule for contracts starting in April 2017, when the existing agreements expire, is already ambitious and must be kept to if providers are to be given sufficient time to execute the new contracts.

Cross charging - Residents will continue to be free to access GUM services across London. The aim is that Haringey will be invoiced by each provider across London for these services at the same price agreed for the host sub region, i.e. there will be a single price negotiated for the whole of London by each sub region based on a standard service design. With external legal support, Commissioners will identify and develop a new collaborative commissioning model to facilitate cross charging in this way across London that minimises bureaucracy, as further explained in this report and particularly in paragraphs 6.22 to 6.25.

Alternative options considered

Officers across the 28 boroughs have Reviewed 3 main options for commissioning the sexual health services.

- Option 1: Do nothing. Current system remains unchanged.
- Option 2 (described in section 4): Develop a network system based on 4 sub regions.
- Option 3: LAs to focus on the development of a local service model that includes GUM reducing dependence on central London services.

Option 1: The current system remains unchanged - Under this option Councils would continue with the current arrangements and undertake any redesign and procurement activity as locally determined. The main advantage of this model is that it does not create any change in provision for residents and the additional commissioning time entailed by Option 2.

The key disadvantage of this option is that it will not improve access for residents who are now experiencing long waiting times at GUM clinics and inflexibility around opening times. For commissioners there would be no shift in the challenging position of negotiating price and quality annually with multiple NHS Trusts. These Trusts are well aware that they hold a powerful negotiating position with LAs outside of their host area and often hold a non negotiation position.

The current situation is financially unsustainable. Growth in activity and costs in GUM provision could mean Councils having to make savings to other key public health services to fund statutory open access services.

Option 3: LAs to focus on development of a local service model reducing dependence on central London services - In this model LAs would continue to agree GUM services for their own area. The individual LAs could work together via a 28 borough wide sexual health cross charging network arrangement to ensure there is a forum where common issues can be addressed. Benefits include enhanced local control and potentially greater scope to reshape local service provision away from central London and less complex collaborative arrangements than in Option 2. Where this option falls short is because of the movement of residents across London and the risk of LAs acting 'out of sync' with each other on price or allowing their local GUM providers to introduce additional capacity, thus pulling in more business into that high price clinic. In addition this option will reduce the scope for individual commissioners to drive the change and efficiencies offered within option 2.

Risks – A full risk assessment exists at both LSHTP board and within the sub region. Key issues are highlighted below:

The key risks to achievement of timescales are linked to the complexity of partnership working and scale of change required across London under the recommendation. Some of this is mitigated by having LA Cabinets agree to delegate authority.

The new model will require 'channel shift' for some customers to a greater on-line offer, this may be challenging particularly for those who are not used to on-line booking. There will be a proactive communication strategy to support customers with this change.

The LSHTP does aim to reduce capacity in GUM clinics and this is likely to lead to service changes as people are directed to community or enhanced GUM clinics.

The savings forecasted are dependent on some new form of tariff and this must stretch beyond north central London sub region.

150. AWARD OF CONTRACT FOR SUBSTANCE MISUSE PEER SUPPORT SERVICE

The Cabinet Member for Health and Wellbeing introduced the report which detailed the outcome of an open tender process for the award of a contract to provide an adult peer support service to residents with a substance misuse problem. The recommended organisation was based in Tottenham and had significant experience in delivering this support.

RESOLVED

To approve the award of contract to Bringing Unity Back Into the Community (BUBIC) in accordance with Contract Standing Order (CSO) 9.06.1(d), for an initial term of 3 years for a value of £498,489.00 with an option to extend for a period of up to a further 2 years for an additional value making a total of £838,950.00 over the maximum 5 years.

Reasons for decision

The recommendations as outlined in 3.1 are based on those providers who scored the highest MEAT scores and therefore would offer the best value to the Council in terms of quality and price. The quality component of this tender was 55% and the price 45%.

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(d).

Alternative options considered

The option to not have a substance misuse peer led service in Haringey was considered and not found to be feasible for the following reasons;

The need for substance misuse services is high, the Haringey Joint Strategic Needs Assessment (JSNA) highlights that drug use in Haringey is more prevalent and problematic than the national average.

Getting prevention messages and help to the right people in Haringey is challenging, crack and heroin use is illegal and often linked to criminal activity. Drug use is stigmatised and drug users often do not know about services, this is particularly true of crack cocaine users. A peer led service has been able to reach into the community in a way that traditional services don't.

This service was set up to specifically target Haringey's black and ethnic minority (BME) crack using residents living in more deprived areas of Haringey; this has been successful with 69% of those currently using being BME crack users.

Service Review from service users and local providers suggests that not having a peer led service would impact on the current success of Haringey's treatment system, currently it performs in the top quartile nationally.

Consultation with Community Safety partners demonstrated that there was no other service in Haringey able to access drug dealing hotspots to try to disrupt dealing through a community engagement approach.

151. AWARD OF CONTRACT FOR THE PROVISION OF AN INTEGRATED HEALTH IMPROVEMENT (WELLNESS) SERVICE

The Cabinet Member for Health and Wellbeing introduced the report which set out the open tender process for the award of a contract to provide an integrated lifestyle behaviour change programme, 'Live Well, Be Well', for Haringey residents aged 18 and over. The new integrated programme brings together: Stop Smoking Services, community NHS Health Checks, Health Trainers & Health Champions, Weight Management and aspects of physical activity programmes. These services were formerly commissioned separately.

RESOLVED

1. To approve the award of the contract for the integrated lifestyle behaviour change programme, 'Live Well, Be Well' for Haringey adults to Reed Momenta the successful tenderer in accordance with Contract Standing Order (CSO) 9.06.1(d).
2. That the contract is awarded for a period of three years from 1 April 2016 for a value of £1,500,000, with an option to extend for a further period or periods of up to two years, for an additional value of up to £1,000,000 for the full two further years.

Reasons for Decision

This decision has been informed by the level of health need identified through the Haringey Joint Strategic Needs Assessment, evidence of what interventions work to address the need and recognition of the Council's strategic aim to reduce inequalities, (see paragraphs 6.4 & 6.5 below and the attached Equalities Impact Assessment in appendix 4).

The recommendations as outlined above in 3.1 and 3.2 are based on the provider that 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.

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 – 3.2 in accordance with CSO 9.06.1(d).

Alternative options considered

The option to continue with the existing model of commissioning and resourcing the four individual health improvement services was considered. However, given the reduction in the

Council's budget of approximately £70m over the next three years, this was not considered to be the most cost-effective approach.

Evidence from several local authorities across the UK demonstrates a move towards the commissioning of integrated behaviour change programmes, which are also known as 'wellness' services. The main benefits of integration have been shown to include: a) easier access - an all-in-one service with a range of support available via one access point and one provider/consortium makes it easier for residents to access help and b) health gains can be maximised by addressing multiple risk factors together, either simultaneously or sequentially^{1,2,3} c) more cost-effective. An economic case for prevention, with examples of smoking and physical activity, is illustrated in figure 1, Appendix 2.

In order to retain the good practice achieved to date we looked at evidence of effectiveness from integrated lifestyle behaviour change programmes across the UK. A model which would retain aspects of all four programmes into a new integrated model of delivery for Haringey residents was decided upon. This can be seen at Appendix 1.

152. MAJOR CAPITAL WORKS FRAMEWORK MINI COMPETITION

The Cabinet Member for Housing and Regeneration introduced the report which put forward the appointment of contractors to deliver vital housing work over the next two years. This would be providing essential improvements to the homes of Council residents, including upgrades to kitchens, bathrooms, roofs, windows and door entry systems.

RESOLVED

1. That the Council enters under seal a Deed of Variation with respect to the Major Capital Works Framework Agreement Pricing Models and the Constructor Partners tender price submission under mini competition.
 2. That the award of call off contracts to the two Constructor Partners named below and based on the Most Economically Advantageous Tender to deliver the Housing Capital Programme (Phase 9 2016- 2017) and Phase 10 (2017 – 2018) be approved.
 3. That the 1st and 2nd ranked Constructor Partners following the mini competition tender evaluation Wates Living Space and Keepmoat Regeneration (Apollo) Limited ranked 1st and 2nd respectively be appointed to deliver the Phase 9 and Phase 10 Housing Capital Programmes.
 4. That the successful CPs be awarded specific Phase 9 packages of work on the following basis and based on specific contract areas and budget allocations and the approval of the individual Agreed Maximum Price (AMP) for the contracts let under the Major Capital Works Framework mini competition for the Phase 9 and Phase 10 programme years up to a total value of £50.0m
-

Phase 9 (2016-2017)

- North Tottenham Contract Area Package 1 NT9 with budget allocation of £5.5m
 - Borough Wide Contract Area Package 2 Internal K&B programme with budget allocation of £4.0m
 - Noel Park Estate Phase 2 Contract Area Package 3 with budget allocation of £5.0m
5. That all work package programmes be delivered on a traditional site set up basis and delivered through the SCMG supply chain model.
 6. That the allocation of the Phase 9 Package 1 and Package 2 to the Constructor Partners ranked 1st following evaluation with a total budget allocation of £9.5m
 7. The allocation of the Phase 9 Package 3 to the Constructor Partners ranked 2nd following evaluation with a budget allocation of £5.0m.
 8. The allocation of all of the Phase 9 Packages 1 , 2 and 3 to the Constructor Partners ranked 1st following evaluation.

Phase 10 (2017-2018)

9. That the allocation of the Phase 10 programme of work packages be on the basis of the Constructor Partners ranked 1st and 2nd following the tender evaluation with the two appointed CPs each awarded packages with a total value of between £13m and £16m. Detailed programme information was not yet available for Phase 10.

Reasons for decision

To allow the Framework agreement to be varied under a Deed of Variation and the mini competition tender process to be undertaken between the four Framework Constructor Partners.

Homes for Haringey considered the option of not entering into a Deed of Variation and undertaking the mini competition process based on the original ITT Framework pricing models as unattainable as the Constructor Partners could not sustain the same level of tendered Preliminaries from their original tender prices due to market conditions and increased construction costs and require the Framework Agreement to be varied with regards to this specific clause under the Deed of Variation

A decision is required in order that the Housing Capital Programme of

works can be delivered. The delivery of the Housing Capital Programme is a central element to the Council's Asset Management Strategy and the best method of delivering the programme and achieving the best value for money to the Council is via the allocation of the Phase 9 and Phase 10 programme of works following the mini competition tender process and evaluation.

The call off contracts under the Framework Agreement will ensure that the remaining Housing Capital Programmes of work 2016/2018 will be delivered on target.

Undertaking the mini tender process between the four existing Framework Constructor Partners will promote greater efficiencies and competition based on current market conditions

Alternative options considered

Homes for Haringey as part of their procurement strategy for the delivery of the Year 9 (2016-2017) and Year 10 (2017-2018) of the Major Capital Works programme considered the option of maintaining the framework agreement clause with respect to pricing and that the Preliminaries, OH&P % as submitted by the Constructor Partners as part of the original ITT tender procurement process would be fixed in line with the Framework Pricing models.

Homes for Haringey considered this option as unattainable as the Constructor Partners could not sustain the same level of tendered Preliminaries from their original tender prices due to market conditions and increased construction costs and require the Framework Agreement to be varied with regards to this specific clause under the Deed of Variation

Consideration was also given to allocating the Phase 9 and Phase 10 programmes of work to the two existing Framework Constructor Partners currently delivering the Housing Capital Programmes under a Direct Award provision but this was considered to be in breach of the Procurement Regulations and carried the risk of challenge from the other two Constructor Partners held in reserve.

153. MINUTES OF OTHER BODIES

RESOLVED

To note the minutes of the Cabinet Member signings on the 29th October 2015 & 2nd of November 2015.

154. SIGNIFICANT AND DELEGATED ACTIONS

To note the delegated actions taken by Directors during November.

155. NEW ITEMS OF URGENT BUSINESS

There were no new items of urgent business.

156. 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, 2 and 3, schedule 12A of the Local Government Act 1972

157. HIGH ROAD WEST REGENERATION SCHEME

As per minute 144.

158. TOTTENHAM HOTSPUR FOOTBALL CLUB STADIUM AND ASSOCIATED DEVELOPMENT – LAND APPROPRIATION AND AGREEMENT.

As per minute 145.

159. STRATEGIC PARTNER (VOLUNTARY AND COMMUNITY)

As per minute 147. Councillor Morton absented himself for this item following his earlier declaration of interest.

160. INFORMATION, ADVICE AND GUIDANCE CONTRACT AWARD

As per minute 148. Councillor Morton absented himself for this item following his earlier declaration of interest.

161. AWARD OF CONTRACT FOR THE PROVISION OF AN INTEGRATED HEALTH IMPROVEMENT (WELLNESS) SERVICE

As per minute 151.

162. MAJOR CAPITAL WORKS FRAMEWORK MINI COMPETITION

As per minute 152.

163. NEW ITEMS OF EXEMPT URGENT BUSINESS

None

Report for: Cabinet

Item number: 8

Title: Budget Monitoring 2015/16 Quarter 3

Report

authorised by : Tracie Evans – Chief Operating Officer

Lead Officer: Neville Murton – Head of Finance, Budgets and Accounting

Ward(s) affected: ALL

Report for Key/

Non Key Decision: Key

1. Describe the issue under consideration

- 1.1. This report sets out a range of indicators relevant to the Council's overall financial health. These include the forecast financial revenue and capital outturns for 2015/16 based on actual performance to 30th November 2015.
- 1.2. To consider the proposed management actions set out in this report and approve the budget adjustments (virements) in Appendix 1 as required by Financial Regulations.

2. Cabinet Member Introduction

- 2.1. The Council's 2015 – 2018 Medium Term Financial Strategy (MTFS) was published alongside the Council's Corporate Plan and the final budget for 2015/16 was approved in February 2015.
- 2.2. The MTFS reflected the significant financial challenges facing the Council due to sustained funding reductions implemented by the government as part of their austerity measures. In summary the MTFS delivered savings of c£70m and was substantially balanced, requiring a net contribution from reserves of £4.3m over the three year planning period.
- 2.3. We have now received the provisional local government finance settlement and you have separately on this agenda, our initial budget proposals for 2016/17 based on those updated figures.
- 2.4. I remain concerned by the forecast overspends this year and am asking officers to undertake specific pieces of work particularly around saving proposals that are slipping. The provisional settlement confirms that the Council is facing the continuing challenge of a reducing resource base along with increasing demands and customer expectation for services.
- 2.5. I am also asking for a further provisional outturn report for the current year to be prepared and brought to Cabinet in March so that we can be clear with you on our approach to managing the 2015/16 position as we enter the new financial year.

3. Recommendations

That Cabinet:-

- 3.1. Consider the report and the progress being made against the Council's 2015/16 budget in respect of net revenue and capital expenditure;
- 3.2. Approve the budget changes (virements) as set out in Appendix 1;
- 3.3. Delegate to the Lead Finance Officer the authority to agree cashflow support for Alexandra Palace in support of the East Wing Restoration Project (Paragraphs 9.7 to 9.10).
- 3.4. Maintain under review the key risks and issues identified in this report.
- 3.5. Note that a provisional outturn report will be brought to the March Cabinet meeting.

4. Reasons for decision

- 4.1. Members' involvement in financial monitoring is an essential part of delivering the Council's priorities.
- 4.2. The constitution requires Members to approve certain financial transactions such as virements according to approved limits.

5. Alternative options considered

- 5.1. This report proposes that the Cabinet considers the financial position for 2015/16 in line with existing procedures. It also includes enhanced financial information to give the Cabinet a more rounded view of the Council's finances.
- 5.2. A risk based approach to budget monitoring has been developed in order to manage the Council's finances at a time of economic and financial uncertainty including additional financial information.
- 5.3. At this stage of the year the impact of management action on the current years position is limited however, given the overall position and the further savings to be delivered in 2016/17 it is still as important that corrective action is identified to bring expenditure back into line with the budget.

6. Background information

- 6.1. Following the conclusion of the period 8 (November) budget management processes, the Council's estimated revenue and capital position for 2015/16 is set out below together with relevant issues. The outturn position for the Housing Revenue Account (HRA) is also included.
- 6.2. In addition extended budget information has been updated to provide the Cabinet with a range of additional information to support strategic financial decision making.
- 6.3. There are three broad areas of analysis each with further detail within them as summarised below:

- Financial/ Management Indicators

- Revenue outturn 2015/16
- Key financial management issues 2015/16
- Capital outturn
- Capital receipts
- Collection Fund
- Liquidity Indicators
 - Working capital
 - Cash flow
 - Debt analysis
- Risks

7. Revenue Outturn 2015/16

7.1. Budget managers have been providing their estimated outturn position as at the end of Period 8 (November 2015). The gross position on the General Fund is an estimated **overspend of £13.3m**. The Risk Reserve of **£2.2m** has been applied to provide mitigation and at their November meeting the Cabinet agreed to the use of a further **£5m** of reserves as a further strategy for managing the position; this results in a net forecast overspend of **£6.1m** at this point. The revenue position is summarised in Table 1 with further details of the key budget issues and pressures being set out further below.

Table 1 – Summary Revenue Position (Month 8)

£'000 General Fund	2015/16 Budget Variance		
	Budget	Estimated Outturn	Variance
Leader and Chief Executive	4,049	4,029	(20)
Chief Operating Officer	72,410	78,352	5,942
Deputy Chief Executive	145,093	161,412	16,319
Dir. of Regeneration/ Planning	17,279	16,710	(569)
Non Service Revenue (NSR)	6,113	(2,287)	(8,400)
Total	244,944	258,216	13,272
Approved application of reserves			(7,200)
Revised position			6,072

7.2. For the Housing Revenue Account (HRA) the estimated outturn position is an overspend of £579k which reflects a reduction against the budgeted surplus agreed by the Council in February 2015.

7.3. A provisional outturn report will also be provided to the Cabinet in March which will include a range of options for managing the overall financial pressures being seen and following consultation with the Lead Member for Resources and Culture.

7.4. The position on the ring fenced Housing Revenue Account (HRA) is summarised in the table below. The original budget was set to generate a surplus in order to provide resources for future investment in the Council's housing stock. In the event the current projection suggests that a smaller surplus will be made.

Table 1a – HRA Summary Revenue Position (Month 8)

£'000 HRA	2015/16 Budget Variance		
	Budget	Estimated Outturn	Variance
Housing Revenue Account	(16,315)	(15,736)	579

8. Key Financial Management Issues 2015/16

Children's Services (Deputy Chief Executive)

- 8.1. The budget management information from Children's Services identifies a gross forecast overspend of £4.7m. In addition Dedicated Schools Grant (DSG) budgets are showing an overspend of £0.8m which, as it relates to increased costs of meeting the needs of Children with SEN will largely be funded from the DSG contingency within the High Needs block. Assumed management action of £0.5m is expected to result in a reduction of the forecast net overspend to £4.2m.
- 8.2. There are a number of areas within the service where pressures are being seen. The main area of pressure is within the safeguarding and social care service where, based on current and expected numbers of Looked After Children (LAC), there is a £2.8m pressure.
- 8.3. Given the stage of the financial year reached there is a further risk that the remaining management action may also be at risk.

Adults Services (Deputy Chief Executive)

- 8.4. The projection from Adults services indicates a net overspend of £12.9m.
- 8.5. The service overspent by £3 million last year as a result of demographic pressures and the rising costs of care. These pressures have continued into 2015/16 which has led to an increasing overspend position despite management action.
- 8.6. The service has adopted an ambitious new strategy for supporting people with social care needs as part of the Corporate Plan and the Medium Term Financial Strategy. This new approach is expected to deliver significant savings as well as improved outcomes for people; however due to the far ranging and complex nature of the changes required and the Council's commitment to a co-production approach the benefits of the transformation are not expected to be achieved in the current financial year leading to a delay in the delivery of savings.
- 8.7. The service continues to take action across all client groups to assist with the management of costs including:
- Care Package reviews
 - Contract re-negotiations
 - Reducing dependency of existing clients on existing packages through re-ablement
 - Improving VFM for spot contracts.
- 8.8. It is clear however, that the implementation of fundamental changes to realise the savings proposals are necessary to bring the expenditure in this area back into line with the approved budget.

Other Deputy Chief Executive areas

- 8.9. The Commissioning budget is showing a £275k underspend which is mainly attributable to variances against staffing budgets and which will be maintained to offset pressures elsewhere within the Deputy Chief Executive's area.
- 8.10. Following confirmation from the government of the estimated £1.3m in-year reduction to the Public Health Grant the service has been taking action to mitigate the effect of that reduction; currently a £0.3m underspend is anticipated.

General Fund Housing (Chief Operating Officer)

- 8.11. The Housing service within the General Fund is presently showing an overspend of £4.7m. The pressure is attributable to the Temporary Accommodation budget, where the costs of acquiring TA is continuing to rise.
- 8.12. This is for two main reasons, firstly increases in rent levels for existing properties, as existing landlords switch properties to more expensive nightly rated stock and secondly increased costs for newly acquired units, as the existing unit is sold. Therefore the gap between rent paid out and collected is growing further apart, in common with the rest of London.
- 8.13. To reduce this overspend the service is exploring a range of other options which will be subject to separate Cabinet reports.

Customer Services (Chief Operating Officer)

- 8.14. Following the creation of the new Shared Service Centre (SSC) the information relating to Customer Services, which sits outside the SSC, has been separately identified. Customer Services are currently showing an overspend of £0.9m
- 8.15. This overspend mainly relates to the non-achievement of planned staff savings associated with the customer services/ libraries transformation programme, including delays to the roll-out of MyAccount which will facilitate customer self service.

Regeneration, Planning and Development (Director of Regeneration)

- 8.16. Overall the Regeneration, Planning and Development service is currently projecting an underspend of £0.5m.

Non Service Revenue

- 8.17. At this stage an underspend of c£8.4m is available representing the clear need to utilise contingencies and the remaining inflationary provision as a strategy for offsetting service budget pressures.
- 8.18. The achievement of significant benefits from the council's successful Treasury Management strategy and reduced need to make Minimum Revenue Provision Payments (MRP) for capital expenditure has also provided additional resources in this year.

Housing Revenue Account (HRA)

- 8.19. The Housing Revenue Account is showing an overspend of £579k, this is due to projected income shortfalls in the Managed Account from Supported Housing and garages where budget savings have been identified but not achieved. In addition there is a shortfall in the income from tenant service charges.

Virements

- 8.20. A number of virements are set out at Appendix 1; the appendix differentiates between those that are provided for information and those that, in accordance with the Council's financial regulations, require the formal approval of Cabinet.

9. Capital Outturn

- 9.1. Currently there is a projected underspend of £7.1m against the 2015/16 approved General Fund Capital Programme, the HRA is also projecting an underspend of £13.9m. Appendix 2 shows the current programme for both of these areas.
- 9.2. Appendix 2 shows the variances against the individual projects within the approved capital programmes. The main areas of variance include the Business Improvement Programme (BIP) IT projects which are showing an underspend of £1.9m where the procurement processes have secured a combination of less expensive options.
- 9.3. There is also an Information Technology forecast underspend of £1.1m; the proposed projects are currently being reviewed; however it is likely that the projects in the approved capital programme are likely to be delayed or alternatives proposed for approval. The IT service went through a major structure change with creation of SSC, the new projects required within SSC had subsequent impact on planned IT projects which explains this capital underspend.
- 9.4. Within the Children's Services building programme the contingency to cover unforeseen circumstances is unlikely to be required in full and an underspend of £1.5m is currently being projected.
- 9.5. The Housing Revenue Account Capital Programme is projected to underspend by £13.9m. £2.126m is the mechanical and electrical works programme due to a change in the procurement method, some 90% of the projects are at the approval stage. An £8.406m underspend on the Decent Homes programme is due to an extensive value engineering exercise against some projects and further slippage in this year.
- 9.6. The projected underspending in the General Fund will result in a reduced need for borrowing in 2015/16. For the HRA the slippage will temporarily increase the level of balances at the end of the year pending scheme completion; Members will be asked at the end of the year to agree to carry forward these resources which will facilitate completion of the projects in future financial years'

Alexandra Park and Palace

- 9.7. The Council has previously approved support for the East Wing Restoration Project at Alexandra Palace totalling £6.8m over the period 2015 to 2018.
- 9.8. Alexandra Palace has commenced the first stage in the Restoration Works to the East Wing; financial support for this project is primarily from the Heritage Lottery Fund and the Council. The grant from the HLF must be claimed in arrears and this presents the Trustee with a cash flow issue which will peak during 2017 when the second stage and main restoration works are on site.
- 9.9. The Cabinet are being asked to agree to support the Palace's cash flow during these periods as required and in particular to delegate to the Lead Financial Officer/Deputy Section 151 Officer the authority to agree a payment support profile with the APPCT Director of Finance and Resources for the East Wing Restoration project.

- 9.10. It should be noted that this does not commit the Council to financially supporting the project beyond the capital funds already approved but is just a short term advance of cash to enable liabilities to be met when due; the sums will be repaid following the receipt of the HLF funding on a quarterly basis.

10. Capital Receipts

- 10.1. The General Fund capital expenditure programme agreed by the Council in February 2015 is in part predicated on the achievement of capital receipts. In total over the period 2015 – 2018 £41.7m of receipts are required to finance expenditure. In the current year receipts of £7.1m are projected compared to £9.3m originally forecast. To date only £2.4m has been achieved.
- 10.2. If there is a shortfall of capital receipts, caused by timing issues the Council will need to consider the extent to which it might need to undertake temporary borrowing in accordance with its Treasury Management Strategy. However, as set out above the lower estimated level of capital expenditure will also impact on the need for the various sources of financing.

11. Collection Fund

- 11.1. The Collection Fund reflects a statutory obligation on the Council to maintain a separate ring-fenced account for the collection of business rates and council tax and the distribution of these between Haringey (30%), the Greater London Assembly (20%) and central government (50%).

Business Rates

- 11.2. The latest forecast outturn for net business rates income is £58.11m which is £6.24m lower than originally forecast.
- 11.3. Since the introduction of the Business Rate Retention Scheme local authorities have been responsible for making provision for the cost of future potential losses in business rate income arising from appeals against previous rating revaluations (the last ones took place in 2005 & 2010). The number of appeals outstanding in Haringey at 30 November 2015 is 830 cases.
- 11.4. During the period April to November 2015, 308 appeals were settled either successfully or dismissed/withdrawn; this had the impact of reducing the Council's overall rateable value by £851k.
- 11.5. Virgin has filed a new appeal in Q4 2014/15 to have all their valuations administered in a single location. Should this be settled in 2015/16 in a single location out of our borough, the potential settlement for backdated rate payments could be in the region of £7.2m and a loss of annual rate income of c£1m, of which 30% would be attributable to the Council; this appeal is not yet resolved
- 11.6. The in-year collection rate to November 2015 is 74.58% and this area is on target for the budgeted collection rate of 97%.

Council Tax

- 11.7. The latest forecast outturn for council tax income is £109.82m which is £5.07m higher than originally forecast. The key reason for the variance can be attributed to higher than expected collection from council taxpayers under the Local Council Tax Reduction Scheme.
- 11.8. The in-year collection rate to November 2015 is 72.71%. and is on target for the budgeted collection rate of 95%

12. Liquidity Indicators

Working Capital

- 12.1. The Treasury Management Strategy Statement (TMSS) places a high emphasis on security of the Council's funds. One of the ways to do this is to minimise the funds held which need to be invested. During the year to date officers have been managing cash balances to keep them to a minimum and only borrowing externally when it is required to meet the Council's obligations. There has been no new borrowing in the year to date and we have, therefore, realised a further saving in the interest payments budget, this is reflected in the revenue account projections above.
- 12.2. The current approach to borrowing was recently discussed with Arlingclose using their projections of interest rate movements. The conclusion was that short term borrowing remained appropriate to fund temporary funding gaps. However, rates remain attractive from a longer term perspective and if long term borrowing is required in the next 12-24 months to fund the capital programme then consideration should be given to locking in current rates, even if this did incur a short term cost. Uncertainty around the timing of capital expenditure has to date caused reluctance to commit to longer term borrowing
- 12.3. Interest rates earned on investments remain low and significantly less than the cost of new borrowing and therefore the strategy of minimising cash balances is continuing in 2015-16. Borrowing will be taken only when required for liquidity purposes with the preference being short term local authorities' loans at very low rates. However longer term interest rates continue to be carefully monitored.

Debt Analysis

Business Rates

- 12.4. Summary information relating to Business Rates debt levels and collection performance in 2015/16 is set out below in Table 2.
- 12.5. In-year collection performance remains ahead of both this year's target and the percentage collected at this time last year. This represents increased income of £605,323 on the same period last year. Unfortunately, the net collectable amount has decreased and this can be attributed to reductions in RV by appeal.

Table 2 – Business Rates debt performance 2015/16 (Period 8)

Net Collectable Debt	Net Collected		Last year at same point	Target	Variance		Gross Arrears
£m	£m	%	%	%	%	£m	£m
67.8	50.8	74.58	74.15	74.00	0.58	0.4	7.5

Council Tax

- 12.6. Summary information relating to Council Tax debt levels and collection performance in 2015/16 is set out below in Table 3.
- 12.7. In-year collection performance remains behind target and is also behind the percentage collected at this time last year. Cash collected is £225,438 up on the same period last year. The net collectable amount has increased by which is aligned to the growing tax base.

Table 3 – Council Tax debt performance 2015/16 (Period 8)

Net Collectable Debt	Net Collected		Last year at same point	Target	Variance Ahead / (Behind)		Gross Arrears
£m	£m	%	%	%	%	£m	£m
113.2	82.4	72.74	74.27	76.00	(3.26)	(3.7)	25.1

Housing Benefit Overpayments (Excluding Council Tax Benefit)

12.8. Summary information relating to Housing Benefit Overpayment debt levels and collection performance in 2015/16 is set out below in Table 4.

12.9. The service has collected 22.9% to end November which compares favourably with 18.1% last year.

Table 4 – Housing Benefit Overpayment debt performance 2015/16 (Period 8)

Debt b/fwd	New debt	Recovered			Debt o/s		
		2015/16		Last year	Debtors	Live HB	Total
£m	£m	£m	%	%	£m	£m	£m
26.7	7.8	11.6	22.9	18.1	14.3	14.3	28.6

Corporate Debts

12.10. Summary information relating to corporately managed debt levels and collection performance in 2015/16 is set out below in Table 5.

Table 5 – Corporate debt performance 2015/16 (Period 8)

Net Debts				Bad Debt Provision		
Year-end	P8 15/16	NYD	Due	B/Fwd	P8 15/16	Change
£m	£m	£m	£m	£m	£m	£m
40.1	17.9	8.6	9.3	2.336	1.784	0.552

NYD = Not Yet Due

12.11. Corporate Debts are lower than at the start of the year, both for due debts and aged debt. A combination of lower aged debt plus the cancellation of £203k of charges on a long outstanding case has considerably lowered the bad debt provision.

12.12. Whilst it is encouraging that the bad debt provision has reduced at the end of November, the seasonal nature of sundry billing [c.70% of invoices billed in the 2nd half-year] is likely to lead to an increased provision in the coming months. Other SAP debts [Leaseholder, Commercial Rents and Property] are all currently showing an increase in their bad debt provisions.

Parking Debt

12.13. Summary information relating to Parking debt levels in 2015/16 is set out below in Table 6.

Table 6 – Parking debt performance 2015/16 (Period 8)

Income Collected 14/15	Income Target 15/16	Collected P08 14/15	Collected P08 15/16	Year on Year change
£m	£m	£m	£m	£m
10.077	10.241	6.418	6.892	0.474

12.14. Parking Income is £474k ahead of that received at the end of November last year

13. Financial Risks

- 13.1. As part of the budget setting process the Chief Finance Officer carries out an assessment of the adequacy of the Council's general reserves to meet a range of both identified and unforeseen risks. This assessment carried out in February 2015 indicated total risks of £12.5m to be held against the centrally retained contingency budget and the level of general reserves. In addition as set out earlier in this report at the end of 2014/15 it was possible to create an earmarked Risk Reserve of £2.2m to further mitigate those risks.
- 13.2. The Council's 2014/15 statement of accounts indicate that the General Fund reserve at 31 March 2015 stood at £25.8m; taking into account the 2015/16 budget requirement to draw £4.2m from reserves the estimated closing position at March 2016 is £21.6m.
- 13.3. However, given the significant overspend identified in this report, the potential implications for the Council's reserves and the associated risk needs careful consideration in consultation with the Lead Member for Resources and Culture.
- 13.4. The latest key financial risk register is also included as Appendix 3.

14. Summary/ Conclusions

- 14.1. Overall a General Fund projected overspend of £13.2m is being reported which, through the application of reserves, can be reduced to £6.1m.
- 14.2. The continuation of significant budget pressures within Adults and Children's services from previous years is a serious concern given the ambitious savings targets in these areas for future years' budgets. There are also significant pressures being reported in the Temporary Accommodation area which similarly has future years' saving targets.
- 14.3. For capital expenditure within the General Fund the primary source of financing is through Prudential Borrowing and, as a result, any slippage in expenditure against the programme does result in a lower than budgeted need for borrowing; resulting in a consequent short term benefit to the General Fund revenue account; this is currently contributing to keeping the overspend lower than it would otherwise be.
- 14.4. A number of risks together with an assessment of the impact and likelihood of impact has been compiled and should be kept under review Appendix 4. The identified risks around the Council's medium term finances and the 2015/16 revenue outturn position are being seen and Cabinet took action in November to use reserves as a strategy for reducing exposure in that area.
- 14.5. Further review of the adequacy and prioritisation of the council's reserves, both general and earmarked, is necessary to manage the remaining pressures and

the Lead Member for Resources and Culture will be kept fully informed as actions are developed. A provisional outturn report will be brought to Cabinet in March with any further mitigating actions.

15. Contribution to strategic outcomes

- 15.1. Adherence to strong and effective financial management will enable the Council to deliver all of its stated objectives and priorities.

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

- 16.1. This report covers all of the relevant financial implications for members to consider.
- 16.2. The Assistant Director of Corporate Governance has been consulted on this report. The Cabinet is responsible for approving virements in excess of certain limits as laid down in the Financial Regulations at Part 4 Section I, and within the Executive's functions at Part 3 Section C, of the Constitution. There are no specific legal implications arising from this report.

17. Use of Appendices

Appendix 1 – Virements Schedule

Appendix 2 – Capital Programme financial summary

Appendix 3 - Financial Risk Register.

18. Local Government (Access to Information) Act 1985

- 18.1. The following background papers were used in the preparation of this report:
- Budget management papers
 - Medium Term Financial Planning Reports
- 18.2. For access to the background papers or any further information please contact Neville Murton – Head of Finance (Budgets and Accounting Team).

Appendix 3

Risk Title	Internal Controls	Risk and Control Ownership	Date of last review	Impact	Likelihood	RAG/ Score	Comments
Uncertainty around Government funding levels negatively impacts on the Council's MTFS. Also issues around potential changes to 2015/16 specific grant levels	The use of independent modelling tools to supplement local analysis provides an additional sense check on funding projections, continued attendance at key events and the timely evaluation of government announcements.	Assistant Director - Finance and Head of Finance Budgets, Accounting & Systems	January 2016	9	3	27	The provisional local government settlement has been announced and confirms the accuracy of our 2016/17 funding projections.
Material over / under spends materialise in either revenue &/ capital. These could be either un-forecasted or of significant magnitude that they disturb the Council's financial position.	The Council's budget monitoring process places more onus on the budget holder and re-inforces the accountability of the relevant AD. This may result in poorer forecasting, at least in the short term, however Finance are targeting their limited resources on the more high profile or volatile areas of expenditure.	All Heads of Finance	January 2016	9	9	81	Projected overspending in both Adults and Children's Services have been identified and follow adverse 2014/15 outturn variances. Temporary Accommodation pressure is also apparent.
The Council fails to set a balanced budget for 2016/17 and beyond.	The MTFS for 2015 - 2018 covered a full three year planning period and was substantially balanced.	Assistant Director Finance	01-Sep-15	8	2	16	
Non-compliance with Prudential Framework.	Prudential limits are approved by Members annually with quarterly reporting of outcomes v limits and benchmarks to the Corporate Committee.	Head of Pensions & Treasury	24-Sep-15	5	2	10	
Failure to maximise income/recover debts.	Monthly reports are produced on income recovery and debt boards are held to review performance. A review of debt management across the council has been undertaken and consolidation is taking place through the SSC. bad debt provisions are reviewed regularly and are a further control against uncollectable debt.	Corporate Debt Manager and devolved managers with accountability for debts pending consolidation.	01-Sep-15	7	3	21	

Virements for Cabinet Approval

Proposed virements are set out in the following table.

Virements						
Period	Service/AD Area	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
9	RPD	Cap	699		Agreement to carry forward GLA grant	Growth on the High Road GLA grant funding carried forward to 2015/16
9	RPD	Cap	398		Agreement to carry forward GLA grant	Access & Parking GLA grant funding carried forward to 2015/16
9	RPD	Cap	825		Grant agreement signed and lower spend forecast	Opportunity Investment Fund projecting lower expenditure
9	COO/ECS	Cap	327		Reflect approved current TFL budget allocation onto SAP	TFL ALLOCATION - Area Based Scheme programme - Hornsey Lane Bridge (Suicide Protection) . Capital nature works
9	COO/ECS	Cap	565		Reflect approved current TFL budget allocation onto SAP	TFL ALLOCATION - Bridges program - Station Road Bridge reduction of £105k but increase in Wightman Road Bridge allocation of £670k - total £565k. Capital nature works
9	COO/ECS	Rev	339		Drawdown from transformation reserve	Adults Social Care Transformation Project

Virements for Noting

Virements						
Period	Service/AD Area	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
8	RPD	Rev	55		Technical	transfer external legal budget within department cost centres for better monitoring of expenditure and contract
9	RPD	Rev	48		Technical	income due from external organisation to be reflected and budget for expenditure which will be offset by income also to be created
9	RPD	Rev	40	30	Contribution towards salary costs	contribution towards Head of Regeneration's costs from Director's budget
9	RPD	Rev	68	68	Technical	transfer out salary and income budgets from Regeneration Projects cost centre for those who are charged to other cost centres
9	RPD	Rev	80		S106 funding approved	create income and expenditure budgets for Wood Green Investment Framework and High Street Fund to be funded from S106 contributions
9	Housing Services	Rev	395	395	Pay the 1% pay award to HfH through the Mgt Fee	For the Wage Inflation for HfH Management Fee The budget virement is a net nil.
9	COO/ECS	Rev	24		Reflect approved current TFL budget allocation onto SAP	TFL ALLOCATION - BCP program - Reflect current TFL portal allocation Revenue BCP nature schemes spend and income budgets. Revenue nature works
9	COO/ECS	Rev	-15		Reflect approved current TFL budget allocation onto SAP	TFL RE - ALLOCATION - Bridges program - Bridges assessment measures. Revenue nature works
8	COO/ECS	cap	120		Reflect approved budget allocation onto SAP	S106 Highagate Junior School
8	COO/ECS	cap	30		Reflect approved Drainage grant onto SAP	Budget adjustment - One off expenditure budget to carry out specified works at Larkspur Close
8	COO/ECS	Cap	15		Reflect approved current TFL budget allocation onto SAP	TFL - Enabling Works - Increased allocation for The Roundway Bus Stop. Enabling Works programme increased from £69k to £83.5k
8	COO/ECS	Rev	13		Reflect approved current TFL budget allocation onto SAP	TFL allocation - Core Funding - North London Transport Forum 2015-16
8	COO/ECS	Rev	24		Reflect approved current TFL budget allocation onto SAP	TFL allocation - Schools Programme - Safe Drive Stay Alive £23.5k
8	COO/ECS	Rev	20		Reflect approved current TFL budget allocation onto SAP	TFL new allocation - Mayor's Air Quality Fund - Air Quality Apprentice £20k
8	COO/ECS	Rev	45		Re-allocation of budget on SAP	Realign project management fees in Parking Schemes Design to appropriate GL code
8	COO/ECS	Rev	30		Re-allocation of Drainage Grant Inome	Transfer to capital one off expenditure budget to carry out specified works at Larkspur Close
8	COO/ECS	Rev	24		Reflect approved budget allocation onto SAP	New Grant awarded in year - Summer Engagement Campaign MOPAC Grant 2015
8	COO/HR	Rev	1,488		Re-allocation of budget on SAP	HR Staffing Budget Realignment
9	COO/HR	Rev	2		Re-allocation of budget on SAP	Recoding of insurance budget from C32000 to be locked
9	COO/HR	Rev	1,032		Re-allocation of budget on SAP	Recoding of overheads from cost centres to be locked
7	CIF / REVS&BENS	Rev	35		Budget Transfer	IWORLD contract IT transfer
9	GOV	Rev	22		Budget Adjustment	General Election 15-16 budget adjustment
8	COO	Rev	100		Special Project funding	Special Project funding
8	M1 - NSR	Rev	31		DFE - Employment grant	Re-profiling of DFE grant to service
7	M1 - NSR	Rev	100		NSR contingency until bad debt provision finalised	2015/16 £100k finance budget reduction to be allocated to NSR contingency until bad debt calculated at YE
8	M1 - NSR	Rev	80		HREC - Vo; sector funding	one-off funding for HREC voluntary sector 15/16
8	M1 - NSR	Rev	62		Pension Admin team funding	aligning staffing cost for Pensions Admin team
10	M1 - NSR	Rev	2,348		reprofiling DWP - HB grant	Reprofiling DWP - HB grant in line with transaction
10	M1 - NSR	Rev	4		ending of transformation programme	reprofiling 16/17 budget - end of transformation programmes
10	M1 - NSR	Rev	10		Budget for CMG/CLG event funding	Budget funding for CMG/CLG event
10	M1 - NSR	Rev	193		Reprofiling Levies accounts	reprofiling Levies accounts in line with management structure
10	Childrens	Revenue	322	322	Relink Service budget from Central Team to Commissioning Business Unit	Delegated authority to re-link the budget of the Social Care Payment Team to the Commissioning Business Unit.
10	Property Disposals	Rev	234	234	Re-alignment of budget	Removal of income budget on disposal of properties.
10	Call Centre	Rev	122	122	Re-alignment of budget	Recruitment of 5 staff in 2012 to cover Parking calls
10	Call Centre	Rev	35	35	Re-alignment of budget	Transfer of staff as part of CSTP
10	Libraries General	Rev	200	200	Re-alignment of budget	Non-achievement of previously agreed savings related to additional and weekend opening hours
10	Libraries Mobile Service	Rev	65	65	Re-alignment of budget	Due to non-achievement of previously agreed savings related to Housebound Service
10	Traffic Management - Sustainable Transport	Rev	57	57	Re-alignment of budget	Additional unfunded statutory responsibilities - flood advice on planning applications.
10	Community Safety Mortuary and Coroners	Rev	60	60	Re-alignment of budget	To address historical issue with achievement of Coroner's service income
10	CYPS Directorate Support	Rev	62	62	Re-alignment of budget	Funding arrangements for shared governance post
10	Public Health	Rev	46	46	Re-alignment of budget	Violence Against Women and girls – unfunded post transferred from Community Safety
10	Procurement	Rev	42	42	Re-alignment of budget	Head of procurement
10	SSC	Rev	100	100	Re-alignment of budget	Adult Social Care debt – function transfer
10	CYPS	Rev	50	50	Re-alignment of budget	No Recourse to Public Funds manager shared with Adults - funding shortfall
10	CYPS	Rev	50	50	Re-alignment of budget	Ongoing secondment arrangement with the Home Office to provide a link worker on the No Recourse to Public Funds cases
10	CYPS	Rev	250	250	Re-alignment of budget	Unfunded PRC costs from school reorganisations
10	CYPS	Rev	40	40	Re-alignment of budget	SAB - support and independent chair needs regularising
10	Schools and learning	Rev	110	110	Re-alignment of budget	Music service
10	CYPS	Rev	50	50	Re-alignment of budget	Educational Psychology

Transfers from Reserves

Reserves						
Period	Service/AD Area	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
9	CYPS	Rev	41		Drawdown from transformation reserve	My Care Transformation work Package
9	Hsg	Rev	36		Drawdown from transformation reserve	Future Housing Delivery Model (FHDM)
9	COO/ECS	Rev	339		Drawdown from transformation reserve	Adults Social Care Transformation Project
9	COO	Rev	203		Drawdown from transformation reserve	P2P Recovery
9	COO/ECS	Rev	38		Drawdown from transformation reserve	Priority 3 - More than Parks Project
9	COO	Rev	17		Drawdown from transformation reserve	BIP - Council Tax

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Capital Programme 2015-16	Original	Revised	Spend to Date P8	Forecast @ P8	Projected Variance
	£	£	£	£	£
* Multiple Client Group Schemes	0	181,000	110,893	181,000	0
* Housing Aids & Adaptations	2,149,000	1,200,000	572,609	1,200,000	0
* DFG Non Agency	0	0	57,611		0
* DFG Agency	0	949,000	867,751	949,000	0
Adults Capital Programme	2,149,000	2,330,000	1,608,864	2,330,000	0
* Information Technology	1,150,000	1,611,000	369,016	544,000	(1,067,000)
* Customer Services	2,400,000	2,704,000	1,531,932	2,404,000	(300,000)
* Cross Directorate	0	0	(134,364)	0	0
* Evergreening	0	1,437,000	455,170	840,000	(597,000)
* Electoral Registration Transforma	0	5,000	0	5,000	0
* BIP SSC Capital Programme	3,000,000	3,000,000	291,032	1,066,000	(1,934,000)
* Alexandra Palace	900,000	966,000	0	966,000	0
* Corporate Management of Property	800,000	1,139,000	138,093	1,139,000	0
* Recreation projects	385,000	569,000	149,029	395,000	(174,000)
* Lordship Recreation Ground	0	331,300	24,651	331,300	0
* Leisure External Capital Works	229,000	229,000	(335,710)	114,500	(114,500)
* Parking Plan	300,000	300,000	6,804	300,000	0
* Parking CCTV Camera	234,000	234,000	91,100	234,000	0
* Street Lighting CMS & LED Investm	3,000,000	3,000,000	234,750	3,000,000	0
* Street Lighting	400,000	400,000	(25,276)	400,000	0
* Section 278 Highways Act 1980 wor	0	500,000	6,000	500,000	0
* Road Safety Improvement	150,000	150,000	9,171	150,000	0
* Front Line Services S106 Schemes	0	752,000	30,470	752,000	0
* BorRds, H'ways Resurfacing & St F	3,000,000	3,136,000	388,677	3,136,000	0
* TFL - Bus Stop Accessibility	0	200,000	136	200,000	0
* Sustainable Transport - Drainage	200,000	230,000	551	230,000	0
* TFL - Borough Cycle Programme	0	45,000	40,967	45,000	0
* TFL - Area Based Schemes	0	0	19,692	0	0
* TFL - Local Transport Funding	0	0	170	0	0
* TFL - Enabling Works	0	83,500	195	83,500	0
* TFL - Corridors/Neighbourhoods Su	4,569,000	1,555,000	58,052	1,555,000	0
* TFL - Bridges	0	270,000	4,000	887,000	617,000
* TFL - Principal Road Renewal	0	478,000	0	478,000	0
* Downlane Recreation Ground			(2,934)	0	0
Chief Operating Officer Capital Programme	20,717,000	23,324,800	3,351,374	19,755,300	(3,569,500)
* Devolved Capital	550,000	533,600	0	533,600	0
* PFI Costs	570,000	1,643,000	791,311	1,643,000	0
* Repairs & Maintenance	1,000,000	1,082,000	816,861	1,082,000	0
* New Pupil Places - Expansion			995	0	0
* Programme Contingency	1,000,000	1,540,400	2,490	0	(1,540,400)
* Social Care	100,000	50,000	0	50,000	0
* Primary Capital Programme	1,400,000	1,995,000	861,474	1,600,000	(395,000)
* Aiming High for Disabled Child			7,428	7,428	7,428
* Match Funded Projects	200,000	419,000	285,003	419,000	0
* Electrical and ICT Infrastructure	250,000	50,000	7,100	50,000	0
* School Expansion - Temporary	1,500,000	500,000	0	0	(500,000)
* School Expansion - Permanent	1,380,000	2,135,000	743,735	2,135,000	0
* Capital for 2 year old provision	200,000	527,000	416,715	527,000	0
* Schools - roof works	1,000,000	1,351,000	695,171	1,351,000	0
* Youth & Young Adults	0	200,000	949	100,000	(100,000)
* Secondary School Condition Work			65,079	100,000	100,000
Childrens & Young People Capital Programme	9,150,000	12,026,000	4,694,311	9,598,028	(2,427,972)
* CPO's	500,000	500,000	0	0	(500,000)
* Private Sector Housing Activity			149,435	0	0
* Housing Combined with New Work	0	433,000	402,151	433,000	0
* Affordable Housing Projects	36,807,000	41,567,000	1,042,193	40,868,573	(698,427)
* Housing In Fill			698,427	698,427	698,427
Housing_GF Capital Programme	37,307,000	42,500,000	2,292,206	42,000,000	(500,000)
* PHE - Recovery Centre Grant			29,000	29,000	29,000
Public Health Capital Programme	0	0	29,000	29,000	29,000
* Energy Saving Measures	0	925,000	908,914	925,000	0
* Accommodation Strategy Phase 2	270,000	810,000	239,724	560,000	(250,000)
* Hornsey Town Hall Redevelopment	300,000	561,000	270,018	561,000	0
* Ashley Road/Marsh Lane	600,000	1,852,000	514,704	1,502,000	(350,000)
* Technopark	500,000	623,000	239,018	263,000	(360,000)
* Keston Centre	200,000	200,000	373	50,000	(150,000)
* Tottenham Regeneration-MasterPlan	900,000	1,585,500	494,270	1,350,000	(235,500)
* Green Lanes (OLF)	0	277,000	(29,708)	0	(277,000)
* Recycling Centre Reprovision	0		7,428	30,000	30,000
* Alexandra Palace Landscaping	0	117,000	30,456	117,000	0
* F2F programme	2,000,000	2,000,000	506,937	3,000,000	1,000,000
* NPD Highways & Parking	1,193,000	1,193,000	82,060	1,193,000	0
* GHR	300,000	723,000	139,553	718,200	(4,800)
* N17 Design Studio			9,152	9,152	9,152
* English Heritage PSICA - Myddleton rd			56,836	60,000	60,000
* Environmental Contribution THR			10,963		0
* Opportunity Investment Fund	1,604,000	1,604,000	500,000	1,604,000	0
* West Green Road Tropical Park	0	70,000	63,910	70,000	0
* Customer Services Call Centre			5,851	50,000	50,000
* Wood Green Regeneration	275,000	300,000	24,546	300,000	0
* Tottenham Heritage Buildings	110,000	110,000	4,341	110,000	0
* Strategic Acquisitions	0		1,000		0
* Low Carbon Zones Plan	0	243,000	0	80,000	(163,000)
Dir of Regen,Planning & Development	8,252,000	13,193,500	4,080,346	12,552,352	(641,148)
General Fund Capital Programme	77,575,000	93,374,300	16,056,101	86,264,680	(7,109,620)
** Housing Estate Improvement	1,000,000	1,000,000	601,345	1,000,000	0
** Planned Preventative Maintenanc	3,269,000	3,269,000	179,910	2,136,000	(1,133,000)
** Housing Structural Works	200,000	200,000	18,673	200,000	0
** Housing Extensive Void Works	300,000	300,000	(8,886)	222,000	(78,000)
** Stock Survey	80,000	220,000	210,506	220,000	0
** Energy Conservation	100,000	100,000	0	100,000	0
** Boiler Replacement	5,000,000	5,000,000	1,304,700	3,500,000	(1,500,000)
** Capitalised Works	420,000	420,000	307,206	590,000	170,000
** Lift Improvements	1,000,000	1,000,000	450,870	1,000,000	0
** Decent Homes	33,188,000	44,682,000	17,752,501	36,276,000	(8,406,000)
** Asbestos Removal	160,000	160,000	159,269	219,000	59,000
** Saltram Close Regeneration			28	0	0
** Mechanical & Electrical Works	3,000,000	5,575,000	188,938	3,449,000	(2,126,000)
** Professional Fees	2,000,000	2,000,000	1,054,917	2,000,000	0
** Fire Protection Work	3,000,000	3,000,000	4,109	3,000,000	0
** Supported Living Scheme	750,000	750,000	(14,951)	364,000	(386,000)
** Adaptation of Office Accomodati			49,151	49,200	49,200
** Conversions & Extentions (HFH)	600,000	600,000	(1,056)	17,000	(583,000)
** Security/CCTV	0	200,000	(5,330)	200,000	0
** Internal Communal Flooring	0	200,000	7,525	200,000	0
HRA Capital Programme	54,067,000	68,676,000	22,259,425	54,742,200	(13,933,800)
Total	131,642,000	162,050,300	38,315,526	141,006,880	(21,043,420)

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Report for: Cabinet 19th January 2016

Item number: 9

Title: 2016/17 Budget

Report authorised by: Tracie Evans – Chief Operating Officer

Lead Officer: Neville Murton – Lead Finance Officer.

Ward(s) affected: ALL

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

1. Describe the issue under consideration

- 1.1. The Chancellor, George Osborne, made his Autumn Statement and Spending Review 2015 announcements on 25th November setting out in very broad terms the position on the country's finances.
- 1.2. Subsequently, on 17th December, the Secretary of State for Communities and Local Government, Greg Clark, announced the provisional local government finance settlement. That announcement set out at an individual authority level, the proposed level of government support for 2016/17 and indicative allocations for future financial years.
- 1.3. This report updates members on the issues arising from these statements and in particular their effect on the Council's budget for 2016/17; the impact on future years' budgets will be considered later in 2016 as we begin to review the MTFS for future years.

2. Cabinet Member Introduction

- 2.1. Last year we grasped the nettle of strategic long term planning, we published our Medium Term Financial Strategy alongside our Corporate Plan and priorities developed with our residents. Despite the government only giving a settlement covering 2015/16, we took the hard decisions not only for the current year but also for 2016/17 and 2017/18.
- 2.2. In that respect our approach has been vindicated; our forecast resources for 2016/17 have proven to be accurate allowing us to continue to focus our effort on delivering the actions we approved as part of the Medium Term Financial Strategy. Paradoxically the government has followed our lead as it offers local authorities the opportunity for a 'guaranteed four year settlement'.
- 2.3. We have embraced the necessity of gaining financial independence from locally raised revenue and we have approved a capital strategy for growth and jobs alongside the 5 priority areas we set out in our Corporate Plan.

- 2.4. However, despite our best endeavours we see financial and service risk continue to be passed to local authorities often without adequate funding: business rate appeals have had a significant effect this year despite us only seeing 30% of the impact and so whilst we welcome the financial independence that 100% retention of business rates brings we are also conscious of the increased risk and the uncertainty over which additional responsibilities will be passed on.
- 2.5. We still await details of the funding that will be passed to us in support of the Independent Living Fund and to support those in receipt of Attendance Allowance; we have experience from Council Tax benefit, where a 10% top-slice was taken before the responsibility was passed on; we therefore have legitimate concerns about the extent to which any grant funding will be sufficient or indeed maintained.
- 2.6. We have also been telling the government about the emerging crisis in Adults Social Care for many years and the shortcomings of using grants to artificially suppress council tax levels; the new Adult Social Care precept coupled with the removal of the Council Tax Freeze Grant puts the pressure for funding this crisis onto our residents but is still insufficient to deal with the extent of the pressures we are seeing.
- 2.7. By simultaneously stopping and moving the grant previously used to keep council tax levels pegged into RSG; a grant even the government acknowledges will have disappeared by 2020, the long term implication will be again to increase pressure on local tax rates.
- 2.8. We always knew that there would be further tough times ahead which is why we took the decisions we did last year; it has not been easy and it will not get easier but our strategic approach to planning has proved to be the right one and we must continue to pursue our priorities to deliver the services that our residents deserve at the most efficient cost.
- 2.9. We are confident that our strategy of encouraging growth and transformation will work and deliver the changes we want for our residents; using our reserves strategically to support those changes is right and we will continue to do so.
- 2.10. I will present further information to the Cabinet as it becomes available and as we proceed to setting our budget and Council tax in February.

3. Recommendations

3.1. Cabinet are asked:

- to note the outcomes arising from the Provisional Local Government Finance Settlement and the impact on the Council's financial plans for setting the 2016/17 budget.
- agree that the Council should advise the Department for Communities and Local Government of our intention to consult on the implementation of the 2% Adult Social Care precept.

4. Reasons for decision

- 4.1. In February 2015, and following extensive consultation, the Council approved its Corporate Plan and Medium Term Financial Strategy (MTFS) covering the period 2015 - 18. The Corporate Plan set out the Council's priorities, the MTFS outlined the overall financial strategy and the Workforce Plan outlined the workforce strategy for achieving those priorities.
- 4.2. As a result of the significant reductions to the Council's funding from central government grants, the MTFS required around £70m of approved saving proposals to deliver a balanced budget position in each of the three years' covered by the MTFS (2015 – 18).
- 4.3. Previous government Spending Reviews have provided information covering the financial years up to and including 2015/16; projections beyond that point have been made on assumptions based on national data and trajectories provided by the Office for Budget Responsibility (OBR).
- 4.4. Following the General Election in May 2015 a new Spending Review was necessary and the November 2015 announcement provided summary financial data for the period up to 2020.
- 4.5. On 17th December the Department for Communities and Local Government (DCLG) provided much of the authority level detail necessary to update the information required to finalise the setting of the 2016/17 budget. Whilst the Council has already approved a three year MTFS, the Council must statutorily set an annual budget including agreeing the level of the Council tax for that year.

5. Alternative options considered

- 5.1. The Council has already approved a three year Medium Term Financial Strategy in February 2015 and we are not proposing to revisit the savings decisions made at that point in time as we still consider them to be the right ones. The approved savings for 2016/17 have been restated in Appendix B for ease of reference. A number of further alternatives have also been considered as set out below:
 - (i) The 2015/16 budget monitoring information indicates that there are some financial pressures (slippage) arising from the delivery of the 2015/16 saving proposals and consideration has been given to using reserves to cover the slippage in the short term. However, whilst it has been concluded that the use of reserves is an appropriate approach to dealing with slippage, and the Council will adopt this approach where it is agreed through the budget monitoring process, the Council has no evidence to suggest that it should change any of these savings plans however, we will be conducting further reviews in 2016/17. If these reviews identify that savings are unachievable then the council will explore what different

options are available to achieve the transformational changes that are required in the provision of Council services.

- (ii) Further Service Savings - There has been consideration, as an alternative to raising Council tax, that the organisation could find more savings in its service base thereby reducing the service budget requirement. This was discounted because the services are already faced with a significant savings programme. Adding more savings to an already difficult programme would be detrimental to the achievement of outcomes already agreed in the Corporate Plan.
- (iii) The option of raising Council tax has also been considered. Due to the significant pressures in Adults Social Care we are consulting on whether to apply the Adult Social Care precept, announced by the government in the Spending Review. This would raise an estimated £1.7m. It is further possible to increase Council tax by up to 2% before a referendum is required. We are not proposing to implement this more general increase. This decision has been made because the council's current level of Council tax is above the London average and there are concerns about the regressive nature of the tax.

6. Background information

- 6.1. Following the publication of the Provisional Local Government Finance Settlement there follows a period of consultation in which authorities are being asked to respond to a number of consultation questions by 15th January and also highlight any 'technical adjustments' such as to correct erroneous data; following this period a final settlement will be announced in early February which may make changes to the provisional settlement. Changes arising from the publication of the final local government finance settlement are not expected to have a material effect on the proposals made in this report.
- 6.2. Table 1 below sets out at a summary level, the 2015/16 funding base previously approved by the Council in February 2015. Taking into account the impact in 2016/17 of virements approved in 2015/16, a revised 2015/16 and restated funding position for 2016/17 is also shown; the difference is the removal of Better Care Funding from Core Grants which was originally approved as part of the Council's budget. It was subsequently determined that this would not be administered by the Council but by Haringey CCG although as both funding and expenditure were removed; this has had no net effect on the council's overall budget.

6.3. The restated 2016/17 budget below forms the starting point for the various funding changes set out in this report.

Table 1 – Funding and Net Expenditure Summary 2015 - 2017

2015/16 Original Base £000		2015/16 Revised Base £000	2016/17 Restated £000
	Net Expenditure	266,398	251,016
	Funding		
47,232	Core Grants	36,025	34,694
4,256	New Homes Bonus	4,256	5,443
64,061	Revenue Support Grant	64,061	46,011
243	NHB returned funding - top slice	243	1,027
83,862	Council Tax	83,862	84,276
18,968	Retained Business Rates	18,968	19,404
54,763	Top up Business Rates	54,763	57,045
-	Surplus/(Deficit) on Collection Fund	-	-
4,220	Contribution from/(to) Reserves	4,220	3,116
277,605	Total Funding Available	266,398	251,016

6.4. 2016/17 will be the fourth year local authorities have received resources under the Business Rate Retention (BRR) scheme. Under the current arrangements London local authorities retain 30% of the Business Rates collected locally with 20% being passed to the GLA and the remainder (50%) to the government. The government announced as part of the 2015 Spending Review that, by 2020 local authorities will retain 100% of Business Rates collected locally and will be consulting shortly on how this might happen.

6.5. Each year a Settlement Funding Assessment (SFA) is calculated for each authority comprising two main components:

- An amount of RSG
- A Baseline Funding Level (BFL) under the BRR scheme

6.6. Under the original calculations a comparison between an authority's BFL and its locally retained share of business rates was made – if its BFL was higher than the locally retained share a 'top-up' payment was made and conversely where the BFL was lower a tariff was levied. Haringey was determined as a top-up authority and each year thereafter, until the 2020 reset, the top-up

increases in line with the Small Business Rate multiplier; for 2016/17 the Small Business Rate multiplier was 0.8%.

6.7. In 2016/17 the government is proposing a change to the way that it calculates SFA which is considered further below and is the subject of a number of the consultation questions.

6.8. The remainder of this report considers the detailed impact of the provisional settlement on the estimated 2016/17 budget position. Table 2 below summarises the revised funding position for 2016/17.

Table 2 – Summary changes to 2016/17 Funding Sources.

	2016/17 Restated	2016/17 Revised	2016/17 Variance	Report reference Para.
	£000	£000	£000	
Funding				
Core Grants	34,694	33,586	(1,108)	6.41/ 6.43/ 6.47
New Homes Bonus (NHB)	5,443	5,878	435	6.50
Revenue Support Grant	46,011	50,988	4,977	6.23
NHB returned funding - top slice	1,027	1,027	-	
Council Tax	84,276	85,976	1,700	6.31
Retained Business Rates	19,404	19,404	-	
Top up Business Rates	57,045	55,220	(1,825)	6.38
Contribution from/(to) Reserves	3,116	3,116	-	
Total Funding Available	251,016	255,195	4,179	

6.9. This report forms the basis for the scrutiny of the 2016/17 budget by the Overview and Scrutiny Committee. Their comments on the proposed approach will be brought to the February Cabinet meeting which, having considered those comments, will finalise and recommend the 2016/17 budget for approval by Full Council.

6.10. In addition this report forms the basis of the Council's statutory budget consultation with business rate payers and the outcomes from consultation activities will also be reflected in the final proposals for approval.

Core Spending Power

6.11. The provisional settlement set out the government's new measure (Core Spending Power) that it uses to illustrate the extent to which the overall resources available to local authorities are proposed to change over the Spending Review period (2016 – 2020).

6.12. This new measure is a modification to the previous 'Spending Power' that was widely criticised as it included funding streams not directly under the control of local authorities and so tended to understate the true level of reductions that authorities faced.

6.13. The new Core Spending Power measures changes in:

- An authorities Settlement Funding Assessment (SFA)

- Council tax yield.
- The improved Better Care Fund (from 2017/18)
- New Homes Bonus (including returned funding)
- Rural Services Delivery Grant (n/a for Haringey)

6.14. Haringey's Core Spending Power (CSP) exemplification taken from the Government's provisional local government finance settlement is included as Appendix A, this shows that over the period to 2020 our CSP is expected to increase by 1.6% (+£3.7m) and this figure will be used by the government to illustrate the extent to which funding reductions have affected individual authorities. For comparison the changes over the same period for all London Boroughs is a reduction of 1.9% (-£127.5m) and for the whole of England is a reduction of 0.5% (-£222.5m).

6.15. However, the CSP figures above reflect the cash change and when inflation (measured by the CPI) is taken into account the real terms decrease for Haringey is -5.7% rather than the 1.6% increase referred to.

Settlement Funding Assessment and Revenue Support Grant

6.16. For the period 2015/16 to 2019/20, there is a reduction to the England Settlement Funding Assessment (SFA) of 31.8% (based on an adjusted 2015/16 figure), as per Table 2 below.

6.17. The Government has confirmed that the Settlement Funding Assessment will be £18.6 billion in 2016-17. This comprises £7.2 billion of Revenue Support Grant (RSG) and £11.4 billion of Baseline Funding (i.e. the amount the government expects to be retained locally under the business rates retention scheme net of tariffs and top-ups).

6.18. At a national level, Settlement Funding Assessment (SFA) will reduce from £21.3 billion in 2015-16 to £18.6 billion in 2016-17 (12.5%). For London boroughs, SFA will reduce by £435 million or 11.3% (from £3.8 billion to £3.4 billion) in 2016-17. This is split between an increase of £17 million or 0.8% in baseline funding (the increase due to the Small Business Rate multiplier) and a reduction in RSG of £452 million or 24.7%.

Table 2 – Changes to Settlement Funding Assessment (SFA) 2015 - 2020

	2015-16 adjusted	2016-17	2017-18	2018-19	2019-20
	£m	£m	£m	£m	£m
SFA	21,250	18,601	16,622	15,536	14,500
Change %		-12.5%	-10.6%	-6.5%	-6.7%
Cumulative change %		-12.5%	-21.8%	-26.9%	-31.8%

6.19. The settlement includes an important change to the way resources will be allocated, this is to ensure that "local councils delivering similar services

receive a similar percentage change in ‘settlement core funding’ for those services”.

- 6.20. Unlike the last 3 years, when the Government ‘protected’ rolled-in grants on the funding trajectories set out in Spending Review 2010 and applied the same % reduction to the remaining RSG element - thereby focusing larger proportionate cuts on upper and lower tier funding element and those authorities with higher absolute levels of RSG, the new funding distribution method for RSG takes into account the wider resources available to councils including Council tax, locally retained business rates and RSG, when distributing RSG.
- 6.21. The methodology therefore aims to take into account the amount that an authority can raise locally and the impact on overall funding of RSG reductions. By using actual council tax levels, rather than an assumed level, this approach also favours authorities with below average Council Tax, and disadvantages those with above average Council Tax levels.
- 6.22. The impact of the various changes to RSG is that the 2016/17 provisional RSG allocation for Haringey is now **£50.988m** which represents an improvement (£4.977m) over the previous assumed level of £46.011m in the MTFS.
- 6.23. This increase of **£4.977m** reflects:
 - the inclusion of the 2015/16 Council Tax Freeze Grant of c£1.m, which was previously within Core Grants. As a consequence this is offset by an equivalent reduction in Core Grants described below, and is not new money available for allocation.
 - the inclusion of a sum for additional Care Act responsibilities, estimated at £1.2m. The proposed use of this resource in support of the additional responsibilities is described in Section 7 below; and
 - a residual increase in RSG due to methodology and estimation changes of c£2.7m.

Council Tax

- 6.24. The provisional settlement sets out the Government’s council tax referendum principles for 2016/17; the core threshold for local referendums will be set at **2%**. It also confirms the policy outlined in Spending Review 2015 that councils with adult social care responsibilities will be able to increase council tax by up to 2% for each year between 2016-17 and 2019-20 to fund adult social care services.
- 6.25. Adult social care authorities can increase their council tax by up to 2% more than the core referendum principle on the following basis:

Spending on ASC in 2016-17 is £X higher than it would have been, where X= revenue from additional ASC council tax flexibility. This will be confirmed by a number of steps:

 - (a) S151 officers are asked to write to the Secretary of State indicating whether they intend to use additional flexibility (by 15th January 2016).

- (b) Section 151 officers in ASC authorities to provide information demonstrating that an amount equivalent to the additional council tax has been allocated to adult social care. This must be done within 7 days of their authority setting its budget and council tax for 2016/17.
- 6.26. The above information will be required each year that the scheme is in operation. From 2017/18 onwards, the requirement will also encompass the cumulative year-on-year revenue being allocated to adult social care as per (b) above
- 6.27. It has been confirmed that the Council Tax Freeze Grant will cease in the current (2015/16) year and will not be a separate feature of the 2016/17 settlement onwards. The government has confirmed that the previously provided grant for 2015/16 (£1.03m) will be 'rolled in' to Revenue Support Grant and this accounts for some of the increase seen in our RSG allocation.
- 6.28. All previous freeze grants have now been 'mainstreamed' into government grant (RSG) however, given that the government's austerity measures continue to be transacted through RSG, and specifically that by 2020 RSG will cease, it is apparent that government support for previous Council tax freezes will be gradually eroded over the period to 2020 whereupon it will have completely disappeared.
- 6.29. It is clear that the pressures on Adult Social care are enormous; Haringey like most other London Boroughs have seen continuing increase in the demand for Adult Social Care services as a result of an ageing population and market demand leading to increased provision costs.
- 6.30. As a result the Council is consulting on a proposal to apply the 2% Adult Social Care precept in 2016/17 and will, in accordance with the regulations apply it fully, alongside the additional resources provided within the overall RSG increase for the new Care Act responsibilities, to Adult Social Care.
- 6.31. A 2% precept would raise **£1.7m** and this sum together with the £1.2m for new Care Act responsibilities would be applied to the 2016/17 Adult Social Care budget if approved at the Full Council meeting in February; further details about how this resource will be utilised is set out below in Section 7.
- 6.32. At Band D the proposed 2% increase in Council Tax would represent an increase of around £24 per annum.
- 6.33. The Council has also considered the options for increasing the Council tax in addition to the 2% ASC precept. In particular it has considered whether it should increase the Council tax up to the level permitted before a referendum is required (2%). This would yield a further sum of c£1.7m.
- 6.34. The Council is not, after consideration, proposing to implement such an increase in 2016/17 this is because Members have given a commitment in their manifesto not to raise the Council tax during this administration as it recognises that Council tax is a regressive tax. It also reflects that the council's tax rate is

already above the London average rate and that any further increase will affect those on low pay or fixed incomes.

Retained Business Rates and the Top-Up

6.35. The settlement consultation restates the government's intentions outlined in the Spending Review to reform the business rates retention system and move to 100 per cent retention by 2020. The relevant new information relating to business rates devolution from the settlement consultation is that the Government will:

- consider giving more responsibility to councils to support older people with care needs – including people who, under the current system, would be supported through Attendance Allowance and is planning to consult in the New Year on this proposal.
- seek the “earliest opportunity” to legislate on this next year;
- set up systems to involve councils, businesses and others in the process early in 2016; and
- consult on the implementation of the 100% business rates retention scheme in summer 2016, following a period of extensive engagement with councils and their representatives in the preceding months.

6.36. For business rates the key variables are broadly the same as for Council tax i.e. taxbase, tax rate and collection rate. However the tax rate; the Uniform Business Rate (UBR) is currently set by the government. London authorities retain 30% of the Business Rate yield and either receives a top-up, or pays a tariff according to the extent to which their business rate yield matched its Baseline Funding Level when the scheme was established.

6.37. In the future the government has said that local authorities will be given the power to reduce the NNDR tax rate in order to promote business growth and jobs.

6.38. The top-up that the Council receives under the Business Rate Retention scheme has been increased by the rise in the Small business Rate multiplier (0.8%). However, the previous MTFS assumed a rise of 2.3% and therefore the Council's overall funding assumptions from this source must be **reduced by £1.8m**

Other Grants

6.39. Alongside the provisional settlement a number of grant allocations were also announced including in some cases changes to the proposed methodologies. The announcements made are outlined below although it is expected that further details on other grants will be released by the government throughout the new year.

6.40. As such further adjustments in relation to grants made by the government after the publication of this report will be included in the February Cabinet report or before the 2016/17 budget is approved by the Council.

Council Tax Freeze Grant

- 6.41. As described above the Council Tax Freeze Grant has been subsumed within RSG and therefore the existing provision for a separate freeze grant of **£1m** ***must be removed*** from the 2016/17 budget assumptions.

Education Services Grant (ESG)

- 6.42. Overall ESG will be cut by 7.5% from £815 million in 2015/16 and to £750 million in 16/17. This is “a first step towards achieving the savings announced in the spending review” of £600 million. The amount paid directly to local authorities will fall 8.8% from £564 million in 2015/16 to £514 million in 2016/17, including an 8.5% cut from £93.6m to £85.7m in London. The remainder is paid directly to academies, which will continue to receive protection against large falls in ESG. The retained duties rate of £15 per pupil will be maintained, but general funding rates will be reduced by 11.5% across all school types.
- 6.43. Given the uncertainty about the trajectory of the funding reductions to ESG a pessimistic assumption was previously made and therefore, whilst ESG has been reduced, it is not as severe as that assumed in the MTFS and an additional amount of **£0.6m** can be built back into the Council’s funding assumptions for 2016/17.

Improved Better Care Fund

- 6.44. Together with the additional council tax flexibility for adult social care, the Government is providing £1.5 billion of additional funding for authorities to spend on adult social care by 2019/20; this is to be included in an improved Better Care Fund although only from 2017/18. The government proposes to allocate this funding through a separate grant to local government using a methodology which benefits those councils who benefit less from the additional council tax flexibility for social care. The estimated effect can be seen in the CSP calculation (Appendix A)

Public Health Grant

- 6.45. Having recently confirmed that nationally £200m was to be removed, during the year, from the 2015/16 Public Health grant allocations the Spending Review announcement set out that there were to be further reductions in that grant averaging real terms savings of 3.9% each year throughout the period to 2020/2021.
- 6.46. According to further details from Public Health England, the savings will be phased in at 2.2% in 2016/17, 2.5% in 2017/18, 2.6% in each of the two following years, and flat cash in 2020/21. There remains some uncertainty about the methodology that will be used to apply these reductions to individual authority’s allocations since there has also been a recent consultation on potential changes to the distribution methodology however, an assessment of the estimated impact of these reductions for Haringey has been made.

- 6.47. Taking into account the previous level of assumed Public Health grant, both for the main grant and the element for the new 0 -5 year old duties, it is estimated that a further **£0.7m** reduction over the provision in the 2016/17 MTFS will need to be made to take account of both the continuation of the 2015/16 in-year reduction and the further reductions announced in the Spending Review.

New Homes Bonus

- 6.48. The Spending Review set out the overall envelope for New Homes Bonus payments over the period to 2019/20 as being £1.485 billion for 2016/17, reducing to £900 million by 2019/20. The Government has published provisional allocations for 2016/17 – the final year of the 6 year rolling New Homes Bonus (NHB) scheme.
- 6.49. Alongside the settlement consultation there is a separate consultation on reforms to NHB that were announced at the Spending Review. This consultation seeks views on the options for change to two aspects of the Bonus: reducing overall costs by moving from 6 years to 4 of payments and reform of the Bonus in order to better reflect local authorities' performance on housing growth. It also considers options for staying within the funding envelope in the event of a sudden surge in housing growth.
- 6.50. The core spending power figures (Appendix A) include an estimate for NHB allocations in each of the years to 2019/20. For 2016/17, the funding line includes both New Homes Bonus allocations and returned funding which are the actual allocations. For Haringey the allocation is **£6.905m** which reflects an increase of around **£0.4m** over the estimate in the February MTFS.

Independent Living Fund

- 6.51. The government had previously announced that the Independent Living Fund (ILF) was to cease from April 2016, although it was unclear how on-going support to those previously in receipt of this benefit was to be provided. Although no details were provided as part of the provisional settlement subsequent information from DCLG has clarified that Local Authorities are to be grant funded to support their duties under the Care Act for former ILF clients.
- 6.52. We are expecting details of the grant allocations shortly at which stage we will be in a position to gauge the extent to which there are additional financial implications for the Council from this transferred responsibility.

Schools

Dedicated Schools Grant (DSG)

6.53. The DSG continues to be set out in three notional blocks: the early years block, the schools block and the high needs block. Total DSG will be £40.2 billion in 2016/17, with London receiving 18.5% (£7.4 billion). The provisional DSG allocation for Haringey is £242.7m although this is subject to change following the finalisation of pupil numbers. A separate budget strategy report is being prepared for consideration by the Schools Forum on 14th January 2016, taking into account the detailed implications of the changes summarised below; any recommendations for changes to school funding will be reported to Cabinet in February.

Schools block

6.54. Per pupil units of funding will be broadly the same as in 2015/16. The minimum funding guarantee will continue to be set at **minus 1.5%** per pupil before the pupil premium is applied.

High needs block

6.55. £92.5million of extra funding on top of the 2015/16 baseline has been provided for the high needs block, distributed using age 2-19 population projections for 2016.

Early years block

6.56. Early years per child rates are the same as in 2015/16. The amount per pupil for the early years pupil premium will also remain the same.

Pupil premium

6.57. Pupil premium rates for 2016/17 will be the same as in 2015/16, with final allocations published in June 2016 following the receipt of pupil number data from the spring 2016 schools and alternative provision censuses

National Funding Formula

6.58. As announced in the Chancellor's spending review statement, a national funding formula is to be introduced from 2017 following a period of consultation in the new year.

Homes for Haringey and the HRA

6.59. The Homes for Haringey Board are meeting shortly to consider their proposed budget, including the implications of the government directed rent reduction of 1% per annum, and these proposals will be brought to the Cabinet in February.

Capital Strategy and the Capital Programme

6.60. Cabinet approved a Capital Strategy in December 2015 and further details of the proposed programme including details of the schemes will be brought back to Cabinet following an assessment against the Corporate Plan priorities and overall affordability over an initial 10 year period.

Summary of Changes

- 6.61. Table 2 at paragraph 6.8 summarises the changes to the Council's key funding streams for 2016/17 including both government resources and locally generated and retained resources; on the basis of the proposals set out in this report; these result in an overall ***increase in resources of £4.2m.***
- 6.62. The next section considers the proposed options for changes to the Council's revenue budget based on this estimated increase in available resources.

7. Proposed Use of Estimated Additional Resources

Adult Social Care

- 7.1. The Government recognised the growing pressures on adult social care in the Spending Review. In Haringey, demand for adult social care support has been growing significantly in recent years as a result of a number of trends. Demographic change means people are living longer and often therefore requiring more support in their later years. At the same time, unhealthy lifestyles are contributing to more people living for longer with chronic conditions, and often with more than one condition, and again requiring more support. Their needs are often complex and therefore costly to meet. There also continues to be a small increase in the numbers of people with very complex needs who require significant amounts of support.
- 7.2. Overall, demand related pressures are expected to translate into increased costs of at least £3m in 2016/17 and in each year thereafter (further work and refinement of these numbers will be done over coming months). The revenue from the £1.7m raised through the precept on Council Tax will therefore be required to fund the increased cost of care placements arising from the pressures described above.
- 7.3. As described in previous reports, the Care Act places a range of new duties on local authorities. These include general duties of promoting wellbeing; preventing, reducing or delaying needs; information and advice; market shaping and managing provider failure as well as enhanced duties around person-centred assessment and support planning for users and carers; charging and financial assessment; adult safeguarding; integration and partnership working; transition between children and adult services; cross-border issues.
- 7.4. In line with the requirement that the Government fund new burdens placed on local authorities, Haringey's allocation has been set at £1.2m. This will be used to increased safeguarding duties, support for carers, prevention services and support for young people transitioning from Children's to Adults Services.

Other Pressures

- 7.5. Alongside the demographic pressures described above for Adult Social Care, the costs of care are rising for a range of reasons such as increases in salaries associated with living wage payments, fuel inflation etc. This also applies to

other services provided by the Council including in respect of the previously approved 0.5% increase to the employer's pension rate as a result of the 2013 Pension Fund revaluation; the remaining £1.3m will be applied in support of these additional inflationary costs.

8. Consultation

- 8.1. Statutory consultation will take place with business rate payers at two events scheduled during the week commencing 11th January 2016; in addition a consultation questionnaire seeking taxpayer's views on the proposed 2% Council tax increase for Adults Social Care will be launched following the publication of this report. All consultation outcomes and responses will be included as part of the February 2016 Cabinet report which will, alongside any Overview and Scrutiny Committee recommendations, form the basis of the Cabinet's 2016/17 budget proposals and Council tax for that year.

9. Statutory Officers comments

Comments of the Chief Finance Officer and financial implications:

- 9.1. This report is primarily financial in nature and no additional comments from the Chief Finance Officer are necessary at this stage.

Comments of the Assistant Director of Governance and legal implications:

- 9.2 The Local Authorities (Standing Orders) (England) (Regulations) 2001 and the Budget and Policy Framework Procedure Rules at Part 4 Section E of the Constitution, set out the process that must be followed when the Council sets its budget. It is for the Cabinet to approve the budget proposals and submit the same to the Full Council for adoption in order to set the budget.
- 9.3 The proposals in this report will be considered by the Overview and Scrutiny Committee on 25 January 2016, and the views of the Committee shall be included in the report submitted to the Cabinet in February who shall take them into account in drawing up firm proposals for onward submission to the Council.
- 9.4 The Cabinet will need to ensure that where necessary, consultation is carried out and equalities impact assessments are undertaken and the outcomes of these exercises inform any final decisions.

10. Use of Appendices

Appendix A – Core Spending Power calculation.

Appendix B – Saving Proposals

11. Local Government (Access to Information) Act 1985

- 11.1. For access to the background papers or any further information please contact Neville Murton – Lead Finance Officer

Haringey Core Spending Power.**Haringey**

Core Spending Power of Local Government;					
	2015-16 (adjusted) £ millions	2016-17 £ millions	2017-18 £ millions	2018-19 £ millions	2019-20 £ millions
Settlement Funding Assessment	140.8	126.0	115.1	109.0	102.9
Council Tax;	83.9	91.5	100.2	109.9	120.7
<i>Council Tax Requirement excluding parish precepts (including base growth and levels increasing by CPI)</i>	83.9	89.7	96.4	103.7	111.7
<i>additional revenue from 2% referendum principle for social care</i>	-	1.8	3.8	6.2	9.0
Improved Better Care Fund	-	-	0.4	3.8	6.7
New Homes Bonus and returned funding	6.2	6.9	6.9	4.4	4.2
Rural Services Delivery Grant	-	-	-	-	-
Core Spending Power	230.8	224.4	222.7	227.1	234.6
Change over the Spending Review period (£ millions)					3.7
Change over the Spending Review period (% change)					1.6%

Savings starting in 2015/2016						
Priority	Ref	Proposal	2015-16 £000's	2016-17 £000's	2017-18 £000's	Total £000's
1	1	Early Years	220	1,070	150	1,440
1	2	Services for Young People including Young Offenders	1,700	400	-	2,100
1	3	Public Health - 5-19	196	138	376	710
1	4	Impact of Early Help on Demand	200	400	400	1,000
1	5	New delivery model for Social Care	180	1,290	1,100	2,570
1	6	LAC & Sufficiency	2,000	2,000	1,100	5,100
1	8	Enablers	250	250	-	500
1	9	Services to Schools	618	657	331	1,606
2	11	New Pathways - Older People	440	1,790	1,790	4,020
2	12	New Pathways - Learning Disabilities	2,281	1,180	1,710	5,171
2	13	New Day Opportunities - LD	950	1,330	-	2,280
2	14	New Pathways - PD	140	166	220	526
2	15	New Pathways - MH	110	560	1,000	1,670
2	17	Care Purchasing Efficiencies	250	500	3,250	4,000
2	19	Voluntary Sector	200	1,000	200	1,400
2	20	Healthy Life Expectancy	40	890	47	977
2	21	Substance Misuse - Public Health/Other	69	136	386	591
2	22	Sexual Health	603	339	742	1,684
2	23	Other Public Health	275	148	75	498
2	24	Public Health	200	150	336	686
3	25	Increasing parking debt recovery	80	200	150	430
3	26	Parking Contract Savings	400	70	-	470
3	28	Efficiency savings and delivery review of the Parks	100	100	200	400
3	31	Residential street cleansing	200	660	-	860
3	33	Removal of recycling bring sites	20	20	-	40
3	38	Improved Street Lighting LED investment	200	200	200	600
3	40	Closure of Park View Road Reuse & Recycling centre.	50	180	-	230
3	41	Increased income from parks events	50	250	300	600
		Increased income from licensing and enforcement action				
3	42		100	75	75	250
3	43	Increase in parking charges	400	50	50	500
3	44	Increased enforcement of moving traffic offences	500	500	-	1,000
3	45	Delivery of Parking Plan including expansion of CPZs	100	200	200	500
		Planning - Increased Income through New Advice and Review				
4	46	of Existing Charges	75	-	-	75
		Reduce Work on Carbon Reduction by withdrawing support				
4	50	for Community Projects and Initiatives	48	-	-	48
4	51	Reduce funding for Alexandra Palace & Park Trust	250	-	250	500
5	58	Reduce use and cost of temporary accommodation	1,200	800	800	2,800
5	59	Housing Related Support commissioning efficiencies	650	200	470	1,320
		Streamline and integrate housing and related functions.				
5	60		50	150	150	350
5	61	Achieve year on year efficiencies	75	175	200	450
		Reduction to budget required to fund legacy organisation				
Enabling	67	compensation/ liability costs	150	-	-	150
		Banking of savings made from Sustainable Investment Fund				
Enabling	68	investment projects	125	-	-	125
		Reduction to budget required to fund the Carbon Reduction				
Enabling	69	Commitment levy	225	-	-	225
Enabling	70	Customer Services Transformation Programme	475	1,164	354	1,993
Enabling	72	Libraries Staff Restructure	250	-	-	250
Enabling	73	BIP: Business Infrastructure Programme	2,181	1,593	1,183	4,957
		BIP: Commercial Unit & Organisation Wide Supplier Savings				
Enabling	74		950	950	950	2,850
Total			19,826	21,931	18,745	60,502

Appendix B

Savings starting in 2016/2017						
Priority	Ref	Proposal	2015-16 £000's	2016-17 £000's	2017-18 £000's	Total £000's
1	7	Special Educational Needs & Disabilities	-	600	900	1,500
1	10	Pendarren (subject to Options Appraisal)	-	220	-	220
3	27	New way of delivering Parking Enforcement	-	600	-	600
3	29	New way of delivering Highways and Street Lighting Services	-	200	-	200
3	30	New way of delivering the Parks Service	-	100	-	100
3	32	Borough wide sweeping reductions other Veolia contract savings	-	400	1,500	1,900
3	34	Reductions in back office technical and administrative support	-	50	250	300
3	36	Reorganisation of part of the Neighbourhood Action Team	-	300	-	300
3	39	Future of Wolves Lane Nursery Site	-	70	-	70
4	47	Planning - Changes to Policy and Practice remove non-statutory consultation	-	50	-	50
5	57	Create a private lettings and management agency	-	225	275	500
Total			-	2,815	2,925	5,740

Report for: Cabinet, 19 January 2016

Item number: 10

Title: Changes to welfare assistance

Report authorised by : Tracie Evans, Chief Operating Officer

Lead Officer: Kathryn Booth, Policy and Equalities Officer

Ward(s) affected: All

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

1. Describe the issue under consideration

The Welfare Reform and Work Bill (2015) makes major changes to welfare provision which are due to roll out between April 2016 and April 2018. These changes will have a significant impact on the incomes of some of our most disadvantaged residents and are likely to impact on demand for financial assistance for those in financial hardship. There is therefore a need to review our approach to welfare provision and the support we provide to vulnerable residents affected by welfare reform in the light of these changes. The purpose of this report is to:

- a) Update members on the Council's approach to preparing for welfare reform changes
- b) Recommend some immediate changes to the deployment of resources for local welfare assistance to enable the Council to respond more flexibly to forthcoming welfare reform change
- c) Set out a proposed timetable for developing our strategic approach to welfare reform including work with the voluntary and community sector

2. Cabinet Member Introduction

- 2.1 The proposed reforms within the Welfare Reform and Work Bill will have a significant impact on low paid families across the borough. Not only are a wider number of residents likely to be impacted by welfare reform but the extent of financial hardship for those affected is likely to increase. It is deeply concerning that, against a backdrop of increased demand for support, the resources available to support those residents facing significant financial hardship have reduced.
- 2.2 It is vitally important that the Council continues to do everything it can to support the most vulnerable members of our communities who may need assistance during key moments of crisis in their lives. This report

sets out a proposed timetable for responding to welfare reform changes and signals our commitment to developing a more strategic approach to supporting those in financial hardship. This report also proposes some immediate changes to existing provision of financial assistance to ensure that these resources are prioritised where they can have the most impact.

3. Recommendations

It is recommended that members:

- 3.1 Note progress to date in preparing for welfare reform changes (paragraph 6.1) and agree the proposed timetable for developing our strategic response to welfare reform (paragraph 6.4).
- 3.2 Agree that when the current Support Fund contract ends on 31 March 2016 the existing scheme should be brought to an end, and that a proposal for how the Council will meet the needs of those who would have been eligible for support under the scheme is brought to the Cabinet Member for Resources in March 2016 for approval (paragraphs 6.34-6.38)
- 3.3 Subject to agreement of 3.2 above, agree that the remaining resources for local welfare assistance held in reserves following the Support Fund closure should be aligned with other forms of assistance for those in financial hardship and that a clear plan is developed for how these resources will be targeted to meet existing and future support needs (paragraphs 6.34-6.38)
- 3.4 Agree that the Council reviews its Discretionary Housing Payment policy and as part of this review takes steps to improve the monitoring of support, ensuring that systems are in place to deliver support in line with agreed policies in a fair and consistent manner (paragraphs 6.39-6.40)
- 3.5 Note proposals to engage with the voluntary and community sector to develop a shared strategic response to welfare reform (paragraphs 6.43-6.45)

4. Reasons for decision

The existing contract for the Support Fund ends on 31 March 2016 and a decision is needed as to how to proceed following the end of the contract. Remaining resources for local welfare assistance are limited and the Council needs to ensure that these resources are targeted efficiently and at the areas of greatest need.

The Discretionary Housing Payments policy is approved annually to take account of any national policy changes and local financial

settlement. Any spend on DHP over and above the government allocation is at cost to the Council's General Fund. This policy will need to be reviewed and updated by the end of 2015/16 to take account of the Local Government Financial Settlement allocation and the changes that are due to come in through the Welfare Reform and Work Bill.

Decisions on the use of resources for local welfare assistance must be taken in the context of our longer-term response to the changes within the Welfare Reform and Work Bill. The magnitude of these changes for our residents will require the Council to have a clear strategic response in place and members are asked to agree the timetable and process for this.

5. Alternative options considered

5.1 Re-tender the Support Fund contract

An alternative option would be to retender the Support Fund contract, which is currently due to end on 31 March 2016. Although there is currently enough remaining in reserves to extend the contract for an additional year, this is not considered the best use of these resources as the Support Fund is expensive to administer and only supports a small proportion of those facing financial hardship. Retendering the existing contract would also be a resource intensive process and, given remaining resources would only support a new contract for a period of 1 to 2 years, this would not be an efficient use of Council resources. Continuing with an externally administered scheme also reduces opportunities to better coordinate existing resources.

5.2 Bring the existing contract in house

An alternative option would be to end the existing contract with Northgate and bring the Support Fund scheme in house. This would enable the scheme to be aligned with other forms of financial assistance and reduce the potential for duplication. However, there are likely to be significant administrative and set up costs associated with developing the scheme in house. Given the limited resources remaining within reserves it is not considered good value for money to use these resources to set up an in-house scheme which could only be supported for a limited period of time.

5.3 Do nothing

Doing nothing is not considered to be a viable option given the anticipated impact of welfare reform changes on demand for financial assistance and support in the borough.

6. Background information

6.1 Our progress to date in preparing for welfare reform changes

The Welfare Reform and Work Bill policies will have a significant impact on the incomes of some of our most vulnerable residents. As such, welfare reform impacts on a number of our corporate priorities, including preventing homelessness, ensuring residents can find and keep good quality employment, and supporting residents to live independent lives. In addition, supporting those affected by welfare reform is central to our ambition to create a fair and equal borough by tackling the underlying factors of poverty and exclusion.

6.2 Developing an effective response to welfare reform requires a coordinated approach across a number of service areas. The Chief Operating Officer has therefore put in place a Welfare and Benefits Working Group, bringing together senior officers from housing, economic development, social care and the shared service centre. This group commissioned two key pieces of work:

- i. **A cumulative impact analysis of the welfare reform changes**
The Welfare Reform Club was commissioned to complete a data matching exercise to identify the cumulative impact of welfare reform changes on the borough's residents. The findings of this study will help us to assess the impact of welfare reform on our local policy decisions and target activity at those most affected by these changes. The final report is expected in early 2016 and will be shared with members and partners. We will also develop an action plan setting out how we intend to respond to the findings of the report which will be presented to members in Spring 2016.

- ii. **A review of our existing welfare assistance schemes**

The Council currently provides a number of forms of welfare assistance for those in financial hardship: The Support Fund, Discretionary Housing Payments and a Council Tax Reduction Scheme. These schemes are reviewed annually to take account of changes in funding and changes in the overall policy context. Revenue and Benefits and the Policy team were tasked with reviewing these schemes in the context of the proposed welfare reform changes. This report presents the key findings of this review and makes recommendations for how we can ensure these resources are targeted more effectively and support a joined up approach to welfare reform.

6.3 The Council is not the only source of support for those facing financial

hardship but part of a broader community response. It is therefore crucial that our overall strategic approach to welfare reform is developed with our partners, including in the voluntary and community sector. It has been agreed with HAVCO that the next VCS forum in January will be a dedicated workshop on welfare reform aimed at developing a systems led approach.

- 6.4 It is recommended that members note progress to date in preparing for welfare reform changes and agree the following proposed timetable for developing our strategic response to welfare reform (Recommendation 3.1):

Key milestones	Dates
Welfare and Benefits Working group set up to provide oversight of the agenda at a senior level	April 2015
Commissioned Welfare Reform Club to complete analysis on cumulative impact of welfare reform	September 2015
Review financial assistance policies and eligibility criteria in the light of Local Government Financial Settlement for 2016/17	December 2015-March 2016
Cabinet sign off for our local approach to welfare reform and financial assistance	January 2016
Initial workshop with voluntary and community sector providers to highlight key issues and get engagement to developing our local strategic approach to welfare reform	January 2015
Conversations with the Information Advice and Guidance contractor to agree the details of service provision	January-February 2016
Seek member approval of the DHP Policy 2015/2016	March 2016
Current Support Fund contract with Northgate ends	31 st March 2016
Welfare Reform Club report completed on cumulative impact of welfare reforms	March 2015
Organise a series of briefings for members and partners on the findings of the Welfare Reform Club report	Spring 2016
Develop an action plan setting out our strategic response to the findings of the Welfare Reform Club report	Spring 2016
Universal Credit starts to roll out in Haringey	April 2016

Freeze on Working Age Benefits	April 2016
Benefit cap lowered to £23k in London	Autumn 2016
Review of Council Tax Reduction Scheme	May 2016

6.5 The current structure of local welfare provision

Following the Welfare Reform Act (2012), the Government introduced three major changes to the structure of local welfare provision which took effect from April 2013:

- i. **Council Tax Benefit** was replaced by a new system of Council Tax support
- ii. **Community Care Grants and Crisis Loans** provided through the DWP Social Fund were abolished with the funding transferred to local authorities to deliver new Local Welfare Assistance Schemes
- iii. **Discretionary Housing Payment** allocations to local authorities were increased to support those struggling to pay rent as a result of the benefit cap, the bedroom tax and Local Housing Allowance reforms. However, in 2015/16 the DHP allocation was significantly reduced, placing considerable pressure on this fund.

6.6 The changes were focused on localising welfare assistance and linking it to other forms of assistance provided to vulnerable residents. However, whilst the funding provided to Councils to set up Local Welfare Assistance Schemes was non ring-fenced, many local authorities chose to design local schemes that were very similar in scope to the previous centrally run schemes.

6.7 Local authorities chose a number of models for delivering their Local Welfare Assistance Schemes: some chose to design an in-house service, whilst others chose to procure external providers to deliver their schemes. Haringey's scheme – the Support Fund – is delivered by an external provider. The current contract runs until 31 March 2016.

6.8 Who is supported by our current welfare provision?

Welfare assistance is intended to support the most vulnerable in our communities in times of difficulty, aiming to address some of the social costs associated with financial hardship such as homelessness, barriers to job-seeking and poor mental or physical health outcomes. The Council has policies for welfare provision which set out what

support is available to residents, who is eligible for support, and how limited resources will be prioritised. Links to our current Discretionary Housing Payment policy and Support Fund policy are provided in section 10 of this report. These policies are reviewed annually to take account of available resources and any changes in approach.

- 6.9 The Support Fund and Discretionary Housing Payments policies currently support a relatively small number of residents. The Support Fund makes around 400 awards annually and Discretionary Housing Payments are awarded to around 1400 residents annually. Our Council Tax Reduction Scheme supports a much larger proportion of residents with 30,000 residents claiming under the scheme.
- 6.10 Disabled residents represent a high proportion of those claiming from the Support Fund, reflecting the community care aspects of the scheme and the priority given to these individuals within the eligibility criteria. Lone parents feature prominently in all forms of welfare assistance. – they represent a third of working age claimants of Council Tax Reduction and are a high proportion of those seeking support through the Support Fund.
- 6.11 Discretionary Housing Payments are targeted predominantly at those affected by welfare reform changes, including the LHA reforms, the bedroom tax and the benefit cap. Capped cases represent over three quarters of our DHP allocation, highlighting the significant impact of this reform on a tenant's ability to meet rent payments. This also means that the majority of Discretionary Housing Payments go to tenants in temporary accommodation and private sector accommodation due to the high cost of rent for these tenures.
- 6.12 What are the drivers for a new approach to welfare provision?

The review of local welfare provision has identified a number of drivers for making changes to our current approach.

- 6.13 *Demand for financial assistance is predicted to rise*

Changes brought about by the Welfare Reform Act (2012), including the bedroom tax, the benefit cap and Local Housing Allowance reform, drove a significant increase in demand for Discretionary Housing Payments to meet the shortfall between rent and Housing Benefit subsidy. To mitigate the impact of these reforms, there was a significant increase in the budget for DHP in 2013/14, although the allocation was subsequently reduced in 2015/16. New, teams of officers from Homes for Haringey, the Council and the DWP were also set up to support those affected by welfare reform – The Welfare Reform Team and the HfH Financial Inclusion Team.

- 6.14 The Welfare Reform Act also drove increased demand in other parts of the system as families struggled to cope with decreasing incomes, benefit sanctions, and delays in benefits. National studies have indicated there is likely to be a causal link between welfare reform and increased demand for food aid from the national food bank networks. National advice agencies, such as the Money Advice Trust and Citizens Advice, have also reported increased numbers of people seeking help for rent arrears and other debts.
- 6.15 The changes within the Welfare Reform and Work Bill (2015) will have an even more significant impact on household incomes including:
- i. A freeze in working age benefits
 - ii. An extension of the benefit cap from £26k to £23k in London
 - iii. A reduction in benefits for those in the Employment Support Allowance Work Related Activity Group to the Job Seekers Allowance rate
- 6.16 These changes coupled with ever increasing rent levels in London are likely to drive further demand for financial assistance. The lowering of the benefit cap to £23k in London could result in significant additional demand on our local DHP funds. An increase in demand for DHP beyond the capacity of our DHP allocation is likely to result in increased costs in other parts of the system such as temporary accommodation costs, an increased likelihood of homelessness for those who fall into arrears and potential additional demands on social care provision.
- 6.17 In addition to new welfare changes, Universal Credit is due to start rolling out in Haringey from April 2016. As claimants move on to Universal Credit they will need to be able to make claims on-line and manage their income from a monthly budget. Changes in the way benefits are structured under Universal Credit are also expected to change incomes and work incentives for claimants.
- 6.18 *But our resources for financial assistance are reducing*

In April 2015 the Government reduced the Discretionary Housing Payments allocation Councils received. London boroughs were hit particularly hard by this change with Haringey's allocation 40% lower than in 2014/15 reducing from £2.5 million in 2014/15 to £1.5 million in 2015/16. Consequently demand on our Discretionary Housing Payments scheme in 2015/16 exceeds available funds and there is risk of an overspend against this fund in this financial year. Given anticipated additional demand on DHP in 2016/17 there is also a risk that our DHP spend in 2016/17 would exceed available funds at cost to the Council's General Fund. It is unsustainable for the council to financially supplement government grants to continue to support and sustain residents affected by welfare reform.

- 6.19 The Government had intended to reduce DHP allocation by a further £40 million in 2016/17 but, following the welfare reform announcements in the July budget, announced that DHP funding would increase by £25 million in 2016/17 and a further £35 million in 2017/18. It is anticipated that local authority DHP allocations for 2016/17 will be announced in February 2016. Although our allocation is expected to increase, the additional budget is unlikely to cover all the cases expected to require additional assistance with their rent following welfare reform.
- 6.20 In 2015/16 the Government also removed grant funding for Local Welfare Assistance Schemes. In response to the loss of the DWP grant some local authorities have stopped their welfare assistance schemes altogether. Haringey, in common with a number of other authorities, had not spent all its previous grant allocation and opted to continue the Support Fund scheme with the remaining reserves during 2015/16. Authorities that opted to continue their schemes are now having to make decisions about what they will do once existing reserves are gone. In Haringey, following the end of the current Support Fund contract, there will be £0.9 million in reserves remaining. However, for the reasons set out in this report it is not recommended to continue with a separate Support Fund but instead to use the remaining reserves alongside funds allocated for other forms of assistance for those in financial hardship.
- 6.21 Following lobbying by local authorities, the Government announced an additional £74 million to upper tier authorities to ‘assist them in dealing with pressures on local welfare and health and social care.’ It was intended that this would further help councils to develop localised arrangements. Haringey’s share of this additional funding in 2015/16 was £571k. A number of local authorities took the decision to allocate this additional funding to support the continuation of their Local Welfare Assistance Schemes. In Haringey the funding was incorporated within contingency funding following Cabinet decision on the Medium Term Financial Strategy.
- 6.22 *Our existing resources could be used more effectively*

A key criticism of the localisation of welfare assistance has been the reduced assistance made available through the schemes with a large number of local areas underspending their allocation. This was largely driven by the uncertainty of future allocations, causing many local authorities to manage demand through stricter eligibility criteria and restricted promotion of the scheme. In Haringey the number of applications and awards made through the Support Fund has fallen sharply since April 2013. The scheme currently receives fewer than 100 applications a month compared to over 700 a month received by the DWP Social Fund and a much lower proportion of applications received are successful.

6.23 In total Haringey received £2.2 million of non ring-fenced funding to support the localisation of the Social Fund. At the end of 2015/16 Haringey will continue to hold 0.9 million in reserves for its local welfare assistance scheme. Although Haringey has spent less annually on the administration of its Support Fund than was allowed for in the original DWP allocation, the low level of awards made through the local scheme means that it has been expensive to run. Under the current contract, annual spend on administration of the scheme has been £160,000, representing 38% of annual spend on the scheme.

6.24 *And we could better join up the resources we already have*

Discretionary Housing Payments and the Support Fund are only a small part of a much broader network of financial assistance and support available within local areas to meet the needs of vulnerable people. One of the key reasons given for localising welfare assistance was the opportunity for local authorities to align these resources with the wider range of support already offered within local areas. Islington, for example, chose to create a Resident Support Scheme, which brought together DHP, Community Care and Crisis grants, and some charitable grants for financial assistance. Some local authorities have used part of their welfare assistance funds to strengthen the capacity of local support networks, for example investing in debt advice agencies, credit unions and welfare rights projects or boosting funding for other agencies that provide in-kind support in their areas, such as food banks and furniture recycling projects.

6.25 The range of welfare support and financial assistance provided in Haringey includes:

- i. Budgeting loans and short term benefit advances provided through the DWP
- ii. Affordable credit provided through the Credit Union
- iii. Voluntary and charitable organisations such as Haringey food banks, the Tottenham District charity and RESTORE community projects, providing financial assistance, in-kind support, or low cost goods to the those facing financial hardship
- iv. Financial assistance provided under section 17 of the Children's Act 1989
- v. Debt and money management advice provided through voluntary sector providers and public sector providers
- vi. Other financial assistance schemes, including the Support Fund, Discretionary Housing Payments and Council Tax Reduction Scheme

6.26 Currently these forms of support are not joined up as well as they could be. This means there is a risk of duplication in the distribution of financial assistance and that those receiving financial assistance may not be linked in to non financial support to address underlying needs. Our current welfare assistance scheme – the Support Fund – is an

example of the difficulties inherent in our current fragmented processes. In a 2014 report on our local Support Fund it was noted that the external administration of the scheme reduced opportunities to fully understand local conditions and problems and missed opportunities to link to other council services and wider needs.¹

6.27 *Our approach to welfare provision needs to be more preventive*

Early help and prevention is a key focus of our local welfare policies – an approach that sits at the heart of the Council’s current Corporate Plan. Neither DHP nor the Support Fund are intended to be a long-term solution to a claimant’s financial difficulties but instead provide short-term assistance to ease transitions and allow households to find a way of resolving their difficulties.

- 6.28 The experience of local authorities in delivering welfare provision suggests that direct financial assistance is most effective when it links to advice and support that seeks to address the underlying factors driving financial hardship. For example, our Discretionary Housing Payments scheme operates in tandem with local initiatives aimed at supporting tenants into work and helping tenants to move to a home that they can afford at a much earlier stage. A key part of this approach has been the creation of dedicated services to support those affected by welfare reform: The Welfare Reform Team and the Financial Inclusion Team. These approaches have been successful in managing demand for financial assistance, with the Welfare Reform Team helping to move 68% of capped cases off the cap, half of which have been supported to obtain work or increase their hours.
- 6.29 Authorities have often made the direct link to wider sources of support by introducing an element of conditionality into their local welfare assistance schemes, such as requiring claimants to participate in training or employment programmes or attending a money management course. Conditionality currently forms part of Haringey’s DHP policy.
- 6.30 Some authorities have also used an element of their non ring-fenced funds for welfare assistance to directly support preventive initiatives, for example:
- i. Investing in targeted sessions with carers and disabled people
 - ii. Developing a small loan scheme and ‘managed account’ service through the local credit union to help vulnerable people cope with changing personal finances
 - iii. Investing in a finance and budgeting advice service within Citizens Advice

¹ *Bridging the gap: The Haringey Support Fund*, Centre for Analysis of Social Exclusion (2014)

- iv. Delivering a 'back to work package' to help those securing employment with travel, food and utility bills until their first pay is received

6.31 Proposed changes to our approach to welfare provision

The resources available for local welfare provision are reducing but in an environment where the pressures on household incomes and therefore the need for financial assistance is growing.

- 6.32 The Council has commissioned a cumulative impact analysis of the impact of welfare reform within the borough, the key findings of which are expected to be available in early 2016 and will be shared with members. The findings of this analysis will be used to develop our longer-term strategic response to supporting those facing financial hardship. This report proposes a number of immediate changes to the way financial assistance is delivered in the borough (recommendations 3.2-3.3) as a first step towards developing our longer-term strategic response to welfare reform.

- 6.33 The principles underpinning this approach are:

- i. Maximising the use of existing resources
- ii. Developing a more preventive approach to tackling financial hardship
- iii. Ensuring financial assistance resources are strategically targeted
- iv. Working in partnership to develop an effective response to those in financial hardship

6.34 *Maximising the use of existing resources*

The Support Fund is currently expensive to administer and only supports a small proportion of those facing financial hardship. The separation of different forms of welfare support also introduces the potential for duplication and reduces opportunities to coordinate our resources. It is therefore recommended that when the current Northgate contract ends on 31 March 2016, the existing scheme should be brought to an end and a proposal for how the Council will meet the needs of those who would have been eligible for support under the scheme is brought to the Cabinet Member for Resources in March 2016 for consideration and approval (recommendation 3.2).

- 6.35 It is also recommended that the remaining resources for local welfare assistance held in reserves should be aligned with other forms of assistance for those in financial hardship and that a clear plan is developed for how these resources will be targeted to meet existing and future support needs (recommendation 3.3).

6.36 *Developing a more preventive approach to tackling financial hardship*

It is important to ensure that those receiving financial assistance are able to access an overall package of support and advice that enables them to tackle underlying issues, developing greater financial resilience and reducing the long-term need for support.

6.37 One way of ensuring our local schemes address underlying needs is to ensure those receiving assistance are linked to appropriate support services through referral or as a condition of award. For example, the Council's new Information Advice and Guidance contract will include provision for debt and welfare advice. This offers an opportunity to agree how those receiving financial assistance can also be linked in with other forms of support that can help them address underlying problems.

6.38 Local Welfare Assistance funds were non ring-fenced and a number of local authorities chose to use part of their allocation to develop preventive initiatives targeted at addressing the underlying needs of those facing financial hardship. With limited remaining resources to deliver local welfare provision beyond 2016/17 and a projected increase in demand for financial assistance, it is important that we invest in initiatives that increase financial resilience and reduce reliance on welfare support. The proposed plan for targeting remaining resources will therefore also take into consideration how use of resources can help to develop financial resilience and reduce further reliance on welfare support, supporting an improved focus on early help and prevention (recommendation 3.3).

6.39 *Ensuring our financial assistance resources are strategically targeted*

The combination of reduced resources for welfare provision and further welfare reform means it is crucial that our resources are targeted where they are most needed. It is anticipated that our 2016/17 allocation for Discretionary Housing Payments will be announced in February 2016. Based on this announcement, it is recommended that the Council should begin to review its Discretionary Housing Payment policy and as part of this review take steps to improve the monitoring of support, ensuring that systems are in place to deliver support in line with agreed policies in a fair and consistent manner (recommendation 3.4)

6.40 The review should also be informed by the findings of the Welfare Reform Club cumulative impact analysis to take account of which residents will be most affected by the welfare reform changes.

6.41 Each financial year the Council is required to consider whether to

revise or replace its Council Tax Reduction Scheme (CTRS). The Council is required to agree its scheme no later than 31 January in the financial year preceding that for which the scheme is to have effect. The CTRS scheme for 2016/17 was agreed at Cabinet on 10th November. It is intended that review of the CTRS for 2017/18 will commence in the Spring of 2015 in preparation for a scheme to be in place in January 2016, for 2017/2018.

- 6.42 It is also important that going forward we take a more intelligence-led approach to tackling financial hardship and make better use of the data currently held in our systems. One example of this is the new debt management systems being developed as part of the BIP programme. Coordinating our information on debt would enable us to target those most in need of support, such as those in significant arrears or in arrears to more than one service area.

- 6.43 *Work in partnership to develop an effective response to those in financial hardship*

Our resources for welfare assistance are reducing and there is therefore a need to develop an exit strategy that enables us to move to a new and sustainable model of provision. In so doing it is important to recognize that the Council's financial assistance schemes are not the only source of support to those in financial hardship but part of a broader community response.

- 6.44 A review of practice from other local authority areas provides examples of how resources can be used to develop a response that delivers greater social value and builds capacity within communities. For example, some councils have used their welfare assistance funding to develop capacity within voluntary and community sector, such as developing affordable credit products in partnership with the Credit Union

- 6.45 The next Voluntary and Community Sector network meeting in January 2016 will be dedicated to a discussion on welfare reform. The purpose of this session will be to share the findings of the welfare reform cumulative impact analysis and to kick-start a discussion on how we can improve capacity to support those affected by welfare reform changes. It is recommended that members note proposals to engage with the voluntary and community sector to develop a shared strategic response to welfare reform (recommendation 3.5).

7. Contribution to strategic outcomes

Improving our response to those affected by welfare reform will support a number of our corporate priorities, including preventing

homelessness, ensuring residents can find and keep good quality employment, and supporting residents to live independent lives. In addition, supporting those affected by welfare reform is central to our ambition to create a fair and equal borough by tackling the underlying factors of poverty and exclusion.

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

Legal

- 8.1 This report recommends ceasing the provision of a distinct Support Fund and aligning remaining resources with other forms of assistance for those in financial hardship, whilst undertaking a strategic review of the financial welfare assistance provided by the Council.
- 8.2 The Support Fund came into existence on 1 April 2013, following the introduction of Section 70 of the Welfare Reform Act 2013 which abolished the discretionary part of the Social Fund from the Social Security Contributions and Benefits Act 1992 (section 138(1)(b)). At the same time local authorities received government funding to provide locally administered assistance to the vulnerable, but it should be noted that the Government did not introduce a new duty on local authorities to provide this assistance.
- 8.3 The Support Fund was instead provided using existing powers, pursuant to section 1 of the Localism Act 2011 (the general power of competence). There is no obligation on the Council to provide assistance in the manner of a dedicated Support Fund, and the Council is free to provide financial assistance in the alternative ways as set out in the report.
- 8.4 An EQIA on the proposals has been carried out and is attached at Appendix 3. The findings of the EQIA, in particular section 5 and 6 of the assessment, the impacts identified therein and the proposals made to reduce or mitigate them, will need to be considered in the review and re-design of financial welfare assistance. Interim measures are proposed for those persons who would have qualified for the Support Fund after 31 March 2016, pending the outcome of the strategic review (namely signposting to alternative forms of assistance).
- 8.5 The review of the Discretionary Housing Payments Policy and the Council Tax Reduction Scheme will both require legal advice and

support, and will be brought back to members for separate decisions in due course.

Finance

- 8.6 The ending of the external contract with Northgate for the administration of the Support Fund will, as discussed earlier in this report, give rise to a saving of £160k to the Council from April 2016. However no further financial assessment is possible at this stage.
- 8.7 As work is continuing to determine an alternative process for supporting residents in need, it is too early to assess the overall cost effectiveness of any measures proposed, and any likely corresponding net saving. The remaining funds available within reserves to finance future proposals, are limited to their current level of £900k, with no additional grant received from 2015-16.
- 8.8 Assistance through the DHP Fund could be severely limited, if the reduced allocation here from 2015-16 (of £1m) is not redressed by the Government in the future, and the Service's expectations of on-going budgetary pressures, continues.

Procurement

- 8.9 Procurement supports this proposal as aligning remaining resources with existing forms of assistance should ensure that the financial envelope is bigger to assist those undergoing financial and other hardships in a harsh fiscal climate coupled with disadvantageous changes in the welfare system
- 8.10 Given that this contract will naturally expire in March, notice is not required to end the contract nor is there any further procurement ramifications in ceasing to use a third party to administer it.
- 8.11 Service should ensure, however, that any partner agencies are appropriately procured and seek assistance from CPU as and when required.

Equalities

- 8.12 Those in receipt of financial assistance are amongst some of the most vulnerable residents in the borough and include a high proportion of those from the protected groups. An EqIA has therefore been completed in relation to this decision and is included as appendix 1 to this report.

- 8.13 The report proposes closing the current Support Fund scheme. Certain groups – in particular single households and disabled residents – are a high proportion of those accessing support from the scheme and would therefore be most likely to be affected by loss of this support. It is recommended that households that are no longer able to access financial assistance through the Support Fund scheme are offered alternative sources of support where appropriate. The remaining resources will also continue to target those in financial hardship. The Council will aim to target these resources at areas of greatest need and with a focus on early help and prevention to ensure that they are used most effectively.
- 8.14 The Council intends to review its DHP policy following the Local Government Financial Settlement, including revisiting the existing eligibility criteria. The EqlA proposes that this review should be subject to further equalities impact assessment.

9. Use of Appendices

Appendix 1 Equalities Impact Assessment

10. Local Government (Access to Information) Act 1985

Background documentation:

- I. Support Fund Policy
http://www.google.co.uk/url?sa=t&rct=j&q=&esrc=s&frm=1&source=web&cd=1&ved=0ahUKEwiPzZSV2ZrKAhUFLhoKHeg7Dv4QFggdMAA&url=http%3A%2F%2Fapplications.haringey.gov.uk%2Fsupport_fund_policy_v6_061113.pdf&usg=AFQjCNFVNo-7ju16GehP1Lz6RKzwjaTDkw
- II. Discretionary Housing Payments Policy 2015/16
http://www.google.co.uk/url?sa=t&rct=j&q=&esrc=s&frm=1&source=web&cd=1&ved=0ahUKEwjR-NiF2ZrKAhVlvRoKHdRGCL4QFggdMAA&url=http%3A%2F%2Fwww.haringey.gov.uk%2Fsites%2Fharingeygovuk%2Ffiles%2Fharingeys_dhp_policy_2015-16.pdf&usg=AFQjCNHmalCVwCsRhI1yiuzD4eReZrppig

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Haringey Council

Equality Impact Assessment

Name of Project

Local welfare assistance

**Cabinet meeting date
If applicable**

Service area responsible

Revs and Bens/ Policy

Name of completing officer

Kathryn Booth

Date EqIA created

**Approved by Director / Assistant
Director**

Mark Rudd

Date of approval

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The Equality Act 2010 places a '**General Duty**' on all public bodies to have '**due regard**' to:

- **Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act**
- **Advancing equality of opportunity between those with 'protected characteristics' and those without them**
- **Fostering good relations between those with 'protected characteristics' and those without them.**

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	
1. Project Lead	5.
2. Equalities / HR	6.
3. Legal Advisor (where necessary)	7.
4. Trade union	8.

Stage 2 - Description of proposal including the relevance of the proposal to the general equality duties and protected groups. Also carry out your preliminary screening (Use the questions in the Step by Step Guide (The screening process) and document your reasoning for deciding whether or not a full EqIA is required. If a full EqIA is required move on to Stage 3.

The Welfare Reform and Work Bill will make significant changes to the provision of welfare support in addition to the previous changes brought in through the 2012 Welfare Reform Act and is likely to impact on demand for welfare assistance in the borough. In light of these changes, the Council needs to review its approach to welfare provision and the support we provide to vulnerable residents affected by welfare reform.

Our local financial assistance schemes support some of the most vulnerable members of our communities, including disabled residents, care leavers, and families in financial difficulties – a high proportion of which share the protected characteristics. Any changes to these schemes therefore has a high relevance for our equalities duty.

The report to Cabinet makes recommendations affecting future provision of welfare assistance in Haringey. These include:

- That the existing Support Fund scheme should be brought to a close, that the remaining reserves aligned with other forms of welfare assistance and support for those in financial hardship and that a clear plan is developed for how these resources will be targeted to meet existing and future support needs
- That the Council should complete a review of its DHP policy, including eligibility criteria, following announcement of the Local Government Financial Settlement
- That the Council should work with partners, including in the VCS, to develop a shared strategic response to welfare assistance

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?
EqlA Profile on Harinet	Age, gender, ethnicity, disability information – for the Council and the Borough

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?
Census 2011	Information on households in Haringey broken down by age, gender, and household type
Support Fund July monitoring report	Information on applications to the Support Fund broken down by gender, disability, household type, ethnicity, religion and age
Council Tax Reduction Scheme monitoring data	Information on Council Tax reduction Scheme broken down by age, disability, and household type
Discretionary Housing Payment monitoring data	Information on awards of DHP, including by tenure
Housing Benefit System monitoring data	Information on Housing Benefits applications, including age, ethnicity, gender and household type
Benefit cap monitoring data	Information on households affected by the benefit cap, including by tenure, age and household type

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	Y	Y	<p>Lone parents represent more than three quarters of those affected by the benefits cap and are therefore likely to be hit particularly hard by proposed changes to the cap. The majority of lone parents within Haringey are women (9,870 female lone parents compared to 777 male lone parents). Lone female parents are likely to need additional support to mitigate the impact of welfare reform changes.</p> <p>Lone parents represent a high proportion of those in receipt of DHP (37%) and also represent just under a third of applicants to the Support Fund. Any changes to the eligibility criteria or funding of our local financial assistance schemes is therefore likely to impact in particular on this group.</p> <p>Recent monitoring data indicates that there is a roughly even split of Support Fund applications between men and women. The success rate for men and women under the scheme is also broadly similar.</p>	
Gender Reassignment			Our local financial assistance schemes do not currently record information related to gender reassignment. However, it is not anticipated that welfare reform changes will have a disproportionate impact on this protected group.	This protected characteristic is not disproportionately impacted by the proposed changes to the Council's financial assistance schemes
Age	Y	Y	Benefit changes impact most on those of working age. 25% of those in receipt of Housing Benefit and/or Council Tax Reduction support are of pension age and are protected from the vast majority of welfare reforms.	Policies do not discriminate on the basis of age?

			<p>Younger residents are more adversely affected by welfare reform changes. For example, 94% of those affected by the benefit cap have children and 41% are in the 25-34 age group. 18-21 year olds will also be excluded from claiming housing support under Universal Credit as a result of proposed welfare changes. Families with children are likely to be harder hit by changes in their income due to higher household costs. Younger residents and families with children are therefore more likely to need additional support to mitigate the impact of welfare reform changes.</p> <p>Most applicants to the Support Fund are aged between 26 and 59. Older residents represent a smaller proportion of applicants to the Support Fund with only 7% of applications in the last monitoring report from pensioners. However, the success rate between different age groups in terms of awards is broadly similar. Although lone parents represent a high proportion of those claiming support through the Support Fund, only a third of applicants to the scheme are households with children.</p> <p>46% of households receiving DHP in 2015 were single people without children. Lone parents represented 37% of recipients of DHP. Couples with children received just 15% of DHPs.</p>	
Disability	Y	Y	<p>Residents in receipt of certain disability benefits are exempt from welfare reforms such as the benefit cap. However, disabled claimants on the Employment Support Allowance WRAG group will see their income fall to the JSA rate under proposed welfare reforms. Disabled residents have also been most affected by the under-occupation charge with 51% affected by this charge claiming disability benefits. Disabled claimants may be less resilient when faced with changes in their income due to higher living cost and lower rates of employment. It is therefore likely that</p>	

			<p>this protected group will need additional support to mitigate the impact of welfare reform.</p> <p>The eligibility criteria for the Council's Support Fund scheme prioritises vulnerable individuals with health and mental health issues making an award more likely. The success rate for claimants with disabilities is therefore higher than average. Claimants disclosing a mental health issue represent 15% of successful awards.</p> <p>Disability information is not currently recorded for DHP claims. However, the majority of Discretionary Housing Payments currently goes to households affected by the benefit cap. As claimants of certain disabled benefits are exempt from the cap, it is unlikely that disabled claimants represent a high proportion of those receiving DHP. For example, very few disabled claimants affected by the under-occupation charge are getting DHP.</p>	
Race & Ethnicity	Y	Y	<p>A significant proportion of DHP spend is on those in temporary accommodation where there is a high proportion of BME households (91% of all family heads in temporary accommodation were non White British in 2014). Certain ethnic groups are also over-represented in terms of the overall welfare claims. For example, there are 3 times as many Black Caribbean and 2 times as many Black African claimants of Job Seekers Allowance compared to the estimated working age population. These groups are therefore more likely to need additional support to mitigate the impact of welfare reform changes.</p> <p>In the most recent monitoring report, 30% of applicants to the Support Fund who disclosed their ethnicity were White British (compared to 35% in the 2011 census), and 41% were Black or Black British (compared to 18.7% in the 2011 census). However, it is difficult to draw meaningful conclusions from this data as only</p>	

			<p>a third of applicants disclosed their ethnicity. The 2014 Centre for Analysis of Social Exclusion report noted that Black ethnicities were marginally less likely to have a successful award under the scheme but this was not statistically significant.</p> <p>Information on race and ethnicity is not currently recorded for DHP claims.</p>	
Sexual Orientation			<p>Our local financial assistance schemes do not currently record information related to sexual orientation. However, it is not anticipated that welfare reform changes will have a disproportionate impact on this protected group.</p>	<p>This protected characteristic is not disproportionately impacted by the proposed changes to the Council's financial assistance schemes</p>
Religion or Belief (or No Belief)			<p>In the most recent monitoring report, 46% of applicants to the Support Fund who disclosed their religion were Christian, 10% Muslim, 7% other, 1.7% Buddhist, 0.8% Sikh, and 26% no religion. This is broadly in line with the 2011 census. However, it is difficult to draw meaningful conclusions from this data as only a third of applicants disclosed their religion or belief. The 2014 Centre for Analysis of Social Exclusion report noted that the success rate for different religions under the scheme was broadly similar.</p> <p>Information on religion or belief is not currently recorded for DHP claims or Council Tax Reduction Scheme claims.</p>	<p>This protected characteristic is not disproportionately impacted by the proposed changes to the Council's financial assistance schemes</p>
Pregnancy & Maternity			<p>Our local financial assistance schemes do not currently record information related to pregnancy or maternity. However, recent monitoring indicates that a third of applicants to the Support Fund scheme were households with children and just over half of households receiving DHP in 2015 were households with children.</p>	

			Changes in income as a result of welfare reform are likely to have a significant impact on families with children due to higher outgoings. Therefore these households may need additional support to mitigate the impact of welfare reform changes.	
Marriage and Civil Partnership (note this only applies in relation to eliminating unlawful discrimination (limb 1))			Our local financial assistance schemes do not currently record information on marriage or civil partnership. However, recorded information does show that single households are over-represented in applications and awards for both the Support Fund and Discretionary Housing Payments. This may be an indicator of higher levels of financial hardship amongst single income households	Welfare assistance policies do not discriminate on the basis of marriage and civil partnership

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				There is no impact from these proposals for Council employees
Gender Reassignment				As above
Age				As above
Disability				As above
Race & Ethnicity				As above
Sexual Orientation				As above
Religion or Belief (or No Belief)				As above
Pregnancy & Maternity				As above
Marriage and Civil Partnership (note this only applies in relation to eliminating unlawful discrimination (limb 1))				As above

Stage 6 - Initial Impact analysis	Actions to mitigate, advance equality or fill gaps in information
<p>Certain protected groups are particularly affected by welfare reform changes. Disabled claimants for example are most affected by the under-occupation charge and changes to ESA. Lone parents have been most affected by the benefit cap and couples with children by the change to the LHA rate. These affected households are likely to need support to cope with further changes to their income arising from welfare reform.</p> <p>In terms of eligibility criteria, our financial assistance schemes are already specifically targeted at vulnerable groups and those facing the greatest financial hardship. For example, Discretionary Housing Payments have been mostly used to mitigate those changes that have had the biggest impact on residents e.g. the benefit cap. It is proposed that once future finance is confirmed as part of the Local Government Financial Settlement that our financial assistance policies are reviewed including revisiting eligibility criteria. Any changes to the eligibility criteria for these schemes would need to be assessed for their equalities impact.</p> <p>The Council no longer receives a specific grant for Local Welfare Assistance. The report therefore proposes closing the current Support Fund scheme. The Support Fund currently provides one-off in-kind support to residents with community care and crisis needs, many of whom share the protected characteristics. In particular, single households and disabled residents are over-represented in terms of groups currently accessing support from the scheme.</p>	<p>A cumulative impact analysis on the impact for different households of the national welfare reform changes will be completed by March 2016. Based on the findings an action plan will be agreed setting out the Council's proposed response, including what support will be provided different groups of residents. This EqlA will be updated based on these proposals.</p> <p>The proposed review of our financial assistance policies will look to measure the impact of any proposed changes for the protected groups. This EqlA will be updated to reflect these proposals.</p> <p>We will ensure that households that can no longer receive financial assistance through the Support Fund scheme are provided with alternative sources of support where appropriate. A clear plan, for how those eligible for support under the scheme will be supported when the current contract ends, will be brought to the Cabinet Member for Resources in March 2016 for approval. The Council continues to hold money in reserves which it is proposed will continue to be targeted at those facing financial hardship. It is intended that these remaining resources should be used more effectively with less of the remaining money spent on administrative costs and a greater focus on early help and prevention.</p>

Stage 7 - Consultation and follow up data from actions set above	
Data Source (include link where published)	What does this data include?
<p>Consultation has not been undertaken specifically on the closure of the Support Fund. This is due to the one-off and discretionary nature of the scheme.</p> <p>The Welfare Reform Club are currently completing a cumulative impact analysis on the proposed national welfare reform changes and their impact for different groups of residents in Haringey. This EqIA will be updated to reflect the findings of this report and the impact of the Local Government Financial Settlement on our financial assistance scheme funds.</p>	

Stage 8 - Final impact analysis
<p>To be completed following findings of the Welfare Reform Club cumulative impact analysis.</p>

Stage 9 - Equality Impact Assessment Review Log

Review approved by Director / Assistant Director

Date of review

Review approved by Director / Assistant Director

Date of review

Stage 10 – Publication

Ensure the completed EqIA is published in accordance with the Council's policy.

Report for: Cabinet 19th January 2016

Item number: 11

Title: Wood Green Investment Framework & Area Action Plan:
Broad Options for Regulation 18 Consultation

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

Lead Officer: Dan Hawthorn, Assistant Director for Regeneration
Matthew Patterson, Head of Strategic Planning & Policy

Ward(s) affected: Principally Noel Park but also Alexandra, Bounds Green, Harringay, Hornsey and Woodside.

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

1. Describe the issue under consideration

- 1.1 In October 2014 Cabinet agreed to commission an Investment Framework (IF) for Wood Green: a comprehensive plan that will determine how to fulfil the area's potential and to secure the investment needed to enable this. This approach will also enable the Council to take a well-informed decision on its own accommodation and strategic use of its own land and property assets in the area.
- 1.2 Alongside the Investment Framework it was proposed that an Area Action Plan (AAP) be prepared in parallel that would update the planning policy framework and give statutory weight to the spatial development option progressed for the Wood Green Area.
- 1.3 Production of an Issues and Options document represents the first formal stage in the production of the AAP. This draws on the work and consultation undertaken to date on behalf of the Council by Fluid Design Ltd, supported by AECOM and DTZ (now Cushman and Wakefield), who have been commissioned to prepare the Investment Framework. The Issues and Options document outlines a number of broad development options, including an emerging preference for one of the four options, for how growth and development might be accommodated within Wood Green to deliver upon the strategic objectives for the area.
- 1.4 This report outlines to members the four broad development options and the emergent preference for one of the options for how regeneration might take place in Wood Green and seeks approval to carry out public consultation on

these growth options through publication of the draft of the Wood Green Area Action Plan: Issues and Options Report (the 'Wood Green AAP').

- 1.5 The proposed consultation, under Regulation 18 of the Town & Country Planning (Local Planning) (England) Act 2012, is part of the statutory plan making process. It is expected that statutory consultation will take place between February and March 2016. Following public consultation, officers will analyse the comments received and will continue to engage key landowners and stakeholders (such as the GLA and TfL) in refinement of a final development option to be taken forward in the next iteration of the Wood Green AAP, the Preferred Option document. This will be reported back to Cabinet in the autumn alongside analysis of the comments received in response to the consultation.
- 1.6 This report also asks Members to approve the revised budget to complete the Wood Green Investment Framework in order to put in place the necessary staff and resources to manage the project effectively through to completion of the AAP and to commence the implementation stage. The Investment Framework will be reported separately to Cabinet in due course.

2. Cabinet Member introduction

- 2.1 Wood Green is at the heart of our borough and is home to a strong, diverse and mixed community.
- 2.2 We know that in the coming years, many challenges and opportunities will present themselves. Crossrail 2 will revolutionise connectivity; development of the National Grid land with over 1,000 new homes will bring a whole new community of residents, while the continuing reduction in council staff because of government cuts will mean that many of the suite of municipal offices along Station Road and the Civic Centre simply are not fully utilised and can be re-developed for other uses. At the same time, we have a town centre which many residents feel does not serve their needs and an urban environment which can feel congested, badly designed and sometimes unsafe.
- 2.3 It is clear that significant changes will come to Wood Green. As a council we must be on the front foot, leading and shaping these changes to make sure that they deliver our residents' ambitions for the area and secure a strong and successful future for Wood Green. We must seize the opportunities open to us, and use them to tackle the problems and concerns raised by residents.
- 2.4 To make this happen, we have been working with residents, businesses, local community groups, local councillors and wider stakeholders, to listen to people's ambitions for the area, but also to understand local concerns. On the basis of this engagement, the architecture firm, Fluid, has summarised the options into four choices. This paper proposes significant transformation as the emerging favoured option— rebuilding part of the town centre, connecting the area more easily to Alexandra Palace and Park, creating a modern state of the art library and bringing thousands of new homes and new jobs.

- 2.5 We want to know whether residents, businesses and councillors agree that what is being proposed is the best way to build a bright future for Wood Green, and this paper authorises the next stage of engagement. The decisions we make about Wood Green – homes, the town centre, businesses and open space – will shape the area's fortunes for decades to come. It is critical that we make the right decisions and I hope that residents, businesses, community organisations and councillors will get fully involved in this consultation.

3. Recommendations

Cabinet is recommended to:

- 3.1 Approve for Regulation 18 consultation purposes the publication of the draft Wood Green Area Action Plan: Issues and Options report (attached at Appendix 1) for a period of seven weeks commencing on 1st February 2016.
- 3.2 Note the consultation programme set out at Appendix 2.
- 3.3 Approve the revised expenditure budget and external funding plans to complete the Wood Green Investment Framework and AAP as set out in Section 6.
- 3.4 Agree a maximum additional Council contribution of £694,000 to finance the current shortfall to the end of March 2017.

4. Reasons for decision

- 4.1 Haringey faces considerable challenges in planning for long term growth. Following the publication London Plan 2015, the Borough's housing target has risen from 830 net new dwellings per year to 1,502. In parallel, the borough has a target to increase employment levels by 29% over the next 20 years.
- 4.2 The Wood Green area (which includes the Chocolate Factory and Clarendon Road sites) is identified in the London Plan and the adopted (2013) and emerging update to the Local Plan Strategic Policies DPD as a Growth Area able to accommodate a significant portion of the borough's future development needs. Significant development opportunities have already been identified in the emerging Site Allocations DPD for sites along the railway, Clarendon Road, Coburg Road and the Council's own landholdings, including the Civic Centre, Station Road sites and the Wood Green Library site. However, at the moment there is no comprehensive long-term strategy for the future of the Metropolitan Town Centre and its hinterland to co-ordinate these development opportunities.
- 4.3 The Investment Framework and Wood Green AAP are required to ensure there is a clear and structured plan for delivering change within this area that delivers on Council's and the community's aspirations for the place and maximises the benefits to be achieved from new development and strategic investment in infrastructure.
- 4.4 Public consultation is an important statutory requirement in the preparation of the Local Plan and the documents cannot progress to the next stages in the plan-making process without carrying out appropriate consultation – for the AAP

this will need to be in accordance Council's statutory duty to consult and the adopted Statement of Community Involvement (SCI).

5. Alternative options considered

- 5.1 If an Investment Framework and Area Action Plan were not developed and adopted, it is expected that the market will respond to increasing demand for residential and commercial development. This risks undermining the community and the council's ability to secure managed change in Wood Green against a backdrop of a coherent spatial vision and would be likely instead to see more piecemeal development in the area.
- 5.2 Proceeding without an area specific planning policy framework also risks undermining the status of Wood Green as a Metropolitan Town Centre (in the London Plan), as the developers and investors respond to short term commercial demands which may not correspond with longer-term housing and employment growth aspirations.
- 5.3 Without clear and adopted area based planning policies and a coherent regeneration programme, the Council will have reduced control over future development of its own land and property assets in Wood Green, limiting what can be achieved in delivering the council's housing and employment targets.
- 5.4 Options regarding the content and timetable for the production of Haringey's Local Plan, including the Wood Green Area Action Plan, were considered in January 2015 by Cabinet in the context of agreeing the revised Local Development Scheme. Therefore, no further options in respect of the preparation of an Area Action Plan or valid alternatives are considered in the context of preparing this report.
- 5.4 All local development plan documents must comply with the requirements of Section 19 of the Planning and Compulsory Purchase Act 2004 (as amended) and Regulation 18 of the Town & Country Planning (Local Planning) (England) Act 2012. There is therefore no alternative to progressing the statutory Development Plan Documents (DPD) other than in accordance with these provisions, Council's statutory duty to consult and its adopted SCI.

6. Background information

Strategic context

- 6.1 The Council's Corporate Plan identifies Wood Green as one of the council's two priority regeneration areas, alongside Tottenham. The Haringey Strategic Policies DPD (2013) - currently being altered alongside publication of the emerging Site Allocations DPD (2016) - and the London Plan (2015), identifies the Wood Green area as a focus for considerable growth and development in the borough over the period of the Local Plan to 2026. Work on site opportunities, and the grant of planning permission on the Clarendon Road site, indicate that the area offers significant opportunity for urban renewal and intensification, providing the impetus to support economic development of the town centre. There is scope to provide at least 4,600 additional homes and 4,000 jobs on development sites in and around the town centre, including Council owned sites. Further development potential will be supported by

Crossrail 2. Consultation on Crossrail 2 options (including changes specific to Wood Green) with either new stations at Turnpike Lane and at Alexandra Palace, or one station located centrally within Wood Green closed on 8th January. The AAP issues and options report has accordingly been prepared having regard to the potential of Crossrail 2. Significant redevelopment of key sites should reinforce the Metropolitan Town Centre status, with improvements to connectivity, the appearance of streets and spaces, civic uses, social infrastructure and improvements to the range and quality of the retail and leisure offer to serve the wider area.

Investment Framework and Area Action Plan

- 6.2 To ensure development and growth takes place in a managed and coordinated manner and delivers the best outcomes for local residents and businesses, in October 2014 the Council's Cabinet agreed to commission an Investment Framework for Wood Green: a comprehensive and consistent plan that will determine how to fulfil the area's potential and to secure the investment needed to enable this. This approach will also enable the Council to take a well-informed decision on its own accommodation and strategic use of its own land assets in the area.
- 6.3 Alongside the Investment Framework (IF) it was proposed that an Area Action Plan (AAP) be prepared in parallel that would provide a dedicated area specific planning policy framework and give statutory weight to the spatial development objectives being progressed.
- 6.4 The IF and AAP are also essential in delivering priorities 4 and 5 of the Corporate Plan around securing inward investment, job creation, training and economic growth alongside accelerating housing delivery.
- 6.5 Development on the scale planned for in Wood Green – underpinned by the IF and AAP - will also yield, over time, a significant uplift in council tax and business rate income for the Council. Whilst recognising the potential additional costs of providing necessary infrastructure to support the new and existing communities in the area, the growth envisaged will provide additional income against the background of central government funding reductions to allow the Council to continue to support its statutory obligations to children and vulnerable adults.
- 6.6 Importantly, the IF and AAP will also help inform proposals for the Council's own land interests in the Wood Green area (on three clusters at the Civic Centre, River Park House/Station Road, and the Library site). This will ensure that decisions are based on a well-evidenced proposition that has regard to achieving the best possible development on those sites and maximising the wider regeneration objectives. In November 2015, the Cabinet agreed that these three clusters of Council land would very likely be included in the first phase of development undertaken by the Development Vehicle.
- 6.7 Timing is also critical, with announcements on Crossrail 2 moving forward following TfL consultation and Government announcements in autumn 2015. This has led to enhanced market interest in the area already and contributes to the increasingly urgent need for a long-term council accommodation strategy. Leading the future of Wood Green through the IF and AAP, amounts to a clear

commitment, expressed in the Corporate Plan, for the Council to be central to leadership of change and regeneration in the area

6.8 The Wood Green IF and AAP are being prepared with engagement and support from the Mayor of London's team at the Greater London Authority (GLA). Its purpose is to give effect to the area's strategic identification as a growth area by setting out the policies, proposals and site allocations required to deliver and manage growth and development in the area in a comprehensive manner, ensuring it delivers the social, environmental and economic outcomes sought for the area. These include:

- Higher density and high quality residential and mixed use development providing a minimum of 4,600 new homes and the creation of up to 4,000 jobs;
- Strengthening the role and function of Wood Green town centre as a prosperous Metropolitan Centre within London;
- Rejuvenation of the high street and regeneration of former utilities and industrial sites ensuring that new employment led redevelopment contributes to the town centre's long-term growth and vitality;
- Creating a clear context for development on key sites, including Council owned property interests;
- Improving the amenity and connectivity of the high street and widening the town centre beyond the high road itself;
- Improving the image and perception of Wood Green ensuring the place has a clear narrative for its future and how this is to be achieved;
- Increasing the area's 'visibility' in a London context to ensure Wood Green secures appropriate levels of investment from private and public sector partners;
- Ensuring new development and growth is matched by investment in infrastructure serving the area and the rest of the borough.

Area Action Plan: Issues and Options

6.9 The Issues and Options document represents the first stage in the AAP's production. It draws on the work and consultation undertaken to date on behalf of the Council and the GLA by Fluid, who have been commissioned to prepare the Investment Framework for the area. The Issues and Options document outlines four strategic development options, including what is emerging as the Council's current favoured option, for how growth and development might be accommodated within Wood Green to deliver the strategic objectives for the area. The options have been developed having regard to a detailed analysis of the existing character and land uses across the area, a review of policy and other evidence base requirements. The options have also been informed by the concerns and opportunities raised through engagement to date with landowners, businesses, residents and other users of the town centre and informed by the draft Housing Strategy and Economic Development and Growth Strategy.

The Issues and Options report proposes a long-term vision for the area of a

“... reinvented town centre that builds on the areas vibrant cross cultural offer and which provides a modern, service focused Council; new homes and workspace, and greatly improved retail environment and public spaces.”

It also includes strategic objectives to “test” the effectiveness of the options. These comprise a range of measures grouped under the following headings:

- Improving the town centre
- Placemaking
- Creating a connected place
- Capital of Haringey

The strategic objectives have been used to assess the four development options (and the appended report includes the assessment of the options against these objectives).

The four strategic development options are defined more fully in the document but comprise:

6.10 **Option 1: High street rejuvenation**

This option delivers the smallest degree of overall change for the area and from the existing emerging Site Allocations DPD and targets the rejuvenation of the high street by promoting a mix of retail, service and leisure provision, complemented by residential development. Though this is the most modest proposal it is worth noting that the minimum provision of new town centre homes (4,600) and additional employment floorspace of 34,067m² represents a considerable scale of development in its own right.

6.11 **Option 2: Residential-led town centre**

This option proposes a mid-range level of change through pursuing a residential-led regeneration approach that seeks to bring about wider change by growing mixed and balanced communities and a demand economy. The scenario anticipates a more tightly defined town centre heart with the option for the council front office to be located on the high street in this proposal, on the current site of the library, which could also be incorporated in the new development. The option also suggests that the council back office and civic accommodation would be located on Coburg Road. Residential development is fully encouraged in this scenario, achieving 5,000 new homes, both on the full range of town centre sites, including above retail and other uses and 41,793m² of additional employment floorspace along the high street down to Turnpike Lane, and as a proportionately higher mix within the proposed live/work development of the creative quarter.

6.12 **Option 3: Widespread redevelopment**

This option is as that promoted by Option 4 below, but with the key difference being that the area is served by two Crossrail 2 stations (Turnpike Lane and Alexandra Palace). This arrangement would not permit the intensification of change described in Option 4 below but it would still support comprehensive redevelopment tackling all key town centre sites and provide 55,049m² of

employment floorspace and 5,500 new homes. Under this option the heart of the town centre begins to expand westward into Clarendon Road, with a proposal that the Council's front and back office functions being relocated in the vicinity of the existing Wood Green library near a major new public space. There is the opportunity for a new cultural/educational institution to be located on Coburg Road to become part of the overall mix of active uses in this area set within a more pedestrian friendly and permeable urban town centre environment. This option may also necessitate the redevelopment of the shopping mall to allow for an 'opening-up' of the high street to the development that will take place around Clarendon Road and to accommodate a significant amount of housing.

6.13 **Option 4: Significant transformation**

This option promotes a major transformation of the town centre through significant interventions aimed at unlocking the development potential of the wider town centre area through radical changes in the layout of existing urban blocks. It promotes shifting the heart of the town centre further down the high road to benefit from a new Crossrail 2 station that will be located below a new public square in the vicinity of the current library, at the heart of the new town centre. Around this square taller buildings would be located while the depth of both sides of the High Road would expand to provide larger retail floorplates with greater potential for residential above. Under this option The Mall would be redeveloped to maximise the uplift provided by the Crossrail 2 station while the Hornsey Water Treatment Works site is identified as providing a potential long-term opportunity to strengthen and cement better links with Alexandra Park and Palace. This option places an emphasis on economic regeneration, striving to significantly increase and enhance the amount of workspace (57,048m² of B1 employment floorspace) and retail spaces while also delivering a significant uplift in housing at 6,000+ new homes. This option includes a proposal that the Council's front office is relocated to the vicinity of the existing Wood Green library while back-office and civic functions anchor a new mixed-use quarter centred around Coburg Road creating more logical and legible east-west linkages.

The favoured option

- 6.14 The 4 options outlined above have been assessed in relation to their potential contribution to the achievement of the strategic objectives set out in the document. Against those criteria, and having regard to the Council's response to the Crossrail 2 consultation (supporting a single station for Wood Green), the issues and options report concludes that Option 4 most closely meets the strategic objectives for regeneration and growth in and around Wood Green town centre.

Testing the favoured option

- 6.15 The purpose of the Issues and Options stage is to invite public and stakeholder views and comments on the strategic objectives and the options proposed, enable consultees to offer up further information, and to test the assessment of the options as the basis for a further, more detailed policy development of the final option selected. To assist consultees, the AAP includes details on development and land use distribution across the area for each option, an indication of the resulting built form, an analysis of likely performance against

the strategic objectives for the area, and delivery implications, including infrastructure requirements. A Sustainability Appraisal (SA) of the AAP will be undertaken, the purpose of which is to identify the potential positive and negative social, economic and environmental impacts likely to arise as a result of implementing the various development options proposed. The SA is to be published alongside the Issues and Options Report, to assist consultees in making an informed decision about which option they might prefer.

Stages and status of the Area Action Plan

- 6.16 The document is at an early stage in the plan-making process - providing opportunity for the community and stakeholders to comment on different options proposed and influence Council's decision on which option should be progressed. Council in November 2015 has approved for consultation the suite of local plan documents (including the Site Allocations and Development Management DPDs) which assume greater weight than this current draft in planning decision making. The Issues and Options consultation document is nevertheless capable of being a material consideration of limited weight as Officer's progress with the investment framework and site specific pre-application discussions through the year.
- 6.17 Following the close of consultation, the analysis of comments made and the Council's response to these will be reported to the Regulatory Committee for its consideration, prior to further work being undertaken on the next stage of the Area Action Plan – the preparation of the Preferred Option document to be subject to a further Regulation consultation exercise.
- 6.18 The Preferred Option draft of the AAP – once approved by Cabinet - is again published for consultation and will include more detailed information around individual site allocations as well as providing, if required, area based planning policies to support delivery of the spatial vision for Wood Green. Following a more formal round of consultation, and an independent examination in public, the AAP will eventually be formally adopted and will form part of the borough's statutory Local Plan, to be used to set the development blue print for the area, and against which the appropriateness of new development proposals will be appraised.

Relationship with other Local Plan documents

- 6.19 The Wood Green AAP is to give effect to the spatial strategy and strategic policies for the Borough as set out in the Strategic Policies DPD. As necessary, the AAP will include development management policies and site allocations specific to deliver the development and land use outcomes sought for the Wood Green area and the places within it. The policies are likely to either complement or replace the borough-wide policies contained in the Development Management Policies DPD, while the site allocation in the AAP will supersede those currently set out in the Site Allocations DPD.

Consultation and engagement to date

- 6.20 In June 2015 the Council appointed Soundings, a consultation agency to deliver a range of public, resident and stakeholder consultation events on Wood Green's Future over and above the statutory public consultation on the Area Action Plan. The intention was to capture the views and concerns of the widest

possible group of stakeholders, including those who may not normally respond to statutory consultations.

- 6.21 During summer 2015, pop up consultation events were held outside the Vue Cinema, outside Wood Green library and in Lymington Avenue. These events involved asking residents and passersby their views of Wood Green, what is positive, negative and what they think needs to change. Over 250 views were collected on canvass cards and analysed to inform the next stage of consultation.
- 6.22 A walk and talk event took place in September which collected residents views on specific spatial and behavioural issues in the town centre.
- 6.23 A Community Liaison Group was formed in September 2015. This is a more focused group made up of representatives of tenants and residents associations, police, housing associations and community groups. This group will act as a sounding board for the emerging regeneration plans.
- 6.24 18,000 flyers with information about the events and links to the Wood Green's Future web pages were distributed to residential and business addresses in Wood Green. An on-line survey was made available on the council's webpage and referenced on the publicity.
- 6.25 During November 2015 a series of public exhibitions and focused workshops took place in Wood Green library and in community venues (including Sky City Community Centre). At these events, more detailed exhibition boards were available, providing feedback on the initial consultation in summer 2015 and asking residents and visitors to respond to specific issues under the following eight headings:
1. Belong
 2. Live
 3. Shop
 4. Enjoy
 5. Work
 6. Connect
 7. Respect
 8. Quick wins
- 6.26 Four smaller focused workshops were also held during November which were able to focus on specific key sites. The Soundings and Fluid teams also undertook a series of stakeholder meetings and interviews with landowners, tenants and businesses to test and record views and issues on the emerging options.
- 6.27 **Summary of responses to public consultation November 2015**

Background/general observations

Over 300 people attended the Wood Green's Future exhibition and associated events. Additional consultation events included a drop-in at Sky City, four focus sessions at the Karamel Café, Sandbunker Community Centre, the West Indian Cultural Centre and the Library and the first formal meeting of the Community

Liaison Group, attended by 29 people, comprising a good number of representatives from local residents' associations and community organisations.

The main exhibition took place at Wood Green Library over five days between 17th and 21st November. This was a good location. It was consistently busy on all days, both with passers-by and those who chose to come along as a result of the 18,000 flyers dropped to residential addresses.

As was expected, there were a wide range of responses, concerns and queries, but overall comments were mostly positive and enthusiastic about the prospect of change recognising the need to enhance the town centre and unlock its potentials. Some were cautious about the benefits for Wood Green and for local residents.

Some residents were sceptical about the word 'regeneration' and associated it with gentrification and were concerned that the result of Wood Green being regenerated would mean local people would be 'priced out' of shopping or living in the area.

A few consultees asked about how the development and regeneration will be paid for, some assuming it would come from the council's budgets. Others expressed concerns that the council will be "gaining financially at the expense of existing WG residents" by selling off its assets.

There were concerns about CR2 and other development causing disruption and congestion for existing residents, the town centre "being a building site for 5-10 years".

Definition of Wood Green AAP area - some concerns from residents living outside the boundary that they may miss out on benefits of regeneration but still have to endure the disruption that the project would entail.

Housing

There were many questions and concerns about the future of housing. Most consultees understood the need to provide new housing in significant numbers to respond to the housing crisis, but were worried about the impact on affordability and access to decent housing for them and their family. A number of respondents want to see a better range and mix of housing to reflect a balanced community. Residents met on the Sky City estate expressed the need for improved housing conditions but at the same time were unsure about the impact of any redevelopment of The Mall and the prospect of an increase in rents.

Employment/Chocolate Factory

Many said the Chocolate Factory could be a major place in Wood Green to create jobs and provide education, especially around the theme of "making". Suggestions are: a new chocolate factory, light industry for local production, recycling workspace, spaces for start-ups and spaces to expand into.

Most agreed the Chocolate Factory should be made more accessible by celebrating the history of the area and promoting the current creative uses with

better signage, more direct routes, a better visual link and more public activities such as the children's playground and Karamel Café.

A number of participants have said that the area could help make Wood Green unique and innovative with new shops or new houses located there. Suggestions include: colourful buildings and pavements, a waste art shop, outlet shops selling local products, a "Made in Wood Green" label.

Crossrail 2 route

Routing of Crossrail 2 through Wood Green (either at Turnpike Lane and Alexandra Palace or the alternative Wood Green central option) was on the whole seen as an exciting and positive prospect. There was support for the Wood Green option, but also views that this would involve disruption and congestion for existing residents. Some concerns about impact of CR2 construction on existing homes e.g. noise, dust, traffic disruption potential subsidence or structural problems to their houses due the tunnelling.

Many consultees understood the need to protect the future economy of Wood Green, and to provide more housing and jobs, but asked what is there to protect them as existing residents from negative impacts and increased cost of housing and shopping.

Community benefits

Some people thought that the real test of whether regeneration worked or not would be if you could demonstrate what local residents on low incomes gained from it.

To this end there were quite a few requests for incorporating leisure and community facilities:

- Swimming pool (convertible to other uses eg dance floor / events space)
- Leisure Centre (though it was noted that the White Hart Lane Centre is close by)
- Gym (subsidised for local people)
- Homelessness services (food, shelter, showers, employment advice)
- Community centres
- Youth services and activities
- Mental health services
- Range of services for older people (e.g. podiatry)
- Accessibility for those with disability generally

It was argued that investment in these services will reap future rewards in combating social isolation, improved health, well-being and reduction in ASB and crime.

It was generally agreed that the area needs more places to socialise for the whole community, more evening activities and that as well as more and varied food and beverage offer, the provision of public spaces that are 'free' to use is important. Some suggested that a modernised and multi-functioning library could fulfil this social role.

Culture, heritage and identity

People are proud of living in Wood Green, whilst agreeing it needs to change to address current issues. Many attendees were interested to see the number of local assets identified, including the multi-cultural markets whilst others were proud to see their space displayed, showing the value of promotion in changing perceptions of the area. The majority agreed that enhancing local assets such as the architecture, shop fronts, cultural activities and identities, multicultural food and local production, as well as greenery and nature is important.

In general people felt the area lacks a cultural focus even though it is ethnically diverse. Some people suggested that there is a need for small cultural venues such as a theatre, a music space or art gallery. A number of people noted the area's historical link to art and technology (Hornsey Art School and Lotus car factory) and that this should be reflected in the area's future distinctive identity.

Town centre/shopping

Most agree the current shopping offer is poor quality and monotonous with too many value stores, betting shops and fast food outlets, many residents chose to shop elsewhere. Generally people want to see greater variety and quality and the return of department stores such as M&S. They also want to see a mix of independent shops such as florists, furniture, DIY and health shops as well as nationwide retailers and higher end shops. Others said there was a need for alternative activities on the High Street such as cultural and social enterprises. Younger people in particular are not attracted to the High Street as it lacks activities and leisure options, with few places to hangout. Lack of good evening economy means the town centres feels different after 7pm, making it an unpleasant and unsafe environment. Many local people have told us that they avoid the town centre at night time for eating out and entertainment because they don't feel safe and choose to go elsewhere.

There were some comments about businesses taking greater responsibility for maintenance and repair of shabby shop fronts and forecourts.

Many people recognised the issues created by The Mall building and many felt that opening the centre of Wood Green and creating traditional blocks with a mix of shops, leisure and communities activities and housing on the top would be a very good idea. Some concern was raised about the feasibility and impact of such a big and bold transformation. Others commented that they would support major change so long as new and suitable housing for Sky City residents and adequate car parking solutions (such as underground) are provided. A few feel that the bridge provides a safe and weather proof crossing and were concerned about pedestrian safety should the area be re-developed.

Public and green spaces

Many people told us the High Street is not pedestrian friendly and is considered dangerous, especially for people with disabilities. There is a lack of seating areas, space for activities, use of public art as well as a lack of green space stopping people spending more time and enjoying the high street.

Many people felt there is a real shortage of parks and open spaces around Wood Green but the existing parks and certain areas around public buildings are underused or misused. They need to be better designed and should offer more outdoor activities and events to support the social life of the community.

A few said that it was very important to improve the connection with Alexandra Park which they consider is a wonderful conservation area, by making the route there more attractive.

Parking and transport

A large number of people would like to see the high road made more pedestrian and cycle friendly. Options mentioned range from excluding cars and motorcycles and allowing pedestrian crossing everywhere to at least adding cycling lanes and reducing the speed limit to 10km/h.

Others are concerned that reducing traffic on the main road will increase rat running and bring more cars and busses onto residential streets.

A lot was said about the bus garage and the demand for a bus station. Some said there is no need to have a bus garage in the centre. Others said that a real bus station would help decrease congestion on the roads. Some participants suggested a good location for a new bus station would be the site of the existing Bingo Hall and/or Vue Cinema and others that the existing bus garage could be re-developed with housing or other functions built above.

New connections

People generally support the idea of new and improved east west links especially to address dangerous crossings and to access Alexandra Palace. Several participants said that street lighting should be improved whilst others mentioned that the hill up to Alexandra Palace is a barrier to movement and more buses are needed, or other solutions.

Other – Quick Wins

Generally people are supportive of measures to improve the environment with many concerned about pollution and air quality. It is suggested that the creation of more parks, tree planting in the centre and green roofs and rooftop gardens would help address this.

People understand that this is a long-term project and that there is a need to improve things in the short term using 'Quick Wins'. Some people suggested that such 'meanwhile projects' could be developed involving young people or students of architecture and design. People would like to see BBQs in parks, vacant buildings used for the homeless, and support for start-ups.

Wood Green Business Forum

- 6.28 The newly-formed Wood Green Business Forum has provided a business voice which can respond to the emerging regeneration proposals.
- 6.29 The responses to these consultation and stakeholder exercises were analysed and used to develop four broad options and the emerging favoured option (outlined in the Issues and Options report), which will be subject to public consultation in February/March 2016.

Proposed public consultation

- 6.30 Seven weeks of public consultation is scheduled (in accordance with the Council's adopted SCI) from 1st February to 25th March 2016.

- 6.31 Community engagement specialists Soundings are working with the council to facilitate a range of opportunities for local residents, businesses and visitors to engage with and input into the process over and above the statutory Regulation 18 consultation.
- 6.32 A detailed consultation plan will be prepared. This will include a public exhibition in Wood Green library setting out the options as well as smaller more focused workshop in a range of community and faith venues to reach the widest possible cross-section of the community. Consultation will include notification to affected landowners and occupiers, as well as statutory bodies and those organisations, residents and community groups registered on the Council's Local Plan database. The documents will be made available on line at a dedicated webpage and hard copies at Council buildings (River Park House, the Civic Centre, all Council Libraries), and at a series of proposed meetings and presentations.
- 6.33 This round of Regulation 18 public consultation is to build on previous public consultation undertaken during development of the IF report in summer/autumn 2015 to ensure that the public and other consultees have an opportunity to have formal input into shaping the outcomes of the policies.

Resource implications

- 6.34 As part of the Cabinet approval to the Investment Framework approach in October 2014, members were also asked to note the funding position and support the process for securing external funding. The Cabinet report also noted that the funding sources were not confirmed at the time of the report, and that the project should only proceed once sufficient funding for each element of the project was secure. It was explicitly highlighted in the report that there was a risk that not all funding required to fully deliver this project can be externally sourced and thus Cabinet may need to agree more funding at a later date.

- 6.35 The current and projected funding position is shown in the table below:

Budget Requirement / Projected Spend	2015/16 £000s	2016/17 £000s
Investment Framework	462	165
Resources/professional fees	261	401
Traffic and transport modelling based on preferred option	40	
Issues and options consultation	100	
Disbursements (consultation materials, internal legal and planning fees, surveys etc)	27	68
Contingency/other	10	60

Total	900	694
Existing Funding		
New Homes Bonus returned	-300	
Section 106	-30	-10
Existing budgets	-100	-90
Advisory Group contribution	-60	-35
Urban Renewal Fund Bid approved	-275	
Total	-765	-135
Gap	135	559

- 6.36 The total funding gap across both financial years is therefore **£694k**.
- 6.37 In September 2015 the project reached the point where the options to secure external funding had been explored via detailed discussions with landowners and other key stakeholders that form an Advisory Group to the project. Council funding required between October 2015 and January 2016 for modelling and consultation was therefore agreed by the Chief Operating Officer under delegated authority. Further Council funding is now required to complete the Investment Framework and Area Action Plan, and put in place the necessary staff and resources to manage delivery of the project effectively through to the implementation stage.
- 6.38 The forecast costs include provision for the posts of Programme Manager and Business Engagement Manager to continue until the end of 2016/17 in order to start the detailed planning for implementation of the Investment Framework proposals as the next stage of work together with other expected project costs such as feasibility studies, valuation advice, disbursements (public consultation materials, internal legal and planning fees, surveys etc) and contingency, plus additional planning support costs required to take the AAP through to completion.
- 6.39 The total funding gap of £694,000 (to programme end in March 2017) could still be reduced if further contributions can be secured from the Advisory Group of major local landowners, although the Council would need to be assured that this funding does not come attached with unacceptable or inappropriate conditions. It would be further reduced in the event that contingency provisions and other provisions for fees are not fully required.

7. Contribution to strategic outcomes

- 7.1 The Investment Framework and Area Action Plan are essential in delivering upon priorities 4 and 5 of the Corporate Plan, i.e. securing inward investment, job creation, training and economic growth alongside accelerating housing delivery. Wood Green is identified in Priority 4 as one of the council's regeneration priority areas, alongside Tottenham.

- 7.2 Development on the scale planned for in Wood Green – underpinned by the Investment Framework and Area Action Plan - will also yield significant uplift in council tax and business rate income for the council providing a valuable income source in the context of central government funding reductions to allow the council to continue to support its statutory obligations.

8. Comments from Regulatory Committee

- 8.1 The Regulatory Committee considered the draft Issues and Options document at their meeting on 4th January 2016. Whilst broadly supportive of, and recognising the basis for the four options identified, Members of the committee had a wide ranging discussions that included comments being made about the need for effective and comprehensive consultation, including whether the consultation period should be longer than six weeks; an aspiration that officers continue to engage with community groups on the proposals as they emerged; and support for a summary of the document to be produced. The unresolved status of Crossrail 2 (and views on the single or two station options) also prompted the Committee to consider whether a favoured option could be arrived at the current time. Questions surrounding the deliverability of the aspiration, having regard to changing consumer/shopper behaviour were also raised. Members also recognised the need to consider carefully the impact of long-term construction and development on the existing community in promoting more ambitious options for the area.
- 8.2 The report to the Regulatory Committee suggested that the Cabinet consider the report as a combined issues and options, and statement of a favoured option. Given the significance of the proposals (for communities and individual property owners), Regulatory Committee discussed at length whether the document contained sufficient detail to enable a single consultation phase to be carried out – and whether area and site specific policies needed to be more fully development ahead of the Regulation 19 (pre-submission) phase. The Committee, in offering broad support to the document, therefore resolved:
- i) That the Committee note the content of the draft Regulation 18 Wood Green Area Action Plan: Issues and Options Report.
 - ii) That the Committee recommend to Cabinet that the draft Regulation 18 Wood Green Area Action Plan: Issues and Options Report, as amended in accordance with the discussions held at the Committee meeting on 4 January 2016, be approved for publication and public consultation for a period of at least 6 weeks, provided that before approving it for consultation the Cabinet satisfy itself that:
 - a) The consultation period is sufficient.
 - b) The Area Action Plan contains sufficient detail to permit meaningful consultation.
 - c) The consultation is not premature, having regard to other consultations.
- 8.3 Following consideration of the comments of the Regulatory Committee, and in accordance with the discussion that took place, officers have revised the programme for the AAP to provide for a second, Preferred Option, consultation to follow the proposed consultation on the Issues and Options document. This

would take place following consideration of the comments received to consultation in February and March, and also allow for greater certainty in respect of Crossrail 2 and on the emerging proposals contained within changes to national planning policy (NPPF) and the Housing and Planning Bill. The addition of an extra phase in the plan making process will be reflected in an update Local Development Scheme (to come forward separately) and in the wider Investment Framework programme. Given the qualified support for the document from the Regulatory Committee, officers consider that the introduction of the additional phase into the AAP programme will confidently address (with appropriate consultation) the issues raised by the Regulatory Committee resolution and discussed in their meeting.

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

Finance

To date the Wood Green Regeneration project has largely been funded from external sources with limited budget required from the Council as outlined in the Table at 6.34. The main external source was GLA grant funding in the form of returned New Homes Bonus monies, but some funding has also been received from the Advisory Group. The main Council funding was an approved bid against the Urban Renewal Reserve that enabled the project to progress to this stage.

In order to fund the project through to the end of 2016-17 and completion of the Investment Framework and AAP a further £694,000 of funding is required. Although the service will endeavour to secure further external funding that may reduce that amount it is necessary, it is appropriate that this is agreed in principle from the Urban Renewal Reserve to give certainty of funding.

Completion of the Investment Framework and AAP is expected to be a significant step in assuring that Wood Green can make a significant contribution to Council priority 4 around Economic Growth. As central government grant is expected to completely disappear in coming years, the Council will be wholly dependant on Council Tax and Business Rates income to fund its activities in the future and thus Housing and Business growth is fundamental to the Council's long-term financial viability.

Procurement

The Consultant has been appointed in accordance with the procedures under the ADUP GLA Framework Agreement – Lot 1 Urban Strategies and Area Plans.

The Construction Procurement Group (CPG) have no reasons preventing the Chief Operating Officer from approving the recommendations.

Legal

The Assistant Director of Corporate Governance has been consulted on the preparation of this report and comments as follows:

The proposed Issues and Options document outlines a number of broad development options which will need to be consulted upon and the responses thereto considered in detail before being refined into a more site specific policy document which could ultimately be taken forward for endorsement by the Secretary of State. It is therefore inevitable and it is recognised that a further Regulation 18 consultation exercise will be required in order to progress the emerging Wood Green AAP.

The Wood Green AAP, when refined and finally adopted, will form part of the Local Plan which is a statutory development plan against which any subsequent applications for planning permission within the area would be tested.

That being the case, there is a formal process for preparing and consulting on Development Plan Documents set out in the Planning and Compulsory Purchase Act 2004 (as amended) and the Town and Country Planning (Local Planning) (England) Regulations 2012 to be complied with, the first stage of which is the Regulation 18 consultation with such of the specific consultation bodies as the Council consider may have an interest in the subject of the proposed Wood Green AAP, along with such of the general consultation bodies as the Council considers appropriate and such residents or other persons carrying on business in the Council's area from which the Council considers it appropriate to invite representations. This exercise should also be carried out in accordance with the Council's existing Statement of Community Involvement which is also currently subject to revision following consultation thereon.

There is a requirement that Development Plan Documents (and this includes the Wood Green AAP) must be in conformity with the London Plan and in preparing the Wood Green AAP, the Council must take into account any representation made to them in response to the Regulation 18 consultations before proceeding to the next stage.

Under the Localism Act 2011 there is placed on plan making authorities a statutory duty to co-operate with adjoining authorities and prescribed bodies and persons in the preparation of development plan documents and local development documents. This duty requires active and constructive engagement with those parties and to have regard to the activities of those parties.

In carrying out the consultation the Council must follow the general principles of consultation set out by the Supreme Court:

- That consultation must be at a time when proposals are still at a formative stage;
- That the proposer must give sufficient reasons for any proposal to permit intelligent consideration and response;
- That adequate time must be given for consideration and response; and
- That the product of consultation must be conscientiously taken into account in finalising any statutory proposals.

In short, in order to achieve the necessary degree of fairness, the obligation is to let those who have a potential interest in the subject matter know in clear

terms what the proposal is and exactly why it is under positive consideration, telling them enough (which may be a good deal) to enable them to make an intelligent response. The obligation, although it may be quite onerous, goes no further than this.

Having regard to the fourth principle, and following the completion of the proposed Regulation 18 consultation and the further Regulation 18 consultation that will be required, the Council must take into account the representations received and, where appropriate, show how these have been addressed in preparing the subsequent pre-submission consultation documents. The consultation responses and the proposed responses to the consultation submissions in respect of both of those stages will therefore need to be reported back to the Cabinet which will clearly want to demonstrate proper consideration thereof.

A failure to comply with any of the statutory requirements at any stage may result in a development plan document being found to breach the conformity requirements, the 'duty to co-operate' or being 'unsound' at the examination in public.

Equality

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

- a) 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;
- b) advance equality of opportunity between people who share those protected characteristics and people who do not;
- c) foster good relations between people who share those characteristics and people who do not

The Area Action Plan: Issues & Options publication clearly sets out information on the current population profile and characteristics of the Wood Green area. This contextual information has been factored into the four options that are being put forward for consultation, and its presentation will help inform consultees when considering their response.

Following the end of the consultation on the Area Action Plan: Issues and Options publication, and subject to a decision to move onto the next stage of developing a formal Area Action Plan, a full Equality Impact Assessment (EqIA) will be undertaken to accompany the Sustainability Appraisal into the preferred option. This EqIA would assess the potential impact of the preferred option for Wood Green Regeneration on different groups of residents, and put forward measures and actions that would mitigate any potential adverse impacts and enhance equality of opportunity and good relations for all groups.

10. Use of Appendices

Appendix 1 – Wood Green AAP Issues and Options Report
Appendix 2 – Consultation Programme (draft)

11. Local Government (Access to Information) Act 1985

The following documents were used in the preparation of this report:

- Sustainability Appraisal
- Wood Green Investment Framework evidence studies
- Local Plan
- Site Allocations DPD
- Haringey SCI 2008 (Updated 2011) and revision consultation version
- Planning and Compulsory Purchase Act 2004
- Town and Country Planning (Local Planning) (England) Regulations 2012
- The National Planning Policy Framework 2012
- The Localism Act 2011

Background Documents

Decision Making Report – Wood Green Investment Framework & Area Action Plan (Approval to January Cabinet, 30th October 2015).

Cabinet Paper - An Investment Framework for Wood Green, 14th October 2014

Haringey's Local Plan Preferred Option, Site Allocations DPD Consultation Document, February 2015

Websites

LBH site – Overview of regeneration activities in Wood Green

<http://www.haringey.gov.uk/regeneration/wood-green>

LBH site – Local Plan: Site Allocations DPD

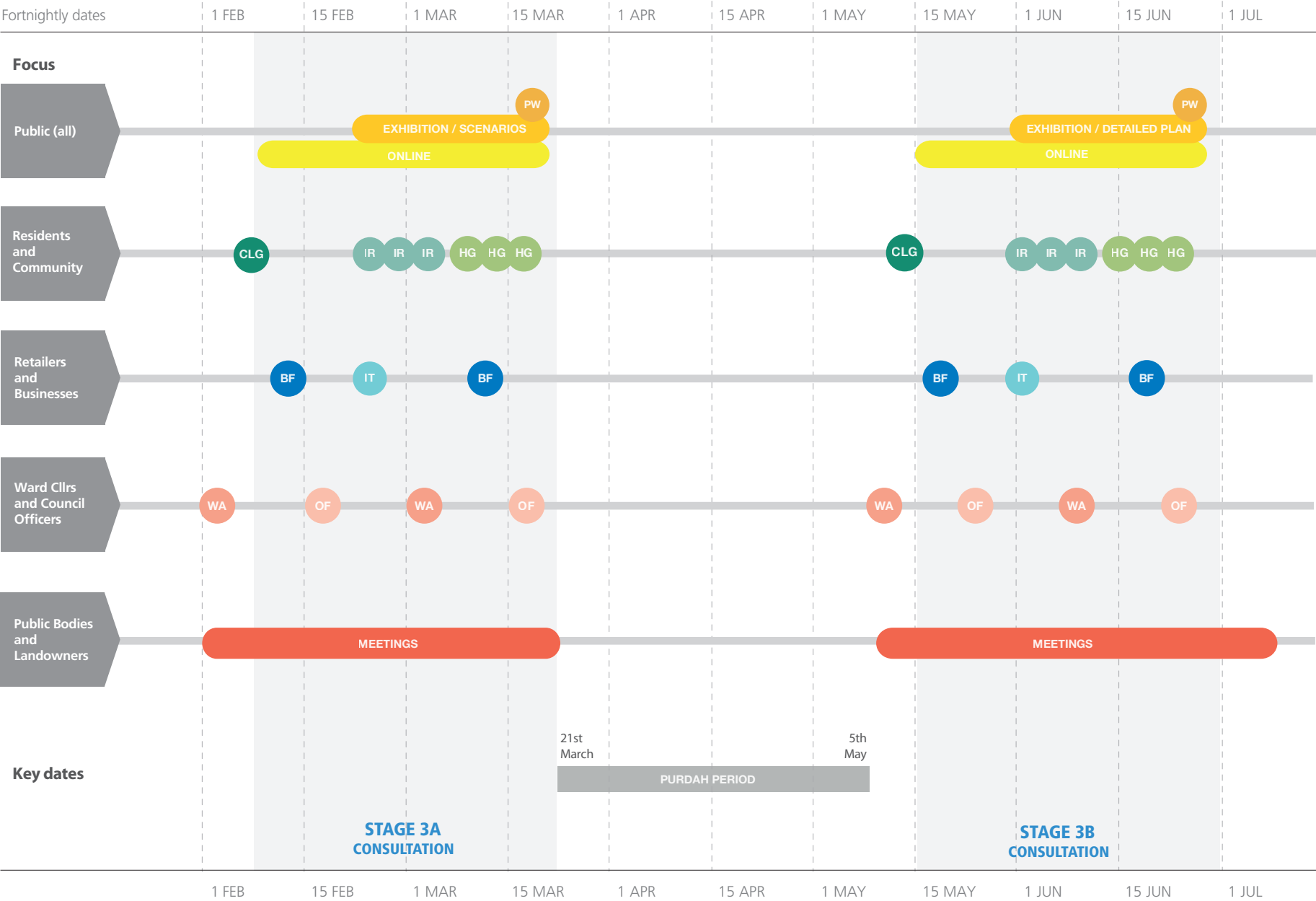
<http://www.haringey.gov.uk/planning-and-building-control/planning/planning-policy/local-development-framework-ldf/local-plan-site-allocations-dpd>

Crossrail 2 Consultation hub

<https://consultations.tfl.gov.uk/crossrail/2>

Haringey Council is not responsible for the contents or reliability of linked web sites and does not necessarily endorse any views expressed within them. Listing should not be taken as endorsement of any kind. It is your responsibility to check the terms and conditions of any other web sites you may visit. We

cannot guarantee that these links will work all of the time and we have no control over the availability of the linked pages.



ON

Online documents and survey

EX

Public Exhibition

PW

Public Workshop

CLG

Community Liaison Group Workshop

IR

Impacted Residents Group Meeting

HG

Hard-to-reach Group Meeting

BF

Business Forum Meeting

IT

Impacted Traders Group Meeting

WA

Ward Councillors Meeting

OF

Council Officers Workshop

LS

Landowners and Statutory Meetings

Type of Consultation Event

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WOOD

GREEN

AREA ACTION PLAN

ISSUES AND OPTIONS REPORT

Wood Green Area Action Plan

Issues and Options Report - January 2016 - Final Issue 02

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Glossary of terms

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 charged on all business rate payers in addition to the business rates bill. This levy is used to develop projects which will benefit businesses in the local area.

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

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 such as a TV.

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 will link south west and north east London. It is proposed that 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.

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.

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 of 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. Please refer to page 40 for further explanation.

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 area's accessibility to the public transport network, taking into account walking time and service availability.

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.

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.

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

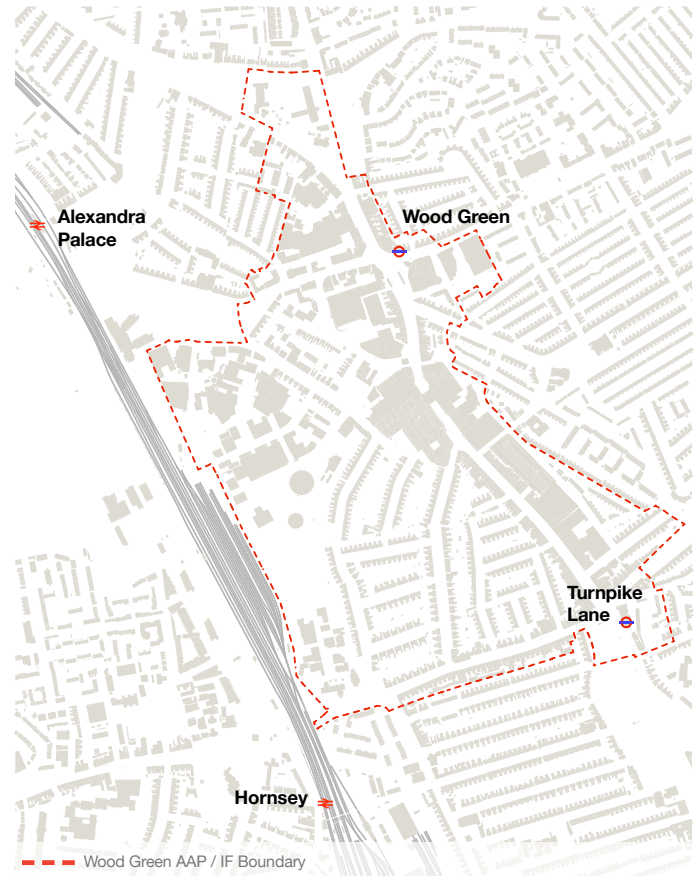
Wood Green Investment framework - a spatial development plan (or masterplan) for Wood Green which is underpinned by an economic assessment to ensure viability.

Introduction

Wood Green is the borough's main town centre, and is also home to the Council's main civic offices. It is one of only 13 Metropolitan town centres across London and plays a vital role in meeting residents' retail, leisure and civic needs. It has excellent transport connections to central London, via the Piccadilly line, and to the rest of Haringey and beyond via a network of bus routes. Wood Green's accessibility is proposed to improve further by 2030 with the arrival of Crossrail 2 serving the area. To the west of the High Road lies a number of strategic brownfield and regeneration sites, offering significant potential for new jobs and homes as well as better connections between the High Road and Alexandra Palace. These complement other prime redevelopment sites within the town centre, which offer opportunities to diversify the retail and commercial offer, further improve the urban realm, provide for new or enhanced community facilities, and deliver much needed housing.

All of these elements have led the Council to identify Wood Green as an area for significant growth and development within the Borough and as one of two regeneration priorities in the Council's Corporate Plan. It is a location that can accommodate change and has capacity to do so. However, such change must be managed in a clear, coordinated and comprehensive manner.

As set out in the Strategic Policies Development Plan Document (DPD), Growth Areas such as Wood Green are not just about providing for new development and physical growth, they are also about regeneration and the realisation of the social benefits and improvements to the overall quality of place that new development can deliver. The Council and the Greater London Authority (GLA), in partnership with Transport for London (TfL), are therefore preparing a joint Area Action Plan and Investment Framework for Wood Green. The purpose of the Area Action Plan is to provide a detailed and proactive policy framework to guide development, regeneration and investment decisions across the area over the next fifteen years and beyond. The role of the Investment Framework, which is underway and has helped to test options presented here, is to help better understand the financial practicalities of delivering the preferred option, including matters such as land assembly, land acquisition, disposals, the cost of relocating the council to new premises and the timing and responsibilities for delivering infrastructure.



Why Prepare an AAP

Over the past decade there has been much discussion about the future of Wood Green, its Metropolitan Town Centre, the quality of the retail and leisure offer, its traffic dominated environment, and the development potential of a number of sites within the area, including the Clarendon Road development and the Chocolate Factory site. Various studies have been commissioned, and projects undertaken – such as the recent public realm enhancements – to respond to particular issues or concerns, but to date no clear and comprehensive overall plan has emerged or been prepared for the area as a whole. As a result, development and investment has taken place on an ad hoc site-by-site, scheme-by-scheme basis in the absence of an understanding of how these schemes might contribute to the delivery of a shared vision for how the area, and places within it, could look and feel in the future.

While the alterations to the Strategic Policies DPD and the Site Allocations DPD establish the broad amount of development to be provided for within the Wood Green area, further and more explicit detail is required about how individual sites will come forward, their resultant form and function, and how wider community and sustainability outcomes will be co-ordinated and their delivery secured.

The preparation of an Area Action Plan provides the opportunity to engage the community and stakeholders in the consideration of such matters in a formal and structured process. It is expected that, through consultation, the final Area Action Plan will establish a more detailed vision and specific objectives for the component parts of the Wood Green area, and will set out the policies, proposals and site allocations required to ensure growth and development is promoted and managed to deliver the vision and the social, environmental and economic outcomes sought for the area.

Overall, the aim of preparing the Area Action Plan is to have a single, statutory plan that provides clarity and certainty to landowners, developers, service providers and the community about how places and sites within the Wood Green area will develop, and against which investment decisions can be made and development proposals can be assessed.

Introduction

Purpose and scope of the Issues and Options document

The Issues and Options stage represents the first stage in the Area Action Plan's production. It identifies the key issues, challenges and opportunities facing the area and sets out four different options, including an option favoured by the Council, for how these challenges might be addressed and opportunities realised.

The purpose of the Issues and Options stage is to invite public and stakeholder views and comments on the four options being proposed, to enable consultees to offer up further information of relevance to the development of the Plan, and to indicate whether they consider the favoured option (option 4) as the most appropriate option on which the Council should progress with preparing a more detailed Preferred Option.

To assist consultees, the Issues and Options Consultation document also includes details on the local and policy context, the likely distribution of development and land use that would result from implementing each option, an indication of the resulting built form, an analysis of likely performance against strategic objectives for the area, and delivery implications, including land assembly and infrastructure requirements.

The publication of this document is also accompanied by a series of more detailed evidence base studies that delve further into specific issues of relevance to the area, including economic vitality, employment & workspace, transport & parking, central energy, and place making. These studies have helped to inform the development of the four broad strategic options.

In addition, a Sustainability Appraisal is being undertaken, the purpose of which is to identify the potential positive and negative social, economic and environmental impacts likely to arise as a result of implementing the various development options proposed.

All of the detailed evidence base studies and the Sustainability Appraisal have been published alongside this document, and comments on these are also invited. These supporting documents have been made available for inspection at the same locations as the Area Action Plan. The Council would encourage all consultees to read these alongside the Issues and Options Consultation document to enable you to make an informed decision about which option you might prefer.

However, it is equally important to note that the strategic objectives and policy direction for the Wood Green area, together with minimum targets for the creation of new jobs, employment floorspace and new homes to be provided within this strategic Growth Area, have been established through the adoption of the Haringey Strategic Policies DPD as updated with recent alterations. These matters are therefore not subject to further amendment through the preparation of the Area Action Plan.

Status of the document

The Area Action Plan is a Development Plan Document (DPD) that will form part of the suite of planning documents that will make up the Council's Local Plan. In the hierarchy of Local Plan documents the Area Action Plan sits below, and will need to conform with, the adopted Strategic Policies DPD.

As stated above, the Issues and Options Consultation document represents an early and more informal stage of the Plan's development. As such, none of the options, including the Council's favoured option, carry any commitment or weight at this stage.

Once adopted, the AAP site allocations and any area specific policies will supersede the allocations in the Site Allocations DPD and policies in the Development Management DPD.

Consultation, views sought and how to respond

The Council is interested to hear the views of residents, businesses, landowners, local community groups and other stakeholders on the four options being put forward, and whether you consider the Council's favoured option (option 4) as the right one with which to progress.

This document and all supporting documentation can be found on the Council's website at:

www.haringey.gov.uk/woodgreenaap

Hard copies of this Issues and Options Report and supporting documents are available for inspection and short term loan from the Council's offices - River Park House, 225 High Road, Wood Green, N22 8HQ and the Civic Centre, High Road, Wood Green N22 8LE, and at all public libraries in the Borough. A summary and questionnaire can also be obtained at the above locations and downloaded from the Council website.

During the two six week consultation periods, a series of drop in events are planned. The times and locations of the drop in events are set out in the notification letter and are also available on the Council's website. These events will be informal and enable the public to come in and discuss these options and any other issues of relevance to the Issues and Options Report, with officers.

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

Email: localplans@haringey.gov.uk
Post: Planning policy
River Park House
225 High Road
Wood Green N22 8HQ

- By filling in the on-line questionnaire or by emailing or printing this off and returning it to us using the addresses above.
- By attending one of the consultation workshop events advertised in the covering letter, the public notices and on the Council's website.

If you require further information on the Issues and Options Report please contact the Haringey Planning Policy Team on 0208 489 1479 or ldf@haringey.gov.uk

Next steps

The next stage of the Plan's preparation will be to consider the responses received to consultation, and develop a Preferred Option for a further round of Regulation 18 Consultation. This will involve development and refinement of the chosen option and will include proposals for identified development sites across the Wood Green area, urban design guidance, area specific policies (if necessary), infrastructure, public realm and land assembly proposals that will help deliver the vision for the Wood Green.

Consultation on the Preferred Option draft of the AAP is likely to take place in autumn 2016. After which, the Council will take on board the comments received in preparing the final document which will then be published and subject to an independent examination in public before it can be formally adopted by the Council.

Policy Context

National Policy

Haringey's Local Plan, whilst reflecting local needs and circumstances, must be consistent with national policy set out in the National Planning Policy Framework (NPPF). In preparing the Issues and Options Consultation document, the Council has taken account of the NPPF, including recent amendments to its supporting guidance.

Regional Policy

The London Plan (2015) is the overarching spatial development strategy for London. It provides the strategic, London-wide context within which all London boroughs must set their detailed local planning policies. Accordingly, the Area Action Plan will seek to give effect to, and must also be in general conformity with, policies of the London Plan.

A key purpose in bringing forward the Area Action Plan 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, programmed for 2020. Currently, the London Plan designates Haringey Heartlands / Wood Green as an Area of Intensification with potential to deliver up to 2,000 jobs and 1,000 new 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 Clarendon 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.”

As the area develops, there will also be an opportunity to expand development around the Chocolate Factory site, along Station Road and up to the Civic Centre site in the north, increasing capacity, variety and pedestrian linkages. With the potential for Crossrail 2 to serve the area, sites within the town centre will also be expected to do more by way of improved retail provision, accessibility, and additional housing.

To realise the development potential of this area, the London Plan encourages boroughs to work with the Mayor to progress and implement planning frameworks. This Area Action Plan is therefore being prepared jointly with the GLA and will show how the Wood Green area and the relevant specific policies of the London Plan will be realised.

Haringey's Local Plan

The Wood Green Growth Area forms a crucial and significant component of Haringey's spatial strategy for managing the Borough's growth and development over the next fifteen years and beyond.

Haringey's Strategic Policies DPD establishes the following aspirations for the Haringey Heartlands / Wood Green Area:

- To increase capacity and the variety of uses within the area;
- To bring back into use underused brownfield land, maximising its capacity for housing and employment growth;
- Provide additional open space, play areas and community facilities to meet the needs of residents in the area;
- To achieve physical and visual integration of the Heartlands with the wider area to benefit local communities and ensure sustainable development meeting both local and strategic objectives;
- De-commissioning of the gas holders and decontamination of the land in order to bring forward redevelopment;
- To promote a business relocation strategy to provide the impetus for land assembly;
- Improve pedestrian linkages between Wood Green centre and Haringey Heartlands; and
- The provision of green infrastructure projects to address a range of environmental issues affecting the area.

Informed by the Site Allocations DPD, the development potential of the Haringey Heartlands / Wood Green area has been revised with Strategic Policy 2 stating that the area is to accommodate a minimum of 4,600 net new homes and a significant number of jobs.

In addition to the Strategic Policies DPD, the Area Action Plan will also need to give effect to, and implement the policies and proposals of other Council, and partner strategies, plans and programmes, including those for health and housing.

Summary

In summary, to reflect the Strategic Policies DPD, national and regional planning policy, as well as local initiatives and strategies, the Area Action Plan:

- Gives effect to the ambitions of the London Plan to upgrade the designation of the area from an 'Area of Intensification' to an 'Opportunity Area' through an uplift in both jobs and housing provision;
- Gives recognition to, and seeks to strengthen, the role of the Metropolitan Centre designation for Wood Green town centre through provision for greater activity, diversification of uses and additional retail capacity;
- Translates the strategic policies of the Haringey Local Plan into a number of realistic, measurable and enforceable policies to guide development within the area;
- Seeks to ensure that the balance between different land uses is sustainable, attracts investment and results in an urban form, appearance and character that local businesses, residents, and developers can support;
- Regenerates the area west of the High Road and ensures employment led redevelopment of the underemployed utilities and industrial land, contributing to its long-term growth and vitality;
- Seeks improvements to the amenity and connectivity of the High Road with the Cultural quarter and Alexandra Palace;
- Plans for and maximises the accessibility benefits to be secured through Crossrail 2 serving the area; and
- Promotes high quality, safe and accessible development that retains and promotes a strong sense of community.
- Secures investment in social infrastructure to support new and existing residents.

Portrait of the area - Demographics

This section sets out Census information for the Wood Green 'Area of Study', which comprises five Lower Layer Super Output Area's (LSOAs) closely aligned to the AAP Boundary. These are set out below and illustrated opposite.

- Haringey 007A
- Haringey 016A
- Haringey 016B
- Haringey 016C
- Haringey 016D

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%) compared to London (69%) and England (65%).

The area also contains a below average proportion of children (17%) as well as people aged 65 and over (9%) when compared to London and the national average.

Marital Status

At 55%, the majority of Wood Green (Study Area) residents are single, higher than proportions in London (44%) and England (47%).

The number of married people is significantly lower in Wood Green (28%) compared to London (40%) and England (47%).

Household Composition

Aligning to the marital analysis above, the Study Area contains an above average number of one person households (36.4%), the majority of which are aged under 65. This accounts for the area's below average proportion of family households (45%), compared to the London average of 53.5%.

Ethnicity

Wood Green's population is very diverse. The Study Area contains a relatively low proportion people of white ethnic backgrounds (57%), compared to London (60%) and England (85%), and above average proportions of black ethnic groups (19.4%). At 12.5%, the proportion of Asian ethnic groups are also high, but not as high as London (18.5%).

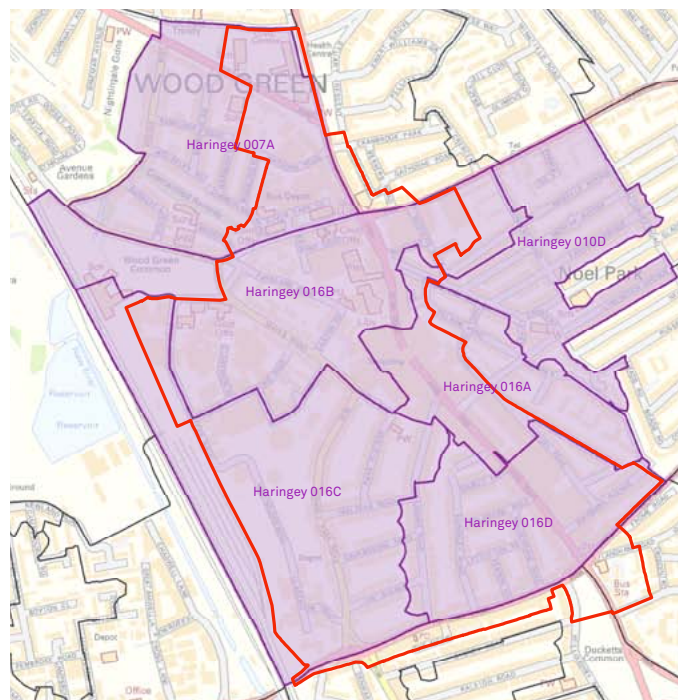
Religion

The religious identity of Wood green is also diverse. The proportion of Christians residing in the Study Area (46%) is below that of London (48%) and England (59%). However, at almost 18%, the Muslim population is far more prevalent in Wood Green than that in London (12%) or England (5%).

Housing Tenure

Of the 3,477 households in the Wood Green Study Area, a significantly lower proportion are owner-occupied households (27.8%), compared to London (48.3%) and England (63.3%), although there is a higher proportion of shared ownership households (4%).

Proportions of Social Rented (33.5%) and Private Rented (33.1%) households are all above London and national averages.



LSOA's within AAP boundary

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%). Similarly, at 19%, the proportion of people with no qualifications is marginally higher than the London average (17.65), but lower than the national average (22.5%).

The Study Area contains 250 students (3.7% of its total population), above that in London (2.5%) and England (1.8%).

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

Despite making up almost 37% of its total population, the Wood Green Study Area has a lower than average proportion of people in highly-skilled managerial and professional occupations, compared to 34% in London.

It also has a higher than average proportion of people in low skilled 'elementary' occupations (13.6%) compared to London (9.6%).

Portrait of the area - Stage one social infrastructure framework outputs

Population Impact from Proposed Development

The tables below present the Proposed Development population by specific age cohorts estimated to be generated by the four options.

Population from Scheme	Option 1	Option 2	Option 3	Option 4
Total Units	4,600	5,000	5,500	6,000
Total Population	8,995	9,777	10,754	11,732

Population Age Profile	Option 1	Option 2	Option 3	Option 4
0-3	546	594	653	713
4-10	657	715	786	857
11-15	431	468	515	562
16-17	154	167	184	201
18-19	147	160	176	192
20-24	351	381	419	458
25-29	683	742	817	891
30-34	1,131	1,229	1,352	1,475
35-39	1,050	1,141	1,255	1,369
40-44	908	987	1,086	1,184
45-49	758	824	907	989
50-54	552	600	660	720
55-59	425	462	508	554
60-64	373	406	446	487
65-69	260	282	311	339
70-74	215	234	257	280
75+	353	384	422	461
Total Population	8,995	9,777	10,754	11,732

Social Infrastructure Impact Analysis

The infrastructure requirements presented in this section represent the total demand when the strategic development sites are fully occupied for each option.

However, the study area and wider impact area social infrastructure baseline has not yet been fully finalised and as such the current and future capacity and potential surplus capacity of facilities is not defined. Therefore the infrastructure requirements set out below represent a gross figure which will need to be rationalised to incorporate the existing context, and any underused capacity. The Wood Green AAP Infrastructure Assessment Report will be published on the Council's website.

Education Facilities

Early Year Provision	Option 1	Option 2	Option 3	Option 4
Early Year Places (2-4 yr)	157	171	188	205
Early Year Facilities (52 Place)	3	3	4	4

Primary School Provision	Option 1	Option 2	Option 3	Option 4
Primary School Children	600	652	717	783
Primary Form Entries	3	3.1	3.4	3.7

Secondary School Provision	Option 1	Option 2	Option 3	Option 4
Secondary School Children	389	423	465	508
Secondary Form Entries	2.6	2.8	3.1	3.4

Healthcare Facilities

Healthcare Provision	Option 1	Option 2	Option 3	Option 4
General Practitioners	5	6	6	6.5
Dental Surgeons	5	5	6	6
Combined Primary Care (sqm)	1,049	1,141	1,225	1,368
Acute Healthcare Beds	18	20	21	22.9
Extra Housing Care Beds	20	22	24	26

Community space and indoor sports

Community Provision	Option 1	Option 2	Option 3	Option 4
Flexible Community Space (sqm)	585	635	699	763
Library Space (sqm)	270	293	323	352
Swimming Pool Lanes	2	3	3	3
Sports Courts	3	3	4	4

Open space and recreation

Open Space and Recreation Provision	Option 1	Option 2	Option 3	Option 4
Public Open Space (ha)	15.29	16.62	18.28	19.94
<i>Including:</i>				
Playing Pitches (ha)	5.13	5.57	6.13	6.7
Children's Play (ha)	1.79	1.94	2.14	2
<i>Separate Provision:</i>				
Allotments (ha)	2.16	2.35	2.58	2.8

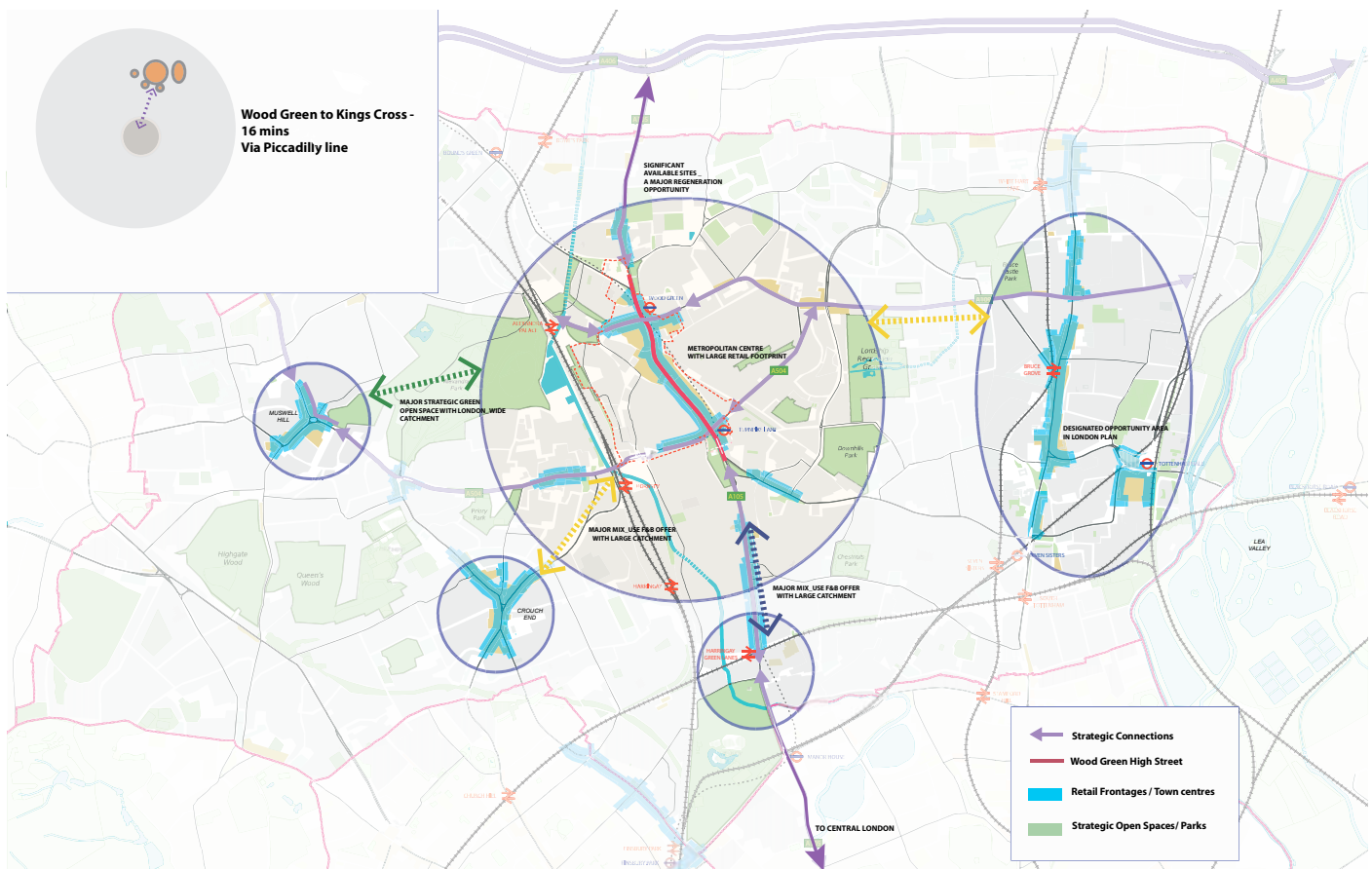
Portrait of the area - Relationship with surrounding area

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, and the planned 24 hour service on the Piccadilly Line underground, it has recently been identified as a major area for the provision of London's housing needs.

An established high street (The High Road), 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; a status which very few other town centres enjoy. Wood Green is also the civic hub of the area, housing public services and the Council offices for the Borough. In the past, Wood Green also accommodated a number of factories due to its proximity to the main east coast rail line and, in earlier periods due to the presence of the New River. These facilities have now been re-located outside of the town centre or shut down leaving spaces and buildings that are redundant and available for redevelopment. Some of these are already adapted into mixed use workspaces that have resulted in the emergence of a new character area between the rail line and town centre.

Though having evolved as a small hamlet at the base of a large forest, today there is a lack of open space and green infrastructure within Wood Green. The area would benefit from better connections to Alexandra Park, its large open space, culture and leisure amenities which stand adjacent to, but are difficult to access from Wood Green town centre. Across from the park, Muswell Hill is a thriving self-sufficient local community with residential neighbourhoods and an effective high street. Towards the east is Downhills Park which forms the focus of a large residential neighbourhood. The eastern edge of Haringey is formed by Tottenham Hale, which is undergoing huge transformation currently identified as a major opportunity area within the London Plan.

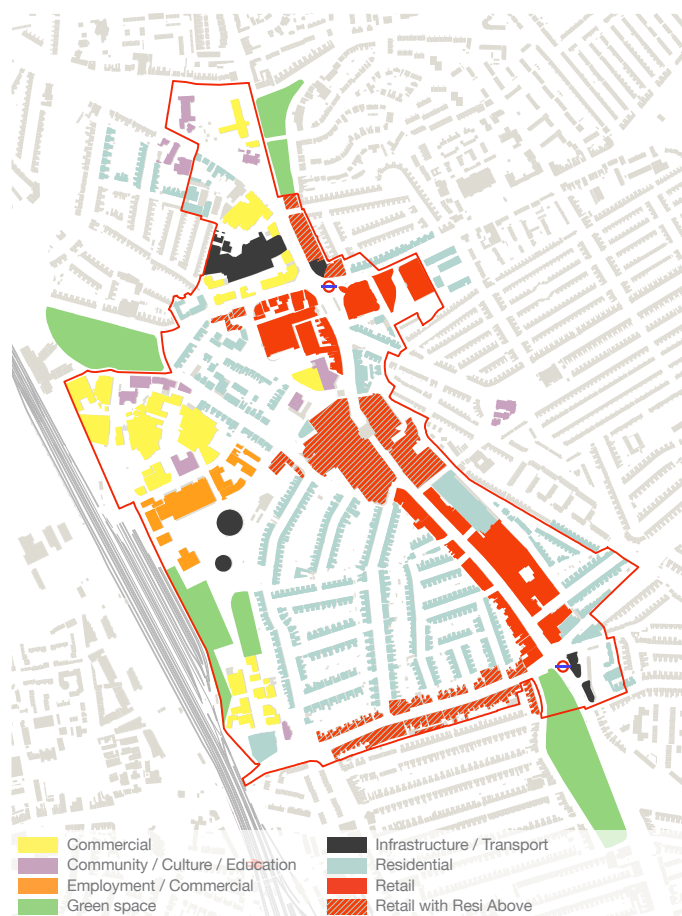
Wood Green is very well connected and serves as an extension of the north-south connection from Finsbury Park, Manor House, Green Lanes and Turnpike Lane. This route is a direct connection between these neighbourhoods which changes in character travelling north, from the food and beverage hub in Green Lanes to Turnpike Lane to the Retail intensive High Road in Wood Green. With its strategic location, abundant connections, existing amenities & facilities and site availability, Wood Green has the potential for major regeneration in the near future.



Portrait of the area - Land use

Wood Green is focussed around its main artery, named the High Road, which connects Wood Green underground at its northern end and Turnpike Lane underground at its southern end. The High Road is a thriving street with retail uses on both sides along its length. The Council library and the Mall form the centre of the High Road. The Mall is a mixed use facility with recreation and leisure uses and residential above two floors of retail. Towards the east and west of High Road are residential neighbourhoods in the form of Victorian terraces or detached and semi-detached houses. Further east or west, the residential types changes to apartment blocks and higher density, contemporary housing. Further north-west, towards the railway line, is a cluster of employment uses including storage sheds and small manufacturing units which represent the last remains of a cluster of factories that developed in this area with the coming of the railways and the New River before it. This area also comprises empty sites, redundant infrastructure in the form of soon to be removed gas holders, some commercial buildings and workspaces. Further north towards Wood Green Common, are a number of educational facilities fronting Wood Green Common.

Commercial uses and Council Offices front Station Road between the Common and the station. Other infrastructure and public amenities are present here in the form of the Arriva Bus depot and former telephone exchange at Green Ridings House. The northern-most end of Wood Green town centre is the oldest and has many listed buildings such as St. Michaels church, around which the hamlet of Wood Green grew in the 17th century. This area still retains much of the character of a small village with more open spaces, large houses and educational facilities for the community.



Light industry off Coburg Road



Retail activity on the High Road

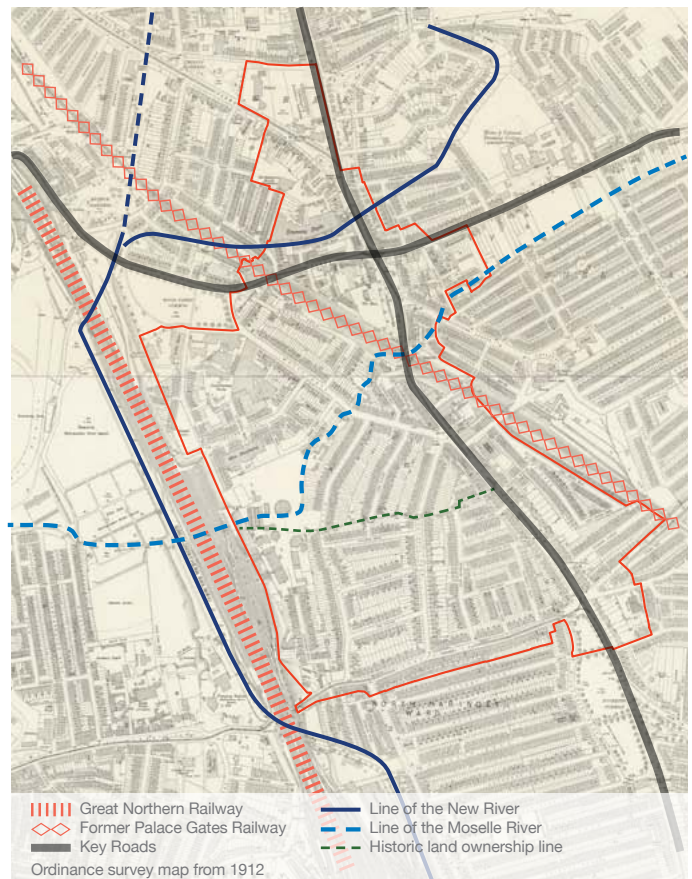
Portrait of the area - Urban Character

History

Wood Green began as a small hamlet at the base of Tottenham Wood in the 13th century. The strategic desire lines were always towards Central London, particularly Smithfield market. In the 17th century, New River was constructed in Wood Green in order to bring fresh water from Hertfordshire.

The road pattern that currently exists today was laid out at the beginning of the 19th century. With the establishment of railways Wood Green became the home of working class families commuting to Central London, while also attracting its own factories to the area. More distinct character areas developed to the east of the High road with the construction of Noel Park and the population increased with the extension of the Piccadilly line. In 1965 the reorganization of London Government provoked the council to consider the commercial centre of Wood Green resulting in the Wood Green Central Area scheme that would deliver the Shopping City, Library, Sandlings Housing on the former Noel Park Goods Yard and River Park House.

Wood Green today lacks a certain ordering of its buildings and key spaces. Like many areas the urban grain has been informed by natural patterns such as the Moselle River whose culverted line can still be traced along the northern edges of Parkside Malvern and Noel Park, and former land ownership lines which can be seen in the ordering of housing in Parkside Malvern. However, the area's physical form has changed little over time with the High Road remaining a constant and defining spine with the interstitial areas heavily influenced by the lines of both existing and historic transport infrastructure.

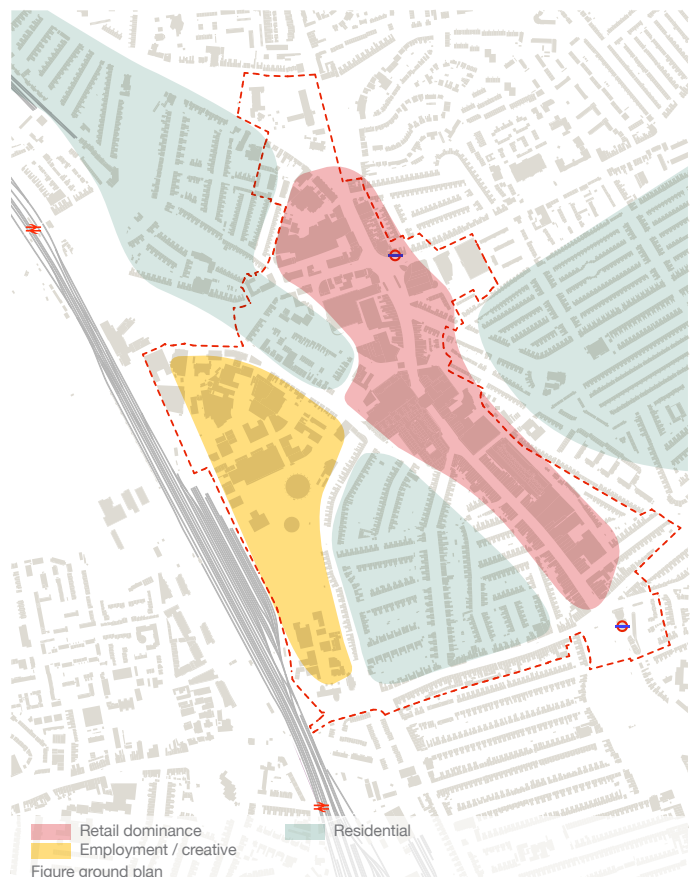


Urban structure and character

The figure ground plan shows the broad urban structures and forms that exist in the area and the disconnections that occur within it. At the centre is the High Road (shown in pink) typified by its large retail blocks which reinforce a one-dimensional north-south route and disrupt potential east-west connections.

To the south is a pocket of former industrial buildings and a gas works which in places have been re-appropriated to provide employment and creative spaces. It is typically inward looking and noticeably disjointed from the High Road and the rest of the Town centre.

Surrounding these two areas are Victorian and Edwardian residential areas organised as terraces around well structured street patterns. Again, the relationship between these and the other two areas are weak both in terms of physical scale and form as well as connectivity.



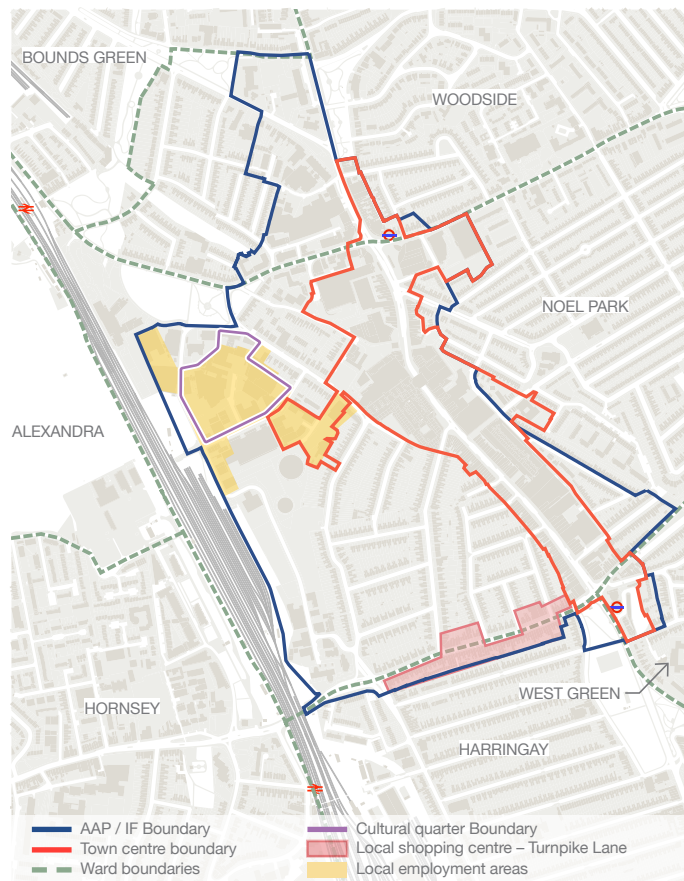
Key boundaries

The Investment Framework boundary is the same as that used for the Area Action Plan and sits across three wards; Woodside, Noel Park and Bounds Green and is bounded by Alexandra, Hornsey, Harringay and West Green wards. It captures the High Road from the Civic Centre in the north to Turnpike Lane underground and bus station in the south. The western edge is defined by the great northern railway line (the east coast mainline), and the east loosely by the Noel Park estate.

The Town centre boundary captures all retail activity on the High Road including all of the Mall and Morrisons supermarket. Its western boundary extends towards the Cultural quarter to include Iceland supermarket, the industrial units behind Hornsey Park Road and those at Bittern Place to the east of Silsoe Road.

The edges of the Cultural quarter are defined by Western, Coburg and Mayes Roads. The designated local employment area captures all units within the Cultural quarter with the notable exception of Olympia Industrial Estate.

Running west from the underground station, Turnpike Lane is identified as a local shopping centre until it meets Wightman Road.

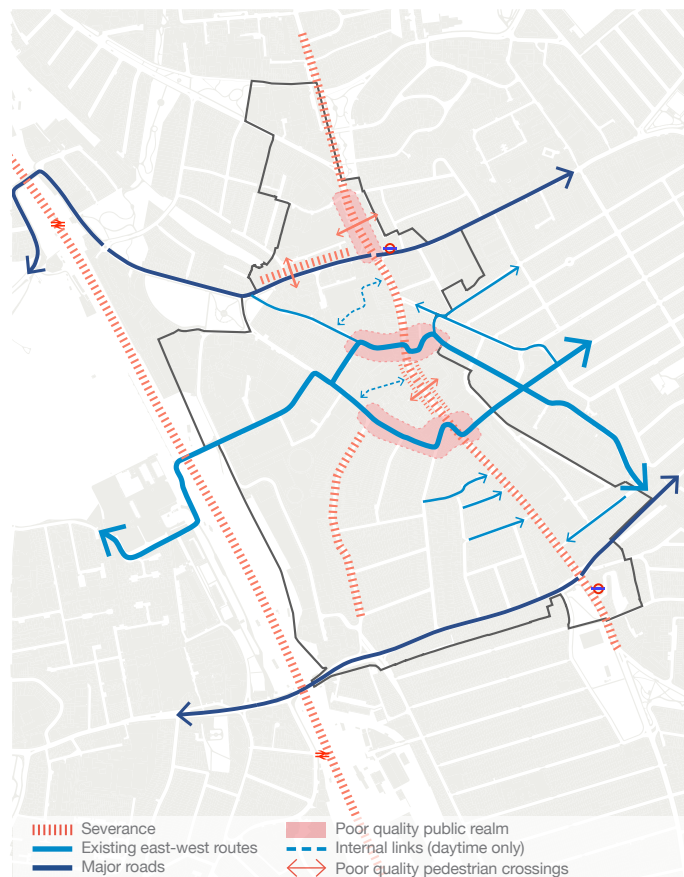


Pedestrian movement

East-west pedestrian connections between Lordship Lane and Turnpike Lane are in short supply with a number of barriers contributing towards the problem.

The East Coast mainline disconnects Wood Green from Alexandra Park to the west. There are two locally recognised connections with the first being a narrow pedestrian bridge at Alexandra Palace station and the second the Penstock foot tunnel, which is unwelcoming due largely to its limited width and lack of security that passive surveillance would offer. Once through the foot tunnel the route to Alexandra Palace is circuitous with the reservoirs and reed beds presenting a further barrier.

Key east-west links across the High Road are restricted to north and south of the Mall. Both of these routes are indirect, limiting intuitive way finding and they are further impaired by unwelcoming alleyways that have a negative effect on pedestrian experience.



Portrait of the area - Urban Character

Greenspaces and waterways

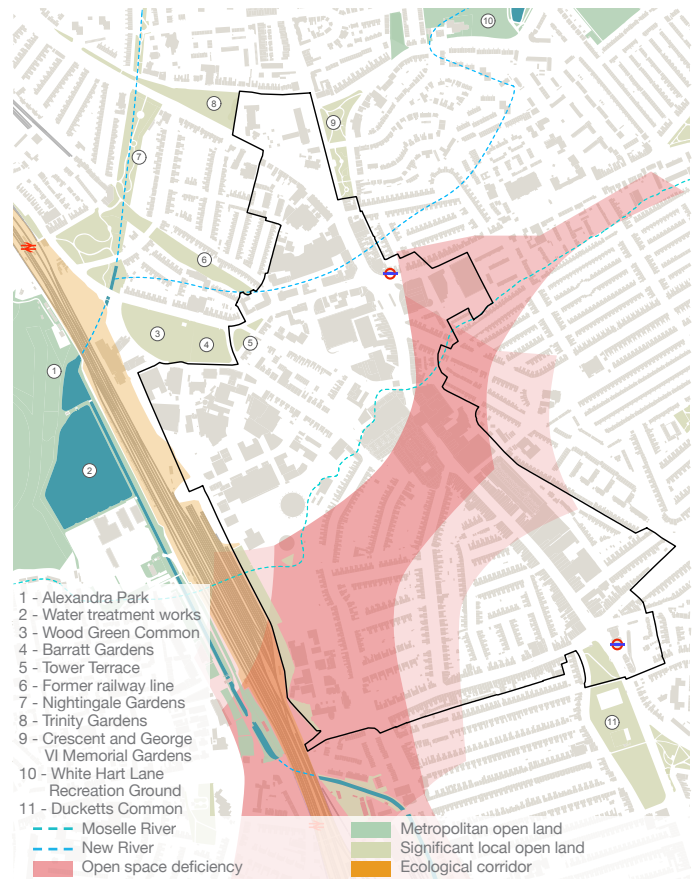
The AAP and Investment Framework boundary includes part of Ducketts Common and a small piece of land to the east of Barratt Gardens fronting Tower Terrace. Surrounding spaces include Alexandra Park and the old railway line between Park Avenue and Station Road which is not publicly accessible. Existing green spaces are not linked, suffer from poor setting, access, restricted use and poor visibility. An open space deficiency has been identified at the heart of the AAP area and new and improved spaces should be provided alongside development. The railway embankment ecological corridor is seen as an area for increased pedestrian access. Alexandra Palace Park offers a major green destination, however connections from Wood green are limited (via Penstock foot tunnel and the station bridge) and hidden. The New River footpath runs on the western side of the railway but access is restricted. The New River is culverted below Trinity Gardens and is visible at the southern end of Nightingale Gardens as it passes below Station Road. It may be possible to establish a link towards the reservoir here.



Former railway crossing, Park Avenue



New River running under Station Road



Public spaces

This diagram illustrates all public space, including green space, throughout Wood Green. The High Road is congested with very few pockets that provide respite and dwell space. Exceptions are Hollywood Green and the library which despite recent improvement works lack an overarching identity and are weakened by poor frontage and the wider streetscape. Frontage to Green Riding House and the northern edge of Station Road have more generous public space but are dominated by out-dated hard landscaping and a lack of active frontage.

There is an obvious absence of appropriate spaces to sit away from the busyness of the High Road offering a 'continental' use pattern aligned with the demographic of the area.

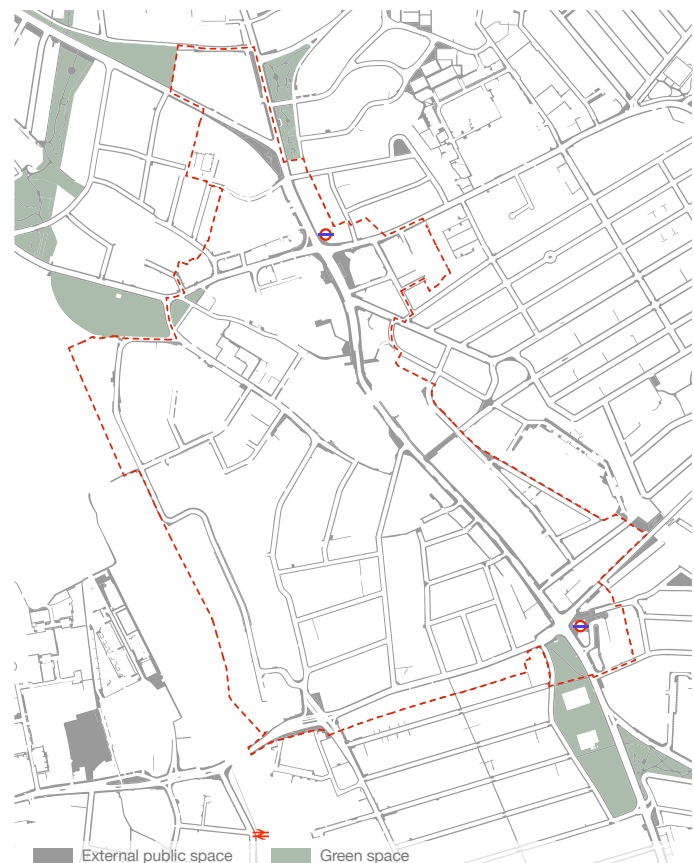
The area's lack of depth is visible in the typical footpath pattern surrounding the High Road but notably to the west where there is no public space around the vicinity of the cultural quarter.



Wood Green Library



Hollywood Green public space and frontage



Active Frontages

The issue of blank and inactive frontages beyond Wood Green's High Road is well documented and its extent is illustrated here. The vibrant High Road and more locally orientated Turnpike Lane represent the only significant areas of active frontage throughout the AAP area. Aside from being inactive, most elevations behind the High Road have a detrimental effect on their surroundings most commonly because of a scale and materiality unsympathetic to its context and hostile security treatment along key boundaries.

Some areas around the Cultural quarter, Karamel Restaurant and the Duke of Edinburgh pub offer some active frontages but aside from this, most activity is hidden from the casual observers view. There are areas of commercial frontage but their relationship with the streetscape is poor.

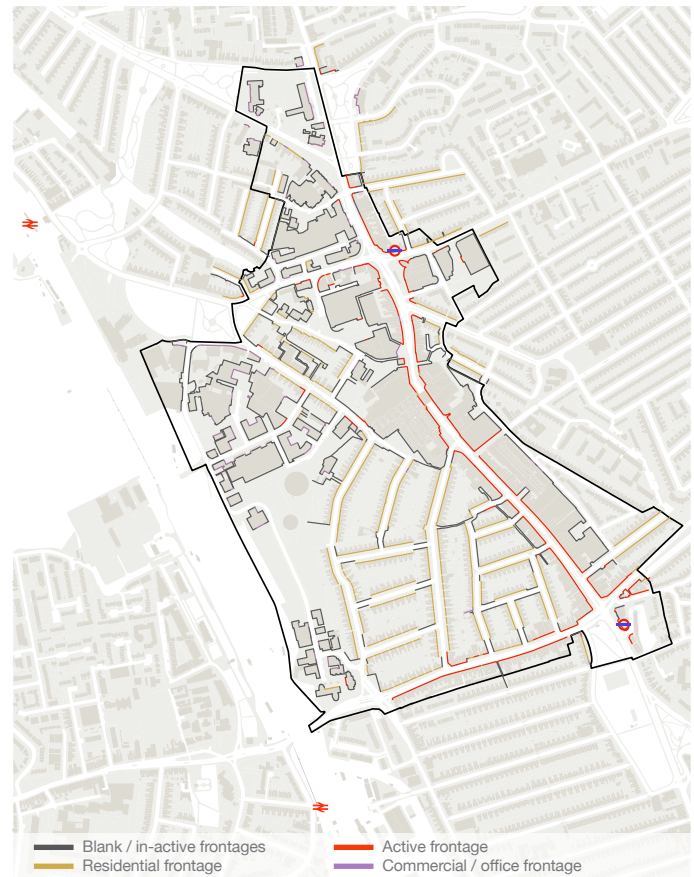
Parkside Malvern represents one of the stronger character areas and the importance of frontage (albeit residential) is evident here.



High Road frontage



High Road back-ends, Bury Road



Views and vistas

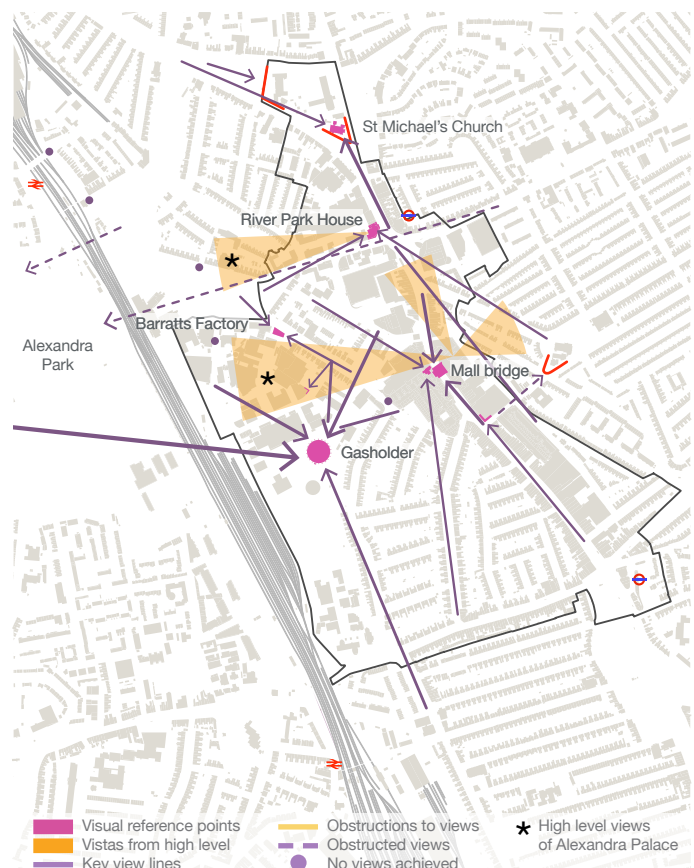
A number of buildings offer visual reference points. Positive buildings include St Michael's Church, which whilst on a prominent line, is weakened by heavy foliage and clutter from street signage and furniture. The former Barratts Sweet Factory is a key marker on an important threshold. The redundant gasholders on the Clarendon Road development site are also highly visible, and their removal may emphasise the need for a landmark or significant building in this location as a wayfinding device. Views towards Alexandra Palace are restricted at street level with many sight lines impeded by the railway embankment although the radio mast is visible from Lordship Lane. Long distance views are possible from the roof of The Mall carpark and upper floors of River Park House. Other less favourable structures include the Mall, most prominently the bridge that obscures key views on the High Road. At 12 storeys, River Park House can be seen from numerous locations. Areas of high footfall, such as the western side of the Mall, have limited sight lines towards the Cultural quarter suggesting a more legible and intuitive street pattern would be of value.



Alexandra Park from the Mall carpark



Gasholder seen from Coburg Road



Portrait of the area - Urban Character

Conservation, heritage and built assets

In general there is a limited number of listed buildings within the AAP area. The highest listing (Grade II*) is for the interior of the Dominion Centre on the High Road, formerly the Gaumont Cinema. Its strong brick and white stone frontage is the most important external element, but it is starting to fall into a state of disrepair, and its rear elevations form an enclosing brick box that offers little of benefit to the surrounding streetscape. Other buildings and structures are Grade II listed. Notably St Michael's Church adjacent to the Civic Centre. Listed structures include the brick tunnel entrance to the New River on Park Avenue.

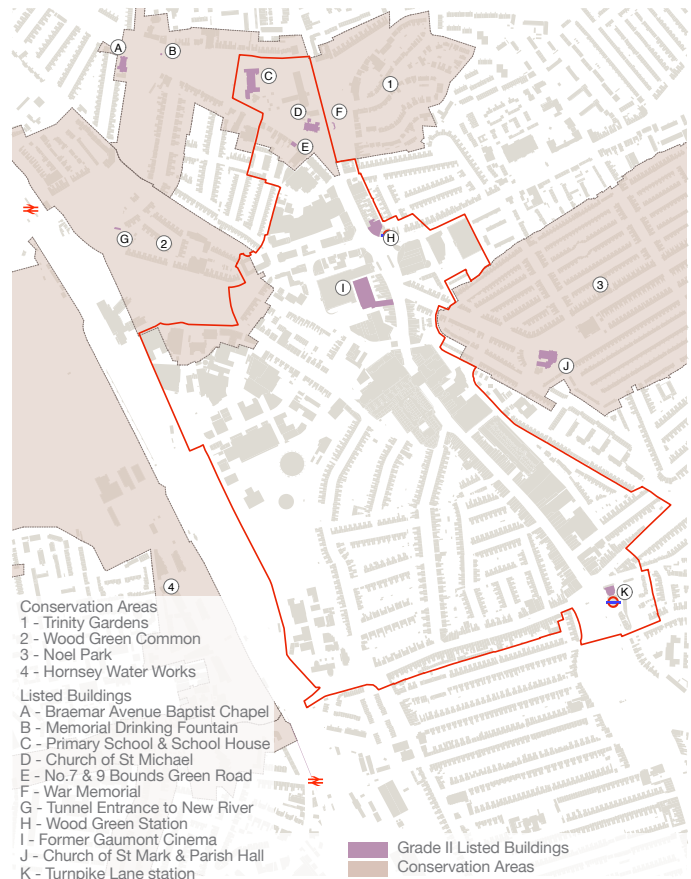
Key conservation areas influencing the AAP are Wood Green Common and Trinity Gardens. The first is dominated by areas of green space that were originally one large common. It includes the embankment of the former Palace Gates Railway Line and educational buildings such as Alexandra Primary School which alongside neighbouring residential streets are of architectural merit. The latter covers Trinity, Nightingale and Crescent Gardens, beneath which the culverted New River runs.



Former Gaumont Cinema



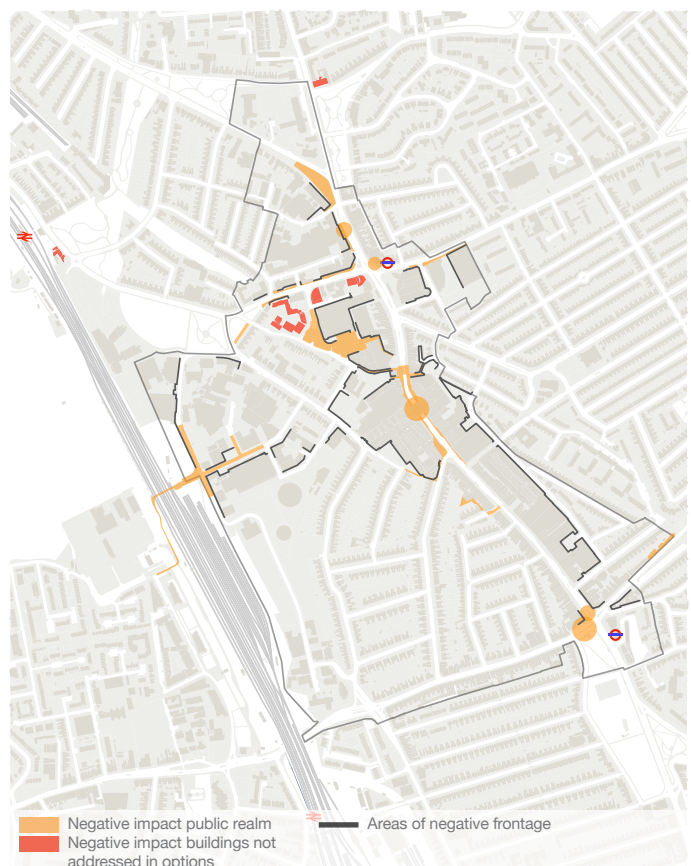
St Michael's Church



Negative impact streetscape

Aside from the more obvious buildings that fail to contribute towards the area's character such as the Mall, this diagram identifies a series of secondary buildings of negative impact. They are non-aspirational buildings that create poor arrival points or fail to strengthen key spaces and should be considered for redevelopment if an opportunity arises. One example is the Grand Palace near the Civic Centre, which although outside the AAP area, has an adapted façade which fails to contribute towards the green space it fronts.

Poor quality pedestrian environments are predominantly caused by traffic and obstructions presented by the bus depot, surface level car parks and service yards, congested High Road pavements and various cul-de-sacs where a lack of frontage encourages anti-social behaviour and fear of crime.



Buildings of value and local assets

Notable, unlisted, buildings that make a significant contribution to the area's character include the Green Rooms and key elements within the Cultural quarter such as the 1930's Chocolate Factory buildings. The Civic Centre to the north of the High Road was built between 1955-58 and is a locally listed building. Key street frontage has also been identified including the northern edge of Trinity Gardens, the retained frontage in front of Bury Road carpark which includes the façade of the former Empire Cinema and the northern end of the High Road alongside the Victorian and Art Deco buildings that define the route towards Noel Park. Notable uses that add a stronger presence to the area include the well-used Big Green Independent Bookstore, Coffee Republic which has become a local 'landmark,' street markets and the Mall's Market Hall; an under utilised asset reflecting the area's diversity. Effort is needed to enhance these assets as Wood Green has a poor overall built character and urban environment considering its Metropolitan Town centre status.



The Green Rooms



Art deco frontage on Gladstone Avenue



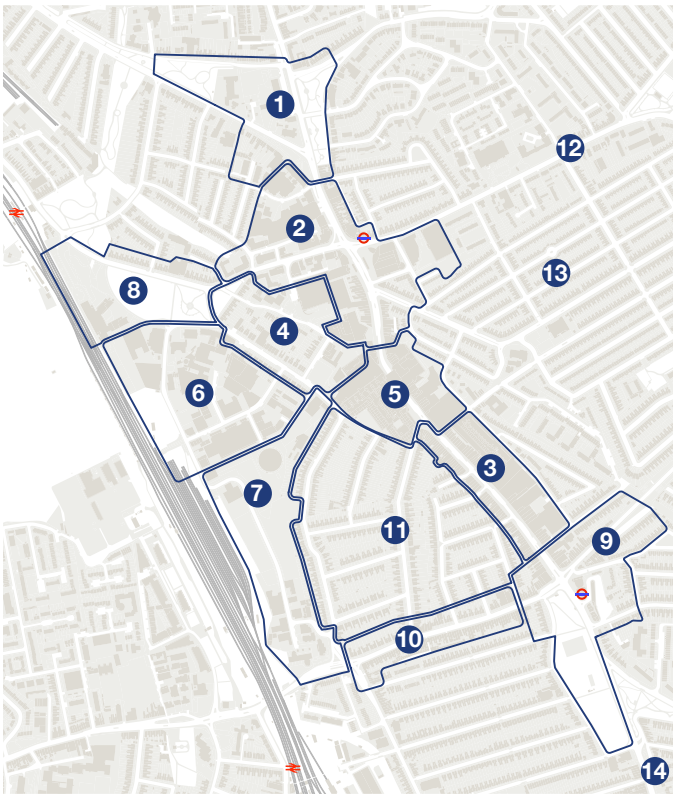
Land ownership

The diagram opposite illustrates the high level of council ownership that offers the potential for the areas to be influenced without complex land assembly issues. Within LBH ownership are a number of sites with potentially good land value that can help unlock the potential of the identified options. Areas such as the Mall currently sit in private ownership but are seen as critical sites that have the potential to significantly alter the urban character of Wood Green and therefore rely upon acquisition or the owners shared ambition as regards building a better and more successful town centre.

The highlighted area has been identified as a key threshold critical to improving connections between the High Road, the Cultural quarter and Alexandra Palace beyond. A more detailed understanding of private land ownership is being pursued.



Portrait of the area - Character Areas



A number of character areas have been identified within the AAP boundary that each offer a different quality of space, history, urban form or land use pattern. Initial impressions of a retail dominated High Road are compared against areas that are often hidden, such as the Cultural quarter which offers workspace for many small businesses as well as the former industrial lands of the Clarendon Road development.

Wood Green generally has a poor overall built form and character for a Metropolitan Town centre and there is a lack of public space that could provide the area with a focus and identity. Movement is typically centred along the High Road with poor connections restricting movement to the east and west. The following pages explore these areas in more detail and provide context to the AAP and character area “Strength, Weaknesses, Opportunities and Threats” (SWOT) analysis which informs the options and makes suggestions for how change can be brought forward in each area. For a full analysis of the existing context please refer to the Urban Character and Place Making Study.

- | | |
|----------------------------------|---|
| 1 - Civic Centre & Trinity Green | 9 - Turnpike Lane Station & Ducketts Common |
| 2 - High Road North | 10 - Turnpike Lane |
| 3 - High Road South | 11 - Parkside Malvern |
| 4 - Parkland & Morrisons | 12 - Lordship Lane |
| 5 - The Mall | 13 - Noel Park Estate |
| 6 - Cultural quarter | 14 - Green Lanes |
| 7 - Clarendon Road development | |
| 8 - Wood Green Common | |

1 Civic Centre & Trinity Green



View towards St Michaels Church

The locally listed Civic Centre sits within the Trinity Gardens Conservation Area at the northern most end of the AAP boundary and there is a slower paced and more residential orientated atmosphere compared with other character areas. It holds two listed buildings and a monument, the latter being a War Memorial that sits on the eastern edge of the High Road. The area suffers from poorly defined edges and low quality public realm that weakens the setting of key buildings. The area connects to a wider green network via Trinity Gardens. A key view is afforded towards St Michaels Church from the south as you approach the site along the High Road.

2 High Road North



The facade of River Park House

A key arrival point to Wood Green, this area sits around two key arteries, Station Road leading towards Alexandra Palace and the High Road which is the key north-south route in the area. The southern stretch of the character area features typical Victorian buildings that are a key part of the areas historic fabric. Hollywood Green in front of the cinema at the intersection of these arteries is under utilised but should be one of the areas most significant pieces of public realm. The western frontage of the High Road above the intersection is defined by River Park House, the entrance to Wood Green Bus Garage and Green Ridings House, all of a different scale and offering little frontage or sense of arrival. The streetscape on Station Road is congested and suffers from level changes but has a number of opportunity sites and potential access from the disused railway line behind William Hill.

3 High Road South



A market stall on Brampton Park Road

The High Road here appears to revert to a typical Victorian typology with market stalls occupying side streets. However, on the south-eastern edge, traditional units conceal the Empire Development, built as part of the Central Area scheme in 1975. This sits across Dovecote Avenue which forms a pedestrian approach but which severed an east-west link leading towards Noel Park. A supermarket and car park sit below low-rise housing intended to show how commercial development could be brought forward without housing loss. The south-eastern end of the High Road supports larger floor plate retailers.

4 Parkland & Morrisons



View east from Parkland Road

This area is arguably at the heart of Wood Green and a key threshold between the High Road and Cultural quarter. However, it is typical of Wood Green's back-end problem. Dominated by the service yards and rear-end functions, it lacks active frontage or identity. Morrison's car park forms the key arrival point from either Station Road or the High Road, the later journey made via an unwelcoming alleyway to the south of the library. There is a low-rise housing development sitting behind Mayes and Parkland Roads, offering a more domestic scaled space, albeit one that severs connections between the High Road and Cultural quarter. Fronting Wood Green Common is a modest but characterful Victorian terrace whilst the Duke of Edinburgh pub and former Barratt's Sweet factory sit on the threshold with the Cultural quarter.

5 The Mall



Market Hall within The Mall

Built in the late 1970's, The Mall occupies the site of the former Noel Park and Wood Green Railway Station. According to a recent GLA healthcheck the High Road and Mall attract 220,000 visitors each week. The Mall is split by the High Road allowing street frontage to many stores; a bridge at first floor links the two halves. The distinctive red Southwater brick was selected to blend in with the surrounding streetscape but its scale exaggerates areas of blank frontage and contributes towards a 'back-end' problem, an issue not helped by numerous service yards and unintuitive alleyways.

To the west, the centre is six storeys high with shops on the lower levels and housing above. An internal route connects this side with the High Road, passing through the busy market hall, a space which reflects the area's diversity and which adds vibrancy.

6 Cultural quarter



Karamel restaurant and gallery

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 within the surrounding area. The area was once home to Barratt's sweet factory that moved out in 1980. Its building on Clarendon Road is now one of the areas most prominent, outward facing buildings. There is a lot of activity happening here but little evidence of it with frontages generally quite inward looking. The key building at the heart of the quarter is the chocolate factory, a five storey 1930's conversion with a smaller 1980's three-storey addition to the south which provides workspace to a number of creative industries. Other uses include The Karamel Restaurant which brings social life to Wood Green and sits within another important site, the Celtic Bakers wholesale bakery, Alexandra Primary School and a household waste site.

Portrait of the area - Character Areas

7 Clarendon Road development



Artist's impression of proposals

The Great Northern Railway Embankment that is recognised as an ecological corridor defines the western edge of the Clarendon Road development. The Moselle River is culverted below, running east-west across the site before turning northwards and passing beneath the industrial site behind Hornsey Park road.

In 2009 outline planning approval was granted for significant residential led development but a revised application with an increased number of residential units is expected. The area is largely characterised by redundant light industrial land to the north and a well used but utilitarian business estate to the south. Activities here include a button manufacturer and yoga centre. The area is home to two gas-holders which will be demolished to make way for the new housing.

8 Wood Green Common



New River Path, threshold with Heartlands High School

Sitting to the east of Station Road within a conservation area, this once abutted Tottenham Wood. It is bisected by a straight footpath and enclosed by railings and the brick wall of Heartlands High School to the west. This area is open grassland with a playground whilst the east side, Barratt Gardens, was laid out between 1912 and 1930. It features a pergola with a series of paths radiating from a central area with a drinking fountain dedicated to C W Barratt whose factory stood on the corner of Mayes Road. The council completed improvement works in 2011 including improved lighting, railings and planting. London plane trees line the north, east and part of the south sides. The New River runs beneath Station Road and can be seen passing under the railway tracks to the west.

9 Turnpike Lane Station & Ducketts Common



Outdoor gym in Ducketts Common

Tube and bus stations reinforce this areas identity as a local transport hub, a status set to take on greater importance if Crossrail 2 arrives. Sitting around a key route towards Tottenham, it is an important thoroughfare, which has a significant impact upon pedestrian experience. The tube was part of the Piccadilly line extension and set new aesthetic standards. Designed by Charles Holden in the 1930s it is a well-preserved example of modernist London Transport architecture and is Grade II listed. The bus station was covered in 1968 as part of a "reshaping plan" but was removed as part of development in the late 1990s. Ducketts Common is well used with provisions such as an urban gym. Paths pick up desire lines allowing pedestrians to avoid congestion around the station. As a transport interchange of some significance, consideration will need to be given to enhancing Piccadilly line and bus line interfaces and impacts on development scenarios.

10 Turnpike Lane



Well used shops on Turnpike Lane

Identified as a local shopping centre, Turnpike Lane is a low rise High Road with a messy and slightly disorganised appearance typical of a well used and functional area. Commercial units are typically organised along the southern edge of the street with the northern edge adjacent to Parkside Malvern predominantly catering for residential use. Predominant use classes are A1 and A3 with speciality shops and a food offer spreading up from Green Lanes to the south. On the northern edge of the road towards the underground station, commercial units have taken advantage of a larger forecourt between the footpath and premises to either provide outdoor displays or seating.

11 Parkside Malvern



Lime Trees Open Space on Hornsey Park Road

Parkside Malvern sits to the south of the AAP area, bordered by the Mall and High Road and Turnpike Lane and Clarendon Road development. The area is made up of Victorian and Edwardian terraced housing. Despite its proximity to Wood Green residents typically identify themselves with Hornsey, perhaps as a result of street patterns that generally shift visits in this direction as opposed to toward the High Road. Alexandra and Burghley Roads run north-south through the centre of the area, and aside from one alleyway, do not afford east-west connections between the two sides. Alleyways are not uncommon particularly along the rear of retail units serving the High Road. An active residents group has made efforts to improve these. Although housing does not face the site directly, the threshold with the Mall is uncomfortable in terms its blank frontage and scale. On Hornsey Park Road, Lime Treed open space sits at the proposed entrance to the Clarendon Road development and as one of the only green spots it is a point of contention.

13 Noel Park Estate



Housing on Salisbury Road

Noel Park estate is recognised as a conservation area and consists of 2,200 dwellings built between 1883 and 1907 on farmland belonging to Dovecote House. The project took advantage of the opening of a station on the Palace Gates branch line in 1878, which provided a convenient route to the factories of east London. Five types of houses were built and are easily recognisable at key junctions by turret-like gables. It has been suggested these were designed to resemble dovecots in reference to the farm they replaced. Residents were entertained at the Empire Theatre from 1912 but no public houses were permitted on the estate. Noel Park & Wood Green station closed in 1963 and was demolished in the 1970s to make way for The Mall and Bury Road Carpark which severed the historic Dovecote Avenue route between the estate and High Road. The old goods yard became the site of the Sandlings development.

12 Lordship Lane



Housing on Lordship Lane

Lordship Lane is a key arrival point and important bus route linking Wood Green to Tottenham High Road via Lordship Recreation ground and Bruce Castle park. Historically it was the first connection between these two areas and in 1904 tram tracks were laid to improve the journey, terminating at Bruce Castle.

Residential units from a mixture of periods form the primary street frontage. Notable buildings include the Mecca Bingo Hall, which has been identified for redevelopment, Hollywood Green cinema and Wood Green crown court. This substantial building was originally a school, built in 1865 in a Gothic style. In 1974 it began life as a law court before being rebuilt in 1989 following a fire. Its impressive roof is clearly recognisable on the areas skyline when viewed from a vantage point such as the Mall carpark.

14 Green Lanes



The Salisbury

Although not immediately adjacent to Wood Green the heart of Green Lanes to the south of Turnpike Lane offers a precedent for how the High Road offer and environment could be strengthened. Green Lanes runs north-south through Harringay but at the junction with Turnpike Lane temporarily changes its name and runs through Wood Green as 'High Road', resuming its identity at Lascotts Avenue. It's a historic route for taking cattle to Smithfield market with its name derived from land such as Ducketts Common where the animals could graze en route. Today it has a strong Turkish and Kurdish community, seen in the large number of speciality shops and restaurants that define the vibrant High Road. One key landmark as approached from Turnpike Lane is The Salisbury, a listed pub on Grand Parade.

Portrait of the area - Transport and movement

Public Transport Accessibility

The area is well served by public transport and this is demonstrated by the Public Transport Accessibility Level (PTAL) score which is predominately 6-6b (excellent) across the study area lowering to 4 (medium) in the far west around the gas works. Opportunities to increase PTAL in the limited areas where it falls below 6 will be explored in the forthcoming Investment Framework. This is likely to be through the opening up of new pedestrian links where buildings currently prevent access.

Underground

The study area is located on the Piccadilly London Underground line and features two stations. Wood Green in the north of the study area and Turnpike Lane to the south. Both stations are located in Zone 3 with Turnpike Lane also being a major bus interchange in North London. No step free access is available at the stations; however, opportunities for addressing this through the proposals being developed for Crossrail 2 could change this in future.

TfL will begin operating a 24-hour service on the Piccadilly Line as part of the night tube in 2016. This will further enhance the public transport offering in Wood Green and support the evening and night time economy in the area.

Rail

To the west of the study area, Alexandra Palace railway station is located on the Great Northern Main Line and provides connections to the national rail network. This station is operated by Thameslink and provides connections towards Moorgate and the City in the south and Welwyn Garden City and Hertford in the north. To the south west of the study area Hornsey railway station offers similar connections to that of Alexandra Palace.

Both railway stations are located outside of the study area and due to the severance created by the railway line have limited connectivity. Alexandra Palace is connected to the study area via Station Road which connects with High Road and Wood Green Underground Station to the east. However, the pedestrian route from Wood Green to Alexandra Palace features a mixture of footway surfaces and is not considered to be of a particularly high standard. Opportunity therefore exists to enhance this east-west connection between stations and on towards the Park.

Crossrail 2

The Crossrail 2 safeguarding proposals currently include an alignment that would deliver two stations within the vicinity of the study area at Alexandra Palace and Turnpike Lane Underground Station. As the railway would be in a tunnel below the AAP study area consideration has been given to the type of development that is feasible considering its presence.

Following discussions between the London Borough of Haringey and Transport for London a further option to provide a single Crossrail 2 station within the AAP area near Wood Green Underground station is being explored. If this option were to be carried forward it would enable a more coherent and denser town centre and a stronger east-west route to be formed. TfL carried out public consultation on the plans in Autumn 2015. It should be noted that changing the stations that are served by Crossrail 2 will impact the alignment of the route and therefore the safeguarding within the study area may change over time.

Bus

Many bus routes serve the AAP study area, providing connections across Central and North London. The majority of services are operated by Arriva. Bus stops in the study area are concentrated along High Road, Station Road/Lordship Lane, and Turnpike Lane. However, the majority of routes can be accessed from the bus interchange at Turnpike Lane station. Bus facilities in the study area are of relatively good standard with many stops featuring shelters, timetable information and disabled friendly kerbing.

The majority of the study area already features a reasonable PTAL score and bus based public transport is measured with reference to the number of services and stops located within 640m walking distance. The bus stops on High Road are located within 640m walking distance of the sites in the west of the study area and therefore these stops are accessible. It is our intention that through the options clearer, more direct pedestrian routes could be delivered from the development plots in the west to the High Road which would further improve the accessibility of the sites.

Road Network

The A105 High Road runs on a north-south axis through the study area and is part of the Transport for London Strategic Road Network (SRN) linking Wood Green with the City. The High Road also runs through the Metropolitan Centre of Wood Green and as such is a busy High Road environment with a concentration of retail on both sides that results in high pedestrian footfall. Coupled with several bus routes and high volumes of through traffic means that the road is very congested with slow moving traffic a feature throughout much of the day and evening. High Road is recognised as a congestion hotspot in the borough, however, there are limited alternative north-south corridors and opportunities to improve highway capacity are likely to be limited. A major public realm enhancement has recently been introduced on the High Road which has improved the environment for all users.

There are two east-west A class roads that run through the study area. The A504 Turnpike Lane to the south of the study area, which connects with Turnpike Lane Underground Station and bus interchange, and the A109 Lordship Lane towards the north of the study area, which connects with Wood Green Underground Station. The remainder of the road network is made up of predominately residential streets. Some of these feature traffic calming to reduce the potential for rat-running and on-street car parking is controlled through a Controlled Parking Zone (CPZ).

Parking

A parking survey was undertaken by Transport for London in 2010. The study area of the 2010 survey was comparable to that of the AAP study area and as such, in the absence of a more up to date survey which is scheduled for the Autumn, has been used to inform this baseline study. Within the AAP study area there are approximately 2,650 off-street retail parking spaces and approximately 3,017 on-street parking spaces, of which 1,123 spaces (23% of total on- and off- street parking) are for residential permit holders. The 2010 parking survey reveals that throughout the week a maximum occupancy of 54% was reached throughout the off-street car parks surveyed suggesting that ample capacity exists within the existing parking provision to cater for additional demand.

A Controlled Parking Zone (CPZ) covers the on-street areas within the study area and restricts parking to residents, shoppers and essential users. There are three controlled zones which are tailored towards the respective land uses in the zone's area.

Walking and Cycling

There is currently only one north-south cycle route within the study area along High Road, with no other direct alternative routes on quieter streets. East-west walking and cycling connections across the study area are also limited with no direct routes that connect the development opportunity sites on either side of High Road.

Analysis of walking distances and the areas which are within 960m of each train and underground station in/around the study area reveals that Wood Green Underground Station provides access to a large number of potential development sites. While several development opportunity sites are in close proximity to Alexandra Palace station, the Great Northern Main Line also creates significant severance, limiting movements between the study area, the station and areas to the west.

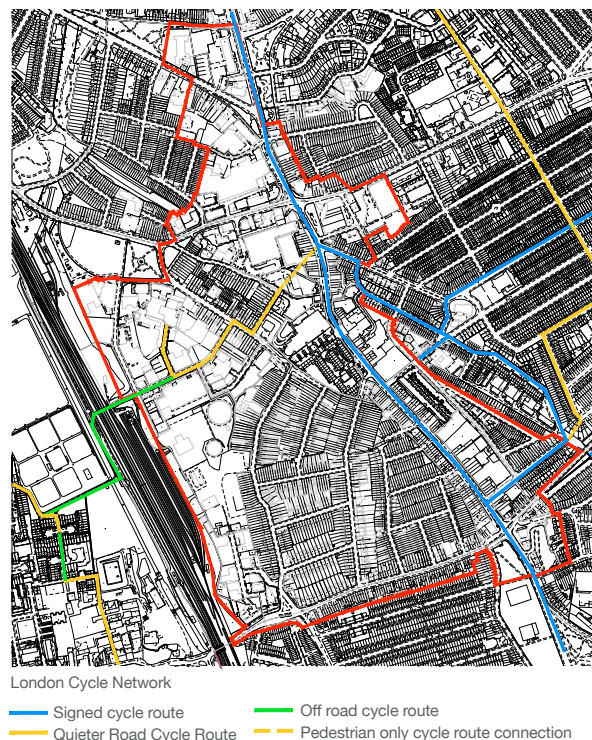
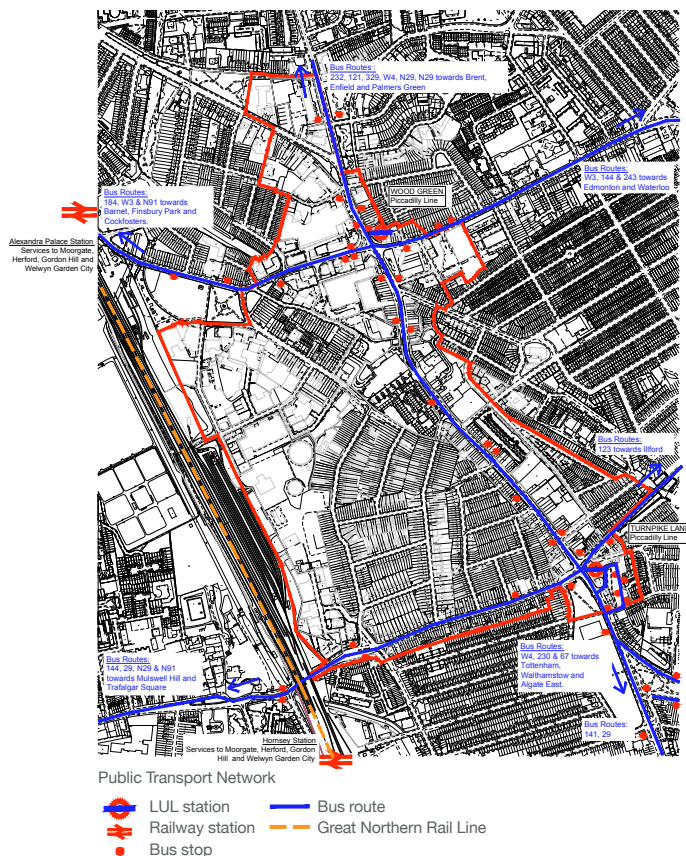
The Council and Transport for London have undertaken significant work to improve the public realm and streetscape in Wood Green to create a greener, brighter, and safer town centre. Over £4 million has been invested to de-clutter footways and open spaces between Wood Green and Turnpike Lane Underground Stations to make the High Road a more welcoming place for residents.

Constraints

- Limited direct and continuous east-west and north-south walking and cycling routes across the study area that connect to key destinations;
- Severance to east-west walking and cycling opportunities created by the busy High Road, and Great Northern Main Line;
- Congestion on High Road detracting from the pedestrian and cycle environment;
- Peak time congestion on the Piccadilly Line and Great Northern services restricting growth on these routes.

Opportunities

- Increased public transport accessibility and connectivity with a new Crossrail 2 station(s) at either Turnpike Lane and Alexandra Palace or Wood Green;
- An improved High Road that provides an attractive public realm;
- Rationalisation of parking supply and increase of parking utilisation through parking demand measures across the study area to enable more efficient use of land and support redevelopment (subject to parking surveys being conducted in the Autumn);
- A wide range of bus services accessible throughout the study area and two underground stations making public transport a viable alternative to the private car; and
- Opportunities through redevelopment to open up east-west and north-south connections for pedestrians and cyclists and improve the PTAL score to the west of the study area.



Portrait of the area - Housing need

This section of the AAP sets out the context for housing need strategically across LB Haringey, and more locally in Wood Green.

Strategic Housing Need

As set out in the 2015 London Plan, the Mayor recognises the pressing need for more homes in London and to help boost significantly the supply of housing. Informed by the need for housing set out in the GLA's 2013 Strategic Housing Market Assessment (SHMA), the London Plan sets out the average annual minimum housing supply targets for each borough until 2025.

Haringey's 10-year housing target is 15,019 new homes, or 1,502 per annum.

To reflect the new strategic target of 1,502 home per annum (2015-2025), LBH recognise a strategic housing need of 19,802 homes over the plan period to (2011-2026) (Source: Local Plan: Alterations to Strategic Policies 2011-2016).

Borough Objectively Assessed Housing Need

As set out in the 2014 LBH Strategic Housing Market Assessment (SHMA), the demographic based projections predict growth in population across Haringey of circa 37,311 people over the projected period (2011-2026). This translates to a need for 20,172 new homes or an annual new housing requirement of 1,345 in Haringey, taking into account an existing backlog of 8,364 homes.

Wood Green Housing Need

Wood Green's housing need has accelerated in recent years. According to the LBH SHMA, Wood Green's population grew by 24% between 2001 and 2011 - the highest rate of population growth in Haringey over this period. Translated into housing growth, Wood Green saw an increase of 17% new housing over the same period, compared to only 5% in more affluent areas such as Muswell Hill and Highgate.

Future housing need is more difficult to define across a smaller scale study area such as within the Wood Green AAP boundary. The most accurate method of demonstrating future local need in Wood Green is to examine ward-level GLA population projections for Noel Park. This incorporates Wood Green Town centre as well as Noel Park Conservation Area in the east.

As set out in the table below, Noel Park is projected to increase by 8,119 people (or 58%) between 2011 and 2026, based on GLA 2014 Round of Demographic Projections (Ward projections).

Whilst no household forecast exists for Noel Park ward, a high level estimate of the implied increase in households can be calculated through the application of the Haringey Average Household Size (AHS). Applying the AHS of 2.48 persons per household to the population growth of 8,119 to 2026 implies a requirement for an additional 3,274 households.

Noel Park Ward Population Projection	
2011	14,009
2016	15,353
2021	18,895
2026	22,128
Total Population Growth	8,119
% Growth	58%

Portrait of the area - Property and economic context

In reviewing the property market for key uses around Wood Green, databases such as EGi (Estates Gazette Interactive), Molior, and Planning Portal have been consulted alongside local agents, as well as input from in house Cushman Retail, Leisure, Office, Residential and Hotel specialists.

Residential

The number of new build residential developments in Wood Green is comparatively low in comparison to areas in the south of the Borough such as Finsbury Park.

There has been an increase in planning applications for larger scale residential development within Haringey in the last 5 years. The current strong level of demand for residential property in London is felt keenly in areas surrounding Wood Green such as:

- Finsbury Park
- Alexandra Palace
- Muswell Hill
- Crouch End
- Bounds Green

There are also several speculative / potential residential development sites in close proximity to Wood Green.

The Clarendon Road development is likely to be most significant future residential development in the Wood Green area as it has the potential to deliver a large number of homes near Wood Green and Turnpike Lane Underground stations.

Retail Use

Retail is a reasonably viable use however at present rental levels are relatively low compared to other Metropolitan town centres. An improvement in the retail accommodation, leisure offer, public realm, and shopper profile is likely to improve rental levels.

Research from EGi shows that currently there is approximately 85,000 sqft of available retail space on the market in Haringey of which the majority (circa 85%) is A1 retail. The majority of availability is clustered around the areas of Muswell Hill, Wood Green / Turnpike Lane and Bruce Grove. In Wood Green it is estimated there is between 20,000 – 25,000 sq ft of A1 space currently available.

Within the study area, retail is mostly A1 and clustered around the High Road and within The Mall. Research shows there is between 20,000 – 25,000 sqft of A1 retail space currently available on the market.

In terms of a per annum rental rate in £ psf for High Road retail in Wood Green, the evidence shows a wide range of values achieved from circa £20 psf up to £55+ psf. Many of these units are relatively small (circa 1,000 sqft or less) and therefore a large proportion of their floor plate are part of Zone A space, driving up the overall £ psf as a result.

In terms of zone A it is understood from agents that High Road units of circa 1,000 sqft typically achieve circa £50 psf ITZA in Wood Green.

Discussions with local agents and landlords identified the High Road as a more attractive location than The Mall for potential occupiers with the former being more affordable and providing larger, more flexible retail units as well as high footfall. That said, Wood Green town centre is lacking the 6,000 sq ft units most sought after by retailers; while many enquiries, especially for A3/A5 space, have resulted in potential occupiers, particularly those at the mid to lower end of the market, being put off by the limited affordability of retail units.

The Mall is a focus for value driven demand, while demand on the High Road is less value and more brand driven.

The future of retail development in Wood Green town centre in terms of type, scale and location will be substantially determined by the interest of retailers moving into, re-locating or expanding there. Improving the quality of Wood Green's town centre by incorporating a higher quantum and variety of food and beverage outlets, in particular restaurants, would be beneficial to the area.

The recent and ongoing trend in Wood Green has been the decline in middle market retailers (with the likes of Dorothy Perkins and Marks & Spencer moving out).

Leisure and Other Retail: A3, A4 and A5

From our analysis, Wood Green's proportion of leisure floorspace against other uses is in keeping with expectations in terms of volume provided.

Wood Green has an under-supplied A3/A5 market characterised by strong retail demand. Wood Green appears to contain a high quantity of takeaways in proportion to restaurants and cafes when compared with other Metropolitan centres. It is a market which is not yet established with limited quality and outdoor 'dining' space.

The mix of restaurants, in particular the proportion of restaurants when compared to takeaways or fast food outlets can help when determining the classification of the area in terms of the quality of tenant mix; areas with high levels of takeaways, fast food outlets, and betting shops are generally of a poorer quality which will deter more premium retailers and leisure operators.

Portrait of the area - Property and economic context

D2 Leisure - Cinema, Theatres and Nightclubs, Gyms

There are currently two cinemas in Wood Green; The Vue and Cineworld. Wood Green is therefore very well served and it is not anticipated that there will be viable demand for a further cinema unless one cinema was redeveloped for other uses and there was a dramatic increase in footfall to Wood Green.

There has not been any standalone provision of theatres or nightclubs in Wood Green identified, which are included as a measure of health in the GLA's London Town centre Health Check reports. This could present an opportunity to further enhance the leisure offer in Wood Green.

Gym use is a growing market in particularly the affordable end of the market. There are at least three affordable gyms in close proximity of Wood Green including The Gym, Easy Gym (within the Mall) and Zone Gym.

There are currently no high end gyms in the Wood Green area although typically these types of gym charge membership fees at 2/3 times the price of affordable ones. For higher end gyms to be viable they require high levels of footfall as well as high spending power from the local area

C1: Hotels

At present there are no branded hotels in Haringey, just small independent hotels and B&Bs, the majority of which are found in the Finsbury Park area as well as two in the Turnpike Lane and Tottenham areas. United Lodge Hotel is the closest to Wood Green, located at the northern tip of Finsbury Park. This hotel charges circa £80-120 / night.

In April 2014 the first branded hotel in Haringey was granted planning consent for a Premier Inn to be developed by Berkeley Square Developments. The hotel will have an estimated value at circa £9.5m (circa £5 – 6k / room key rate). The Premier Inn will be located a few meters from Tottenham Hale Station within the Tottenham Hale Gyratory. Premier Inn operates an existing hotel on Advent Way in Edmonton 3.5 miles east of Wood Green.

There is hotel demand from budget hotel operators in the wider Haringey area (branded). Currently there is an active requirement from Premier Inn for a hotel in Finsbury Park (100 beds) and Wood Green (80 beds).

Another possible source of demand in Haringey in the future is that of conversions from office to hotel. It is unlikely that a prime or high specification property will be financially viable to convert to a hotel, however a low quality grade B office has the potential for a viable conversion. This is very dependent on specification / design constraints which can only be assessed on a site by site basis.

Health (D1)

In addition to benefiting the local community, the addition of D2 class space intended for a health centre or GP surgery medical can bring the following benefits to the viability of a development:

- Long term leases (up to 15/20 yrs)
- Good rental values
- Better yields (good covenant strength)
- Typical size - 2,500 – 6,000 sqft for a GP surgery or health centre
- Location more flexible, does not need to be prime pitch High Road

Employment Use - Office

Market analysis indicates that Wood Green and the wider Haringey area has a very limited established office market i.e. office space let on FRI lease terms. However demand has been identified for B1a office space that is let on flexible terms such as SME workspace. Further details of the typologies of space that have been analysed are given in the AECOM-Cushman Employment Land and Workspace Study.

Based on analysis within the AECOM-Cushman Employment Land and Workspace Study, workspace can broadly be separated into the following typologies:

- Artist's studios
- Co-working spaces
- Start-up and other SME space
- Grow on/move on space
- Corporate office space

When this document refers to workspace, it is referring to space within any of the above categories.

In terms of the provision of workspace, about half of all workspaces in London are provided through the conversion of existing buildings, in particular older industrial stock including warehouses and loft style buildings which are attractive to digital technology and creative industries.

Wood Green currently only has a small number of flexible workspaces that cater for SME businesses, however due to its proximity to the above mentioned boroughs and central London, combined with its comparative offer of more affordable land and rental values, it is likely Wood Green could become a more sought after location for SME workspace in the future, primarily driven by its comparably lower rental affordability, which is key for target SME occupiers.

Haringey has a large proportion of micro businesses (businesses with <10 staff) relative to surrounding London boroughs. A significant proportion of these businesses in Haringey come from the arts, fashion and creative industry sector (36%). Demand for workspace in the future within the borough is anticipated to grow within this sector as well as other creative sectors.

Employment Use - Industrial

The Haringey Employment Land Study 2015 (ELS) showed evidence of a lack of supply of new build developments catering for industrial and warehousing uses in Haringey and that local commercial agents have noted high occupancy in the existing protected industrial estates. The study also showed a potential lack of future availability of B1c/B2 space to meet current demand. As identified earlier in the report, SME workspace is typically provided within conversions of B class space. With potential future constraints on supply of B1c/B2 space, there could be a lack of industrial space available to come forward for conversion to SME workspace in the future.

In terms of availability, the majority of available B class space is industrial (B1c, B2 & B8), a 79% share of the total available stock. The analysis shows evidence for good levels of demand in Haringey for B1c/B2 units from local businesses operating in the Borough, however agents report a lack of supply of suitable B1c/B2 stock across the Borough.

In terms of new B1c/B2 stock supply to meet the demand, there is a lack of employment locations with capacity for additional B1c/B2 in Haringey, whilst some existing industrial locations have planning permission for residential-led development such as the Olympia Industrial Estate on Coburg Road.

Demand for B1c/B2 in Haringey is greatest for smaller circa 2,000 sqft units, often popular with small businesses which operate within the North London area. Demand for B8 warehousing is usually for larger size units of 10,000 sqft plus as typical modern operations for warehousing require larger scale floor plates for storage, transportation and circulation.

In respect of competition from neighbouring boroughs, local commercial agents acknowledged that local businesses looking to expand were looking beyond the Borough and outer London towards Hertfordshire, which is considered to offer better quality, availability and location for light industrial B class premises which meet occupier needs.

Portrait of the area - Town centre health

The GLA's London Town centre Health Check Analysis reports (TCHC) (2006, 2009 and 2014) measure the performance of town centres as classified in the London Plan.

Wood Green TCHC Findings Overview

The 2014 TCHC report indicates that Wood Green appears to be performing at the lower end of the Metropolitan Town Centre thresholds. Total floorspace in Wood Green fell by 3% between 2007 (124,700 sqm) and 2012 (120,750 sqm) during the economic downturn.

By contrast growth in total floor space occurred over the same period in 8 out of the 12 Metropolitan centres including in Croydon and Shepherd's Bush. On an overall basis, Wood Green is ranked 10th out of 12 Metropolitan centre in 2014 (with Uxbridge and Harrow below) which is a fall from 8th out of 11 Metropolitan centres in 2009. This downward trajectory in Wood Green's ranking on key measures indicates the need to address a number of issues.

Retail

Retail is one of the key drivers of economic success, vitality and viability of town centres, providing jobs and convenient access to goods and services for customers. The 2014 TCHC reports states that Wood Green recorded losses of Comparison Goods retail floorspace over the period 2007 to 2012 however no floorspace figures were quoted.

Comparison goods retail accounts for only 76% of total retail floorspace in Wood Green where it falls at the lower end of the scale for Metropolitan centres at ninth out of twelve centres with 68,702 sqm. Most other Metropolitan centres contain a higher percentage. Kingston (94%) and Croydon (85%) have the highest levels.

This indicates that Wood Green needs to do more to develop its Comparison Goods offer.

Wood Green is outside the top 10 Metropolitan centres for comparison goods retail turnover (no turnover data provided in TCHC report).

Vacancy Rates

Wood Green's vacancy rate for July 2014 is 5.92% compared against a UK average in the same period of 12.3%. This would indicate a fairly healthy shopping market albeit one that is geared towards a lower end retail offer.

Leisure

Wood Green ranks 8 out of 12 by quantity of leisure facilities available and below the levels of other more comparable sized town centres such as Sutton, Ilford and Bromley. However when viewing leisure floorspace as a percentage of total floorspace it is at the higher end of the scale compared to other Metropolitan centres at 21% which is the highest level overall (Shepherds Bush and Hounslow register the same percentage) whilst the lowest proportion is Croydon at 14%. This indicates

that the proportion of leisure floorspace is in keeping with expectations. In terms of the quality of the leisure offer, Wood Green appears to contain a high quantity of takeaways in proportion to restaurants and cafes when compared with other Metropolitan centres.

By analysing the sub categories of leisure facilities, it is clear that the number of restaurants, pubs-bars-nightclubs and cafes is the main area where Wood Green is lacking. With the exception of Wood Green and Ilford, the majority of Metropolitan centres recorded increases in A3 floorspace. This indicates a potential opportunity for Wood Green to focus on as it appears to be significantly behind other Metropolitan centres.

Improving the quality of Wood Green's town centre by incorporating a higher quantity and variety of food and beverage outlets, in particular restaurants and cafes, would be beneficial to the area and would also assist retail performance since it can help in increasing dwell-times and spend in a town centre.

Office

Wood Green does not feature in the ranking for the top 7 Metropolitan centres for office floorspace nor the top 20 for all town centres – which includes CAZ and Major centres - with only 35,900 sqm of office floorspace. Many Metropolitan centres have experienced a surplus of office space and experienced the conversion of offices to residential use under Permitted Development Rights which has resulted in the net loss of 108,000 sq. m of office space in London overall. This trend is likely to continue due to pressure for more office space to be converted or redeveloped in coming years.

Housing and Development Capacity

Capacity focuses on the ability of town centres to adapt to the changing needs of a population and provide opportunities for expansion and redevelopment to cater for projected growth. Of the 21,369 residential units with planning permission 8% were on the edge of Metropolitan centres and Wood Green recorded the highest number of planned net additional dwellings with 1,250 net additional units.

It was the only Metropolitan centre to feature on the TCHC ranking of the Top 20 centres ranked by housing capacity from 'not started' planning permissions, ranking 5th. This indicates that Wood Green has significant capacity to grow by accommodating a large number of dwellings around the town centre which would increase its vitality and viability. Such growth will provide an opportunity for supporting commercial uses such as retail and leisure in the town centre since it will assist in increasing catchment population and spend.

Financial Performance

Wood Green has been achieving similar rental levels to Harrow and more recently Ilford. Whilst Hounslow and Sutton are in a lower rental band than Wood Green, Romford and Uxbridge

Metropolitan centres record rents approximately 30% or more higher. Kingston and Shepherds Bush record the highest annual retail rents in 2012 at approximately £3,700 per square metre, with the latter being the only Metropolitan centre to record noticeable rental growth since 2006. This compares with Wood Green at approximately £1,200 per square metre.

Improving the quality of the retail and leisure offer in Wood Green will attract better quality occupiers, stimulate occupier demand and drive improved rental levels which in turn improves development viability.

Accessibility

As Wood Green already achieves a high PTAL level of 6b, it should ensure that public transport is maintained at this level and where possible further enhanced. The future arrival of Crossrail 2 would further improve Wood Green's PTAL levels. Two station options were being consulted on by TfL at the time of writing.

Quality of Environment

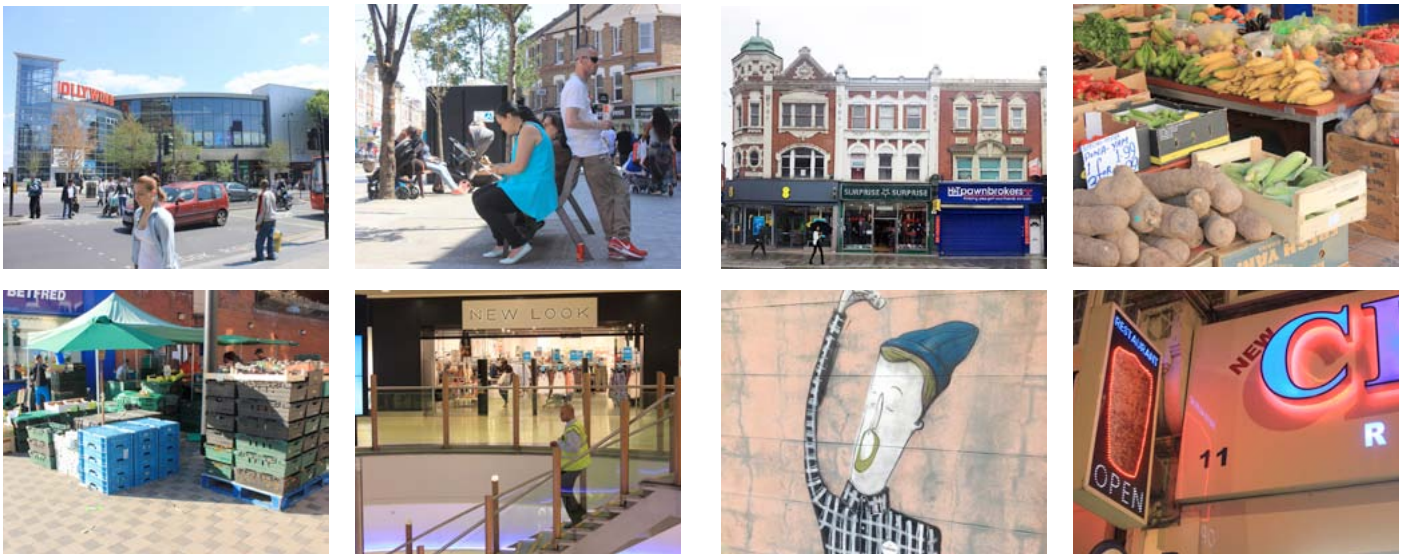
Wood Green was not ranked in the top 20 for all town centres for access to the highest quality of open space. This is a key area where Wood Green could seek to improve on to increase the number of visitors to the Centre and help protect its position as a Metropolitan Centre.

Developing new proposals for public spaces and public realm will be key for future development proposals in Wood Green to focus on.

Accidents and Collisions

Wood Green had the 3rd highest number of collisions in 2011 with the main problem coming from private vehicle collisions. This indicates that Wood Green could improve road safety through initiatives to assess the design of key roads and junctions in the town centre.

Key Issues, Challenges & Drivers - SWOT analysis for AAP area



Strengths



A popular restaurant activates the public realm

- High Road vacancy below 5%
- 220,000 visitors /week
- Council and services
- Public transport links
- Proximity of Alexandra Palace
- Identity of residential areas
- Strong community
- Vibrant markets
- Meanwhile use projects

Opportunities



Former railway line seen on Park Avenue

- A redefined and improved Town centre
- Extensive council land ownership
- Very few heritage constraints
- Crossrail 2 is a spur for greater development, considered placemaking and improved connectivity (due around 2030)
- Provision of at least 4,600 new homes and job creation
- Building on the existing assets:
 - Green space – improved, revealed and extended
 - Markets – can be expanded
 - Historic building enhancement
 - Chocolate Factory – creative industries
 - Education and cultural
- Celebrating local mix of cultures
- Creating a real destination in the Cultural quarter
- Training and apprenticeship opportunities
- Re-establishment of Council presence
- Significant public realm contributions
- Quick wins

Weaknesses



Service yards and rear-end functions

- Historical lack of planning
- Poor perceptions of place
- High road dominated by traffic
- Congested pavements
- Town centre lacks depth
- Cultural quarter under utilised
- Fear of crime
- Lack of active frontage
- Lack of east west connectivity
- Negative impact buildings
- Poorly defined and unconnected green space
- Lack of retail choice

Threats



Dominance of other retail areas

- Negative perceptions
- Future retail offer at an expanded Brent Cross & redeveloped Tottenham Hale
- High Road confidence following the departure of M&S
- Mountview departure
- Land ownership & landlord appetite for transformation
- Crossrail 2 not arriving

Key Issues, Challenges & Drivers - SWOT analysis for character areas

Character Areas



- 1 - Civic Centre & Trinity Green
- 2 - High Road North
- 3 - High Road South
- 4 - Parkland & Morrisons
- 5 - The Mall
- 6 - Cultural quarter
- 7 - Clarendon Road development
- 8 - Wood Green Common
- 9 - Turnpike Lane Station & Ducketts Common
- 10 - Turnpike Lane
- 11 - Parkside Malvern
- 12 - Lordship Lane
- 13 - Noel Park Estate
- 14 - Green Lanes

1 Civic Centre & Trinity Green



St Michael's Church & Civic Centre from Crescent Gardens

2 High Road North



Looking east along Station Road

- S** Significant buildings that contribute a sense of place
 - Connects to a wider green network
- W** Loose and poorly defined thresholds
 - Poor quality public space
- O** Improve existing green space and public realm
 - Redevelop the telephone exchange and civic centre as a residential led scheme
 - Reveal and improve the setting of key buildings
- T** Sensitive nature of Civic Centre redevelopment
 - Appetite for relocating the travellers site
 - Impact of residential development on parking

- S** Victorian buildings on the High Road provide character
 - The proposed meanwhile projects
- W** Outdated and poor quality buildings
 - Dominated by hard landscaping
 - Busy and congested streetscape particularly around bus depot entrance
- O** Rationalising / developing the bus depot with pedestrian links
 - Support of Arriva (essential in relocating bus depot)
 - Station Road reinforced as a key gateway
 - Connecting green networks and public space
- T** Significant public realm outside the library
 - Many poor quality buildings in private ownership
 - The need to find an alternative site for the bus depot

3 High Road South



- S** Market stalls occupying side streets
- High quality historic fabric still evident
 - Independent shops such as Big Green Bookstore
- W** Rear elevations and service yards
- Severs the historic Dovecote Avenue connection
- O** Crossrail 2 offers opportunity to alter the urban grain
- Has space to support key anchor stores
 - Improved legibility between Mall and High Road
- T** Crossrail key to large scale redevelopment
- Re-provision of existing servicing and parking provision

4 Parkland & Morrisons



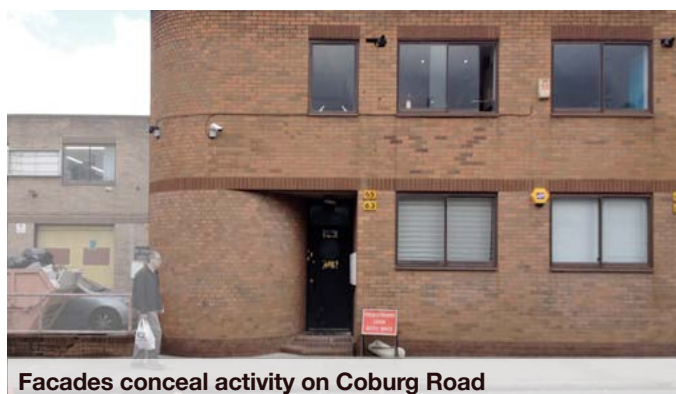
- S** Landmark buildings that help define the edges of the Cultural quarter
- Arguably at the centre of Wood Green. A key threshold.
- W** Typical of the back-end problem
- East-west connections are severed
- O** Add depth to High Road and improve links
- Scope for civic space that reinforces local legibility
 - Potential to celebrate the Moselle River
 - Externalise vibrancy by relocating Market Hall here
 - Rationalise / redevelop existing service yards
- T** Support of The Mall owners is essential
- Re-provision of a supermarket such as Morrisons will require parking
 - Council will need to acquire property

5 The Mall



- S** Major draw on the High Road
- Improvements by community groups
- W** Lack of active frontage
- Congested, fast paced streetscape
 - The Mall has an unsympathetic impact on streetscape
- O** Provide a softer and more coherent streetscape
- Improved east-west connections
 - Significant townscape and regeneration opportunities would be created through redevelopment of The Mall
 - Arrival of Crossrail 2 could reduce parking need
- T** Changes require owner support
- Phased redevelopment to avoid economic disruption
 - Removing the bridge will require an operational shift
 - Existing residents must be consulted

6 Cultural quarter



- S** Mixed-use identity
- Potential for establishing a creative and social life in Wood Green.
 - Reputation of existing tenants
- W** Little outward evidence of activity taking place
- Edge conditions and land use to the west
- O** Make activity more visible and improved connections
- Attract more creative / cultural occupants to the area
 - Increase diversity and encourage business enterprise
 - Create sub-areas such as an 'educational quarter'
 - Influence the Clarendon Road proposals
- T** Current planning application influences key thresholds
- Requires the early involvement of a service provider

Key Issues, Challenges & Drivers - SWOT analysis for character areas

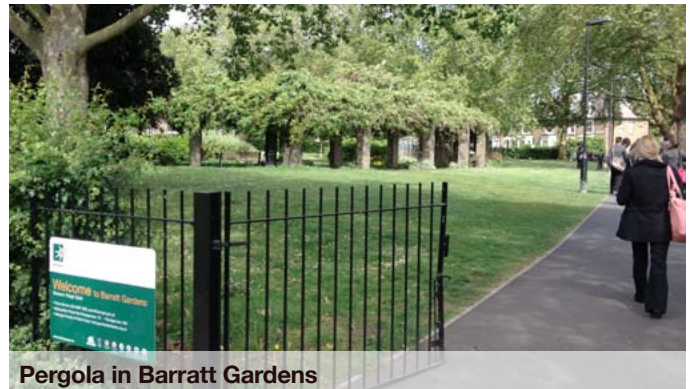
7 Clarendon Road development



Industrial unit and embankment on Western Road

- S** Development will increase footfall through CQ
- Theme of fashion and textile prevalent among businesses
 - Will contribute towards targeted housing provision
- W** Slack and poor quality space
- O** Develop Iceland & adjacent sites to improve frontage
- Existing businesses could contribute towards identity
- T** A coherent scheme will require the Clarendon Road developer's support
- Seemingly successful businesses would be affected

8 Wood Green Common



Pergola in Barratt Gardens

- S** One of last remnants of the 'green that was Wood Green'
- A strong surrounding use mix including educational and institutional buildings that create variety and activity
 - Barratt Gardens and its drinking fountain have a historic narrative relevant today
- W** Under used in its current state with a disconnection between the various areas of green space
- Fences and edge conditions limit access
 - Cluttered landscaping attracts anti-social behaviour
- O** Improve access to increase use
- Connect various green spaces with one coherent identity
 - Chance to include this area within the AAP boundary
- T** Sits within a conservation area so must be respected
- Potential sentiment surrounding the pergola

9 Turnpike Lane Station & Ducketts Common



Cafe and a small street market

- S** Facilities in common are well used
- Public realm improvements show promise
 - Street life and activity around the station from cafes etc
- W** Badly maintained and non-aspirational buildings
- Edges to common are poorly defined
 - Bus station occupies a prominent site
- O** Redevelopment of the bus station to intensify the site
- Redevelopment of key sites around station to reinforce identity
 - Enhancement of Ducketts Common
- T** Requires partnership with Arriva and
- Key sites that would benefit from redevelopment sit within multiple private ownerships

10 Turnpike Lane



Congested streets looking west along Turnpike Lane

- S** A well-established local shopping area
- Supports businesses that reflect Wood Greens diversity
 - Low vacancy rate
- W** Lacks sense of arrival from Turnpike Lane
- Vehicular thoroughfare making pedestrian crossing difficult
- O** Strengthen the gateway at the eastern end
- Create a stronger relationship with the High Road and tie into Wood Green
- T** Area is distinct from the High Road and a more detailed appreciation is needed of the local economy to establish if it should remain this way.

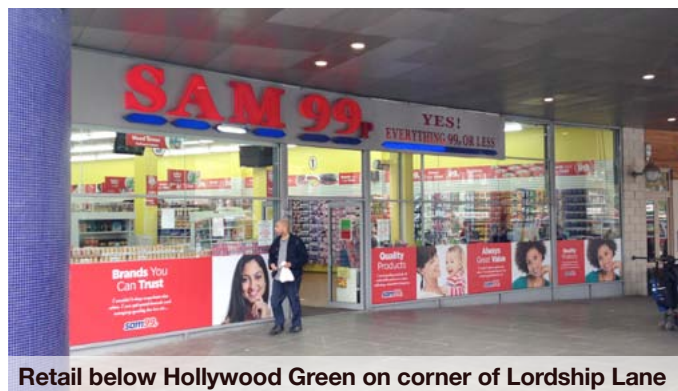
11 Parkside Malvern



Mural in alley leading to Alexandra Road

- S** Good housing stock with a well-defined streetscape
 - Home to an active residents group
 - Local residents have made improvements to streetscape including a pocket park and alleyway upgrades
- W** Suffers from proximity to the back-end of the Mall
 - Alexandra and Burghley Road limit east-west links
- O** Improved east west-connections with High Road
 - Provision of a more sympathetic threshold between retail and residential
- T** Residents typically identify more closely with Hornsey
 - Creation of more direct east-west links as opposed to alleyway upgrades would require property acquisition and is not currently seen as viable
 - Concerns over density of new housing developments ie Clarendon Road

12 Lordship Lane



Retail below Hollywood Green on corner of Lordship Lane

- S** Good accessibility with a strong residential focus
- W** Arrival points could be better defined particularly around Hollywood Green
- O** Well placed to support new residential development on Mecca Bingo site or around Hollywood Green

13 Noel Park Estate



Housing facing rear-ends on Bury Road

- S** A strong character area with a clear identity
 - Well-planned and structured street pattern
 - A modest but well considered public space exists at the junction with Westbeech and Bury Road
 - Strong gateway along Gladstone Avenue
- W** Generally disconnected from the High Road in terms of physical connections and scale
 - Sandlings Estate on the former railway service yard restricts east-west connections and residents resent wider use
- O** Re-establish Dovecoat Avenue link alongside other access improvements
 - Strengthen existing public spaces as key thresholds
 - Sympathetic development in terms of scale and frontage

14 Green Lanes



Thriving restaurants

- S** A vibrant and active High Road
 - Caters well for and is defined by the local demographic
 - Has a well-established food offer
 - Evening culture and activity at night improves the perception of safety in comparison with Wood Green
- W** The growth of betting and gaming shops is seen as a problem
 - Aside from popular independent food stores there is not much diversity in the retail offer
 - Few places to pause on the High Road
 - Loitering and anti-social behaviour is a common concern
 - Narrow and overcrowded pavements
- O** Offers a precedent for how Wood Greens High Road could be strengthened

Spatial Vision and Strategic Objectives

Vision

The vision is of a reinvented and extended Town centre that is authentic and individual with a sense of fun, built upon the area's existing communities, cultures and lifestyles.

It will be a Town centre that has variety, street life and places to shop, meet and socialise supported by high quality public spaces and markets, all providing overlooked and safe areas for dwelling and rest. A green environment will be delivered with planting and trees recalling the forest that once stood here.

At the heart of the new Town centre new Council accommodation will be arranged to provide an efficient and high quality service. Flexible and varied workspace will be brought forward to help deliver new jobs and support existing businesses whilst a refreshed retail offer will help inject new life into Wood Green's very long High Road.

New homes will be provided alongside cultural, leisure, education and health facilities to support and serve new and existing community members.

In all the vision is for a Wood Green that allows communities to thrive, that is connected and modern yet respectful of its heritage. It is a place where locals, visitors, entrepreneurs and young people want to be and be seen and a place where people of all ages are healthy, happy and able to achieve their aspirations.

Objectives

The vision has informed a series of strategic objectives that will underpin and be used to test the emerging options. These are:

Improving the Town centre

- Deliver a minimum of 4,600 new homes
- Delivery of a minimum of 1,500 new jobs
- Enhanced retail, leisure and cultural offer
- Securing an Opportunity Area designation
- Supporting local business / setting up a BID
- Improved evening economy

Placemaking

- Creating a town centre with depth and a coherent identity
- Creating a new square and/or places for people to relax and enjoy
- Enhancements and improved access to green space
- Addressing negative perceptions of Wood Green
- Linking and celebrating existing assets

Creating a connected place

- Maximising the benefits of CR2
- Increasing PTAL rating throughout Wood Green
- Creating new and improved east-west connections
- Maintaining/improving footfall/visitor numbers
- Links to Alexandra Palace
- Easing movement along the High Road

Capital of Haringey

- Re-invented Council presence/access to Council services
- Addressing existing deficits in social & community infrastructure
- New and improved library
- Leading the way in sustainability

Spatial Development Strategy Options - Process for selecting the options

Four Options have been developed for the Area Action Plan. They present a range of approaches, economic priorities, scales and timescales for delivery which adequately and appropriately set out a broad spectrum of viable development possibilities. Within each of the Options, clusters of projects are described, with varying priorities in terms of land use, scale, and degree of impact in terms of new public space and levels of connectivity.

Whilst it is the intention to seek public, stakeholder and landowner feedback as regards their level of support for each of the overarching Option objectives, for instance, 'High Road Rejuvenation' (Option 1) or 'Widespread Redevelopment' (Option 3), it is also the intention to seek independent feedback on the clusters of projects that make up each of the Options. In this way it will be possible for individuals or groups to elect one of the four Options as their overall preference while still permitting some clusters of projects from other Options to be selected over some of the clusters that make up the selected Option itself. It is intended that this will maximise the impact and reach of the consultation.

Given this comprehensive approach, it has not been necessary or desirable to generate and reject other options at an earlier stage.

Spatial Development Strategy Options - Generating the Options

Wood Green stands at the heart of Haringey and is the home of the council and its civic centre. It is identified as an area for 'Intensification' in the London Plan, and is currently one of twelve Metropolitan centres in London, with over 100,000 m² of retail space spread over approximately 330 retail units, with more than 220,000 visitors per week. It has the highest public transport accessibility (PTAL) level (6B) and plans for up to two new Crossrail 2 stations, and the 24-hour service planned for the Piccadilly Line in 2016 will make it even better connected. It has many brownfield sites that could be developed and the Council owns much land and property in Wood Green, which will help assemble land and assets for redevelopment and regeneration. Alexandra Palace will receive an overhaul, in part supported by £24m Heritage Lottery funding, with proposals for a new hotel, BBC Museum and leisure facilities within a 15 minute walking distance of the town centre. Taken together these circumstances suggest that Wood Green is ripe for reconsideration and redevelopment.

The future of the town centre is ideally situated to accommodate major new housing growth (at least 4,600 new homes) – including on land owned by the Council itself. But as a London town centre with some of the lowest provision of workspace, yet extremely good transport connections, and affordable rents, Wood Green is well poised to cater for an influx of employers from startups in the short to long term to host SME workspace providers in years to come. This could also include health care or further / vocational education provision downstream. There is already an established retail offer, and this can be improved, built upon and diversified to support spending profiles of all kinds. The catchment area of Wood Green should include affluent neighbourhoods such as Crouch End, Muswell Hill and Highgate. The town centre must attract the patronage of these neighbourhoods in the future and to do so it will need to change its image, without losing its special characteristics, particularly family focused leisure and an eastern European market and food offer.

The Council is preparing this Area Action Plan (AAP) to enable positive change which will set out detailed planning policy for the area including plans to revitalise the town centre, for which the creation of more welcoming public spaces, restaurants, cafés and places to spend the evening in, will be key. Alexandra Palace, itself part of the wider area renewal, will form an interesting local destination.

There are four key ingredients to unlocking Wood Green's potential:

Bringing new high-quality, modern housing

There needs to be a range of new homes for rent, shared ownership and private sale that will help more people onto the housing ladder and tackle Haringey's housing shortage

Securing long-term economic growth

To improve the local economy, there should be support for existing traders to bring new life to the High Road and new businesses should be encouraged into the new town centre to create new employment opportunities, a diverse economy and a better range of places to shop, eat in and enjoy

Transforming transport links to the rest of London and beyond

Proposals to build new Crossrail 2 stations at Turnpike Lane and Alexandra Palace or, alternatively a singular, central Wood Green station, will greatly cut journey times to the rest of the capital (Crossrail 1 and 2 interchange at Tottenham Court Road) and will bring huge potential for long-term regeneration in the surrounding area.

Building a new town centre upon new east - west routes

Opening up the heart of Wood Green and anchoring it to Crossrail, public spaces, residential quarters and a new 'Cultural quarter' to the west of the High Road.

Options for Wood Green

Four options have been developed which are driven by big ideas but which are made up of a number of distinct developmental moves, each informed by new roads and routes that define and connect the major development parcels and which greatly improve east-west connectivity. Public feedback will be sought on both 'the big ideas' about the future identity of the town centre, and each of the distinct 'moves' to build up a thorough appreciation of local desires and needs.

Each option has a suggested level of change and a particular focus.

Option 1 delivers the smallest degree of overall change and targets the rejuvenation of the High Road by pursuing a mix of retail, service and leisure provision, complemented by residential development.

Option 2 proposes a mid range level of change through pursuing a residential led regeneration approach that seeks to bring about wider change by growing mixed and balanced communities and a demand economy.

Options 3 and 4 target the widespread redevelopment and significant transformation of the town centre, directly tackling some of the greatest obstacles to change. These place the emphasis on economic regeneration, striving to increase and enhance the amount of workspace and quality and mix of retail space while also seeking to deliver a very significant level of new housing.

Option 3 will accommodate the two Crossrail stations and will strive for widespread redevelopment though it will not be able to match the significant transformation that option 4 describes.

Option 4 is refined to better optimise the singular Crossrail 2 station which would be located below ground in the vicinity of the existing library site and linked to Wood Green underground station, to maximise and support redevelopment of the extended town centre.

In all cases the intention is to 'add depth' to the town centre through the Intensification of the 'Cultural quarter' (providing a mix of living and new types of workspace) west of High Road. However, the level of change differs considerably. Option 1 would take between 5 and 10 years to develop, option 2 around 15 years and options 3 & 4, which place the greatest emphasis on the arrival of Crossrail 2, between 15 and 20 years to complete the changes described.

Methodology and assumptions

The approach has been informed by a thorough literature review and the identification of gaps in the evidence base for which subsequent studies were commissioned covering the following areas:

- Council accommodation
- Place making
- Transport and car parking
- Economic vitality
- Employment and workspace
- Social infrastructure assessment
- Decentralised energy hub

Council Accommodation:

The study has determined the best use of Council assets to drive town centre regeneration and optimal locations for front of house, back of house, civic and registry council services.

Placemaking:

The placemaking study contains character area studies, spatial analyses, connectivity and public realm studies, view assessments and an assessment of the site allocations policy* to inform a basic spatial plan against which various options and land use configurations can be tested.

Transport and car parking:

The study has assessed the impacts of the Crossrail 2 infrastructure at the large scale and the parking, servicing and bus impacts currently impacting on the town centre with strategies for improvement.

Economic vitality:

The study has identified growth areas, economic obstacles and strategies to generate a resilient town centre. Retention of the Council in Wood Green is seen to be critical in this connection.

Employment and workspace:

New patterns of work are emerging in the 'Cultural quarter' which will complement the main economic activity of retail and trading.

Social infrastructure:

This assessment determines (against the target development levels of various options and land uses) the needs for social infrastructure in the form of children's centres, schools, health facilities and public open space

Decentralised energy hub:

The study has developed a strategy for delivering power from a centralised source to aid sustainable development.

Taken together the new studies and existing Council policies and guidance define the parameters for regeneration. The opportunities, on the other hand, are suggested by the new Crossrail 2 infrastructure, the planned extension to 24-hour service of the Piccadilly Line in 2016, the quantity of brown field and Council owned land in Wood Green town centre, the enormous demand for housing in London, and, on the back of a growing demand economy, the opportunity for redefining the retail landscape to include a higher quality retail offer. The current low rental levels also provide a spur in the short to medium term to accommodate startup businesses in Wood Green. Low rent is considered one of the strongest drivers for business relocation, and this could generate growth in the 'cultural quarter' accommodating new workspaces intermixed with residential development.

***Spatial approach**

The Site Allocations Draft policy, which sets out the Council's vision for redevelopment across the borough, including the Wood Green town centre area, has been scrutinised against the evidence base provided by all the studies, and suggestions have been made to consider further connective routes in the most critical areas and to maximise the opportunities afforded by Crossrail 2. The development plots have been further defined by the proposed new movement network and High Road configuration, focusing on high levels of connectivity east-west and north-south. Onto this network a number of public open spaces have been grafted at critical junctures to aid the placemaking drive, and to build a coherent and highly navigable town centre that builds in depth off the High Road. Each plot's optimal land use is then considered and a number of high level options are generated, as described later. The relocation of the Council's back and front of house services and its civic accommodation is a significant driver in its own right, as Council employees and their visitors have a significant impact and set of demands that help to stimulate the local economy and local footfall. The land that the Council vacates has the potential to support significant residential led developments, further raising the profile of the town centre and contributing to Council funds.

The team has limited, as absolutely as it can, any assumptions implicit in the evaluation and design work to date. However, for the avoidance of doubt the team considers the following statements of intent to be central to the approach:

- The Council will remain in Wood Green
- Retail will remain an important sector for Wood Green although the intention is to improve the quality of the offer, attract a more diverse range of quality retailers and to encourage other forms of economic activity by forming the 'cultural quarter'
- Crossrail 2 will serve Wood Green. Whether this is one station or two is not yet known, although the consultant team believe a new central station would be most beneficial.
- There is a high demand for residential accommodation in the locality.
- There will be an opportunity of developing higher density residential and mixed use areas based on Wood Green's very high Public Transport Access Levels (PTAL)
- Public appetite for change in the area
- The high connectivity will attract business in many forms.

Team testing and consultation

Throughout the design process the team has worked integrally to scrutinize and test the validity and viability of the approach and this work is ongoing. Currently the design has focused on four options for change, as previously described. These have and will continue to be tested with key stakeholders and through public consultation leading to a preferred option to take forward. At the next stage detailed site analysis will be carried out against known quanta, housing numbers and mix, social infrastructure needs and public realm requirements to refine the scheme.

Spatial Development Strategy Options - Delivery requirements

Option 1 - High Road rejuvenation

Assuming that the Council is taking a lead role in delivery, this option is likely to require:

- Some land assembly to achieve the proposals in this option though the requirement for Compulsory Purchase Orders (CPO's) could be reduced as a greater amount of delivery may be possible via the market, assuming Area Action Plan policy support.

The Area Action Plan will provide a supportive planning policy framework in order to guide development and achieve the extent of the proposals envisaged in this option, should it be selected as the preferred option. Flexibility may be required on certain issues such as affordable housing requirements, in order to secure viable development that can contribute to infrastructure and public realm improvements in the town centre. The council, through its extensive land holdings, may be able to consider disposing of land below its market value in negotiations with developers to achieve better returns in terms of affordable housing provision. This will be considered in more depth in the Investment Framework that will follow in due course. An initial high level viability assessment suggests that this option is of lower risk.

In all options there is a long term agreement to reprovide accommodation for the Council's front and back-of-office functions and civic accommodation. Option 1 targets Station Road on the site of existing Council properties and therefore no acquisition issues will arise. A temporary decant process will need to be considered to house the Council while its new accommodation is being constructed.

Relative to the other options, there will be lower infrastructure upgrades to utilities including water, electricity and gas in relation to the sites to be redeveloped for residential use. Similarly, there will be lower transport infrastructure upgrades to support the proposals in this option – and it is less dependent on Crossrail 2, though Crossrail 2 would assist in enhancing the potential pace and certainty of delivery.

Relative to the other options, lower social infrastructure upgrades, such as to schooling and health provision, will be required, as the number of new homes brought forward will be at the lower end of what is considered possible, though still significant.

Option 2 - Residential led town centre

Assuming that the Council is taking a lead role in delivery, this option is likely to require:

- Significant land assembly with the strong likelihood of a requirement for CPO's to achieve development and new linkages envisaged
- Partial redevelopment of the Mall and re-provision of housing on Bury Road
- Funding (e.g. through public borrowing and other public sources) and/or funding through the contribution of a joint vehicle development partner in order to deliver proposals required and lever private sector funding.

The Area Action Plan will provide a supportive planning policy framework in order to guide development and achieve the extent of the proposals envisaged in this option, should it be selected as the preferred option. Flexibility may be required on certain issues such as affordable housing and new workspace provision, in order to secure viable development that can contribute to infrastructure and public realm improvements in the town centre, and subsidies for new workspaces best achieved through market housing. The council, through its extensive land holdings, may be able to consider disposing of land below its market value in negotiations with developers to achieve better returns in terms of affordable housing provision. This will be considered in more depth in the Investment Framework that will follow in due course. An initial high level viability assessment suggests that this option is of lower risk.

In all options there is a long term agreement to reprovide accommodation for the Council's front and back-of-office functions and civic accommodation. Option 2 proposes that civic and back-of-office function is relocated on Coburg Road, and that front-of-house offices be provided on the High Road. This may require some land assembly in order to fit accommodation requirements (the Council's current ownership in the area may not be sufficiently large to accommodate their future office requirements).

Relative to option 1, there will be a slightly higher demand for infrastructure upgrades to utilities including water, electricity and gas in relation to the sites to be redeveloped for residential use. Similarly, transport infrastructure upgrades will be more significant to support the proposals in this option to better accommodate and exploit the arrival of Crossrail 2.

Relative to option 1, there will be a slightly higher demand for social infrastructure upgrades, including education, health, community and leisure uses, open space and recreation, and emergency uses, as approximately 400 additional homes would be delivered over the provision planned for option 1. Option 2 is also likely to require some road stopping up orders.

Option 2 also anticipates the temporary relocation of part of the Arriva bus depot operations in order to carry out extensive development above the retained bus depot.

Options 3 & 4 - Widespread redevelopment and significant transformation

Assuming that the Council is taking a lead role in delivery, these options are likely to require:

- Significant land assembly with the strong likelihood of a requirement for CPO's to achieve the development and new linkages envisaged
- Potential redevelopment of The Mall including re-provision of all housing above and (to varying extents) the Arriva Depot, subject to viability
- Management around impacts on residential areas on Mayes Road / Caxton Road
- Funding (e.g. through public borrowing and other public and private sources) and/or funding through the contribution of a joint vehicle development partner in order to comprehensively deliver proposals required

The Area Action Plan will provide a supportive planning policy framework in order to guide development and achieve the extent of the proposals envisaged in these options, according to the selection of the preferred option. Flexibility may be required on certain issues such as affordable housing and new workspace provision, in order to secure viable development that can contribute to infrastructure and public realm improvements and subsidies for new workspace. The council may be able to consider disposing of land below its market value in negotiations with developers to achieve better returns in terms of affordable housing provision. This will be considered in more depth in the Investment Framework that will follow in due course. An initial high level viability assessment suggests that option 3 is of a higher risk while option 4 is lower risk.

In all options there is a long term agreement to re-provide accommodation for the Council's front and back-of-office functions and civic accommodation. Option 3 proposes consolidated provision in new premises on the High Road while option 4 suggests that civic and back-of-office functions are relocated on Coburg Road, and that front-of-house offices will be provided on the High Road. This may require some land assembly. There may also need to be agreements with other landowners to relocate Council functions in Coburg Road.

Relative to option 2, there will be a higher demand for infrastructure upgrades to utilities including water, electricity and gas in relation to the sites to be redeveloped for residential use, particularly for option 4. Similarly, transport infrastructure upgrades will be more significant to support the proposals in both options to better accommodate and exploit the arrival of Crossrail 2, especially for option 4, which anticipates a central station in Wood Green.

Relative to option 2, there will be a higher demand for social infrastructure upgrades, including education, health, community and leisure uses, open space and recreation, and emergency uses, as approximately 500 - 1,000 additional homes would be delivered over the provision planned for option 2. Options 3 and 4 are also likely to require some road stopping up orders to create effective new routes and connections.

Community benefit

The community benefits of the Wood Green AAP proposals relate to those benefits which are 'non-statutory'. For instance, aspects of the regeneration that are required to create an attractive place where people want to live, work and visit.

Across the four options, those benefits include:

- Access to new local jobs
- A new/expanded retail offer, including new food and drink opportunities
- New connection and movement opportunities – both locally within Wood Green and further afield to surrounding neighbourhoods or central London. For example, new connections across the railway to Hornsey, Crouch End and Alexandra Park.
- New open space provision
- Investment into the streetscape and existing open space to create a more attractive and safer environment for the community.

Social Infrastructure

The social infrastructure work has established the requirements to mitigate the impact of population growth arising from new development. Therefore, infrastructure improvements to schools and health are not really considered a 'benefit to the community' as they are a statutory requirement.

Spatial Development Strategy Options - Potential development sites

Six strategic development sites have been identified in addition to those set out in the Draft Site Allocations Development Plan Document (DPD).

The key sites are viewed as making a significant contribution to meeting the growth aspirations set out in the Local Plan and Options, delivering new homes, jobs, economic growth and improvements to the social infrastructure.

Other identified sites

C1 & C2 - Eastern end of housing between Parkland and Mayes Roads

These are identified as a critical threshold between the Cultural quarter and High Road and the means by which the most important east-west link is provided. Redevelopment of this area is critical to the delivery of a functional, coherent and scaleable town centre, particularly where the Crossrail 2 station option is for the singular, Wood Green station. This will add depth to the High Road providing improved connections, significant areas of public realm alongside residential and retail uses including potential for a purpose built market.

D - Metropolitan Police facilities

Redeveloped for educational use whilst providing a new connection towards the Cultural quarter.

E - Industrial unit behind houses to the western edge of Hornsey Park Road

Redeveloped to add capacity to new residential development on Brook Road.

H - Great Northern Railway Embankment

Area to be re-landscaped to improve pedestrian journey towards Alexandra Palace.

N – Greenwood House, 29 -31 Station Road

Redevelopment of out dated building to improve the streetscape on Station Road. Active frontage at ground level with residential above.

Q - Vue Cinema

Potential for redevelopment providing a Crossrail 2 entrance should it be located centrally in Wood Green.

Discounted sites

A - Travellers Site

B - William Hill

F – Corner of Turnpike Lane and Station Road

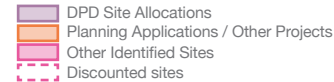
G - Turnpike Lane Bus Station

J - Hornsey Water Treatment Works, disused reed beds

K – Properties to the north of Parkland Road

L – Former Gaumont Palace

M – Wood Green Hall of Residence



DPD Site Allocations

SA 10: LBH Civic Centre
SA 11: Green Ridings House
SA 12: Wood Green Bus Garage
SA 13: Station Road Offices
SA 14: Mecca Bingo
SA 15: Morrison's Wood Green
SA 16: Wood Green Library
SA 17: The Mall

SA 18: Bury Road Car Park
SA 19: 16-54 Wood Green High Road
SA 20: Westbury & Whymark Avenues
SA 21: Turnpike Lane Triangle
SA 22: North of Hornsey Rail Depot
SA 23: Wood Green Cultural quarter (north)
SA 24: Wood Green Cultural quarter (south)
SA 25: Wood Green Cultural quarter (east)
SA 26: Clarendon Square Gateway

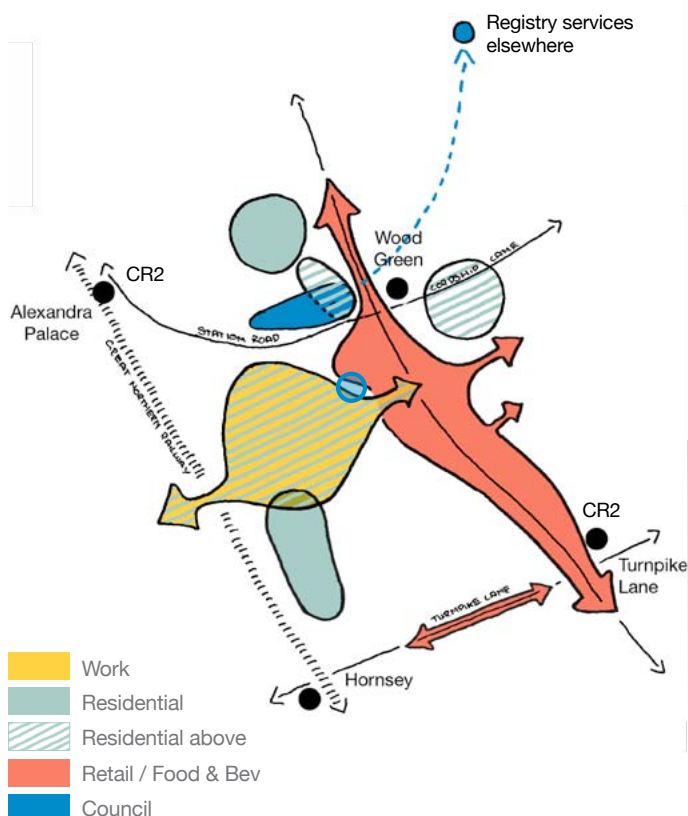
SA 27: Clarendon Road South
SA 28: NW of Clarendon Square
SA 29: L/A Coronation Sidings

Current Planning Applications
 OP 1: Station Road Meanwhile Uses
 OP 2: 122-124 High Road, The Mall Wood Green
 SA 5: Claredon Square
 PP 4: Lymington Avenue

OP 1: Station Road Meanwhile Uses
OP 2: 122-124 High Road, The Mall Wood Green
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Spatial Development Strategy Options - Option 1

High Road rejuvenation



This option concentrates efforts on restoring the High Road as the key economic generator, linked to a smaller live work area in the current Cultural quarter, but with an offer that would complement High Road retail with a range of cultural, entertainment and community focused offers.

This option anticipates a smaller town centre heart than the other options, but still with a key connection to the High Road near the current library site. The Council front and back-of-house services and civic accommodation are provided on the lower levels of redeveloped council accommodation on Station Road with residential accommodation above. Registry office services will be located elsewhere away from the Councils front and back of house accommodation to reduce the Council floor plate in the Station Road redevelopment. The Arriva bus depot will be left as it currently stands but with frontage improvements pursued.

In this option the High Road is seen as one continuum, with larger floor plate trading sought near the current library position and the proposed new public square. Smaller scale convenience retail would be provided on the High Road toward Turnpike Lane. The Mall would be retained, but targeted façade, lighting and programming changes brought into effect to upgrade the 1970's character of the offer. This would include curating outdoor markets, popup street food events and other happenings alongside the re-skinning of the building, and the

better management of the service yards, which impact negatively on near-by residential areas. A greater mix of uses is anticipated on the rejuvenated High Road e.g. leisure, services, community functions, and to support and manage this process a Business Improvement District (BID) is suggested.

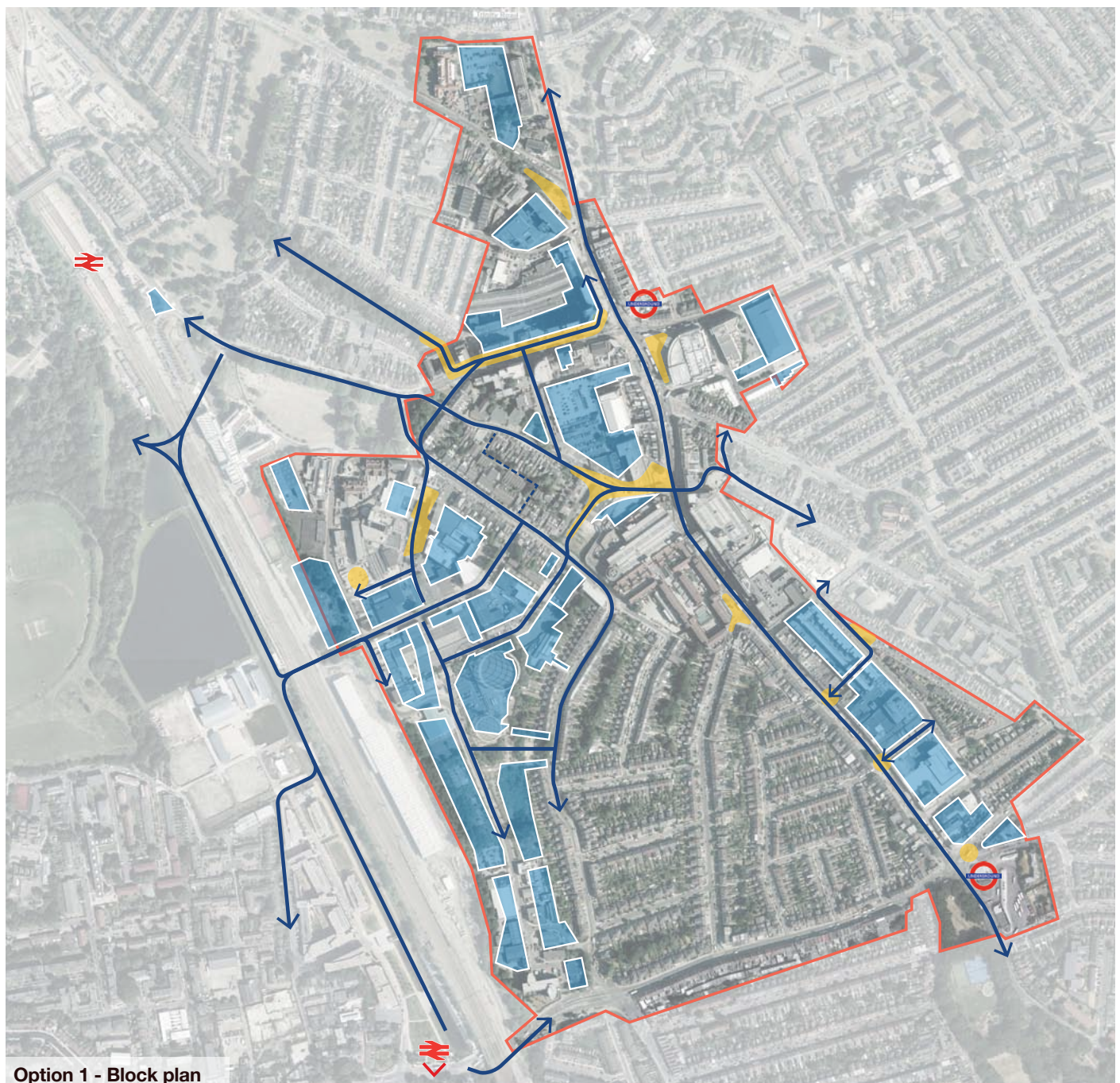
Residential development is focused on sites near the current crossroads with retail or community use on the lower levels. The Civic Centre, Clarendon Road and Mecca Bingo sites are also earmarked for residential development.

This option anticipates a 5 – 10 year period of redevelopment that would target key Council owned sites and critical failing town centre sites to build a better town centre that would build opportunities for further investment downstream.

Outputs

- At Wood Green underground station a typical range of heights will be 6-12 storeys with a possible tower of up to 25 floors
- At Turnpike Lane taller buildings of 11-15 storeys could define the arrival point
- Heights of up to 15 storeys could also define the head of the Penstock Foot Tunnel
- Full High Road rejuvenation and regeneration with mix of uses complementing the retail offer
- New Business Improvement District set up
- Popup retail and street events supported
- Town centre heart developed to the south-west of the crossroads, but highly constrained and seen as a boost to the more successful elements of the Chocolate Factory 1&2 and other managed workspaces
- High Road equipped with high speed broadband connectivity and WiFi hubs
- Car parking provided in strategic outdoor locations
- Council front and back office services would be located below redeveloped Council accommodation on Station Road
- Civic accommodation would be provided below the redeveloped Council accommodation on Station Road with registry office services being located elsewhere away from the Councils front and back of house accommodation
- Temporary accommodation will be required for front and back council offices. A High Road site will be sought for this or a phased decant onto another Council owned site
- Mall fully retained but reclad, re-engineered and reprogrammed to reduce 1970's aesthetic and to bring life back out onto the streets. This latter move may include the reworking of the major (and central) east-west passage of the western wing of the Mall
- Connection from new public space on the High Road to a new square north of the Clarendon Road development
- Retail and mixed use avenue connecting from the crossroads down to Turnpike Lane with residential accommodation above
- Town centre residential development brought forward on the Mecca Bingo site, Station Road, the Civic Centre and on Clarendon Road sites

Spatial Development Strategy Options - Option 1



Targets

New homes	4,600
New B1 Employment Area	34,067 sqm (GIA)
Council HQ	Council front and back office services in new development on Station Road. The library will be re-provided on the existing library site Registry services located elsewhere
Early Year Facilities	3*
Primary Schools	3 additional Entry Forms*
Secondary Schools	2.6 additional Entry Forms*

* These figures are based on high level capacity testing and will require further verification.

- Key public spaces
- Development blocks
- New and existing routes
- AAP boundary

Spatial Development Strategy Options - Option 1

Viability issues

Option 1 proposes a scale of change less ambitious than options 2, 3 and 4. Whilst sites that are largely residential-focused (such as High Road South) have the opportunity to achieve viability, there are likely to be challenges in terms of viability that need to be overcome in relation to key initiatives such as:

- Sites where a large amount of B1 space is proposed, such as the Cultural quarter and Green Ridings House (site B), since the values that can be achieved in Wood Green for B1 space are relatively low relative to costs
- The re-cladding, refurbishment of existing space and new extension to The Mall plus the removal of the existing bridge structure will entail a significant cost.

Such challenges could affect the viability of the option and the extent to which the option will be able to contribute towards the cost of funding broader regeneration benefits.

Examples of other delivery considerations related to this option are set out below.

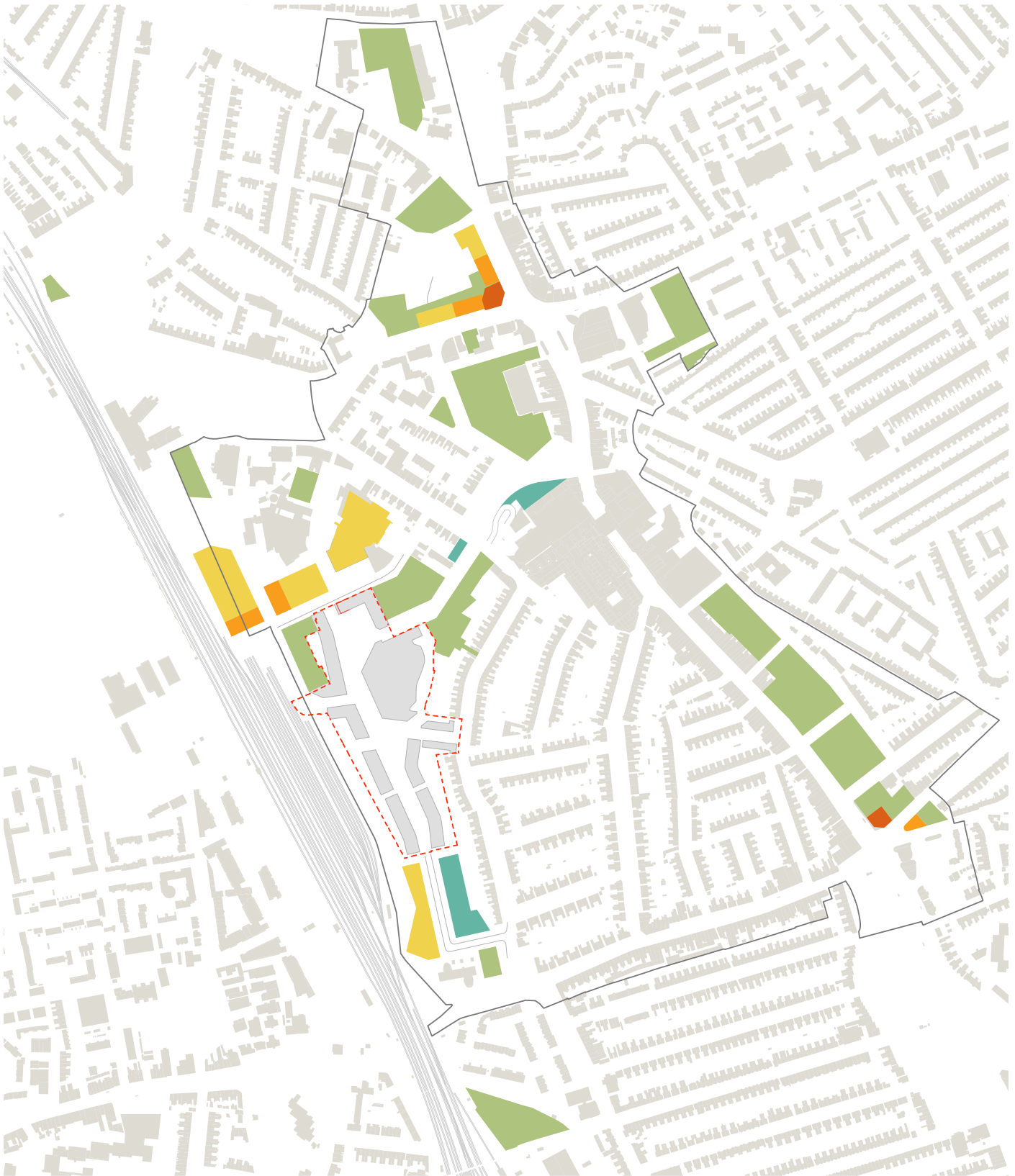
Crossrail 2. This option assumes Crossrail 2 will arrive to serve Turnpike Lane and Alexandra Palace. Should CR2 not be delivered, the risk to delivery of option 1 is likely to be less than that for other options due to the lower extent of growth that option 1 proposes. Notwithstanding this, delivery of CR2 would enhance the values of new development key uses, especially residential.

Land assembly – the scale of development under option 1 is smaller than that under the other options and it is therefore likely that land assembly will be less of an issue in terms of cost and timing of development, although the Council may still need to use its CPO powers if required. However, key areas where land assembly could be required include land along the eastern side of High Road down to Turnpike Lane (for the provision of new retail units). Careful consideration will also need to be given to the level of retail floorspace re-provision to ensure that it aligns with the demand profile for Wood Green as well as occupier requirements while reflecting evolving trends in retail, for example, internet shopping.

Infrastructure. The proposed increase in scale of new residential development may require more modest increases to utilities and social infrastructure, such as schools and health, compared to options 2, 3 and 4. This option will generate less and more modest CIL and other financial contributions.

Consolidation and re-provision of new Council accommodation and functions. Option 1 will consolidate and provide new front of house and back of house Council accommodation along Station Road. As the Council already owns much of the site, this reduces many of the issues around deliverability. The proposal will require temporary accommodation for many Council departments. This will have time and cost implications.

Timescale: 5-10 Years. The proposals would require a shorter timescale to realise than options 2, 3 and 4 due to the more modest nature of the development.



Option 1 - Indicative building heights



Spatial Development Strategy Options - Option 1

Assessment against the objectives

The list below illustrates how this option responds to each of the strategic objectives, ranked from **High**, **Medium** to **Low** with 'High' indicating the greatest alignment with the objectives and 'Low' the least.

Improving the Town centre

- Delivery of a minimum of 4,600 new homes
- Delivery of 1500 new jobs
- Enhanced retail, leisure and cultural offer
- Securing an Opportunity Area designation
- Supporting local business / setting up a BID
- Improved evening economy

Placemaking

- Creating a town centre with depth and a coherent identity
- Creating a new square and/or places for people to relax and enjoy
- Enhancements and improved access to green space
- Addressing negative perceptions of Wood Green
- Linking and celebrating existing assets

Creating a connected place

- Maximising the benefits of CR2
- Increasing PTAL rating throughout Wood Green
- Creating new and improved east-west connections
- Maintaining/improving footfall/visitor numbers
- Links to Alexandra Palace
- Easing movement along the High Road

Capital of Haringey

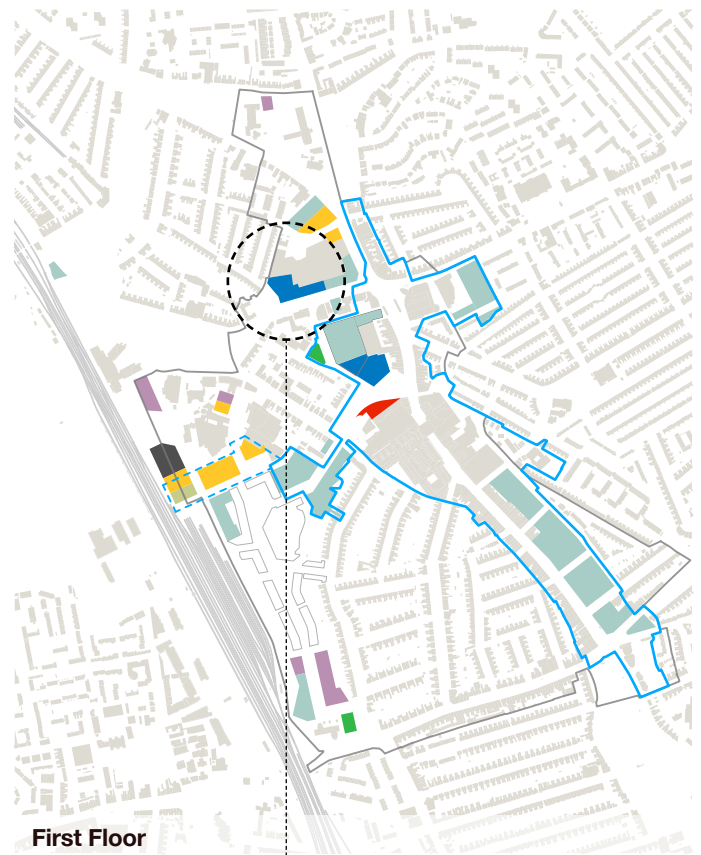
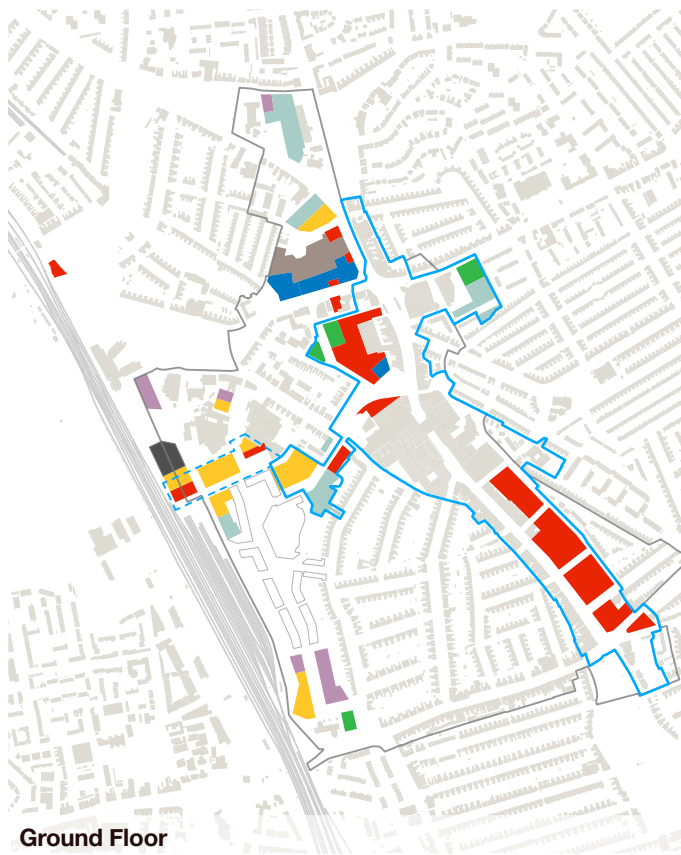
- Re-invented Council presence/access to Council services
- Addressing existing deficits in social & community infrastructure
- New and improved library
- Leading the way in sustainability

Alteration to Town centre boundary

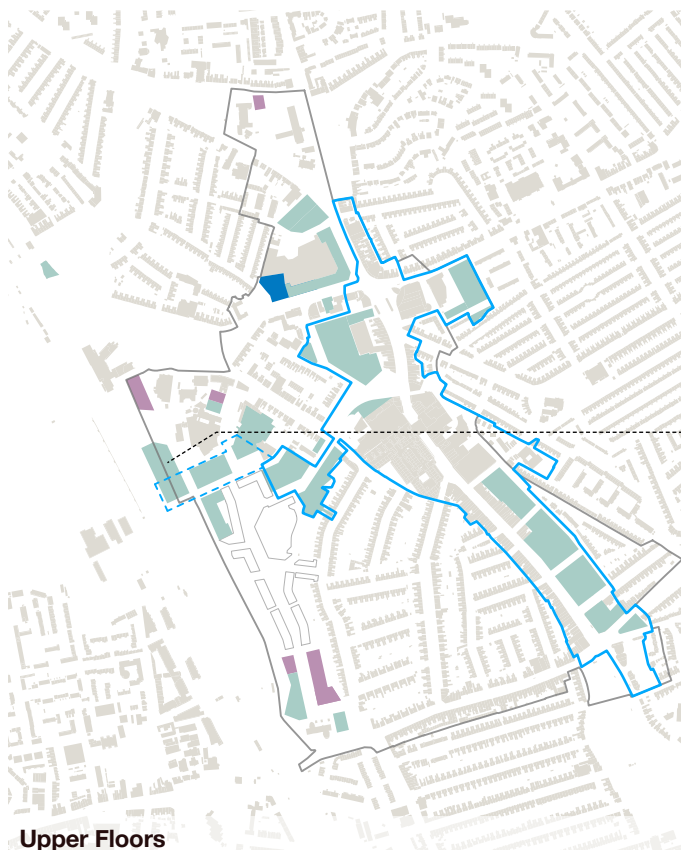
The boundary remains unchanged aside from an extension on the western edge towards the cultural quarter to add a degree of depth to the town centre and help to encourage retail activity that will strengthen this key east-west link.

Spatial Development Strategy Options - Option 1

Proposed land use



Council accommodation runs across six floors

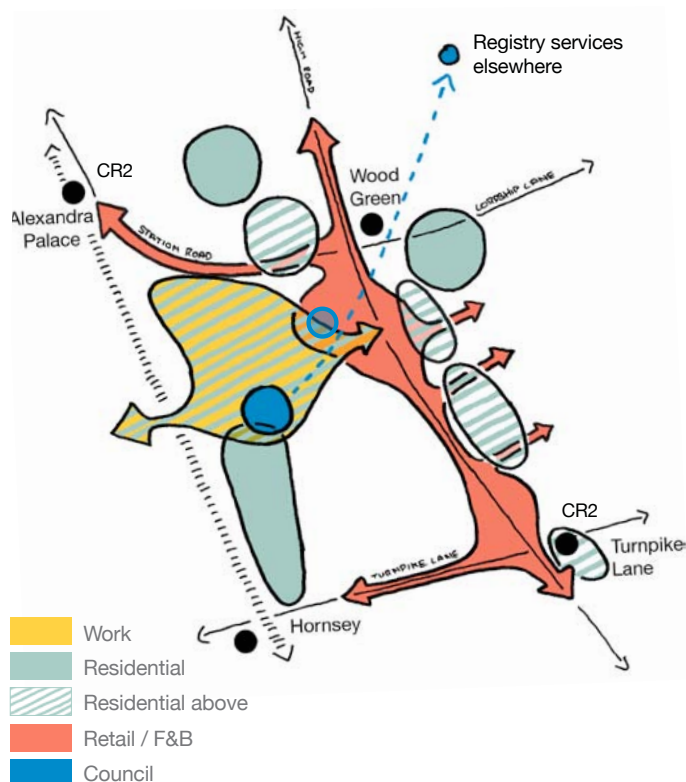


Leisure uses sit below residential



Spatial Development Strategy Options - Option 2

Residential led town centre



Option 2 recognises the enormous potential of the enhanced connectivity to provide a new cluster of residential quarters drawing on the North London offer typified by quality town centres and shopping, high quality public spaces, leafy streets and innovative food & beverage offers. The arrival of new people will help to drive change in the local retail and service offers whilst careful management and affordable housing will be required to build a mixed and balanced community.

The option anticipates a fairly tightly defined town centre heart, generally constrained below Station Road and west of the High Road with a very minimal registration of the new cultural quarter businesses on the High Road itself. The Council front office is located on the High Road in this proposal, on the current site of the library, which will be re-provided in an associated development. The Council back office and civic accommodation would be located on Coburg Road and registry services elsewhere.

Residential development is fully encouraged in this option, both on the full range of town centre sites, including (above retail and other uses) along the High Road down to Turnpike Lane, and as a proportionately higher mix within the proposed live/work development of the cultural quarter. The current Council accommodation on Station Road is fully redeveloped for residential use with retail and community uses at ground level.

A residential development above a reconfigured Arriva bus depot is also proposed, with a small strip of restaurant or café space provided on the High Road as a buffer to the depot. In this option the High Road is developed in two segments,

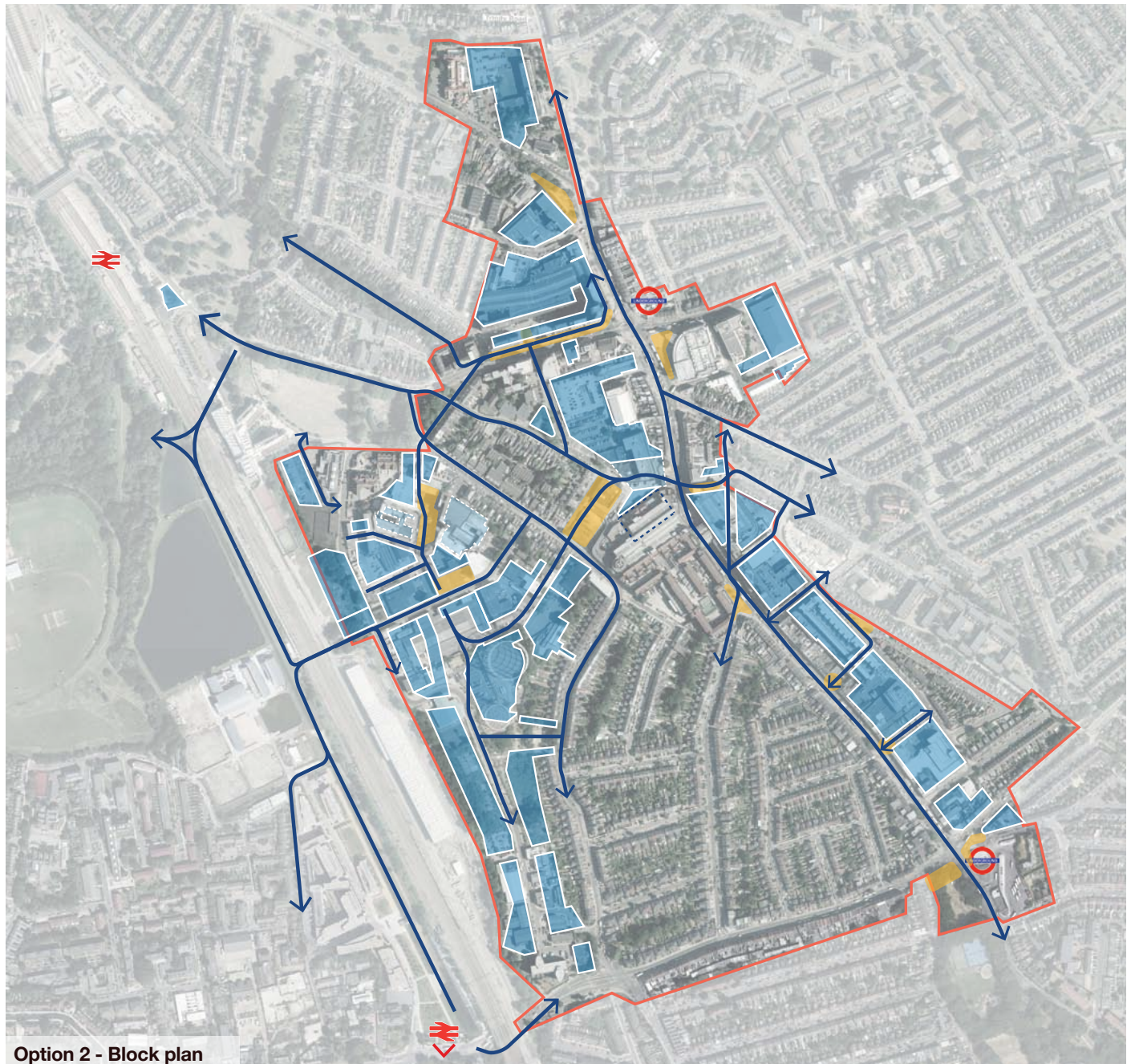
one to the north of the current Mall and one to the south, with the expectation that these would develop complementary offers and support a range of leisure options. In this option the eastern segment of the Mall would be completely redeveloped, the bridge removed, and better links to Noel Park explored. The larger, western segment would have its central east – west connection opened up to function as a ‘street’ within the retained structure but targeted façade, lighting and programming changes brought into effect to upgrade the 1970’s character of the offer. This would include curating outdoor markets, popup street food events and other happenings alongside the re-skinning of the building, and the better management of the service yards, which impact negatively on near-by residential areas. To support a coordinated offer and town centre management, a Business Improvement District (BID) is proposed.

This option anticipates a fifteen-year period of redevelopment targeting most Council owned sites and many failing town centre sites to build a coherent and pleasant town centre that would enhance dwell times and the night time economy while providing a large residential offer early on. It should be noted that while this option is residential led, it would not be able to provide the higher levels of housing option 4 can achieve through its more transformative approach.

Outputs

- At Wood Green underground station a typical range of heights will be 6-12 storeys with a tower of up to 25 floors
- At Turnpike lane taller buildings of 11-15 storeys could define the arrival point
- Heights of up 15 storeys could also define the head of the Penstock Foot Tunnel
- Town centre heart developed to the south-west of the crossroads, but constrained below and west of the High Road and Station Road
- Residential led mixed-use change
- Town centre and residential quarters equipped with high speed broadband connectivity and WiFi hubs
- Business Improvement District (BID) set up in two clusters
- Town centre and new residential areas served by a new decentralised energy hub
- Car parking provided in strategic indoor locations
- Council front of house and new library provided on the current library site
- Council back-of-house and civic services located on Coburg Road
- Eastern segment of the Mall redeveloped
- Connect new public space on the High Road to a new public space to the north of the Clarendon Road development
- Convenience retail cluster developed below the current Mall, supported by the new Crossrail 2 stations
- Town centre residential development brought forward on Station Road, above the retrofitted bus depot, on the Mecca Bingo site, the former civic centre, on Clarendon Road and along the south-eastern fringe of the High Road. There is also the potential to use part of the former civic centre as a future hotel and consider a residential gateway development at Turnpike Lane opposite the underground station.

Spatial Development Strategy Options - Option 2



Option 2 - Block plan

Targets

New homes	5,000
New B1 Employment Area	41,793 sqm (GIA)
Council HQ	Front of house and new library on current library site Back-of-house and civic services on Coburg Road Registry services located elsewhere
Early Year Facilities	3*
Primary Schools	3.1 additional Entry Forms*
Secondary Schools	2.8 additional Entry Forms*

* These figures are based on high level capacity testing and will require further verification.

- Key public spaces
- Development blocks
- New and existing routes
- AAP boundary

Spatial Development Strategy Options - Option 2

Viability issues

Option 2's proposals raise a greater level of challenge to viability relative to option 1 since the increased quantum of retail and workspace will pose greater challenges in terms of deliverability than option 1 especially regarding low values relative to cost. Particular sites where there are likely to be challenges to achieving viability include:

- The Bus Depot and Station Road, where the site includes retention and over-development of the Arriva bus depot which would be expensive due to the reconfiguration construction and engineering costs.
- The Cultural quarter, which includes a greater amount of B1 space than option 1.
- The Mall, where a significant cost would be incurred in the redevelopment of the eastern part of the Mall, its basement car parking and servicing and generally in refurbishment and re-cladding of the retained building west of the High Road.
- Sites that are largely residential-focused have a higher likelihood of achieving viability.

Examples of other delivery considerations related to this option are set out below:

Crossrail 2. This option assumes Crossrail 2 will be delivered to serve Turnpike Lane and Alexandra Palace. Should CR2 not be delivered, it will make it more difficult to market the housing and workspace offer which will impact upon values achievable.

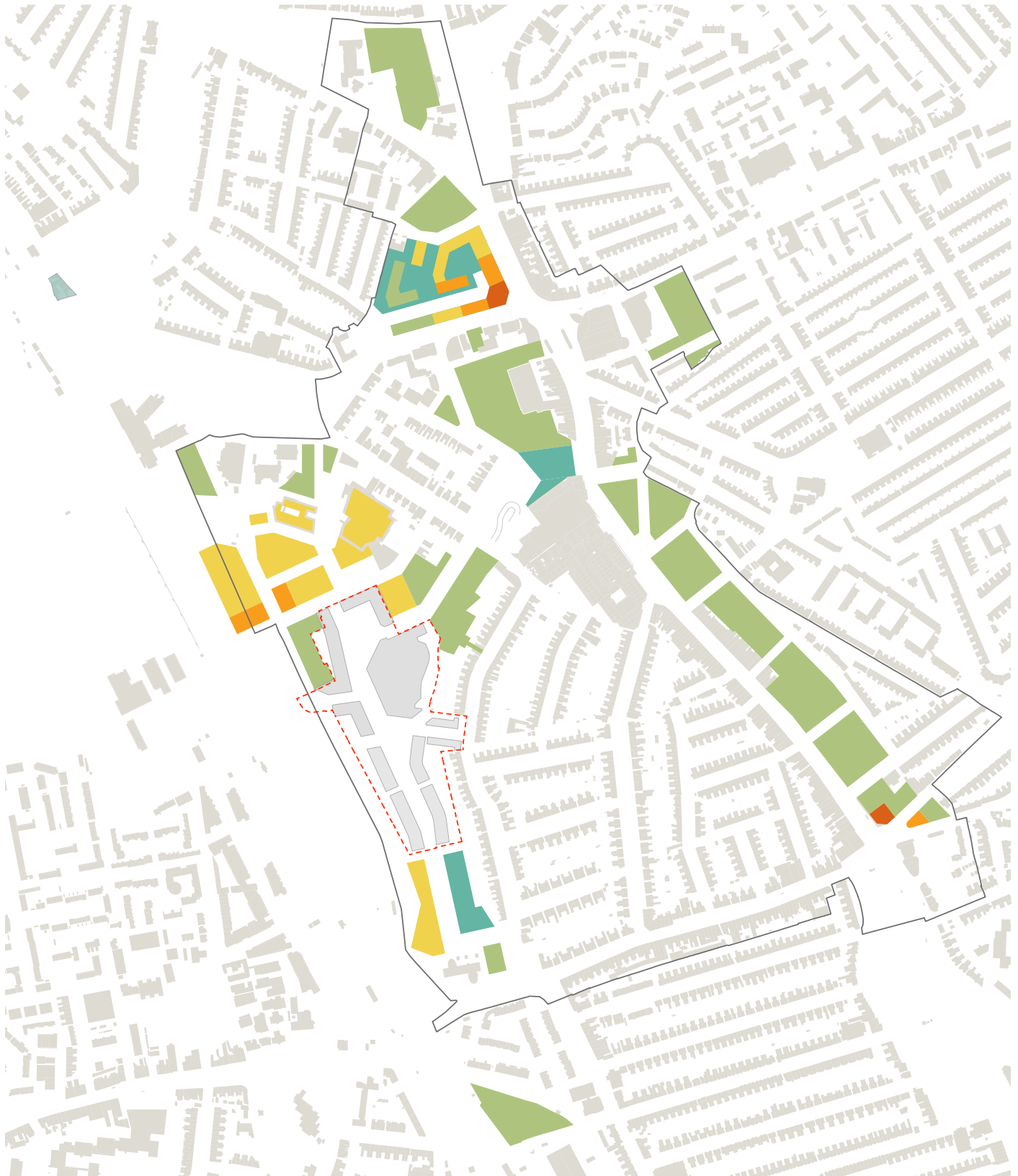
Land assembly. The scale of proposals in this option are greater than option 1 and may still require significant land assembly to realise redevelopment of many of the sites identified. For example, redevelopment of the area around the library and Morrisons car park. This is likely to require use of Council CPO powers together with relocation of significant occupiers such as Morrisons and the implementation of road stopping up orders.

Development over bus depot. Unlocking one of the most significant development opportunities with Council-owned land on Station Road would require re-provision and over-development of the bus depot site for residential development (bus depot remains on site but reconfigured to achieve efficiencies and better drive-in arrangements). This is likely to require temporary relocation of the depot which has significant cost, time and legal implications.

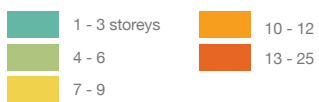
Infrastructure. Significant new residential (and to a lesser extent commercial) development will increase requirements to upgrade utilities and social infrastructure, such as schools and health, in the Wood Green area. This will require CIL and potentially other financial contributions.

New Council accommodation. Option 2 would realise new front of house Council accommodation including democratic services on the existing Wood Green Library site combined with a new library and other community space. Consolidated Council office functions will be delivered on the 'Clarendon Square Gateway' - now referred to as the Clarendon Road site (SA 26). Delivery may require some land assembly where existing Council ownership does not deliver all of the proposals. The Council may need to consider use of CPO powers. If not all land can be acquired via negotiation. However, this presents significant opportunities to deliver a town centre in line with the Council's strategic objectives and potentially, to realise value to be reinvested in Wood Green.

Timescale: 10-15 Years. The proposals are likely to take more time to realise than option 1 due to the quantum of development being higher. Options 3 and 4 pursue greater levels of development.



Option 2 - Indicative building heights



Spatial Development Strategy Options - Option 2

Assessment against the objectives

The list below illustrates how this option responds to each of the strategic objectives, ranked from **High**, **Medium** to **Low** with 'High' indicating the greatest alignment with the objectives and 'Low' the least.

Improving the Town centre

- Delivery of up to 5,000 new homes
- Delivery of 1500 new jobs
- Enhanced retail, leisure and cultural offer
- Securing an Opportunity Area designation
- Supporting local business / setting up a BID
- Improved evening economy

Placemaking

- Creating a town centre with depth and a coherent identity
- Creating a new square and/or places for people to relax and enjoy
- Enhancements and improved access to green space
- Addressing negative perceptions of Wood Green
- Linking and celebrating existing assets

Creating a connected place

- Maximising the benefits of CR2
- Increasing PTAL rating throughout Wood Green
- Creating new and improved east-west connections
- Maintaining/improving footfall/visitor numbers
- Links to Alexandra Palace
- Easing movement along the High Road

Capital of Haringey

- Re-invented Council presence/access to Council services
- Addressing existing deficits in social & community infrastructure
- New and improved library
- Leading the way in sustainability

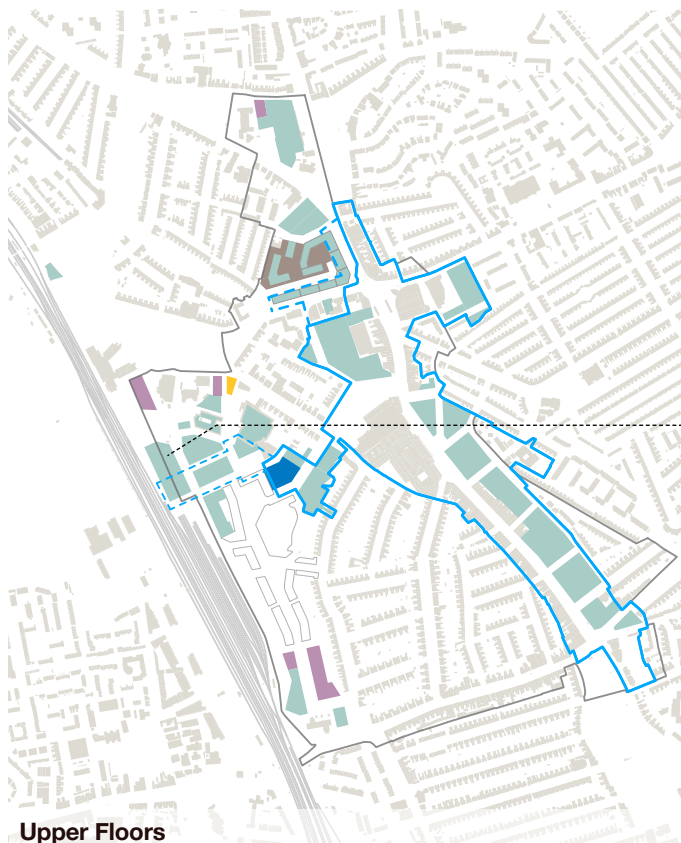
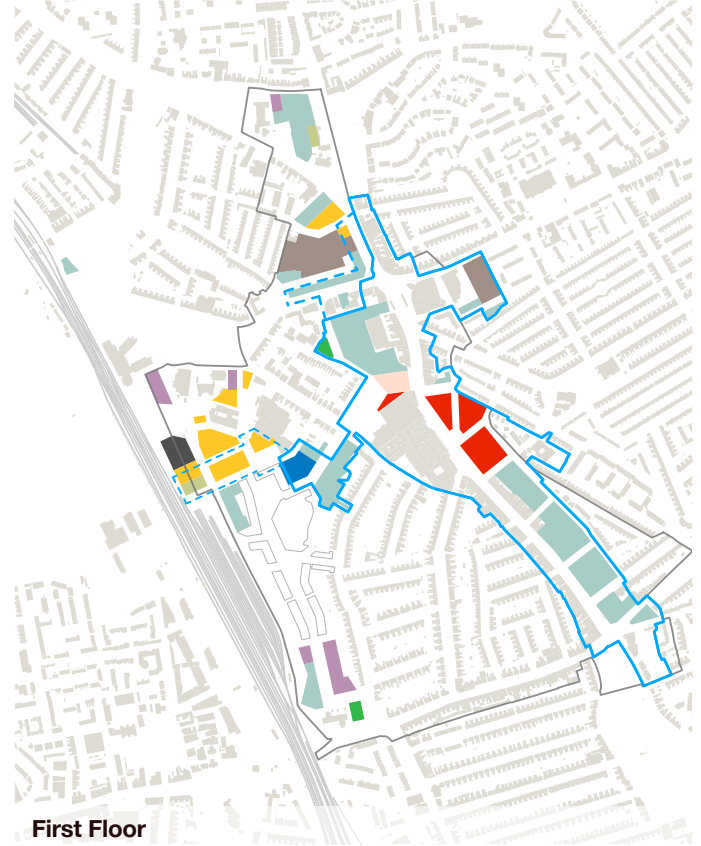
Alteration to Town centre boundary

The boundary has been extended westwards towards the cultural quarter to strengthen this key east-west route, increasing active frontage and providing a more diverse town centre offer beyond the High Road.

The boundary has been extended to incorporate the northern side of Station Road to maximises development opportunities presented on this site and create a more active route towards Alexandra Palace.

Spatial Development Strategy Options - Option 2

Proposed land use

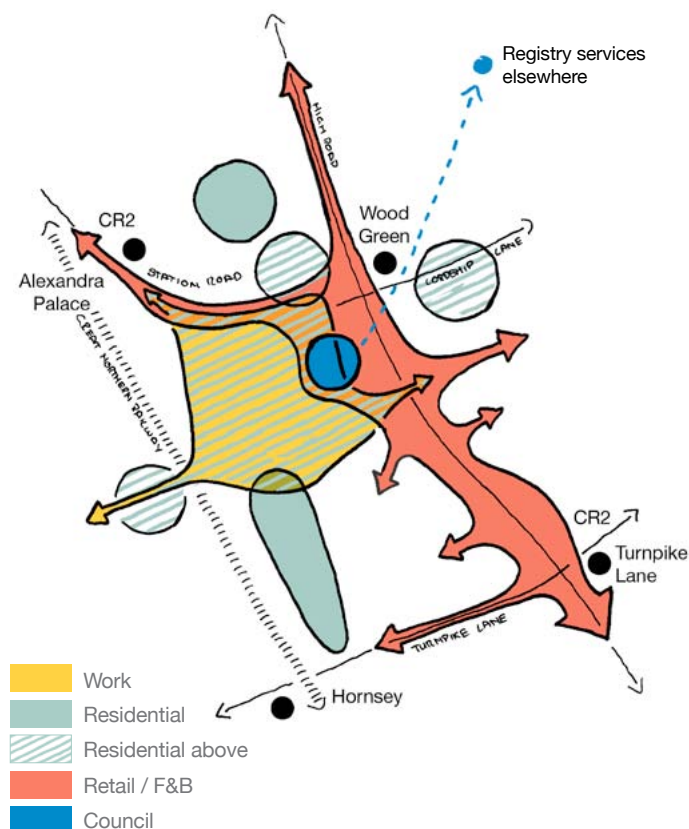


Leisure uses sit below residential



Spatial Development Strategy Options - Option 3

Widespread redevelopment



This option addresses the need for a high level of redevelopment in an extended Wood Green town centre.

Taking the Wood Green Crossrail 2 proposals as a key driver for change, this option suggests that the heart of the town centre shifts down and to the west and that the centre of gravity of the High Road shifts further south (toward Turnpike Lane) to benefit from two Crossrail 2 stations located at Alexandra Palace and Turnpike Lane. In this option the town centre is completely reconfigured to build a better retail environment and food and beverage (F&B) offer on the High Road, to deliver a significant quantity of high-density housing and to relocate the Council. Under this option the front and back of house facilities will be relocated in the vicinity of the existing Wood Green library near a major new public space to help revitalise the High Road. The library will be re-provided in an associated development. Registry services will be relocated elsewhere away from the Council's, front and back of house accommodation in a location appropriate for ceremonies.

This option will seek to add 'depth' to the town centre by locating a mixed 'live/work' environment west of the High Road, incorporating the Chocolate Factories and other established workplaces in the 'cultural quarter'.

The option suggests that the retail offer is maximised by attracting an anchor store to sit adjacent a major new public space opened up off the High Road and by extending flexible and adaptable retail spaces down the High Road toward Turnpike Lane. This would allow for the later inclusion of large floor plate retail or smaller convenience 'grab and go' retail offer according to demand once Crossrail 2 has been built out. To support a comprehensive offer and town centre management a single Business Improvement District (BID) is anticipated.

Sites near the current cross roads will be redeveloped as medium to high density residential blocks, with retail, tech/ maker outposts or community uses on the lower levels. The civic centre is also identified as a site for significant residential development.

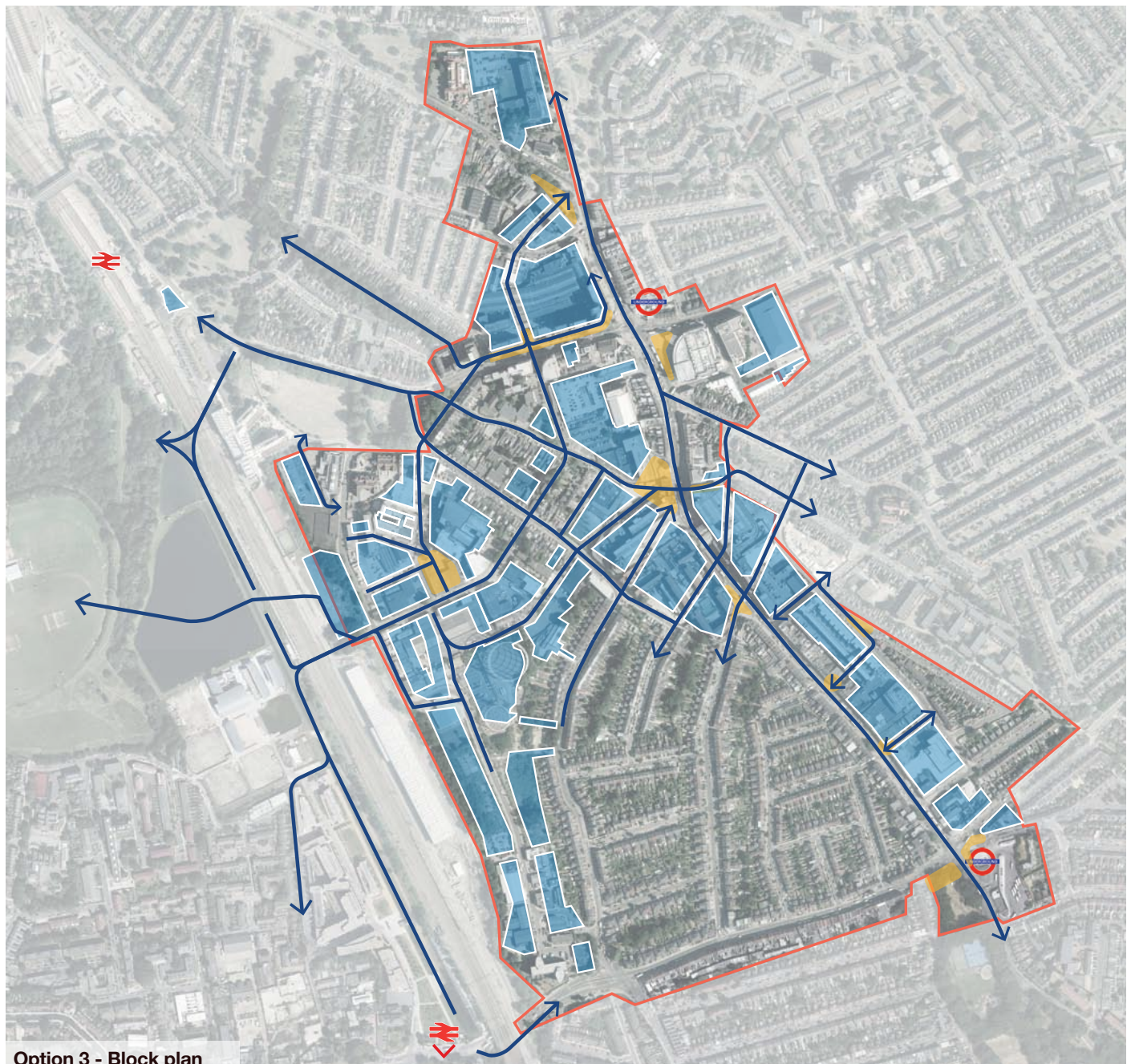
Rather than being constrained the option suggests that both sides of the High Road and Station Road are fully absorbed into the changes proposed, maximising the potential opportunity of Crossrail 2. Of central importance to this option is the long term, complete redevelopment and reconfiguration of the Mall and the Arriva bus depot (with some of its operations relocated to the Mecca Bingo hall site) replaced with ground floor retail and community use and housing above, all helping to re-establish strong street structures and to create better connections.

This option anticipates a fifteen to twenty year period of widespread redevelopment that would target all Council owned sites and poorly defined and out-of-date town centre sites to build a coherent, economically vibrant, well connected and pleasant town centre that would present many attractions and destinations and pave the way for a redefined town centre.

Outputs

- At Wood Green station a typical range of heights will be 6-12 storeys with a possible tower of up to 25 floors
- At Turnpike lane taller buildings of 11-15 storeys could define the arrival point
- Heights of up to 15 storeys could also define the head of the Penstock Foot Tunnel
- High level of change across all sectors and maximised provision of housing and new jobs locally
- Town centre heart 'deepened' and redefined to include the redeveloped cultural quarter to provide a mix of residential and workspace uses, the latter for new businesses, cultural industries, tech startups and makers
- Town centre heart 'shifted' to the south and the west away from the crossroads toward a key new public space located where the current library stands
- Town centre equipped with high speed broadband connectivity and WiFi hubs
- Town centre and new residential areas served by a new decentralised energy hub.
- New singular Business Improvement District (BID) established
- New improved links westward from the High Road and Station Road towards Alexandra Palace
- Mall completely redeveloped with mixed retail below and residential above
- Arriva depot retained & redeveloped with residential above
- A concentrated and managed indoor car parking and cycle parking offer
- Connection from new public space on the High Road to a new public space to the north of the proposed Clarendon Road development
- Council front / back office and civic services located in the vicinity of the existing Wood Green library to help revitalise the High Road and registry services located elsewhere
- Retail corridor strengthened and enhanced, anchored by Crossrail 2, with potential pedestrian loops through the redeveloped 'cultural quarter'

Spatial Development Strategy Options - Option 3



Option 3 - Block plan

Targets

New homes	5,500
New B1 Employment Area	55,049 sqm (GIA)
Council HQ	Council front and back office, civic services and library consolidated on the existing Wood Green library site
Early Year Facilities	4*
Primary Schools	3.4 additional Entry Forms*
Secondary Schools	3.1 additional Entry Forms*

* These figures are based on high level capacity testing and will require further verification.

- Key public spaces
- Development blocks
- New and existing routes
- AAP boundary

Spatial Development Strategy Options - Option 3

Viability issues

Option 3 proposes the second highest level of change out of the four options in terms of the scale and quantum of new development proposed including the complete redevelopment of The Mall and part relocation of the Arriva bus depot to the Mecca bingo site and redevelopment around and over the retained depot. These are likely to bring the most significant challenges in terms of deliverability and viability. These challenges will particularly relate to sites such as:

- Bus depot and Station Road – due to the reconfiguration and part retention of bus depot before residential can be built above.
- Mecca Bingo site – due to the cost of part re-provision of the bus depot
- Cultural quarter – due to the greater extent of B1 space proposed under this option than options 1 and 2.

The greater quantum of residential development associated with The Mall redevelopment under this option could assist in reducing viability risk to this site.

Examples of other delivery considerations related to this option are set out below:

Crossrail 2. This option assumes Crossrail 2 will be delivered to serve Turnpike Lane and Alexandra Palace. Should CR2 not arrive in Wood Green, it will make it more difficult to market the proposed housing and workspace offer in option 3 which will impact upon values achievable.

New connections westward from the High Road The proposition may require significant land assembly and potentially use of Council CPO powers and will therefore have cost and timescale implications.

The Mall and east of the High Road. Under this option it is proposed that in the long term The Mall is redeveloped to provide ground and first floor retail with residential above whilst the rest of the retail along the High Road delivers modern new retail floorplates to meet retailer requirements, with residential above. Large scale redevelopment will have timescale, cost, viability and feasibility implications compared to, for example, enhancement or refurbishment of existing properties, but a more transformational effect on Wood Green. Careful consideration will need to be given to the level of retail floorspace re-provision to ensure that it aligns with the demand profile for Wood Green and reflects evolving trends in retail, for example internet shopping.

Land assembly. The scale of proposals in this option are similar to option 4 and will bring significant land assembly requirements if redevelopment of many of the sites as envisaged is to be realised. For example, redevelopment of the area around the library and Morrisons supermarket. This is likely to require use of Council CPO powers, relocation of significant occupiers such as Morrisons and road stopping up orders. Consideration will also need to be given in this area to CPO of land and legal rights in relation to any land required for a new Crossrail 2 station and associated infrastructure.

Relocated bus depot. To unlock one of the most significant development opportunities adjacent to Council-owned land on and around Station Road, this would require the part relocation of the bus depot to the Mecca Bingo site whilst also overdeveloping part of the existing and upgraded bus depot facility. Both sites would have high density residential above. There are likely to be significant cost, time, legal and operational implications.

The Mall. In this option The Mall will be completely redeveloped to provide new ground and first floor retail with residential above. In order to achieve this proposal some land assembly of the eastern half may be required.

Infrastructure. An increase in new residential (and to a lesser extent commercial) development will bring significant requirements to upgrade utilities and social infrastructure, such as schools and health facilities in the Wood Green area. This will require CIL and other financial contributions.

Consolidation and re-provision of new Council accommodation. Option 3 will realise new consolidated Council accommodation, including flexible democratic space and a new library, on the existing Wood Green Library site, in a standalone building facing a public square. As the Council already owns some of the land required, this reduces some of the issues around deliverability. Delivery of many of the Council's proposals on either its land or that which it may acquire will require delivery mechanisms to be set up with the private sector - for instance Joint Vehicle arrangements. This will have cost, legal and time implications.

Option 3 presents significant opportunities to deliver in line with the Council's strategic objectives although the infrastructure to development ratio, given the medium range densities, suggest that it may be challenging to realising value to be reinvested in Wood Green.

Funding. The Council may need to utilise a public or private sector borrowing facility and private sector investment in order to realise the scale of development implied in this option and within the timescales required.

Timescale: 15-20 Years. The proposals will take longer to realise than options 2 and 3 due to the land assembly and redevelopment issues to be worked through and the quantum of development to be physically delivered.

In summary, Option 3 provides the opportunity to deliver very high levels of redevelopment to redefine and 'reimagine' Wood Green. Option 3 respond to this opportunity whilst it is recognised that it introduces significant delivery challenges.

Spatial Development Strategy Options - Option 3



Option 3 - Indicative building heights



Spatial Development Strategy Options - Option 3

Assessment against the objectives

The list below illustrates how this option responds to each of the strategic objectives, ranked from **High**, **Medium** to **Low** with 'High' indicating the greatest alignment with the objectives and 'Low' the least.

Improving the Town centre

- Delivery of up to 5,500 new homes
- Delivery of 1500 new jobs
- Enhanced retail, leisure and cultural offer
- Securing an Opportunity Area designation
- Supporting local business / setting up a BID
- Improved evening economy

Placemaking

- Creating a town centre with depth and a coherent identity
- Creating a new square and/or places for people to relax and enjoy
- Enhancements and improved access to green space
- Addressing negative perceptions of Wood Green
- Linking and celebrating existing assets

Creating a connected place

- Maximising the benefits of CR2
- Increasing PTAL rating throughout Wood Green
- Creating new and improved east-west connections
- Maintaining/improving footfall/visitor numbers
- Links to Alexandra Palace
- Easing movement along the High Road

Capital of Haringey

- Re-invented Council presence/access to Council services
- Addressing existing deficits in social & community infrastructure
- New and improved library
- Leading the way in sustainability

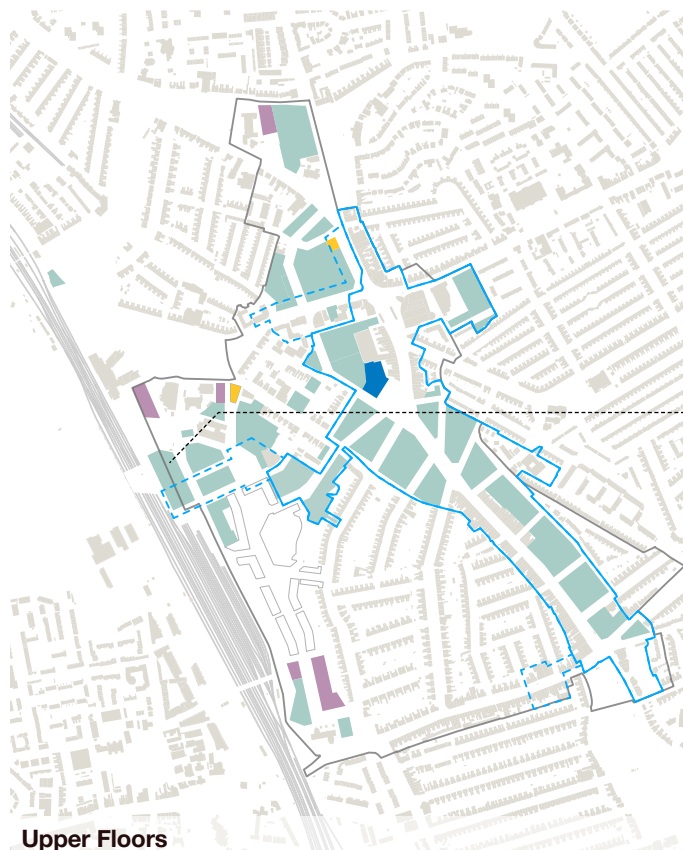
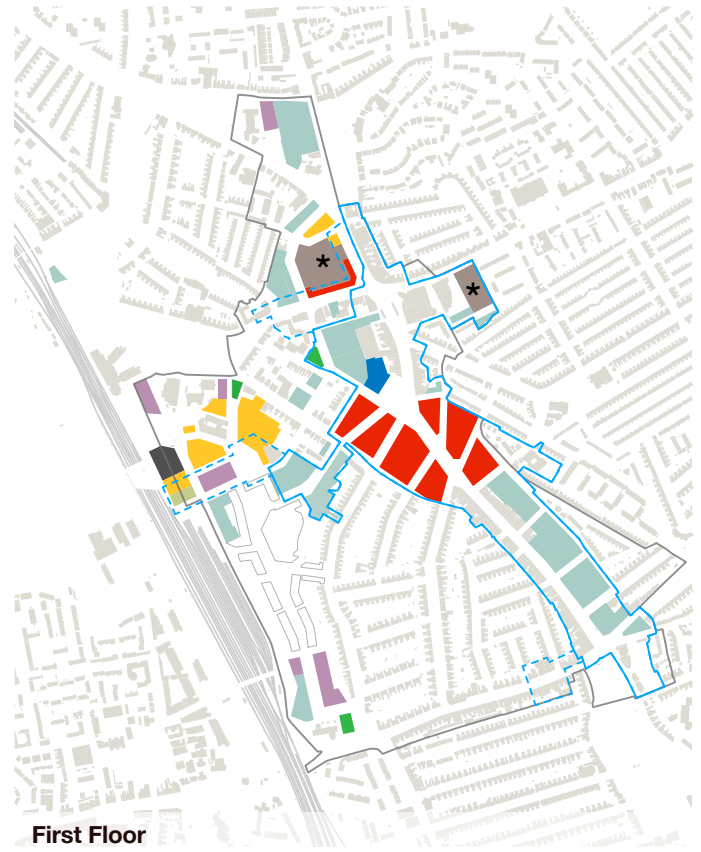
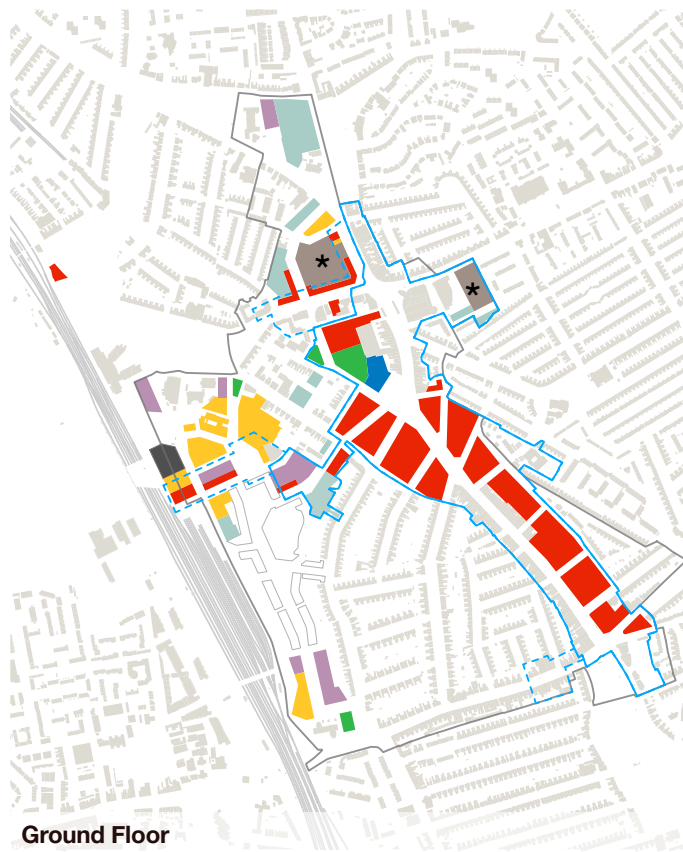
Alteration to Town centre boundary

The boundary has been extended to incorporate both the north and south sides of Station Road to encourage retail activity and active frontages on a key route. It has also been extended westwards towards the cultural quarter to encourage depth to the High Road and strengthen the key east-west route that has been proposed; increasing secondary frontages and providing a more diverse town centre.

The eastern end of Turnpike Lane has also been included to provide a stronger relationship between this local shopping centre and Wood Green town centre.

Spatial Development Strategy Options - Option 3

Proposed land use

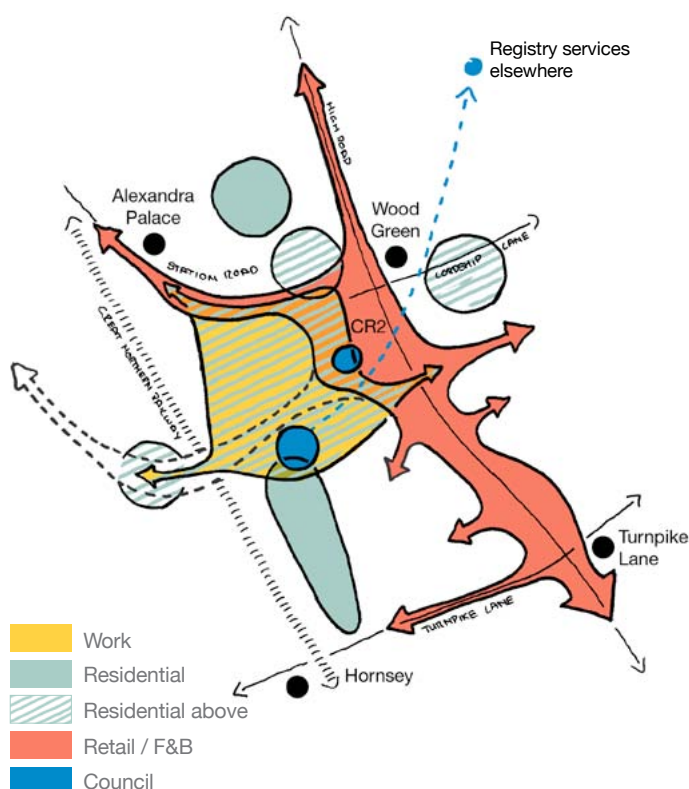


Leisure uses sit below residential

- Leisure
- Community / Health
- Council accommodation
- Education / Culture
- Residential
- Retail / Food & beverage
- Transport
- Workspace
- Decentralised energy hub
- AAP / IF Boundary
- Town centre boundary
- Proposed extension to town centre boundary

Spatial Development Strategy Options - Option 4 (favoured option)

Significant transformation



This option is similar to that proposed for Option 3 but promotes significant transformation of the town centre. This will be achieved through significant interventions aimed at unlocking the development potential of the wider town centre area including radical changes in the layout of existing urban blocks. The option promotes relocation of the town centre to a major new public square arranged above a single, central Crossrail 2 station in the vicinity of the current library which will be re-provided in an associated development.

Around this square taller buildings would be located while the depth of both sides of the High Road would expand to provide larger retail floor plates with greater potential for residential use above. Under this option The Mall would be redeveloped to maximise the uplift of the Crossrail 2 station while the Hornsey Water Treatment Works site is identified as a long-term opportunity to strengthen and cement better links with Alexandra Park and Palace.

The option places an emphasis on economic regeneration, striving to significantly increase and enhance the amount of workspace and retail spaces while also delivering a significant uplift in housing at over 6,000 new homes (circa 1,500 additional homes above the baseline minimum of 4,600). Under this option the Council's front office is relocated in the vicinity of the existing Wood Green library while back-office and civic services anchor a new mixed-use quarter centred around Coburg Road which will include the Chocolate Factory and Clarendon Road development, creating better, well used east-west linkages. High density residential development lines both Station Road and the High Road transitioning in scale to take accord of the existing suburban hinterland.

As with Option 3 this option suggests that the retail offer is

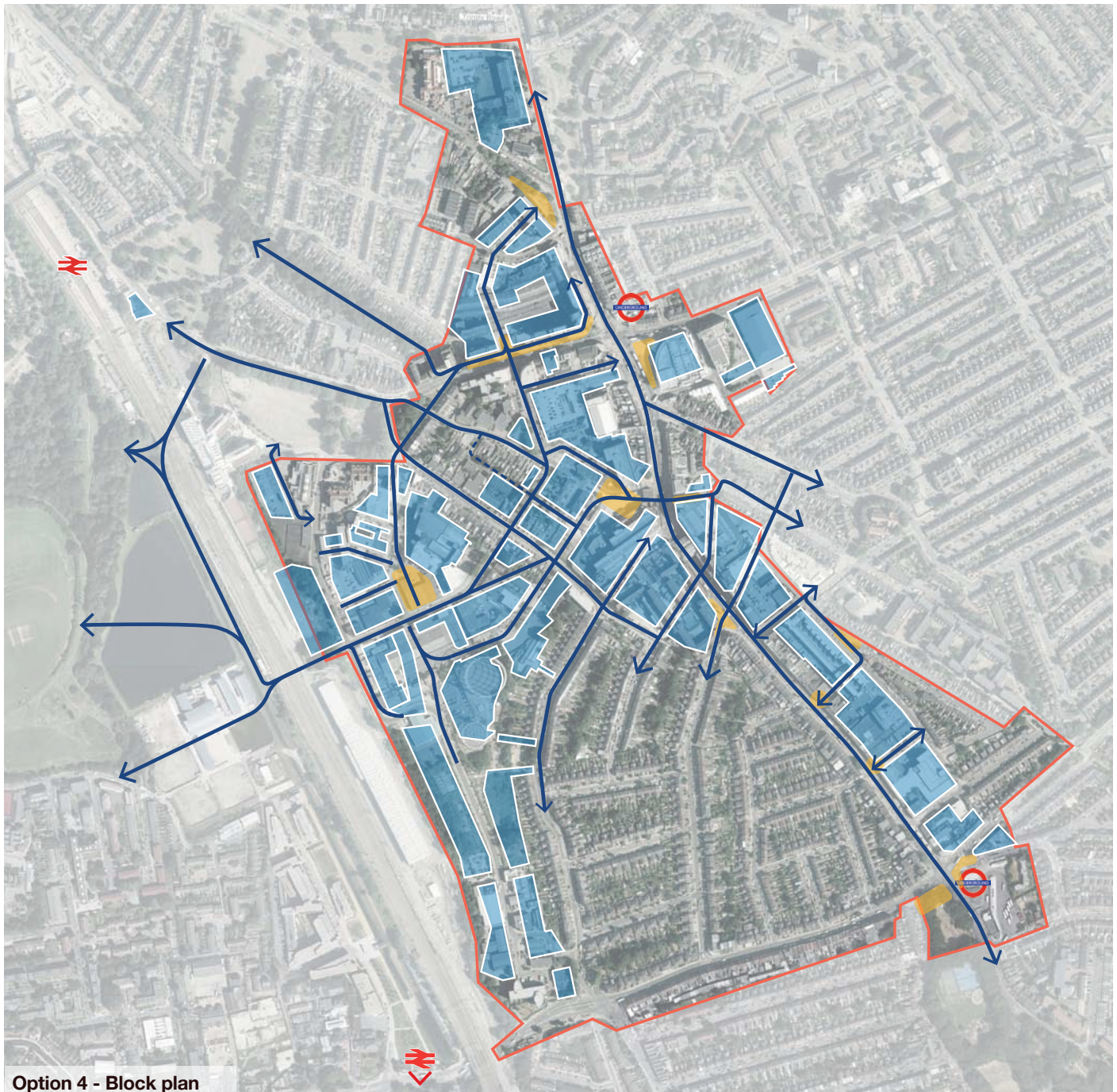
maximised by attracting an anchor store to sit adjacent a major new public space opened up off the High Road, and by extending flexible and adaptable retail spaces down the High Road toward Turnpike Lane. This would allow for the later inclusion of large floor plate retail or smaller convenience 'grab and go' retail offer according to demand once Crossrail 2 has been built out. To support a comprehensive offer and town centre management a singular Business Improvement District (BID) is anticipated that would be extended off the High Road to anchor much of the new workspace in the cultural quarter. Sites near the current cross roads will be redeveloped as residential areas, with retail, tech/maker outposts or community uses on the lower levels. The civic centre is identified as a site for significant residential development. In this option it is proposed that the entire Arriva bus depot is relocated away from the area, and residential development is maximized on the site.

This option anticipates a fifteen to twenty year period of widespread redevelopment that would target all Council owned sites and poorly defined and out-of-date town centre sites to build a coherent, economically vibrant, well connected and pleasant town centre that would present many attractions and destinations and become a flagship for Haringey.

Outputs

- Density and height will shift towards the existing Wood Green library site to capitalise on a centrally located Crossrail 2 station and a major new square. Heights could range from up to 18 and up to 35 depending on location.
- High level of change across all sectors and maximised provision of housing and new jobs locally
- Town centre heart 'shifted' to the south and the west away from the crossroads toward a key new public space located where the current library stands
- Town centre heart 'deepened' and redefined to include the redeveloped cultural quarter to provide a mix of residential and workspace uses, the latter for new businesses, cultural industries, tech startups and makers
- Town centre equipped with high speed broadband connectivity and WiFi hubs
- Town centre and new residential areas served by a new decentralised energy hub.
- New Business Improvement District (BID) established
- New improved links westward from the High Road and Station Road towards Alexandra Palace
- Concentrated and managed indoor car / cycle parking
- Connection from new public space on the High Road to a new public space to the north of the proposed Clarendon Road development
- Council back office and civic services located near northern edge of the Clarendon Road development to attract footfall and to support the development of new businesses and incubators in the 'cultural quarter'. Front of house is located in the vicinity of the existing Wood Green library to help revitalise the new square and the High Road. Registry services to be located elsewhere
- Retail corridor strengthened and enhanced by Crossrail 2 through the inclusion of anchor store(s) and pedestrian loops through the redeveloped 'cultural quarter'
- Town centre residential development maximised
- Vue cinema site redeveloped as part of the Crossrail 2 works with re-provision of cinema and town centre uses at street level, and residential development maximized above

Spatial Development Strategy Options - Option 4 (favourable option)



Option 4 - Block plan

Targets

New homes	6,000 +
New B1 Employment Area	57,048 sqm (GIA)
Council HQ	Front of house, civic and library on High Road Back of house in 'cultural quarter' (west of High Road) Registry services located elsewhere
Early Year Facilities	4*
Primary Schools	4 additional Entry Forms*
Secondary Schools	3.1 additional Entry Forms*

* These figures are based on high level capacity testing and will require further verification.

- Key public spaces
- Development blocks
- New and existing routes
- AAP boundary

Spatial Development Strategy Options - Option 4 (favourable option)

Viability issues

Option 4 proposes the highest level of transformation out of all the options in terms of the scale and quantum of new development proposed including the complete redevelopment of The Mall and relocation of the Arriva bus depot to an alternate location outside (but near) the town centre. This is likely to bring the most significant challenges in terms of deliverability. These challenges will particularly relate to sites such as:

- Bus depot and Station Road site – due to the cost of relocating the Arriva bus depot out of Wood Green town centre. Particularly new site acquisition and facility construction.
- Cultural quarter – due to the greater extent of B1 space proposed under this option than options 1, 2 and 3.

Examples of other delivery considerations related to this option are set out below.

Workspace viability. This option includes delivery of the highest quantum of workspace in the cultural quarter and Wood Green area generally compared to the other three options. This is likely to be the most challenging in viability terms due to the requirement for a subsidy through residential development, in addition to other requirements such as affordable housing and CIL.

Crossrail 2 benefits. In line with options being consulted on by TfL in late 2015, this option assumes Crossrail 2 (CR2) will be delivered as one single station located in the centre of Wood Green town centre, on the High Road. If CR2 does not happen, it will be extremely challenging to deliver option 4's more transformative proposals.

New connections westward from the High Road. The proposition may require significant land assembly and potential use of Council CPO powers, which will have associated cost, political and timescale implications.

The Mall and east of the High Road. Under this option it is proposed that in the long term the whole of The Mall is redeveloped to provide ground and first floor retail with residential above whilst the rest of the retail along the High Road also delivers new modern retail floorplates to meet retailer requirements. Large scale redevelopment will have timescale, cost, viability and feasibility implications compared to, for example, enhancement of existing properties. However, the approach will bring much greater benefits for Wood Green town centre. Careful consideration will need to be given to the level of retail floorspace re-provision to ensure that it aligns with the demand profile for Wood Green and reflects evolving trends in retail, for example internet shopping.

Land assembly. The scale of proposals in these options are greatest and will therefore bring significant land assembly requirements if redevelopment of many of the sites as envisaged is to be realised. For example, redevelopment of the area around the library, Arriva bus depot and Morrisons supermarket. This is likely to require use of Council CPO powers, relocation of significant occupiers such as Morrisons and achieving road stopping up orders, all with associated cost, legal, timescale and political implications. Consideration will also need to be given in this area to CPO of land and legal rights in relation to any land required for the new Crossrail 2 station and associated infrastructure in the town centre.

Relocated bus depot. Unlocking one of the most significant development opportunities adjacent to Council-owned land on and around Station Road will require re-location of the bus depot out of Wood Green to an unidentified location, to deliver high density residential above. Significant cost, time, legal and operational implications are implied. A key feasibility and deliverability consideration will be securing a site of a size which meets Arriva's operational requirements in an acceptable location.

The Mall. In this option the Mall will be completely redeveloped for ground and first floor retail with residential above and basement car parking below. In order to achieve this proposal land assembly of the eastern half may be required. Just over 200 homes will also have to be reprovided for the inhabitants of 'Sky City', located above the Mall's car parking decks.

Infrastructure. Significant new residential (and to a lesser extent commercial) development will significantly increase requirements to upgrade utilities and social infrastructure, such as schools and health centres, in the Wood Green area. This will require CIL and other financial contributions.

New Council accommodation. Option 4 will realise new front of house (including democratic services) Council accommodation on the existing Wood Green Library site, in a standalone building facing a major, new, public square. Back office functions will be re-provided in a new office on the Clarendon Square Gateway (SA26) site (now referred to as Clarendon Road). This may require Council land assets for disposal to be identified and sufficient value generated to realise accommodation proposals.

Timescale: 20-30 Years. The proposals will take the longest to realise out of the four options due to the extent of the land assembly and redevelopment issues to be worked through and the quantum of development to be physically delivered.

In summary, option 4 provides the opportunity to deliver very high levels of transformation to redefine and 'reimagine' Wood Green. High level viability assessments have also suggested that this is one of the most robust options. For these reasons, and having regard to the infrequency of such redevelopment opportunities, option 4 is currently the councils emerging preferred option.

(See assessments on page 70 and from 72 - 78).

Spatial Development Strategy Options - Option 4 (favourable option)



Option 4 - Indicative building heights



Spatial Development Strategy Options - Option 4 (favourable option)

Assessment against the objectives

The list below illustrates how this option responds to each of the strategic objectives, ranked from **High**, **Medium** to **Low** with 'High' indicating the greatest alignment with the objectives and 'Low' the least.

Alteration to Town centre boundary

The boundary extension matches that proposed for Option 3.

Improving the Town centre

- Delivery of 6,000 + new homes
- Delivery of 1,500 + new jobs
- Enhanced retail, leisure and cultural offer
- Securing an Opportunity Area designation
- Supporting local business / setting up a BID
- Improved evening economy

Placemaking

- Creating a town centre with depth and a coherent identity
- Creating a new square and/or places for people to relax and enjoy
- Enhancements and improved access to green space
- Addressing negative perceptions of Wood Green
- Linking and celebrating existing assets

Creating a connected place

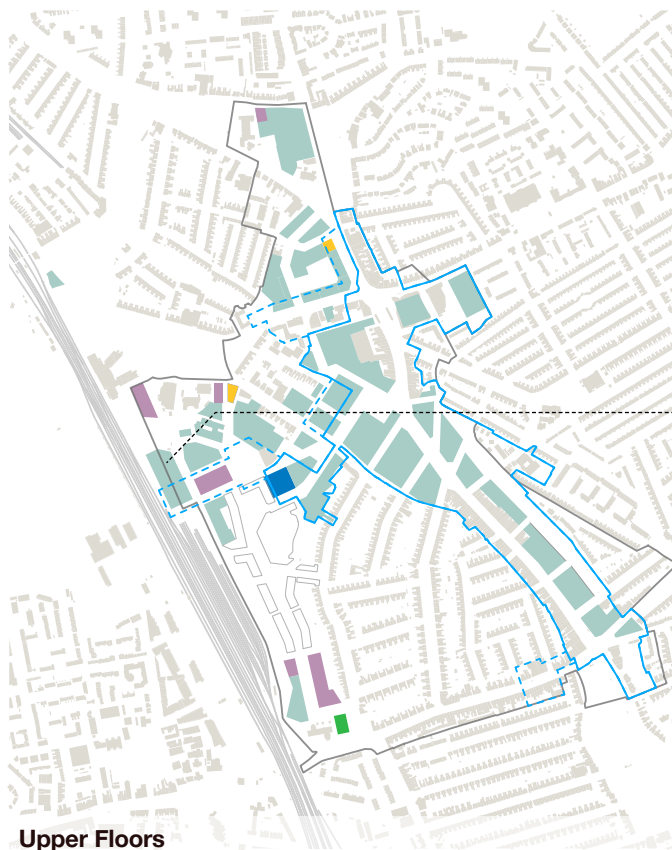
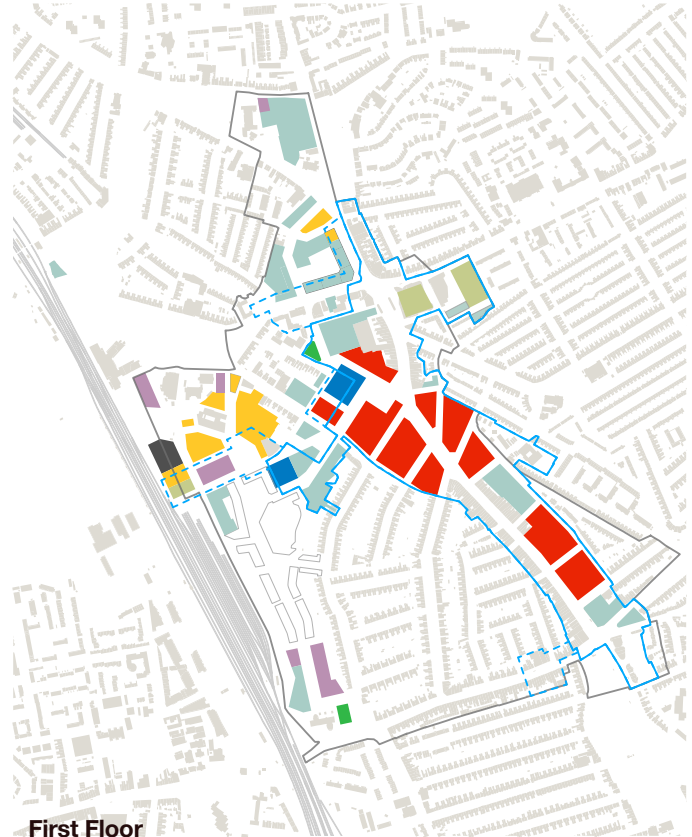
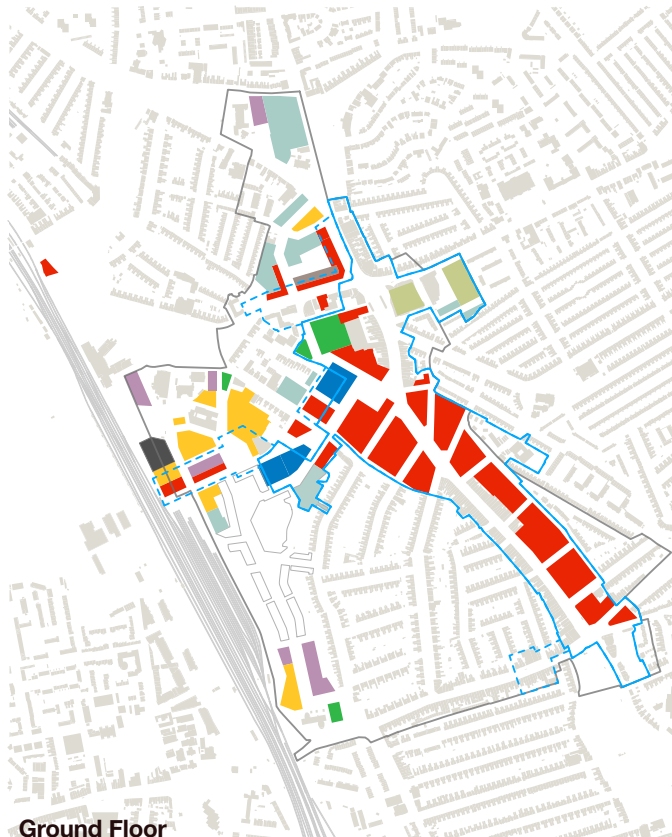
- Maximising the benefits of CR2
- Increasing PTAL rating throughout Wood Green
- Creating new and improved east-west connections
- Maintaining/improving footfall/visitor numbers
- Links to Alexandra Palace
- Easing movement along the High Road

Capital of Haringey

- Re-invented Council presence/access to Council services
- Addressing existing deficits in social & community infrastructure
- New and improved library
- Leading the way in sustainability

Spatial Development Strategy Options - Option 4 (favoured option)

Proposed land use



Leisure uses sit below residential

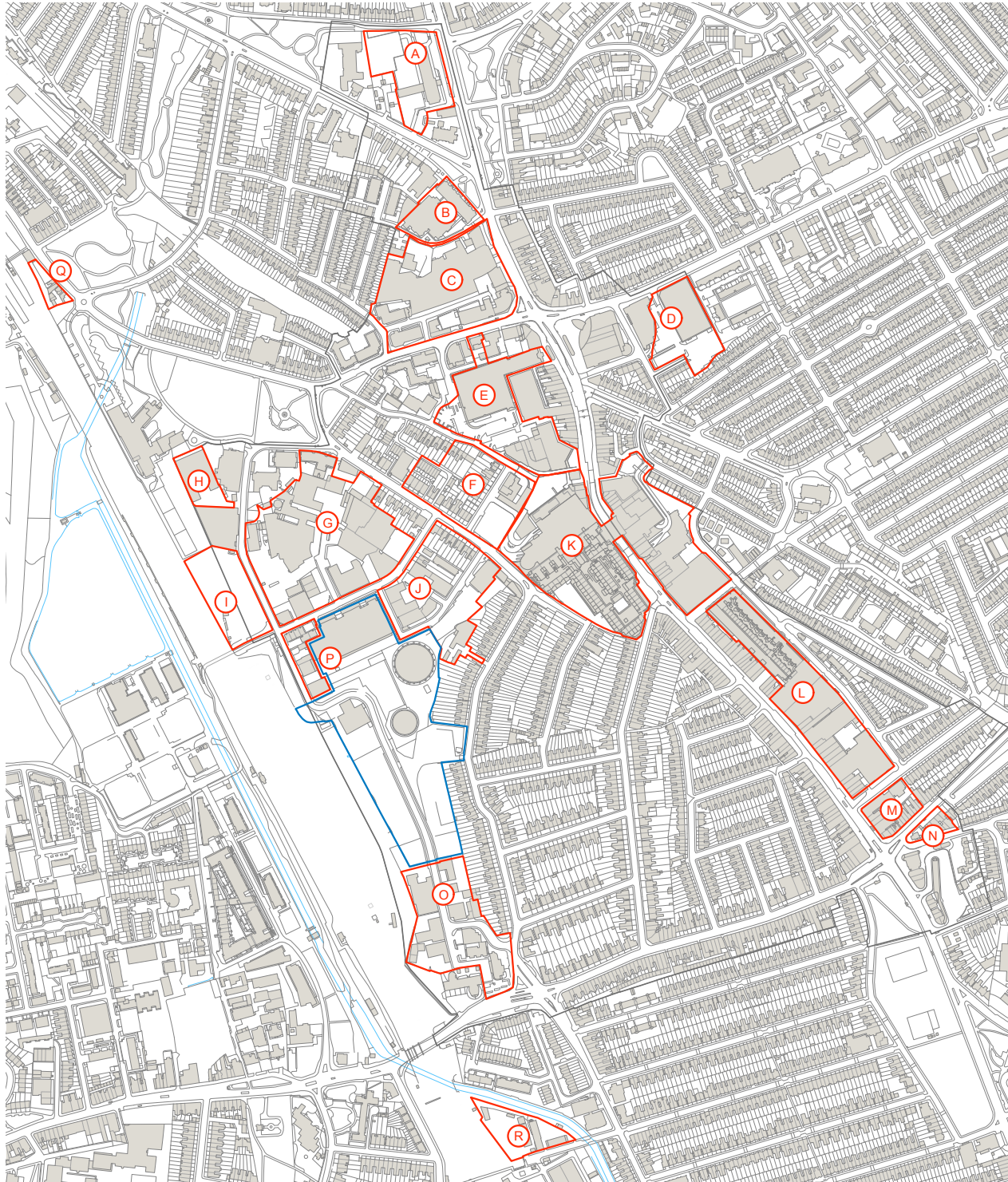
- Leisure
 - Community / Health
 - Council accommodation
 - Education / Culture
 - Residential
 - Retail / Food & beverage
 - Transport
 - Workspace
 - Decentralised energy hub
 - AAP / IF Boundary
 - Town centre boundary
 - Proposed extension to town centre boundary
- * Provision for 3-storey bus depot

Assessment of the Options - Development sites and key outputs

Plot number	Option One		Option Two	
	Number of new homes	New B1 Employment Area (GIA)	Number of new homes	New B1 Employment Area (GIA)
A	198	-	246	-
B	122	3,032 sqm	122	3,032 sqm
C	493	2,012 sqm	600	1,473 sqm
D	174	-	130	-
E	371	-	401	-
F	-	-	-	-
G	269	18,016 sqm	296	29,534 sqm
H	-	-	-	-
I	206	3,574 sqm	206	3,574 sqm
J	288	3,253 sqm	221	-
K	-	-	299	-
L	612	-	612	-
M	118	-	118	-
N	48	-	48	-
O	128	1,938 sqm	128	1,938 sqm
P	86	2,242 sqm	86	2,242 sqm
Q	18	-	18	-
R	229	-	229	-
Clarendon Sq	1,080	-	1,080	-
Homes completed	255	-	255	-
Reprovision of homes	- 95	-	- 95	-
Totals	4,600	34,067 sqm	5,000	41,793 sqm

Site number	Option Three		Option Four (favoured option)	
	Number of new homes	New B1 Employment Area (GIA)	Number of new homes	New B1 Employment Area (GIA)
A	295	-	295	-
B	93	2,022 sqm	93	2,022 sqm
C	725	1,382 sqm	594	2,579 sqm
D	117	-	230	2,309 sqm
E	368	2,309 sqm	750	-
F	49	-	70	-
G	358	41,582 sqm	376	42,384 sqm
H	-	-	-	-
I	206	3, 574 sqm	206	3,574 sqm
J	305	-	198	-
K	732	-	1,100	-
L	612	-	487	-
M	118	-	118	-
N	48	-	32	-
O	128	1,938 sqm	128	1,938 sqm
P	85	2,242 sqm	85	2, 242 sqm
Q	18	-	18	-
R	229	-	229	-
Clarendon Sq	1,080	-	1,080	-
Homes completed	255	-	255	-
Reprovision of homes	-321	-	-344	-
Totals	5,500	55,049 sqm	6,000	57, 048 sqm

Development plots



- Development plots
- Clarendon Square approved outline application

- A – Civic Centre
- B – Green Ridings House
- C – Bus depot and Station Road
- D – Mecca Bingo
- E – Morrisons and Wood Green Library
- F – Parkland / Mayes Road
- G – Cultural Quarter
- H – Metropolitan police site
- I – Land adjacent to railway sidings
- J – Iceland and Bittern Place

- K – The Mall
- L – High Road South
- M – Whymark & Westbury Ave
- N – Turnpike Lane Triangle
- O – South of Clarendon Square
- P – Land NW of Clarendon Square
- Q – North of Station Road
- R – North of Hornsey Rail Depot

Assessment of the Options - Assessment against the objectives

Objectives	Op 1	Op 2	Op 3	Op 4
Improving the Town centre				
Deliver a minimum of 4,600 new homes (6,000)	High	High	High	High
Delivery of new jobs	Low	Low	Medium	High
Enhanced retail, leisure and cultural offer	Medium	Medium	High	High
Securing an Opportunity Area designation	Low	Medium	High	High
Supporting local business / setting up a BID	High	High	High	High
Improved evening economy	Medium	Medium	Medium	High
Placemaking				
Creating a town centre with depth and a coherent identity	Low	Low	Medium	High
Creating a new square and/or places for people to relax and enjoy	Medium	Medium	High	High
Enhancements and improved access to green space	Low	Low	Medium	High
Addressing negative perceptions of Wood Green	Low	Low	High	High
Linking and celebrating existing assets	Medium	Medium	High	High
Creating a connected place				
Maximising the benefits of CR2	Low	Low	Medium	High
Increasing PTAL rating throughout Wood Green	Low	Medium	High	High
Creating new and improved east-west connections	Low	Medium	Medium	High
Maintaining/improving footfall/visitor numbers	Medium	High	High	High
Links to Alexandra Palace	Medium	Medium	Medium	High
Easing movement along the High Road	Medium	High	High	High
Capital of Haringey				
Re-invented Council presence/access to Council services	Medium	High	High	High
Addressing existing deficits in social & community infrastructure	Low	Medium	High	High
New and improved library	High	High	High	High
Leading the way in sustainability	High	High	High	High

The table above illustrates how the option respond to each of the strategic objectives, ranked from **High**, **Medium** to **Low** with 'High' indicating the greatest alignment with the objectives and 'Low' the least.

High	High
Medium	Medium
Low	Low

Assessment of the Options - Delivery of strategic targets

	Option 1	Option 2	Option 3	Option 4
Delivery of Strategic Targets				
Housing	This option would contribute to the delivery of the least new housing particularly due to only redeveloping few of the major opportunity sites compared to options 2, 3 and 4	This option would contribute to the fastest delivery of new housing of all options given the focus and site selections.	This option would contribute to the delivery of the second highest quantum of new housing (5,000 new units) particularly on the major opportunity sites, though likely to be less than option 4 - which proposes to maximise the potential for residential - whilst equal to option 2.	This option would contribute to the delivery of the greatest quantum of new housing particularly on the major opportunity sites, through focusing development at high densities in the centre of the High Road and around the new Crossrail 2 station.
Economic growth	Smaller scale improvement in economic growth due to the reduced scale of redevelopment proposed compared to options 2, 3 and 4.	Large scale improvement in economic growth due to the scale of redevelopment proposed, particularly compared to option 1. For example due to job creation, greater consumer spending and high commercial (retail and leisure) rents.	Large scale improvement in economic growth due to the scale of redevelopment proposed - particularly compared to option 1 - due to job creation, greater consumer spending and high commercial (retail and leisure) rents.	Large scale improvement in economic growth due to the scale of redevelopment proposed - particularly compared to option 1 - due to job creation, greater consumer spending and high commercial (retail and leisure) rents.
Environmental Improvement	Smaller improvements in the quality of environment are likely to be achieved than options 2, 3 and 4 due to the reduced scale of redevelopment proposed.	Though more redevelopment being proposed than option 1, greater improvements in the quality of environment are likely to be achieved though perhaps less than options 3 and 4.	Though more redevelopment is being proposed than option 1, greater improvements in the quality of environment are likely to be achieved.	Though more transformative with greater quantum of redevelopment being proposed than options 1 and 2, greater improvements in the quality of environment are likely to be achieved.

Assessment of the Options - Town centre Health

This section relates the options to their potential contribution to enhancing the town centre's performance in relation to key metrics used in the GLA's TCHC reports and their potential

role in assisting the maintenance of Wood Green's role as a Metropolitan Centre.

	Option 1	Option 2	Option 3	Option 4
Town centre Health				
Financial performance	Improvements in the retail and leisure offer will attract a more diverse range of tenants and likely drive rents upward. This will therefore improve the overall financial performance of Wood Green and viability of new development. Where improvements to the retail and leisure offer are reduced, so will the improvements in financial performance.	Improvements in the retail and leisure offer will attract a more diverse range of tenants and likely drive rents up notably. This will therefore improve the overall financial performance of Wood Green.	Options 3 and 4 present the greatest opportunity to deliver improvements in the retail and leisure offer which will attract a more diverse range of tenants and likely drive rents up significantly. This will therefore improve the overall financial performance of Wood Green. However, oversupply in any particular use can suppress the rental values that can be achieved so care needs to be taken identifying the optimum quantum of uses for Wood Green.	Option 4 is likely to deliver the greatest improvement in the retail and leisure offer in Wood Green. This will help to attract a more diverse range of tenants and drive up rents significantly. This will therefore improve the overall financial performance of Wood Green. However, oversupply in any particular use will suppress the rental values that can be achieved so care needs to be taken identifying the optimum quantum of uses for Wood Green.
Housing and development capacity	Option 1 would deliver a more limited quantum of residential due to it focusing on only the Morrisons site, River Park House, the former Civic Centre, Clarendon Road development, above new retail on the High Road and on a gateway site at Turnpike Lane.	This Option 2 presents the opportunity to deliver a focused residential offer on key sites such as River Park House, the former Civic Centre, a re-worked Arriva bus depot, Mecca Bingo, Cultural quarter, Clarendon Road development and the eastern side of The Mall.	Option 3 presents the opportunity to deliver a significant quantum of residential development on key sites such as the existing Wood Green Library site, The Mall, River Park House and Station Road sites, Arriva bus depot, Mecca Bingo, the former Civic Centre, Cultural quarter and Clarendon Road development.	Option 4 presents the opportunity to deliver the maximum amount of residential at the highest level of density on key sites such as The Mall, the existing Wood Green Library site, River Park House and Station Road sites, Arriva bus depot, Mecca Bingo former Civic Centre, Cultural quarter and Clarendon Road development.
Transport	This option assumes that Crossrail 2 will be delivered as two stations at Turnpike Lane and Alexandra Palace further improving the current PTAL levels.	This option assumes that Crossrail 2 will be delivered as two stations at Turnpike Lane and Alexandra Palace further improving the current PTAL levels.	This option assumes that Crossrail 2 will be delivered as two stations at Turnpike Lane and Alexandra Palace further improving the current PTAL levels.	This option assumes that Crossrail 2 will be delivered as one new station in the centre of the High Road notably improving the existing PTAL levels.
Quality of environment	Smaller improvements in the quality of environment are likely to be achieved than Options 2, 3 and 4.	Through greater redevelopment being proposed than Option 1, greater improvements in the quality of environment are likely to be achieved though perhaps less than options 3 and 4.	The widespread nature of Option 3's redevelopment proposals is likely to lead to greater improvements than Options 1 and 2.	Through the more significant transformation, the greatest improvements in the quality of environment are likely to be achieved compared to the other options which have smaller scale interventions.

Assessment of the Options - Urban renewal & Intensification

This table provides a high level policy assessment of the proposals for urban renewal and Intensification as set out in the emerging options.

	Option 1	Option 2	Option 3	Option 4
Policy Theme				
Principal of Development	As the most sensitive development option – risk of falling short of both homes and jobs targets	Likely to achieve baseline housing target but perhaps not capitalise on additional benefits As a residential led town centre focus – risk that the option falls short of the jobs target or fails to identify a robust economic strategy.	Likely to achieve baseline housing and jobs target but perhaps not capitalise on additional benefits	Likely to exceed the baseline jobs target and housing target of 4,600 new homes New growth is focused on the existing library site due to the proposed central location of a new Crossrail Station
Density*	No risk identified at this stage – further capacity testing required	No risk identified at this stage – further capacity testing required	No risk identified at this stage – further capacity testing required	No risk identified at this stage – further capacity testing required
Town centre	Role of Wood Green High Road is enhanced Potentially not ambitious enough in terms of growth given the arrival of Crossrail 2. A potential missed opportunity.	Residential led development - potential to undermine existing status of the Metropolitan Town centre?	Policy Compliant - Wood Green Metropolitan Town centre will be the principal focus of growth	Policy Compliant - Wood Green Metropolitan Town centre will be the principal focus of growth
Employment	Policy Compliant – employment-led regeneration at the heart of the proposals	Policy Compliant – although potential risk that residential led regeneration will undermine employment aspirations.	Policy Compliant – employment-led regeneration at the heart of the proposals	Policy Compliant – employment-led regeneration at the heart of the proposals
Townscape and height	More sensitive to its setting and surrounding townscape.	Potential over development risk – further capacity testing required to understand urban design impacts	Potential over development risk – further capacity testing required to understand urban design impacts	Potential over development risk – further capacity testing required to understand urban design impacts
Social Infrastructure	No risk identified at this stage – further SIF analysis required	No risk identified at this stage – further SIF analysis required	No risk identified at this stage – further SIF analysis required	No risk identified at this stage – further SIF analysis required

Green - aligned with policy

Amber - potential divergence from current policy

Red - contrary to policy

*It should be noted that urban density does not necessarily refer to height

Policy Source and Context

This information sets out the **policy sources** and *context* which the adjacent table has been based upon

Principal of Development

Amended Policy SP1: Managing Growth

Draft Alterations to Strategic Policies 2011-2026 (formerly the Core Strategy) February 2015

The Council will maximise the supply of additional housing to meet and exceed its strategic housing requirement of 19,802 homes over the plan period 8,200 homes from 2011-2026 (820 per annum).

The Council will promote Haringey Heartlands (Clarendon Road development) and Wood Green Metropolitan Town centre as 'Growth Areas' and suitable locations to help meet and exceed the boroughs strategic housing requirement.

Density

SP2: Housing

Haringey Local Plan: Strategic Policies (2013-2026)

London Plan Density Matrix

Town centre

SP10: Town centres

Haringey Local Plan: Strategic Policies (2013-2026)

Wood Green Metropolitan Town centre will be the principal focus of growth accommodating an extensive range of the types of development set out above, which should help to shape Wood Green into a thriving and vibrant centre for North London

Employment

SP8: Employment

The Council will secure a strong economy in Haringey and protect the borough's hierarchy of employment land, Strategic Industrial Locations, Locally Significant Industrial Sites and Local Employment Areas.

In particular, the council will:

- Protect B uses; and
- Support small and medium sized businesses

Townscape and height

SP11: Design

SP12: Conservation

SP11: Design

All new development should enhance and enrich Haringey's built environment and create places and buildings that are high quality, attractive, sustainable, safe and easy to use.

SP12: Conservation

The Council shall ensure the conservation of the historic significance of Haringey's heritage assets, their setting, and the wider historic environment.

Social Infrastructure

SP16: Community Facilities

The Council will:

Expect development that increases the demand for community facilities and services to make appropriate contributions towards providing new facilities or improving existing facilities.

Report for: Cabinet

Item number: 12

Title: **St Mary's CE Primary Expansion Project – Church Lane Site**
Construction Contract Award



Report

Authorised by: Jon Abbey, Director of Children's Services

Lead Officer: Michael Baldwin, Assistant Project Manager, Property and Capital Projects

Ward(s) affected: Hornsey

Report for Key/

Non Key Decision: Key decision

1. Describe the issue under consideration

- 1.1. This Cabinet item is to request approval to award a contract for construction works to be undertaken on the St Mary's CE Primary School building located on the Church Lane site so the school can accommodate an additional form of entry as allowed under CSO 9.06.1.d.
- 1.2. This paper seeks approval to award the contract to T&B (Contractors) Ltd for Construction works in the amount of £686,663.60 for a contract period of 27 weeks.
- 1.3. In addition, if Cabinet sees fit to approve the award of the contract, approval is also requested to instruct Haringey Council's Legal Services to issue a Letter of Intent permitting orders to be raised by T&B (Contractors) Ltd with their supply chain; up to and not exceeding 10% of the contract sum whilst formal works contracts are being prepared.

2. Cabinet Member Introduction

- 2.1. The principle of expanding St Marys CE Primary School (N8) was agreed by Cabinet on the 17th March 2015 in response to the increasing number of children requiring primary school places in this area. This tender process to conclude an award of contract has been undertaken in accordance with the Councils contract standing orders

3. Recommendations

- 3.1. To appoint T&B (Contractors) Ltd in the amount of £686,663.60 for a contract period of 27 weeks. This will allow timely delivery of the project to enable accommodation of an additional form of entry by September 2016.
- 3.2. To approve the issuance of a Letter of Intent not exceeding 10% of the contract sum.

4. Reasons for decision

- 4.1. To award a contract which will enable the timely mobilisation and construction works to St Marys CE Primary School Church Lane Site which aims to support the Council's requirement for additional school places from September 2016.

5. Alternative options considered

- 5.1. The proposed expansion of St Mary's CE Primary School is expected to support additional cohorts from September 2016. A do nothing option would not support local demand for additional pupil places.
- 5.2. Four contractors were invited to tender and therefore considered to undertake the required construction works at St Marys CE Primary School Church Lane site. The tenderers proposals were evaluated using a 60% quality and 40% price weighting and on this basis the recommended contractor is deemed to be the most economically advantageous tender representing the best value option to deliver the required works.

6. Background information

- 6.1 The principle of expanding St Mary's CE Primary was agreed by Cabinet Committee in March 2015 based on previous school roll projections that showed a borough wide deficit of reception places from 2015.
- 6.2 St Mary's C. E. Primary School is a church school located in Hornsey within the London Borough of Haringey that takes children aged 3-11. It was formerly arranged as separate infant and junior schools and is now joined to create a primary school split between separate sites at Church Lane and Rectory Gardens, approximately 10 minutes walk apart.
- 6.3 A feasibility study was commissioned in November 2013 to explore the potential of expanding St Mary's CE Primary from 2 FE to 3 FE and undertake works to the existing nursery to consider inclusion of 12 2 year old spaces.
- 6.4 In developing the feasibility preferred options in more detail, it was recognised that, as the sites are approximately half a mile apart, any construction would require two contractor compounds and it was more effective to undertake the construction works at each site at different times within the overall expansion programme.

- 6.5 Construction works are currently underway at the Rectory Gardens site to provide the required infrastructure to accommodate the additional form of entry.
- 6.6 This paper relates to works required at the Church Lane site (formerly St Mary's C.E. Infant School) to ensure the infrastructure at Church Lane is better suited given the revised arrangements imposed by the expansion and support a larger nursery provision.
- 6.7 Following discussions with the Construction Procurement Group a scored expression of interest (EOI) exercise on the London Construction Programme Major Works Framework (LCP Framework Agreement) was undertaken which informed the tender list for the project.
- 6.8 Following the EOI exercise four companies were invited to tender for the construction works as identified in the tender documents drafted by project's design team. The tender was assessed on the basis of 60% quality and 40% price.
- 6.9 The Qualitative Delivery Proposals (QDPs) were independently evaluated against pre-determined scoring criteria by two assessors. The independent scores and averaged scores are summarised in section 6.10 of this report. The minimum quality score threshold was 36% out of 60%; no tenderers were below this threshold.
- 6.10 The following summarises the outcome of the tender evaluation and clarification process for all the contractors invited to tender:
- 6.10.1 Contractor A scored a total of 78.12% comprising a score of 43.80% for quality and 34.32% for price.
 - 6.10.2 Contractor B scored a total of 81.16% comprising a score of 41.16% for quality and 40.00% for price.
 - 6.10.3 Contractor C scored a total of 73.36% comprising a score of 37.80% for quality and 35.56% for price.
 - 6.10.4 Contractor D (T&B (Contractors) Ltd) scored a total of 90.69% comprising a score of 51.60% for quality and 39.09% for price.
- 6.11 The tenderers were also offered the opportunity to submit a Tender B, an alternative price for a contract period of their choosing. No Tender B proposals were received.
- 6.12 T&B (Contractors) Ltd scored the highest with a total of 90.69%, ranking second for price and first for quality and is therefore the recommended contractor to carry out the required works.

7. Contribution to strategic outcomes

7.1. These services are integral part of the St Mary's CE Primary School Expansion which form part of the wider pupil place planning strategy which looks to meet pupil demand throughout the borough. The pupil place planning strategy supports the strategic delivery of Haringey's key priorities as follows;

- 7.1.1. To make the borough outstanding for all - enabling all Haringey children to thrive.
- 7.1.2. Work with schools, early years and post 16 providers, to deliver high quality education for all Haringey children and young people
- 7.1.3. Enable every child and young person to thrive and achieve their potential.

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

8.1. Finance

- 8.1.1. The total cost of the expansion at St Mary's School is £3.5m, covering the cost of works at both school sites.
- 8.1.2. The approved CYPS capital programme includes full budgetary provision for this scheme, and the cost of the contract at Rectory Gardens which is the subject of this report is covered within the existing approved cash limit budget.
- 8.1.3. Funding for the expansion is provided from the Basic Need Capital Grant from the DfE which is expected to be used to ensure sufficiency of school places.
- 8.1.4. There are no additional revenue impacts for the Council as the additional cost of places will be funded through the schools delegated budgets funded by the DfE.

8.2. Procurement

- 8.2.1. The project was tendered using Lot 5 (Education and Others including Administrative, Leisure, Care, Health) of the Haringey led London Construction Programme MW14 Framework Agreement as a single stage traditional (fully designed) using 60% quality, 40% price.
- 8.2.2. This award as stated above in paragraphs 3.1 and 6.14 is the most economically advantageous tender for a contract period of 27 weeks and represents value for money.

8.3. Legal

- 8.3.1. The Assistant Director of Corporate Governance notes the contents of the report.

- 8.3.2. The contract which this report relates to was procured by undertaking a mini-competition under the LCP Framework Agreement.
- 8.3.3. The LCP Framework Agreement was established in accordance with EU procurement legislation. The terms of the LCP Framework Agreement provide for contracts to be awarded by undertaking a mini-competition.
- 8.3.4. Approval is sought to award the contract to the contractor named in paragraph 3.1 of the report in accordance with CSO 9.06.1(b).
- 8.3.5. Should Cabinet see fit to approve the award, approval is also sought for issue of a letter of intent not exceeding 10% of the contract sum.
- 8.3.6. This is a key decision and the Service has confirmed that it has been included on the Forward Plan.
- 8.3.7. The Assistant Director of Corporate Governance sees no 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 Equalities Act (2010) to have due regard to:
 - a) 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;
 - b) advance equality of opportunity between people who share those protected characteristics and people who do not;
 - c) foster good relations between people who share those characteristics and people who do not
- 8.4.2. An Equality Impact Assessment (EqIA) accompanied the Cabinet decision to proceed with the St Mary's school expansion on the 17th March 2015 and has been updated since. This is reattached along with this Cabinet report.
- 8.4.3. No negative consequences are identified for the protected characteristics and it is concluded that the project will have a positive impact by improving the physical learning environment and removing barriers - most notably the installation of a lift to improve disabled access and improved facilities for Special Education Needs provision.
- 8.4.4. The 2013 School Data Dashboard is used to demonstrate that are only minor differentials in the educational outcomes achieved by pupils of different gender, race and religion who attend St Mary's Church of England School.

8.4.5. The EqlA provides detail on how the equalities will be monitored by the School and by Children & Young People's Service going forwards.

9. Use of Appendices

9.1. Appendix A - Equality Impact Assessment (EqlA)

10. Local Government (Access to Information) Act 1985

10.1. This report contains exempt and non-exempt information. Exempt information is under the following categories (identified in amended Schedule 12A of the Local Government Act 1972): Information relating to financial or business affairs of any particular person (including the authority holding that information)



Equality Impact Assessment

Name of Project	St Marys C of E Primary School Expansion Project	Cabinet meeting date <i>If applicable</i>	
Service area responsible	Children & Young People's Service (CYPS)		
Name of completing officer	Joanna Heard / Michael Baldwin	Date EqIA created	18.06.15
Approved by Director / Assistant Director	Anton Francic	Date of approval	

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advancing equality of opportunity between those with 'protected characteristics' and those without them
- Fostering good relations between those with 'protected characteristics' and those without them.

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	
1. Project Lead	Joanna Heard / Michael Baldwin
2. Equalities / HR	William Shanks Policy and Equalities Officer London Borough of Haringey River Park House, 225 High Road, London, N22 8HQ 020 8489 6926 william.shanks@haringey.gov.uk
3. EqIA Adviser (where necessary)	Nigel Cushion

Stage 2 - Description of proposal including the relevance of the proposal to the general equality duties and protected groups. Also carry out your preliminary screening.

The strategic objective of this project is to provide an excellent primary education to a wider number of primary age pupils by expanding St Marys C of E Primary School Primary School from a two form (**2FE** 60 pupils per year group) to a three form entry school (**3FE** 90 pupils per year group). This will allow the school to accommodate up to 630 pupils from Foundation Stage to Year 6; with this increase of capacity bringing wider benefit to the local community, with more local children being able to be educated locally.

The need for this increase is due to statistical evidence which projects a high demand for primary school places in the area for September 2014 onwards.

The school is arranged as a split site school. The schools were formally organised as separate Infant and Junior schools, but completed a merged organisational model at the beginning of 2013 to form a single primary school.

Both sites are located in Hornsey in the London Borough of Haringey. The former infants school is on the corner of Church Lane and Hornsey High Street, while the former juniors school is approximately half a mile to the west, and is set back behind the High Street on Rectory Gardens.

Infants – Church Lane Site

There are significant opportunities to improve the quality of the learning environment on this site with both direct and indirect relevance for equality:

- Improved access for the Nursery
- A rationalisation of the entrance to the site from Church Lane to improve both access and safety / security
- Improve the reception area to the school from outside to improve passive supervision
- Rationalise and improve the function of limited office space
- A new well designed play area for Key Stage 1 – improving access and inclusion opportunities for the children
- For Classroom adjacencies to be improved to support the leaning organisation of the school
- To improve the access to, movement in and function of the Rainbow Room – which offers support for parents and families

Juniors – Rectory Gardens Site

The former junior school site is located in a residential area to the north of the western end of Hornsey High Street. It faces onto a small public green to the south and beyond that is Priory Road. The gardens of houses in Rectory Gardens back onto the north and east boundaries of the site and to the west is an open bowls green. The building was constructed in the early 1960s. It comprises a three storey classroom block facing onto the open green, and a one and a half storey high hall to the rear with a single storey skirt of ancillary accommodation wrapping around the back. The building was originally St David's Secondary Boys' School. Because of this many of the rooms are larger than average for a primary school.

There are significant opportunities to improve the quality of the learning environment on this site with both direct and indirect relevance for equality:

- At present, despite the main building being several stories high, access is restricted as there is no lift to this floor significantly restricting movement around the building
- In addition the first floor has no WCs which impacts upon the access and facilities requirements of pupils, staff and other users
- There are some problems with overheating in classrooms which can adversely impact on some pupils with specific medical conditions
- There are opportunities to improve the school facilities benefiting a wider range of users with the use of the spaces vacated by the

Music Service

The new build and remodelling will allow for a much expanded community use and improved access for parents, carers and families to the service offerings of the school.

The vision for the St Marys C of E Primary School Primary School expansion will include:

- To have the means to maintain and develop an outstanding school.
- To provide an efficient and best value model to LBH for accommodating pupils from the local community.
- To provide a model of best practice in inclusive education.
- To provide high-quality education in a secure, supportive learning environment.
- To maintain and further develop a strong partnership with families and carers.
- To help children develop special abilities, and overcome difficulties.
- To set appropriate targets based on high expectations in literacy and numeracy.
- To develop further the effective use of pupil data to inform classroom practice.
- To offer a broad curriculum including extra-curricular activities.
- To provide every child with access to the expressive arts.
- To ensure children appreciate the culture and background of others.
- To encourage children to learn respect for others and themselves.
- To nurture confidence, respect and trust in a friendly atmosphere.
- To further the spirit of co-operation between staff, pupils, parents and governors.
- To provide a school where learning is enhanced by ICT that is accessible throughout the school.

The vision for the investment in St Marys C of E Primary School has been informed by a number of consultation events, targeting the end users, parents and carers and the wider local community – see stage 7 below.

Haringey Bright Futures - Local Authority Educational Vision

Our overriding vision is for all children and young people in Haringey to be happy, healthy and safe with a bright future. This is reflected in our

vision for education:

“Our vision is for successful schools, enjoying the confidence of local communities, maximising the life chances of local children and young people, contributing to the wellbeing and cohesion of the local area and gaining from the potential connections across the capital. We intend to raise standards further and ensure the inclusion of all our children and young people. We believe they deserve nothing less.”

To realise this vision we reaffirm our commitment, and our resolve to work hard to create a strong partnership with the Diocese and all those in our community, who have a stake in the future of children and young people.

Above all we want to:

- Finally break the link between disadvantage and low achievement in order to create prosperous, inclusive and sustainable communities for the 21st century;
- Transform outcomes for vulnerable individuals and groups
- Enable schools to have a key role in neighbourhood regeneration and in the wider agenda that supports the well-being of young people
- Support schools to achieve the highest standards, to be fully inclusive, to put the aspirations and achievement of the learner first and to contribute to community cohesion and race equality
- Assist all our partners with a stake in the future of young people to work together to provide the best possible opportunities for young people
- Invest in services that support young people

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?
DFE	School Performance Tables RAISEONLINE
DFE	St Marys C of E Primary School 2014 School Data Dashboard
Ofsted	Ofsted inspection information

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?
DFE	School Performance Tables RAISEONLINE
DFE	St Marys C of E Primary School 2014 School Data Dashboard

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?
This proposal will have NO adverse impacts on any of groups identified				
Sex	School to continue to fully meet the needs of boys and girls in teaching and learning policy and practice.		Teaching and learning facilities improved greatly in the new building design. Anytime, anywhere ICT facilities for pupils. Curriculum diversity - Improved specialist rooms. Improved toilet facilities. Building designed to deliver an outstanding curriculum vision.	
Gender Reassignment	Whilst gender reassignment is not logged by schools, all pupils will benefit from this inclusive project.		Building designed to deliver an outstanding curriculum vision.	
Age	Improved access to school facilities provision built into the design.		Areas will be able to be managed to increase the opportunity for community access as needed.	
Disability (inc. SEN)	Improved access. New lift to be built Improve circulation space is also		The new works are fully compliant with DDA, statutory	

	<p>built into this scheme aiding access and mobility.</p> <p>The enhancement of the SEN facilities and access to the site and school will have an obvious and specific benefit for pupils and other with SEN requirements or mobility issues (especially with the enhanced access provision at the Rectory Gardens site).</p>		<p>legislation and with consideration of DfE guidance, and have been designed with careful consultation with the leadership of the school, the Stakeholders Group, the local community, pupils, parents and visiting professionals..</p> <p>All learner achievement, personal development and well-being will benefit from:</p> <p>The improvements to circulation space, social space, larger, more purpose-fit environmentally-controlled classrooms; more rooms to facilitate smaller group work in core subjects. Multi-purpose rooms in the old Music Service area; Access around the site and in the main buildings (both sites) will be greatly enhanced. Dining arrangements will be particularly reviewed by the project to consider maximising all reasonable benefit for pupils with disability.</p>	
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Race & Ethnicity	School to continue to fully consider meeting the needs of all ethnic groups.		Each classroom of a good size to enable more personalised learning/differentiated learning as needed. Anytime, anywhere ICT facilities for pupils. Building designed to deliver an outstanding curriculum vision.	
Sexual Orientation	Whilst sexual orientation is not logged by schools, all pupils will benefit from this inclusive project.		Building designed to deliver an outstanding curriculum vision.	
Religion or Belief (or No Belief)	All pupils admitted to the school will benefit from this inclusive project * please see St Marys C of E Primary School admissions policy below for full EqlA contextual information.		Building designed to deliver an outstanding curriculum vision.	
St Marys C of E Primary School Admissions Policy				

FOUNDATION PLACES

The Governing Body has designated 36 places to be offered to people whose families are regular worshippers (i.e. once a month over the course of a year) at the:

- Parish Church of St Mary with St George, Hornsey, including St Mary's Tower
- Baptist Church, Campsbourne
- Methodist Church, Middle Lane
- The Moravian Church, Priory Road (which are located in the Parish of Hornsey),
- Parish Church of Christ Church, Crouch End
- Parish Church of Holy Innocents
- Parish Church of Holy Trinity, Stroud Green
- Parish Church of St Paul's Wightman Road

Or

A member Church of the Churches together in Britain and Ireland

Written evidence of applicants' commitment to the above places of worship (in the form of a clergy reference) will be required at the time of application.

Only if there are more than 36 applicants, will places be allocated according to the following criteria. These are stated in order of priority:

1. Children who are in public care ("looked after children"). Written supporting evidence should be supplied, at the time of application, from the relevant Local Authority;
2. Children who will have a brother or sister in the school at the time of admission. This category includes foster brothers and sisters, half brothers and sisters or stepbrothers and sisters. Parents should note that in all these cases the brother or sister must be living at the same address as the child for whom the application is being made. (However this does not include younger siblings in the school's nursery class).
3. Children with social/medical reasons, evidence should be supplied at the time of application, from a relevant professional, such as, a doctor, social worker or educational psychologist.
4. The supporting evidence should state the reason why this particular school is the most suitable and the difficulties that would be caused if

the child had to go to another school.

5. The nearness of the home to the Fire Station, Priory Road, N8, which is the geographic and historic centre of the parishes of St Mary and of St George, united in 1982 into the present parish of St Mary with St George, Hornsey. A computerised mapping system maintained by the London Borough of Haringey will be used to ascertain the nearness of the home to the Fire Station.

The tie breaker for all criteria is children living closest to the school (measured in a straight line from the post office address point of the child's home to the post office address point of the fire station which is the centre of the parish). The address used for admission purposes must be where the child normally lives with his/her parents/guardians. If parents or carers live separately, the home address is where the child lives on weekdays, and if the child lives equally with each parent or carer, the exact arrangements should be made clear on the application form.

If there are less than 36 qualified applicants for Foundation places, any unfilled places will become additional Open places. Unsuccessful applicants for Foundation places will be considered for any Open places remaining unfilled at the end of the allocation procedure.

OPEN PLACES

24 places to be offered to pupils who do not qualify for a Foundation place, but whose parents have chosen the school for the type of education it provides. Parents applying for an Open place do so knowing that the school aims to provide an education based on Christian principles and, therefore, the Governing Body hopes that all pupils will take part in the Christian worship of the school and will attend religious education lessons.

If there are more than 24 applicants, places will be allocated according to the following criteria. These are stated in order of priority:

1. Children who are in public care ("looked after children"). Written supporting evidence should be supplied, at the time of application, from the relevant Local Authority.
2. Children who will have a brother or sister in the school at the time of admission. This category includes foster brothers and sisters, half brothers and sisters or stepbrothers and sisters. Parents should note that in all these cases the brother or sister must be living at the same address as the child for whom the application is being made. (However this does not include younger siblings in the school's nursery class).
3. Children with known special medical or social needs. Written supporting evidence should be supplied, at the time of application, from a relevant professional, such as, a doctor, social worker or educational psychologist. The supporting evidence should state the reason why this particular school is the most suitable and the difficulties that would be caused if the child had to go to another school;
4. The nearness of the home to the Fire Station, Priory Road, N8, which is the Geographic and historic centre of the parishes of St Mary and of

St George, united in 1982 into the present parish of St Mary with St George, Hornsey. A computer-aided system maintained by the Borough of Haringey will be used to ascertain the nearness of the home to the Fire Station.

In the event that two or more applicants have equal right to a place under any of the above criteria, the Governing Body will give priority to those living nearest to the Fire Station. The tie breaker for all criteria is children living closest to the school (measured in a straight line from the post office address point of the child's home to the post office address point of the fire station which is the centre of the parish).

The address used for admission purposes must be where the child normally lives with his/her parents/guardians. If parents or carers live separately, the home address is where the child lives on weekdays, and if the child lives equally with each parent or carer, the exact arrangements should be made clear on the application form.

If there are less than 24 qualified applicants for Open places, any unfilled places will become additional Foundation places. Unsuccessful applicants for Open places will be considered for any Foundation places remaining unfilled at the end of the allocation procedure.

Pregnancy & Maternity	<p>Improved access. New lift to be built.</p> <p><i>Community</i> users (particularly the elderly or less mobile) will benefit from the new opportunities for extended services that St Marys C of E Primary School will offer through improved access and security. This will be particularly true for the Rectory Gardens site, with improved access to the side of the building giving swift access to the Rainbow Room and the other remodelled spaces. A principle has</p>		<p>Lift installed (not there at present)</p>	
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	been adopted in the arranging of these facilities within the school so that spaces that are most likely to be used, are easy to reach from public approaches and planning of spaces allows for separation from learning spaces.			
Marriage and Civil Partnership (note this only applies in relation to eliminating unlawful discrimination (limb 1))	Improved access. Improved pupil place space/numbers			

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	<p>The school will to continue to fully meet the protected characteristics of the teachers and other non-teaching staff employed by the school. This will be undertaken in full compliance with Haringey's Spring of 2012 equalities policy update – which reflects the changes made by the government in the Equality Act 2010.</p> <p>'However, Schools with a designated Church of England character are able to ask for Christian commitment as one of the criteria used in making staff appointments, so that the Christian</p>			
Gender Reassignment				
Age				
Disability				
Race & Ethnicity				
Sexual Orientation				
Religion or Belief (or No Belief)				
Pregnancy & Maternity				
Marriage and Civil Partnership (note this only applies in relation to eliminating unlawful discrimination (limb 1))				

	<p>character of the school may be effectively maintained.'</p> <p>Source:</p> <p>www.churchofengland.org/our-views/education/church-schools-faqs/faqcofeschools.aspx#employment</p>			
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Stage 6 - Initial Impact analysis	Actions to mitigate, advance equality or fill gaps in information
<p>The school expansion will contribute to the equalities agenda by providing needed pupil places in the borough, improving the current school buildings, improve the quality of the external design and layout and ensure that the borough's educational vision is fulfilled.</p>	<p>The school will continue to monitor the equalities profile of service delivery.</p> <p>The school / borough / diocese will also collect equalities information from school performance data each year, from Ofsted inspections and borough school improvement adviser monitoring.</p>

Stage 7 - Consultation and follow up data from actions set above
<ul style="list-style-type: none"> • There has been an intensive consultation process, with detailed records kept of all changes to design, all of which have been subject to scrutiny by the Steering Group and the school governing body. The steering group is made up of diocese representatives, parent governors, teaching staff, local authority officers, other school governors and the Headteacher. • Key workshops have dealt with a range of design development concerns. • The St Marys C of E Primary School Progress Meetings have provided a key forum for LA officers, diocese representatives and others to support the development and progress of the project. • The St Marys C of E Primary School Steering Group has provided a valuable executive steer at all of the major stage decisions.

- At all design stages and major decision-making points, there has been formal consultation with the end users.
- It is impractical to summarise the vast numbers of ongoing modifications to the design over the past year, but the key issues raised and resolved are as below. Evidence of these design modifications and developments are recorded in workshop notes, Stakeholder Group minutes and the stage design review developments, and frequent design consultation meetings managed by the Project Manager.

How have you/will you inform the public and the people you consulted about the results of the consultation and what actions you are proposing in order to address the concerns raised?

Feedback provided to major constituencies through:

- Project Manager written & oral feedback to Headteacher and diocese representatives
- Consultation Report (Jennifer Duxbury & Eveleen Riordan)
- Written and oral reports to governors by Headteacher and/or Project Manager
- School newsletter feedback to parents, pupils
- Community users; drop-in sessions
- Question & answer sheets produced and circulated on website and to key stakeholders, Additional feedback to pupils via school assemblies
- LA website and school website.

Demographic Analysis of those consulted

Those taking part in the consultation process represented local residents, the current school community, and the prospective school community. The consultation process for the proposed expansion of St Marys C of E Primary School was therefore focused on consulting those in the geographical location of the school, with the different forums reflecting that fact. As a result the demographics of the postcode and surrounding area that are shown below, and are taken from Streetcheck.co.uk provide a snapshot analysis of the demographics of those consulted.

Social Grade

Social Grade approximations are derived from an algorithm created by the Market Research Society. The figures shown are per-household rather than individual - more specifically, the job title and employer of the "household reference person" is used, analogous to what traditionally was called the head of the household. Only household reference persons between the ages of 16-64 are included.

AB - Higher and intermediate managerial, administrative, or professional positions **48%**

C1 - Supervisory, clerical, and junior managerial/administrative/professional positions **29%**

Ethnic Group

As whole, the UK population claims itself as approximately 86% white, with this area being recorded in census 2011 as 82% white, with 4% mixed ethnicity.

Economic Activity

This area within Hornsey has a larger than average concentration of residents that are in full-time employment - 57% of the resident population. On average, around 38.4% of UK wide 2011 census respondents were in full-time employment.

Figures for economic activity do not include those aged under 16, or those family members aged 16-18 who are in full-time education.

This data is therefore based on 42.4 million of the United Kingdom's 57.8 million residents. The data was correct as of the 2011 census, which was a period of depressed economic activity.

Data Source (include link where published) – SEE BELOW

What does this data include? – SEE BELOW

Who have you consulted on your proposal and what were the main issues and concerns from the consultation?

Group /Body consulted	Focus of consultation	Frequency & timing of consultation	Concerns/Issues raised by consultees	Overall message from consultees
Community <ul style="list-style-type: none"> • Diocese • Parents • Carers • Local residents • Local businesses • LA 	The need for the expansion of St Marys C of E Primary School by 1 FE	3 public meetings held to address the expansion of St Marys C of E Primary School. Local area received leaflets explaining the	Space - internal and external was a real concern, especially for parents. How will traffic be managed both	Mixed pattern of endorsement / expression of concerns of planned expansion project.

representatives		<p>need for expansion and the means for public comments to be made.</p> <p>Consultation Report written and disseminated on line and with hard copies available from the school.</p> <p>Online consultation organised throughout consultation process.</p>	during expansion project (with 2 other major build projects in the immediate area).	
St Marys C of E Primary governing body (including parent, and community representatives)	The need for the expansion of St Marys C of E Primary School by 1 FE	Consultation with Headteacher and Governing body by Head of admissions (JD)	None raised	Support for the expansion project.
St Marys C of E Primary School Stakeholders Group	Headteacher / Governing Body vision for new expanded school.	<p>Stakeholder Group meetings (monthly)</p> <p>Governing body meetings half termly.</p> <p>Governors & Headteacher submitted detailed written proposals</p>	Views fed into design process	Support for schools vision.

<p>DSRG Team</p> <ul style="list-style-type: none"> • Education advisers • Financial Officers • Governing Body representatives • Planning officers • Environment officers • Highways representatives 	<p>Suitability of options - review of initial design proposals.</p>	<p>DSRG (design stage review group – inc. headteacher and governor, LA Officers, project team representatives)</p>	<p>No issues</p>	<p>Support for the option 1 (current design) unanimous</p>
<p>Local residents</p> <p>Local people from the roads and accommodation within approximately a quarter of a mile radius.</p>	<p>Information regarding the proposed project.</p>	<p>Drop in sessions</p> <p>Local drop leaflets</p>	<p>Traffic volume / parking issues raised / access</p>	<p>Essential and urgent investment is required by the LA to ensure the continued improvement in curriculum delivery and the delivery of inclusive opportunities for all pupils.</p>
<p>Headteacher</p>	<p>Headteacher involved at all stages in governing body consultation process – see above</p>	<p>Design development workshops carried out through the stages.</p> <p>Headteacher present at all public consultation events.</p>	<p>No issues</p>	<p>Full support for the expansion project</p>
	<p>Detailed consultation throughout all stages described in</p>	<p>Meetings with project officers, architects, ICT consultants, FF&E</p>	<p>No issues</p>	<p>Full support for the expansion project</p>

	governing body section	consultants, plus regular telephone & email discussion		
<p>Staff</p> <ul style="list-style-type: none"> Teaching Non-teaching staff 	Consultation on detail of: room adjacencies; room layouts; SEN requirements, ICT requirements	Programme of workshops & group/individual meetings' participation in DQP workshop by Deputy Head Teacher	Wide range of issues covered; concerns being resolved	
<p>Parents</p> <p>School parents/carers have been engaged throughout consultation process</p>	As above	Involvement through: input into governors' vision document via parent governors; parent governor representation throughout process; drop-in sessions with architects	<p>The main issue raised by parents was for the design team to consider how to use space internally / externally to support the increased pupil numbers.</p> <p>Not unanimous support for project / expansion as a concept.</p>	

Stage 8 - Final impact analysis

Who will be impacted by the proposal?

- Diocese
- Governing body
- Stakeholders Group
- DSRG Team
- Local residents
- Pupils
- Staff
- Parents

Have they been consulted?

Yes (see section 7 for detail)

What did they say?

Approval of project/proposal – consultation minutes – notes of events contain the detail of respondent comment.

Were the consultation responses considered in the final proposal?

Yes.

Are they summarised/extracts included a project report?

Yes.

How the proposal will remove barriers to and/or advance equality?

There is no under/over representation in terms of differentiated outcomes across groups at St Marys C of E Primary School. Significant efforts are being made by the school to ensure the high quality of teaching and learning meets the different need of the pupils in all groups.

Barrier Analysis:

- Age: Relatively low representation of older people, as the site users are mainly children, which reflect the function of current demand; the school continues to welcome proposals for adult education/community activities, which is being developed into the future.

- *Gender: No discernible* underachievement related to gender.
- *Race: No discernible* underachievement related to race.
- *Religion or other Beliefs: No discernible* underachievement related to Religion or other Beliefs as not required to record.
- Disability: SEN performance - disabled pupils and those who have special educational needs make good progress, because they benefit from support and guidance tailored to their needs from teachers and additional adults.

There are barriers however which prevent further development and improvement of the school which the expansion project will seek to address.

- The physical layout of the school (both sites) – key adjacencies need re-siting
- Lack of a lift at the Rectory Gardens site
- The usability of key school facilities – e.g. the dining facilities
- The best use of external space – currently this needs improving
- The general condition of the main school buildings
- Ventilation, in some areas
- Thermal – heat issues at the Rectory Gardens
- Access and security needs improvement
- Storage

The current school buildings and site present a clear barrier to developing the schools vision of becoming a truly 21st century school, meeting the needs of all students with a flexible and dynamic curriculum. The new refurbishment and new build elements with its focus on light, space and a rationalisation of extended school areas, will enhance the learning opportunities at St Marys C of E Primary School Primary School, and help secure the community vision for the school.

How will your proposal affect existing barriers?

Comment

The strategic focus of the proposal is to increase the quality of primary education at the St Marys C of E Primary School Primary School through the enhancement of the both sites to achieve a 21st century learning environment.

The proposal will **reduce** barriers, by:

- *Improved access both into the school and around the school will remove physical barriers for pupils, staff, parents and carers and the extended services community*
- Providing better facilities to improve pupils learning
- Providing classrooms of suitable size and dimensions to enable a range of teaching and learning experiences to be practiced
- By significantly improving the outdoor areas for play and out-door learning (addressing level issues at Church Lane)
- Supporting the ICT infrastructure
- Accommodation to house broader curriculum use, with the repurposing of the old Music Service areas. These areas are to be remodelled as multi-purpose learning spaces – supporting the school's curriculum development ambitions.
- By offering the opportunity for a range of personalised learning experiences through the consideration of diverse and flexible spaces
- SEN accommodation is improved and enhanced in the design with dedicated rooms, spaces and facilities to support a range of needs – including the location of core spaces
- By providing the opportunity to achieve the highest standards in relation to pupil goals
- By strengthening and building upon the professional culture (meeting spaces, staff room, training spaces, communication spaces (Hall enhancement)
- By becoming a centre of excellence for staff development and outreach support
- By providing a full extended school for the benefit of all of the pupils and community.
- Improving access to the Nursery on the Church Lane site.
- Improving the Rainbow Room on the Church Lane site benefiting parents, community and pupils.

Impact on different client groups - who will benefit?

- The expansion works at this school are intended to benefit the pupils and community site users.
- The school's current educational strategy is developing to ensure maximum benefit for all pupils. Therefore the benefit of this project will have an equally beneficial impact on all client groups, due to the excellent management of the school and the support of the governing body.
- The dramatic enhancement of the external areas will greatly improve the broader curriculum for all pupils
- The enhancement of the SEN facilities and access to the site and school will have an obvious and specific benefit for pupils and other with

SEN requirements or mobility issues. Given the recorded small numbers of students with SEN/disability currently on roll there will be an opportunity to improve the schools educational offer to these groups of pupils.

What specific actions are you proposing in order to respond to the existing barriers and imbalances you have identified?

Gender:

positive impact

Gender. Boys' and girls' achievement, hence attainment, will benefit from improvements in teaching and learning provision across all curriculum areas. The new, refreshed or remodelled spaces will support broader curriculum ambitions.

Classroom sizes in any new build will now be suitable for a range of teaching and learning activities. The group and resource rooms will provide a great opportunity for personalised learning and for booster sessions.

Improvements to the SEN provision will benefit boys and girls, and will accommodate a range of visiting professionals as required. Improved hygiene and access facilities will improve the quality of the educational experience for those pupils requiring these specific resources. Access for families to these facilities will be supported through the project.

Ethnicity/Race:

positive impact

Race: achievement and attainment, for all minority ethnic groups will benefit from measures described in Gender section, above.

Religion or other Beliefs / Belief:

positive impact

Religion or other Beliefs: All pupils will benefit from the opportunities provided by the expansion project at St Marys C of E Primary School with the opportunity to time table a designated quiet room.

Disability:

positive impact

Disability. The new works are fully compliant with DDA, statutory legislation and with consideration of DfE guidance, and have been designed with careful consultation with the leadership of the school, the Stakeholders Group, the local community, pupils, parents and visiting professionals...

All learner achievement, personal development and well-being will benefit from:

Sexual Orientation:

neutral impact

Age:

positive impact

If there are barriers that cannot be removed, what groups will be most affected and what Positive Actions are you proposing in order to reduce the adverse impact on those groups?

- Access issues are being addressed through the expansion project (will be fully DDA compliant).
- ICT provision is being addressed bringing the school 21st century curriculum development opportunities
- The usability of the school is greatly being supported through the provision of suitable size of classrooms.

If you intend to continue with a proposal despite negative impacts on protected groups, what are your mitigation plans?

No negative impacts. Main parent concern was pressure on internal / external space – which the design fully addresses.

How you intend to monitor the impact of the proposal?

The overall success of the project will be measured on completion through stakeholder survey (see below) undertaken post completion, through the use of the DQP process and via consultation at mid and post occupation design stage with the end users and others.

The project brief KPIs will be addressed in the survey as highlighted below:

a) The new infrastructure provides a dynamic environment:

i) *KPI 1* - To achieve a 90% positive feedback from end users

b) Any expansion, condition and suitability works reflect the diversity of the children and the full range of services necessary to respond to their individual needs.

i) *KPI 2* - To achieve a 90% positive feedback from early years services, teaching and standards & Inclusion staff.

c) Any expansion, remodeling, condition and suitability works will stimulate, excite and inspire and seek to support the school's ethos.

i) *KPI 3* – To achieve 70% positive feedback from end users (pupils, parents, staff, governors)

d) Any expansion, remodeling, condition and suitability works will support the long term vision and ambition of the school.

1) *KPI 4* – *To be developed by the school*

e) Any expansion, remodeling, condition and suitability works will have flexibility and a capacity for change to meet future changes in children's and the wider community's needs.

1) *KPI 5* – *DQP and Design Stage Review process to provide 100% confirmation*

f) It will provide innovative use of technology, spaces and facilities to extend and develop the work of the school.

i) *KPI 6* – To achieve 70% positive feedback from end users (pupils, parents, staff, governors)

Regular data (pupil attainment, attendance, target setting etc) is generated and used by the school leadership team and staff in monitoring the progress of pupils, in setting annual pupil targets and in the creation of termly progress reports. This is undertaken with reference to different groups within the school.

The following monitoring arrangements are in place in respect of equalities issues in respect of provision and outcomes for all EQIA target groups, and provision for user groups.

Annual:

- School outcomes and provision reviewed by school, logged in school Self-Evaluation framework (SEF), then scrutinised by School

Improvement Partner (SIP); outcomes reported to governing body & Local Authority SIP coordinator, feeding into the CYPS review

- School provision, in relation to policy implementation, monitored by senior leadership team

Every 2-3 years:

Ofsted inspection reviews and judges the quality of all aspects of school, including equalities issues; outcomes are published nationally.

Are there opportunities to mitigate or advance equality addressed through this project?

Yes – by providing more places for more pupils the local population as a whole will benefit from access to a local good school.

Yes – by increasing access to non-Christian children to the school

In addressing this question 2013 School Data Dashboard has been used. An analysis of the overview of this information shows that there are some differential outcomes across the different groups of the school.

St Marys C of E Primary School 2013 School Data Dashboard:

Economic Deprivation

Key Stage 1

Closing the Gap – **disadvantaged pupils**

READING

In 2013, 90% of disadvantaged pupils attained Level 2 or above in the key stage 1 reading assessment, while 97% of other pupils attained

Level 2 or above.

WRITING

In 2013, 86% of disadvantaged pupils attained Level 2 or above in the key stage 1 writing assessment, while 95% of other pupils attained Level 2 or above.

MATHEMATICS

In 2013, 95% of disadvantaged pupils attained Level 2 or above in the key stage 1 mathematics assessment, while 100% of other pupils attained Level 2 or above.

Key Stage 2

Closing the Gap – **disadvantaged pupils**

READING

In 2013, 100% of disadvantaged pupils achieved expected progress, while 89% of other pupils achieved expected progress.

WRITING

In 2013, 92% of disadvantaged pupils achieved expected progress, while 84% of other pupils achieved expected progress.

MATHEMATICS

In 2013, 83% of disadvantaged pupils achieved expected progress, while 100% of other pupils achieved expected progress.

Gender

There are no significant differences in attainment at KS1 between boys and girls.

There are no significant differences in attainment at KS2 between boys and girls.

Race

Where an ethnicity group is recorded as 10% of a cohort (or above) the group is deemed to be statistically significant to enable meaningful analytical methods to be applied.

At Key Stage 1 no significant attainment differences can be measured in average point scores with reference to race.

At Key Stage 2 no significant attainment differences can be measured in average point scores with reference to race.

All groups of pupils, including pupils from minority ethnic groups and those at the early stages of learning English, achieve well. Achievement is good .

SEN

Disabled pupils and those who have special educational needs make good progress, because they benefit from support and guidance tailored to their needs from teachers and additional adults. On the Rectory Gardens site there is no lift to take pupils and adults to the higher floors. The project is installing such a lift.

KS1/KS2 - *Religion or other Beliefs - pupil*: no significant variations in terms of standards achieved and progress made by pupils has been recorded.

Overall the project will have a highly positive impact for the local community, providing needed primary school places through a policy and practice which is fully compliant with, and cognisant, of The Equality Act 2010.

Stage 9 - Equality Impact Assessment Review Log

Review approved by Director / Assistant Director

Date of review

Review approved by Director / Assistant Director

Date of review

Stage 10 – Publication

Ensure the completed EqIA is published in accordance with the Council's policy.

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Report for: Cabinet- 19th January 2016

Item number: 13

Title: Award of contract for the School Nursing Service

Report

authorised by: Jeanelle de Gruchy, Director of Public Health

Lead Officer: Sheena Carr

Senior Public Health Commissioner

Tel: 020 8489 2631

E-mail: sheena.carr@haringey.gov.uk

Ward(s) affected: All

Report for Key/

Non Key Decision: Report for Key Decision

1. Describe the issue under consideration

- 1.1. This report details the outcome of an open tender process for the award of a contract for the provision of a School Nursing Service. The School Nursing Service will promote and protect the health and well being of school age children and young people who attend mainstream schools in Haringey and school age children not in school.
- 1.2. Subject to approval being granted, the contract shall be awarded for a period of one year commencing from 1st April 2016 to 31st March 2017 with an option to extend for a further period of one year.

2. Cabinet Member Introduction

- 2.1. The award of this contract will enable the Council to meet its public health responsibilities: to improve the health and wellbeing of local populations and reduce health inequalities across the life course. The contract will deliver on outcomes specified in Priority 1 of the Corporate Plan, in particular, Objective 4, that children and young people will be healthier, happier and more resilient and those who need extra help will get support at the right time. In line with corporate priorities, the school nursing service will be an integral part of the Council's early help offer.

3. Recommendations

- 3.1. To approve the award in accordance with CSO 9.06.1(d) of the provision of a school nursing service contract to Whittington Health NHS Trust for a period of

one year commencing 1st April 2016 at a value of £867,413 with an option to extend for a further period of up to one year.

- 3.2. To note that £150,000 of the first year's contract price relating to delivery of the school age immunisation element of the service will be funded by NHS England and the rest of that year's cost of £717, 413 for the school nursing service will be funded by the Council from the public health grant.

4. Reasons for decision

- 4.1. As a result of the procurement exercise, which was carried out in accordance with the Procurement Code of Practice, only one application was received, from the current provider of the school nursing service, Whittington Health NHS Trust.
- 4.2. The original contract length specified in the tender documentation was for two years with an option to extend for a period of up to three years. However, in order to re-align future service provision to support integrated services and to meet the medium term financial strategy, it is now proposed to work with Whittington Health to redesign the service over the next one to two years.
- 4.3. Clarification has been sought from Whittington Health as to whether they would be prepared to accept the shorter one year contract term with a one year extension option and they have confirmed that they would.

5. Alternative options considered

- 5.1. The option of extending the existing contract was not available as the contract made no provision for an extension.
- 5.2. To withdraw from the tender process and not award the contract. This was not considered viable as this would cause considerable disruption to schools and interrupt the delivery of mandated services i.e. the school age immunisations programme and the National Child Measurement Programme.

6. Background information

- 6.1. Since 1st April 2013 local authorities have been responsible for commissioning and delivering public health services for children and young people aged 5-19 years. This includes providing prevention and early intervention services, delivering the Healthy Child Programme and addressing key public health issues such as tackling child obesity and supporting the emotional health and wellbeing of local children and young people.
- 6.2. A school nursing service plays a key role in giving every child the best start in life by helping to ensure that school aged children and young people (5-19 years) are supported to live healthy lives and have the appropriate access to healthcare to support them in being healthier, happier and more resilient.
- 6.3. In preparation for the tender a local Haringey mapping exercise of the Healthy Child Programme (HCP) 5-19 years of age was undertaken in 2014. Later a school nursing review was conducted with local schools, children and

parents/carers in 2015, which looked more broadly at the health needs of children and young people in Haringey to ensure that the service specification within the tender documentation:

- was based on the most up to date evidence base and local needs analysis;
- identified synergies between the different service elements and other wider services (delivered by other providers) to deliver more holistic, joined up and cost effective services;
- took account of the needs and priorities of key stakeholders, e.g. local schools;
- was accessible and responsive to the needs and priorities of local communities and families, is child centred and focuses on supporting every child to have the best start in life.

6.4. Key findings from the review included:

- the need for a highly visible school nursing service;
- the importance of promoting emotional health and wellbeing, as well as physical health in a holistic context;
- that school nurses cannot deliver the HCP alone, that it needs to be a joined up multi agency approach for the best possible outcomes, but that the school nursing service had a key role in local implementation.

6.5. The key issues for the school nursing service identified by local children, young people, parents and carers echoed the messages from the national consultation¹ that: health is important to them, the school nursing service needs to be more visible, access to the service should be confidential and they advocated the use of new / mobile technologies for communication.

6.6. School nurses provide services for all resident school-aged children attending school and those not in school, e.g. those who are excluded; those who are homeless or in contact with the Youth Justice System, and those children and young people who are Educated Other Than At School (EOTAS).

6.7. School nurses in special schools are commissioned separately by Haringey Clinical Commissioning Group and were outside the remit of this tender. The local authority has a co-commissioning arrangement with NHS England for immunisations including the flu vaccination programme.

6.8. The Procurement Process

6.8.1. A 'Meet the Buyer' event was held on 30th June 2015. This 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.

¹ British Youth Council (2011) *Our school nurse. Young people's views on the role of the school nurse*. London: British Youth Council

- 6.8.2. 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.
- 6.8.3. The procurement process started with the placing 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.
- 6.8.4. The Invitation to Tender (ITT) and supporting documents were uploaded on Delta (e-tendering portal) where following a registration process, the potential tenderers can access the tender documents and submit their tenders electronically.
- 6.8.5. By the closing date of the tender, 8 organisations registered their interest on Delta E-sourcing portal for School Nursing Service.
- 6.8.6. By the deadline of the 28th September 2015, one organisation indicated it was withdrawing from the process and one organisation submitted a bid.
- 6.8.7. The tender was submitted by Whittington Health.
- 6.8.8. Although only a single company tendered for this contract, the tender was evaluated against the Council's criteria using a scoring weighting of 55% quality and 45% price. The tender evaluation criteria and weighting were set out in the tender documents and clarified during the tendering process.
- 6.8.9. The Quality and Price scores are both considered by the evaluation team to demonstrate that they are of sufficient competence to deliver the service specification appropriately for at least one year.

6.9. Transition and Contract Management

- 6.9.1. 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.
- 6.9.2. Monitoring meetings will be held monthly. The purpose of monthly monitoring meetings will be to examine the implementation of the service, monitor delivery of the service at an operational level and to foster partnership working to facilitate early resolution of problems and/or issues.

7. Contribution to strategic outcomes

- 7.1. The tendering of this service is part of Public Health's wider commissioning plan and part of the Corporate Plan Priorities 1 and 2. Failure to provide this service would impact on the Corporate Plan delivery.

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

8.1. Finance

- 8.1.1. This report seeks approval to award a single contract, for both school nursing and the school age immunisation programme, to Whittington Health NHS Trust for a period of one year commencing 1st April 2016, with the option to extend for a further one year.
- 8.1.2. The cost of the contract in 2016/17 will be £867,413. Public Health Grant will be used to fund £717,413 of this cost and has been included in the Service budget for 2016/17. The remaining £150,000 will be funded by an additional £150,000 grant from NHS England to cover the cost of the school age immunisation aspect of the service.
- 8.1.3. The option to extend the contract for a second year would be at the discretion of the Service and will be exercised in accordance with the resources available and Service priorities at that time.

8.2. Procurement Comments

- 8.2.1. The procurement process has been carried out in line with the Procurement Code of practice. Central procurement has been involved in this process and supports the recommendation.
- 8.2.2. Contract management will be put in place to ensure contract compliance and ensure quality outcomes.
- 8.2.3. To identify reasons for the low response, Central Procurement Unit have reviewed the procurement process. The outcome of the review is as follows:
- 8.2.3.1 Feedback Questionnaires were sent to 7 organisations, who had expressed an interest but have not submitted a bid.
- 8.2.3.2 One organisation which withdrew from the process and two organisations have not returned feedback questionnaires.
- 8.2.3.3 Four organisations responded and their reasons for not submitting bids were as follows:

Organisation Responded	Reason for non-submission	Overall Quality of the documents
Company A	Not our core business offering	Good
Company B	After carefully reviewing your outline requirements and considering our corresponding capabilities, we were unable to provide a solution that meets all of your mandatory requirements	Excellent
Company C	Bidding for our existing service.	Above Average
Company D	Conflict with too many other tenders released at the same time	Above Average

8.3. Comments of the Assistant Director of Corporate Governance

- 8.3.1. The report relates to services which are subject to the new 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 followed an open tender process in accordance with CSO 9.01 (a).
- 8.3.3. The Council now wishes to award the contract to the provider identified in paragraph 3.1 of this report.
- 8.3.4. Cabinet has power to approve the award under CSO 9.06.1 (d) (contracts of £500,000 or more).
- 8.3.5. The award is a Key Decision and has therefore been included in the Forward Plan in accordance with CSO 3.01 (d).
- 8.3.6. There are further considerations relating to the award of this contract in the Exempt Information.
- 8.3.7. Subject to the further considerations referred to in paragraph 8.3.6 above, the Assistant Director of Corporate Governance confirms that there are no legal reasons preventing Members from approving the recommendations in paragraph 3.1 of the report.

8.4. Equality

- 8.4.1. 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.
- 8.4.2. An Equalities Impact Assessment has been carried out (see appendix 1). It identifies the inherent risk that the reduced contract value for the school nursing service will lead to a reduced service and therefore adversely affect protected groups that use the service (pregnant teens, children with long term conditions, BME groups where there is evidence of an increased risk of obesity).
- 8.4.3. The EqIA identifies the mitigations that will reduce this risk. The Council will continue to work closely with the school nursing service provider to maintain and improve service delivery targeting those at highest risk of poor health outcomes. There will be opportunities to explore different models of service

delivery based on best practice across London and nationally. The school nursing service has specialist SAFE TALK sexual health nurses that will continue to address the sexual health needs of young people both in school and other settings in the community. Needs of children with disabilities in mainstream schools will need to be considered in the new model

8.4.4. As noted above, we consulted with service users, including families, children and young people which informed the service specification. These views will inform our work with Whittington Health to redesign the school nursing service. For example, service users, families and young people identified the need for confidential services and for sexual health this will be provided by the SAFE TALK sexual health nurses.

8.4.5. For further information please refer to the mitigating actions in the EqIA.

9. Use of Appendices

9.1. Appendix 1: Equalities Impact Assessment

10. Local Government (Access to Information) Act 1985

10.1 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):

(5) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

Appendix 1 Equalities Impact Assessment

Equality Impact Assessment

Name of Project	School Nursing Service	Cabinet meeting date If applicable	19 th January 2016
Service area responsible	Public Health		
Name of completing officer	Sheena Carr	Date EqIA created	24 th November 2015
Approved by Director / Assistant Director	Jeanelle de Gruchy	Date of approval	

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 EqlA	
1. Project Lead – Sheena Carr	5.
2. Equalities / HR	6.
3. Legal Advisor (where necessary)	7.
4. Trade union	8.

Stage 2 - Description of proposal including the relevance of the proposal to the general equality duties and protected groups
<p>Haringey's school nursing service is focused on reducing health inequalities and ensuring that children and young people achieve the best start in life. Whilst the school nursing service is universal, programmes and interventions are targeted where there are higher levels of need. In particular, we know there is a link between childhood obesity and deprivation and also that obesity is highest among certain BME groups. Teenage pregnancy also disproportionately affects those with multiple risk factors including those living in deprived areas and those with low educational achievement. The school nursing service in Haringey works with, and provides services to, mainstream primary schools, mainstream secondary schools and academies. They provide a primary health promotion and disease prevention universal service, by working with schools and parents.</p> <p>The school nursing service was tendered with a reduced budget as part of the Medium Term Financial Strategy. This will require the school nursing service to have an operating model that has a clear set of priorities based on identified need.</p>

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?
EqlA Profile on Harinet	Age, gender, ethnicity, disability information – for the Council and the borough

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	Obesity data by age and ethnicity Teenage pregnancy
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		X	Women adversely affected by teenage pregnancy. Obesity adversely affects boys between the ages of 6-10 and girls between the ages of 11-15.	
Gender Reassignment				X
Age		X	Impact of obesity in childhood affects obesity in adult life. Babies born to teenage parents experience poorer outcomes	
Disability		X	The reduced contract value may affect children with long term conditions	
Race & Ethnicity		X	Obesity more concentrated among certain ethnic groups*	
Sexual Orientation		X	Potential impact on reduction of sex and relationships education in schools – young people not	

			<p>feeling confident to express their sexuality</p> <p>Mitigation: The healthy schools programme supports pupils and schools, for instance the recently funded Sex Education Forums LGBT training that we offered to all schools.</p> <p>The drop in clinics and Safetalk service will also provide a forum for CYP.</p>	
Religion or Belief (or No Belief)				X
Pregnancy & Maternity			<p>Lack of appropriate sex and relationship education in schools will potentially impact on teenage pregnancy</p> <p>Mitigation: The healthy schools programme supports pupils and schools, The drop in clinics and Safetalk service will also provide a forum for CYP.</p>	
Marriage and Civil Partnership				X

*We know that levels of obesity are not evenly distributed across the borough. Information from the JSNA shows that there are higher levels of obesity among particular ethnic groups:

Obesity: key findings from the National Child Measurement Programme (2014/15) are:

Year

- An average of 23.03% of reception children in Haringey schools are overweight or obese.
- An average of 36.67% of year 6 children in Haringey schools are overweight or obese.

Ethnicity

- 31.53% of African children and 21.18% of Caribbean children in reception are classified as overweight or obese. This compares to just 16.30% of White British children in reception.
- 46.97% of year 6 children classified as *any other ethnic group* are overweight or obese. 43.99% of Caribbean children, 43.29% of African children and 37.93% of Bangladeshi children in year 6 are also classed as overweight or obese. 18.15% of White British children in year 6 as classed as overweight or obese.

Gender

- 24.61% of reception males are classed as overweight and obese, compared to 21.25% of reception females.
- 39.66% of year 6 males are classed as overweight and obese. This is slightly higher than the percentage of female year 6's at 33.54%

Wards

- Northumberland Park has the highest proportion of overweight or obese reception children at 31.94%, followed closely by Tottenham Green at 31.21%. Highgate and Crouch End have the lowest proportions of overweight and obese children in reception at 9.26% and 10.89% respectively.
- Seven Sisters has the highest proportion of overweight and obese year 6 children at 50.51%, followed by Noel Park at 49.12%. Crouch End has the lowest proportion of overweight and obese year 6 children at 18.46%.

Deprivation

- Reception children in the most deprived areas (1st quintile) have the highest obesity rate at 29.02%, compared to just 13.27% in the least deprived areas (5th quintile).
- Year 6 children in the most deprived areas (1st and 2nd quintile) have the highest obesity rates at 42.42% and 42.50%, compared to just 18.26% in the least deprived areas (5th quintile).
- There is a clear relationship between the prevalence of obesity and the level of deprivation for both reception and year 6 children.

National data suggests that:

- Among children aged 6-10 years, boys will be more obese than girls, with an estimate of 35% of boys being obese by 2050, compared with 20% of girls.
- Among children aged 11-15 years, more girls than boys will be obese by 2050 – 23% of boys and 35% of girls

Teenage pregnancy

Teenage pregnancy is a complex issue, affected by a wide range of personal, social, economic and environmental factors. However, research evidence has identified the key risk factors which are known to increase the likelihood of teenage pregnancy:

Risky behaviours include early onset of sexual activity, poor contraceptive use, mental health/conduct disorder/involvement in crime, repeat abortions, teenage motherhood, alcohol and substance misuse

- Girls having sex under 16 years of age are three times more likely to become pregnant than those who first have sex over 16 years of age.
- Around 60% of boys and 47% of girls leaving school at 16 with no qualifications had sex before 16, compared with around 20% for both males and leaving school at 17 or over with qualifications.
- Early onset of sexual activity is also associated with some ethnic groups. Among 16-18 year olds surveyed in London, non-use of contraception at first intercourse was most frequently reported among Black African males (32%), Asian females (25%), Black African females (24%) and Black Caribbean males (23%)
- Around a quarter of boys and a third of girls who left school at 16 with no qualifications did not use contraception at first sex, compared to only 6% of boys and 8% girls who left school at 17 or over, with qualifications
- A number of studies have suggested a link between mental health problems and teenage pregnancy. A study of young women with conduct disorders showed that a third became pregnant before the age of 17
- Teenage boys and girls who had been in trouble with the police were twice as likely to become a teenage parent, compared to those who had no contact with the police

**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				N/A
Gender Reassignment				N/A
Age				N/A
Disability				N/A
Race & Ethnicity				N/A
Sexual Orientation				N/A
Religion or Belief (or No Belief)				N/A
Pregnancy & Maternity				N/A
Marriage and Civil Partnership				N/A

Stage 6 - Initial Impact analysis

Actions to mitigate, advance equality or fill gaps in information

<p>There could be negative impacts on the following groups as set out in section 5a:</p> <p>The reduced contract value may potentially adversely affect;</p> <ul style="list-style-type: none"> women, particularly young women in terms of teenage pregnancy. Babies born to teenage mothers tend to have poorer health outcomes and maternal obesity impacts on the health of both mothers and babies. <p>We know that particular ethnic groups are more likely to be obese than the White British population and obesity is more prevalent in boys and girls at different ages.</p> <ul style="list-style-type: none"> the school nursing service supports pupils with medical conditions in mainstream schools, the reduction may impact on those children and young people with long term conditions and disabilities. 	<p>We will continue to work closely with the school nursing service provider to maintain and improve service delivery targeting those at highest risk of poor health outcomes. We will have monthly meetings with the provider to ensure strong performance management. There will be opportunities to explore different models of service delivery based on best practice across London and nationally. The school nursing service has specialist SAFE TALK sexual health nurses that will continue to address the sexual health needs of young people both in school and other settings in the community. Needs of children with disabilities in mainstream schools will need to be considered in the new model.</p>
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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>As part of the tender process for the school nursing service, a consultation exercise with schools and parents was undertaken in May/June 2015 to inform the service specification. This was shared with potential bidders to support their service model design.</p> <p>The new school nursing contract will start in April 2016.</p>	<p>Respondents stated that they wanted the school nursing service to be more visible. They stated that access to the service should be confidential and they advocated the use of new / mobile technologies for communication.</p>

Stage 8 - Final impact analysis

Stage 9 - Equality Impact Assessment Review Log

Review approved by
Director

Jeanelle de
Gruchy

Date of
review

Review approved by
Assistant Director

Susan Otitì

Date of
review

24.11.15

Stage 10 – Publication

Council Cabinet – January 2016

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Report for: Cabinet, 19th January 2016

Item number: 14

Title: Inter Authority Agreement between the North London Waste Authority and its Constituent Boroughs to underpin future disposal and treatment arrangements and give effect to a change in the levying regime.

Report authorised by : Tracie Evans, Chief Operating Officer

Lead Officer: Tom Hemming, Waste Strategy Manager

Ward(s) affected: N/A

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

1. Describe the issue under consideration

- 1.1 The development of an Inter Authority Agreement (IAA) between the North London Waste Authority (NLWA) and its seven constituent boroughs has been the subject of negotiation dating back to 2008, with the purpose of establishing a legally binding agreement to underpin future long term waste disposal/treatment arrangements and to ensure that costs and risks are minimised and apportioned on an equitable basis.
- 1.2 Haringey has approved the direction of the emerging IAA at various stages in its development via Cabinet (2008, 2010, 2011). A subsequent Cabinet Member Signing by the Leader (2012) resolved that the legal agreement could be executed by the relevant Director at the appropriate point with regard to NLWA's major PFI-type procurement exercise, which was a key objective for which the IAA had been devised. All other constituent boroughs took similar decisions around this time, but the agreement has never been executed, which was in large part due to the abandonment of the NLWA's procurement in late 2013.
- 1.3 Since the end of the procurement the IAA has been revised to take account of the changing circumstances (eg. certain obligations on the boroughs have been removed given the proposed contracts were not entered into, thereby de-risking the agreement in key areas, as detailed in Appendix B). The current IAA will serve as a framework for future partnership working, strategy and service provision. It's primary function is as the means of gaining unanimous agreement from all seven boroughs to a new levying system – menu pricing – that will ensure a more equitable allocation of the costs of waste disposal/treatment than under the prevailing statute-based levying system, by charging boroughs directly for the amount and type of waste/recycling they each deliver.

- 1.4 It is currently proposed that the IAA is formally agreed by all parties so that it can be entered into before the end of January 2016. This would allow menu pricing to begin from April 2016 as per the previous Cabinet and Cabinet Member Signing decisions.

2. Cabinet Member Introduction

This agreement will strengthen partnership working in north London to keep the costs of waste management to a minimum and at the same time put in place a strong financial driver to incentivise recycling and waste reduction.

3. Recommendations

- 3.1. It is recommended that Cabinet:

- 3.1.1 Approve the appended IAA and grant approval for the legal document to be signed by the Chief Operating Officer, such signing to be upon confirmation that all parties have made like resolutions;

- 3.1.2 Agree to apportion the levy from 2016/17 onwards until the parties unanimously agree otherwise in accordance with the menu pricing mechanism (which forms part of the attached IAA);

- 3.1.3 Agree delegated authority for the Chief Operating Officer to approve any minor amendments to the finalised legal document before signing.

4. Reasons for decision

- 4.1 The IAA will formalise the existing governance arrangements and procedures for considering matters as they relate to the NLWA/borough interface. The detailed case for entering into the IAA is contained in the previous Cabinet and Cabinet Member Signing reports that have been approved up to 2012.

- 4.2 It is worth noting that where the revised IAA differs from the previously agreed document, this is predominantly in respect to the removal of certain obligations on the boroughs that had been deemed necessary to mirror the proposed NLWA contracts. Their removal serves to de-risk the agreement in key areas, in particular the commitment to guaranteed minimum tonnages for specific waste streams, against which any contractual liabilities would have been allocated to boroughs.

- 4.3 Further details of the key changes since the IAA was agreed in-principle in 2011, as well as the main responsibilities placed on the parties to the IAA under the revised text, and a summary of the rationale for the menu pricing system are contained in Appendix B.

5. Alternative options considered

- 5.1 The Council is not obligated to sign up to an IAA. In the absence of an IAA the constituent boroughs and NLWA would remain subject to the non-binding and less formal arrangements that currently govern the NLWA/borough interface, other than where specified by statute (i.e. the levy, NLWA power of direction).

- 5.2 The case for formalising the NLWA/borough interface has been outlined in detail in the previous Cabinet reports. Most significantly, not agreeing an IAA will mean retaining the current levying system, which is based on the statutory default (with limited agreed changes) and is recognised by all parties as being unfit for purpose.

6. Background information

- 6.1 An IAA was previously agreed between NLWA and all constituent boroughs in 2011 but not entered into. It was intended to govern relations between the parties under NLWA's previously proposed procurement and was structured in that context. A simpler document has subsequently been developed to reflect the current context. A key component of the IAA is a change to a menu pricing system to apportion NLWA's costs more fairly than at present.
- 6.2 The current NLWA/Borough interface is broadly that prescribed by statute but the default levy/charging arrangements result in a degree of cross-subsidisation of some boroughs' costs by others, do not incentivise boroughs to pool their materials for recycling and do not serve as a substantial incentive to increasing their recycling rates. There are a range of other areas where the default apportionment arrangements do not reflect actual costs to individual boroughs, which menu pricing will address, notably that some boroughs subsidise the use of Reuse & Recycling Centres by the residents of other boroughs.

7. Contribution to strategic outcomes

- 7.1 Effective arrangements for the disposal and processing of waste and recycling are an essential component of the council's waste and street cleansing services, which play a key role in delivery of Priority 3 of the Corporate Plan - creating a clean and safe borough where people are proud to live, with stronger communities and partnerships.
- 7.2 As an agreement that will guide partnership working, the IAA represents the Plan's cross cutting theme of working in partnership (delivering with others). The menu pricing system that the IAA enshrines delivers against the value for money theme, ensuring as it does a financial driver is in place to incentivise waste minimisation, and lower cost recycling over residual waste disposal.

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

Finance and Procurement

- 8.1 The impact of moving to menu pricing has been modelled and is likely to lead to an increase in the levy costs to Haringey in the short-term, estimated to be around £320k per annum (against total costs of c. £7.8m in 2015/16). However, actual costs will be dependent on the exact volume of different types of waste collected during the year.
- 8.2 Any agreed change in the methodology for calculating the levy will be reflected in the February 2016 budget report from NLWA. However, as the December report is projecting a reduction in the levy for 2016-17 compared to 2015/16, the

increased levy associated with a move to menu pricing can be contained within existing budget assumptions without any adverse impact on the Medium Term Financial Strategy. The position is expected to be broadly neutral in the medium term.

Legal

- 8.3 The Assistant Director of Corporate Governance notes the contents of the report.
- 8.4 Legal Services have been involved in reviewing the IAA throughout its development.
- 8.5 The Assistant Director of Corporate Governance confirms there are no legal reasons preventing Cabinet from approving the recommendations in the report.

Equality

- 8.6 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- a) 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;
 - b) advance equality of opportunity between people who share those protected characteristics and people who do not;
 - c) foster good relations between people who share those characteristics and people who do not.

The July 19th 2011 Cabinet report and 2012 Cabinet Member Signing considered the key equalities/community cohesion implications as part of an in-principle agreement to the IAA, and indicated that further assessment would be undertaken if necessary, should the finalised IAA present particular issues, eg. changes to the waste collection services provided to residents and businesses.

The IAA is not expected to have any adverse implications in respect to equalities. The core services residents currently receive will not change as a result of the execution of the IAA, including household waste and recycling collections and provision of Reuse & Recycling Centres, and the provision of services will remain universally provided to all groups.

9. Use of Appendices

Appendix A – Inter Authority Agreement (legal document)
Appendix B – Further detail on IAA

10. Local Government (Access to Information) Act 1985

DATED _____

- (1) The North London Waste Authority
- (2) The Mayor and Burgesses of the London Borough of Barnet
- (3) The Mayor and Burgesses of the London Borough of Camden
- (4) The Mayor and Burgesses of the London Borough of Enfield
- (5) The Mayor and Burgesses of the London Borough of Hackney
- (6) The Mayor and Burgesses of the London Borough of Haringey
- (7) The Mayor and Burgesses of the London Borough of Islington
- (8) The Mayor and Burgesses of the London Borough of Waltham Forest

Inter Authority Agreement

Issued to Partnership Group 10th December 2015

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THIS AGREEMENT is made on

2015

BETWEEN

- 1) The North London Waste Authority of Town Hall, Judd Street, London WC1H 9JE ("the Authority");
- 2) The Mayor and Burgesses of the London Borough of Barnet of North London Business Park, Oakleigh Road South, London N11 1NP ("Barnet");
- 3) The Mayor and Burgesses of the London Borough of Camden of Town Hall, Judd Street, Camden, London WC1H 9JE ("Camden");
- 4) The Mayor and Burgesses of the London Borough of Enfield of Civic Centre, Silver Street, Enfield, London EN1 3XA ("Enfield");
- 5) The Mayor and Burgesses of the London Borough of Hackney of Town Hall, Mare Street, Hackney, London E8 1EA ("Hackney");
- 6) The Mayor and Burgesses of the London Borough of Haringey of Civic Centre, High Road, Wood Green, London N22 8LE ("Haringey");
- 7) The Mayor and Burgesses of the London Borough of Islington of Town Hall, Upper Street, Islington, London N1 2UD ("Islington"); and
- 8) The Mayor and Burgesses of the London Borough of Waltham Forest of Town Hall, Forest Road, Walthamstow, London E17 4JF ("Waltham Forest"),

each (excluding the Authority) being a waste collection authority ("WCA") and collectively (excluding the Authority) referred to as "the WCAs".

BACKGROUND

- (A) The Authority is a joint waste disposal authority established pursuant to the Waste Regulation and Disposal (Authorities) Order 1985 ("the Order").
- (B) Each of the WCAs is a waste collection authority in its respective area.
- (C) Pursuant to the Order, the Authority was obliged to discharge specified waste management functions in its area, that being the combined area of all the WCAs' individual areas (the "Authority Administrative Area").
- (D) The duties and powers of the Authority and the WCAs are set out principally in the Environmental Protection Act 1990 ("EPA"). Other statutory provisions shall also apply.
- (E) Pursuant to the above responsibilities of the Authority, the Authority shall enter into various Waste Contracts and other commitments.

- (F) Pursuant to the Joint Waste Disposal Authorities (Levies) (England) Regulations 2006 the Authority has the power to issue levies on the WCAs to meet all liabilities falling to be discharged by the Authority.
- (G) The WCAs have agreed, amongst other things, to introduce a Menu Pricing Mechanism as provided for in this agreement.

OPERATIVE PROVISIONS

1. DEFINITIONS AND INTERPRETATION

1.1 Definitions

Subject to the provisions of **clauses 1.3, 1.4 and 1.5** and except where the context otherwise requires the following terms shall have the following meanings:

“Ad Hoc Waste”	those categories or components of Municipal Waste that are not a principal waste stream (as provided for in Schedule 1B) nor are from RRCs, and that are either delivered separately by a WCA to the Authority or are segregated by a Waste Contractor in accordance with a waste acceptance protocol in a Waste Contract from loads delivered by a WCA
“Agreement”	this agreement including the Schedules
“Authority”	the North London Waste Authority
“Authority Representative”	the representative of the Authority listed in Schedule 2
“Best Value”	the obligation to continuously improve both the quality and cost of the collection of Municipal Waste pursuant to the provisions of the Local Government Act 1999 (“the 1999 Act”)
“Business Days”	a day (other than a Saturday or Sunday) on which banks are open for domestic business in the City of London
“Commencement Date”	the date upon which this Agreement is executed by the last of the eight Parties

“Confidential Information”	any and all confidential and/or proprietary information, (including know-how, records, trade secrets and data) whether of a business, marketing, financial, technical or non-technical nature and whether existing in hard copy form, in electronic form or otherwise, whether disclosed orally or in writing, which is regarded as confidential by the disclosing party and which is or has been disclosed to the other party or which comes to the other party’s attention as a result of this Agreement. This will include information expressly identified as such as well as any other information which, by reason of its nature or the circumstances under which it is disclosed, might reasonably be expected to be confidential
“DPA”	Data Protection Acts 1998
“EIRs”	Environmental Information Regulations 2004
“EPA”	the Environmental Protection Act 1990
“Expiry Date”	31 st December 2055
“Facilities”	places provided by or through the Authority at which Municipal Waste is managed
“FOIA”	Freedom of Information Act 2000
“Household Waste”	has the meaning attributed to it in Section 75(5) and Section 89 of the EPA and the Controlled Waste Regulations 2012, but for the purposes of clause 7 and Schedule 1B (Menu Pricing Mechanism) Household Waste for which a charge for disposal may be made by the Authority shall be treated as Non-Household Waste
“Levy Regulations”	Joint Waste Disposal Authorities (Levies) (England) Regulations 2006
“Menu Pricing Mechanism”	the cost recovery mechanism set out in Schedule 1B (Menu Pricing Mechanism) which details how the Authority will recover from the WCAs its costs from the Menu Pricing Commencement Date

“Menu Pricing Commencement Date” 1 April 2016

“MRF”	Materials Recovery Facility – a place where mixed dry recyclable Municipal Waste is separated into individual streams of recyclable waste for sale to reprocessors
“Municipal Waste”	Waste which by virtue of legislation a WCA or the Authority has collected or received in the Authority Administrative Area, including without limitation Household Waste and Non-Household Waste
“Non-Household Waste”	Waste delivered by a WCA to the Authority that is not Household Waste and, for the purposes of clause 7 and Schedule 1B (Menu Pricing Mechanism), Household Waste for which a charge for disposal may be made by the Authority
“Non-Transferred RRC”	a place provided by a WCA for its residents to deposit Waste in accordance previously with the Refuse Disposal (Amenity) Act 1978 and more recently under other WCA powers, and as part of an arrangement between the Authority and a WCA in accordance with this Agreement, but not a RRC.
“North London Joint Waste Strategy”	The joint municipal waste management strategy approved by all the parties and as adopted by the Authority February 2009.
“Order”	Waste Regulation and Disposal (Authorities) Order 1985
“Parties”	the Authority and the WCAs, and “Party” shall mean any of them
“Prescribed Rate”	the base rate of the Bank of England plus 5%

“RRC”	a re-use and recycling centre within the Authority Administrative Area operated by the Authority pursuant to section 51 and other relevant provisions of the Environmental Protection Act 1990, but not a Non-Transferred RRC
“Third Party Waste”	Wastes received by the Authority in accordance with s.51(3) of the EPA
“Visitor Survey”	a survey of users of RRCs delivering waste from households undertaken by or on behalf of the Authority at least triennially and within 18 months after a new RRC facility is opened or a Non-Transferred RRC becomes a RRC
“Waste”	has the meaning ascribed to it in Section 75 of the EPA
“Waste Contract”	the contract or contracts (as applicable) for services entered into by the Authority from time to time in relation to the discharge of its functions under the Order or other statutory provision
“Waste Contractor”	the contractor or contractors (as applicable) employed or otherwise engaged by the Authority through a Waste Contract
“Waste Framework Directive”	Directive 2008/98/EC of the European Parliament and of the Council of the European Union of 19 November 2008 on waste and repealing certain Directives
“WCA”	one of the waste collection authorities party to this Agreement
“WCA Collection Contractor”	the contractor or contractors (as applicable) or in-house service employed by WCAs for the collection of WCA Municipal Waste
“WCA Tonnage Forecast”	a forecast by a WCA of tonnages of one or more types of waste and prepared to inform minimum and/or maximum tonnage commitments in any Waste Contract; the terms and format of such forecast to be specified by the Authority

“WCA Municipal Waste”	Municipal Waste received by the Authority from a WCA
“WCA Representatives”	those representatives of each WCA listed in Schedule 2

1.2 Interpretation

In this Agreement, except where the context otherwise requires:

- 1.2.1 the masculine includes the feminine and vice-versa;
- 1.2.2 the singular includes the plural and vice-versa;
- 1.2.3 a reference to any clause, sub-clause, paragraph, Schedule, recital or Annex is, except where expressly stated to the contrary, a reference to such clause, sub-clause, paragraph, Schedule, recital or annex of and to this Agreement;
- 1.2.4 save where stated to the contrary, any reference to this Agreement or to any other document shall include any permitted variation, amendment or supplement to this Agreement and/or such document;
- 1.2.5 any reference to any enactment, order, regulation or other similar instrument shall be construed as a reference to the enactment, order, regulation or instrument (including any EU instrument) as amended, replaced, consolidated or re-enacted;
- 1.2.6 references to any documents being ‘in the agreed form’ means such documents have been initialled by or on behalf of each of the Parties for the purposes of identification;
- 1.2.7 a reference to a person includes firms, partnerships and corporations and their successors and permitted assignees or transferees;
- 1.2.8 headings are for convenience of reference only;
- 1.2.9 words preceding “include”, “includes”, “including” and “included” shall be construed without limitation by the words which follow those words;
- 1.2.10 any obligation on a Party to do any act matter or thing includes, unless expressly stated otherwise, an obligation to procure that it is done; and

- 1.3 subject to any express provisions to the contrary, the obligations of any Party are to be performed at that Party’s own cost and expense.

2. PARTNERSHIP WORKING

2.1 Each Party shall:

- 2.1.1 act reasonably and co-operatively with the other Parties and will act in good faith;
- 2.1.2 manage its services diligently and in accordance with prevailing duties in relation to best value, and will use reasonable endeavours to minimise impacts on other Parties;
- 2.1.3 be responsible for the actions of its contractors insofar as they affect another Party;
- 2.1.4 work towards the prevailing North London Joint Waste Strategy and the Waste Framework Directive target of recycling 50% of waste from households by 2020, or any jointly agreed successor targets;
- 2.1.5 when arranging for the Authority to treat Waste a WCA has collected for re-use or recycling, seek to agree (acting reasonably) appropriate terms for such treatment other than the financial terms which shall be governed by **Schedule 1** (Cost Recovery Mechanism);
- 2.1.6 provide in a timely manner information and documentation to each other that they consider (acting reasonably) to be relevant to waste collection and disposal services, including information concerning
 - 2.1.6.1 the composition or volumes of Waste;
 - 2.1.6.2 the delivery of Waste to reception points;
 - 2.1.6.3 details of contractual arrangements from time to time entered into by the Parties associated with their statutory responsibilities or powers;
 - 2.1.6.4 details of financial matters relating to this Agreement;
 - 2.1.6.5 early warning of potential failure by that Party in meeting its obligations under this Agreement; and
 - 2.1.6.6 details of actual failure by that Party in meeting its obligations under this Agreement,

and notify the Authority and any other affected Party as soon as possible of proposed changes and/or when decisions are made that generally affect this Agreement and/or any Waste Contract;

- 2.1.7 use reasonable endeavours to mitigate any losses arising from a Party's failure to comply with the provisions of this Agreement and to reduce the detrimental impact on the other Parties (or the council tax payers of any one of them) of any failure to carry out its obligations under this Agreement;
- 2.1.8 use reasonable endeavours working together and in co-operation with each other and all relevant Waste Contractors and WCA Collection Contractors, to prevent and minimise Waste (including its preparation for re-use), to educate the public and other producers of Municipal Waste about recycling schemes and why their participation in these schemes is crucial, and to ensure that as much Waste as possible is (in order of priority) reduced, re-used, prepared for re-use, recycled or recovered through activities that include joint waste prevention and recycling communications campaigns, contractual and other measures to monitor and improve the quality of separately collected waste streams and various surveys and studies to inform such activities and waste services; and
- 2.1.9 without prejudice to the provisions for the WCAs under this Agreement (using reasonable endeavours) not knowingly do anything under their reasonable control which would put the Authority in breach of a Waste Contract.
- 2.2 The Parties will seek to agree (acting reasonably) Member arrangements for partnership working which are appropriate for any issues as arising from time to time. When agreed, the Parties will implement these arrangements. Officer arrangements for partnership working at the Commencement Date include a director-level Partnership Board, a senior manager Partnership Group and a number of other discipline-specific officer groups. Whilst the scope and membership of such joint working arrangements may be varied over time to reflect prevailing circumstances needs and aspirations, the Parties acknowledge the importance of active participation in and adequate resourcing of the same for the effective management and development of waste services.
- 2.3 The Partnership Group is the principal point of routine contact between the Parties and considers high level Authority and Partnership issues. It will generally meet monthly, will be attended by senior managers appointed by relevant Directors, and will be chaired by a senior manager appointed by the Authority's Managing Director. The Partnership Board meets as and when needed to consider and seek to resolve matters of strategic importance to the Parties; it will be attended by Directors or Assistant Directors.

- 2.4 Subject to the terms of the Waste Contracts the Authority shall use reasonable endeavours to manage the Waste Contracts so as to minimise the costs which the WCAs incur relating to the Waste Contracts, consistent with its Best Value Duty.
- 2.5 Where a WCA is retaining a type of Waste for recycling at the Commencement Date it may continue to retain all Waste of such type during the term of this Agreement.

3. **COMMENCEMENT AND DURATION**

- 3.1 This Agreement shall commence on the Commencement Date and, save as expressly set out in this Agreement, continue in full force and effect until the earlier of:
- 3.1.1 the Expiry Date; or
- 3.1.2 the relevant provisions of the EPA being amended or repealed or other enactment made such that this arrangement is rendered unlawful or inoperable.
- 3.2 All Parties shall notify all other Parties when they have executed this Agreement.

4. **REPRESENTATIVES**

- 4.1 The Authority Representative and each WCA Representative (collectively “the Representatives”) shall be those people identified as such in **Schedule 2** (Representatives and Contact Details) or such other persons as may be appointed pursuant to this **clause 4**.
- 4.2 Each Representative identified in **Schedule 2** shall have full authority to act on behalf of the relevant Party for all purposes of this Agreement. Except as previously notified in writing before such act by a Party, the other Parties and their Representatives shall be entitled to treat any act of the Representatives in connection with this Agreement as being expressly authorised by their relevant Party, and the other Parties and their Representatives shall not be required to determine whether any express authorisation has in fact been given.
- 4.3 Each Representative shall be entitled at any time, by written notice from themselves or a chief officer of the relevant Party to the other Parties, change their Representative. Such change shall have effect on the date determined by **clause 20.2** or if later the date specified in the written notice.

- 4.4 Each Representative shall be entitled at any time, by written notice from themselves or a chief officer of the relevant Party to the other Parties, to authorise any other person to exercise the functions and powers of the Party exercisable by him/her pursuant to this **clause 4**, either generally or specifically, and all references to the Authority Representative, WCA Representative or the Representatives in the Agreement (as relevant, and apart from this **clause 4.4**) shall be taken as references to such person so far as they concern matters within the scope of such person's authority. Such change shall have effect on the date determined by **clause 20.2** or if later the date specified in the written notice.

5. **TONNAGE GUARANTEES AND FORECASTS**

- 5.1 In respect of any Waste Contract, all relevant WCAs and the Authority may agree in the future that a Guaranteed Minimum Tonnage (GMT) and/or Maximum Tonnage (MT) threshold shall be incorporated into any Waste Contract, in which case all relevant WCAs will provide a WCA Tonnage Forecast to the Authority the sum of which the Authority may include in the Waste Contract tender documents and the final Waste Contract, and which the Authority will refer to within the Menu Pricing Mechanism if the need arises.
- 5.2 If a relevant WCA has not agreed to a GMT or MT in any given Waste Contract the specific provisions for GMTs and MTs in the Menu Pricing Mechanism shall not apply to that Waste Contract.
- 5.3 If after the award of a Waste Contract containing a GMT or MT the Authority and a WCA from which relevant Waste was not previously treated by the Authority agree that the Authority will treat the relevant Waste from this WCA, that WCA's WCA Tonnage Forecast shall be deemed to be 0 (zero) tonnes for the purpose of the Menu Pricing Mechanism unless the Authority and the Waste Contractor agree a revised GMT or MT and the relevant WCA submits a WCA Tonnage Forecast for the remaining term of the Waste Contract, in which case the submitted WCA Tonnage Forecast shall be used for the purpose of the Menu Pricing Mechanism.
- 5.4 The Authority shall use reasonable endeavours to ensure that additional costs arising as a result of a breach of GMT or MT provisions in a Waste Contract are minimised.

6. **RRCs AND NON-TRANSFERRED RRCs**

- 6.1 The Authority will provide an RRC service in accordance with the EPA.

- 6.2 The RRCs and Non-Transferred RRCs in the Authority Administrative Area are separately listed in **Schedule 3**.
- 6.3 For the Non-Transferred RRCs the Authority will:
- 6.3.1 arrange for residual waste containers to be provided and exchanged as necessary, and for the recycling or disposal of all Waste therein as it did when these sites were operated in accordance with the Refuse Disposal (Amenity) Act 1978 and the Order, unless requested not to do so by the relevant WCA, until the day before the Menu Pricing Commencement Date; from the Menu Pricing Commencement Date, the relevant WCAs shall deliver this Waste to the Authority subject to **clause 6.10**.
 - 6.3.2 provide a service for the collection of waste electrical and electronic equipment from Non-Transferred RRCs and the subsequent re-use recycling recovery or disposal of such waste electrical and electronic equipment; and
 - 6.3.3 provide a service at Non-Transferred RRCs in relation to other types of Waste by agreement between the relevant Parties.
- 6.4 If a WCA that operates a Non-Transferred RRC wishes to transfer its Non-Transferred RRC to the Authority, this transfer may be undertaken with the consent of the Authority (such consent not to be unreasonably withheld or delayed) on terms equivalent to those prevailing at other RRCs, subject to individual site constraints.
- 6.5 The Authority shall consult (such consultation to be in writing and to contain projections of financial and operational impacts on the Authority and on the WCA) any WCA or WCAs expected to bear more than 40% of the cost (or saving as the case may be) as determined in accordance with **Schedule 1B paragraph 10** on any proposals for the acquisition, development or opening of a new RRC, the closing of any existing RRC, the introduction of paid trade waste or proposed capital works at an RRC site. In this regard:
- 6.5.1 the Authority shall give appropriate weighting to the views of such WCA when taking a decision (such decision to be taken by the Authority in accordance with its prevailing standing orders) whether or not to proceed ;
 - 6.5.2 and if such WCA shall be opposed to such RRC development or major refurbishment notwithstanding that there remains a shortfall in that WCA's recycling performance relative to the target at **clause 2.1.4** above across the Authority Administrative Area the WCA shall supply with its notice of opposition to the Authority alternative proposals to make a similar contribution towards the achievement of this recycling target.

- 6.6 In the case of proposals for the acquisition and development of a new RRC, the Authority shall give the WCA expected to bear the greatest share of the cost as determined in accordance with **Schedule 1B paragraph 10** an option to buy and develop the site for the new RRC on the condition that the WCA agrees the design of the RRC with the Authority, develops the RRC and then leases the RRC to the Authority on terms similar to the leases of other RRCs (subject to individual site constraints), all without delay. Conversely if the Authority has bought and developed a new RRC, but then wishes to sell it, it is agreed that the WCA expected to receive the greatest share of any income in accordance with **Schedule 1B** will have the first right to buy the site from the Authority, provided that it is able to match the price and value as determined by a suitably qualified independent valuer appointed jointly by the relevant WCA and the Authority. This **clause 6.6** shall not apply to any RRC that is developed at the EcoPark, Edmonton, N18 3AG or any other mixed use waste management site of the Authority.
- 6.7 The Authority shall undertake or procure Visitor Surveys of RRCs.
- 6.8 The Authority shall promote all RRCs and Non-Transferred RRCs as a single network of services to residents (and, where appropriate, businesses) in the Authority Administrative Area, which the Parties shall seek to harmonise, subject to individual site constraints.
- 6.9 The Authority shall, where permissible, report its RRC recycling tonnages to the WCAs in the same proportions as the WCAs bear the costs of each RRC under the Visitor Survey.
- 6.10 If a WCA with a Non-Transferred RRC wishes the Authority to continue to provide from or after the Menu Pricing Commencement Date a residual waste removal and treatment service as prevailing in the financial year 2013/14, this service may be continued by agreement between that WCA and the Authority through the making of appropriate arrangements as at **Schedule 4**.

7. FINANCIAL CONTRIBUTION

- 7.1 From the Commencement Date until the Menu Pricing Commencement Date all payments due from the WCAs to the Authority other than for Non-Household Waste shall be levied on an annual basis (and collected by the Authority on a monthly basis) in accordance with the provisions of the Levy Regulations and the alternative to the Levy Regulations agreed unanimously by the WCAs to apply from 2014/15 (and as attached at **Schedule 1A**); and all payments for Non-Household Waste due from the WCAs to the Authority shall be paid on account during the year as required by the Authority with an annual reconciliation by the Authority of actual costs and tonnages attributable to Non-Household Wastes from which refunds or further payments may arise.
- 7.2 On and following the Menu Pricing Commencement Date the WCAs shall pay to the Authority such sums as shall be calculated in accordance with **Schedule 1B (Menu Pricing Mechanism)** which the Parties, by entering into this Agreement, have agreed in accordance with the Levy Regulations (regulation 4(1)(a)) shall apply from the Menu Pricing Commencement Date until an alternative form of levy apportionment is agreed unanimously by all WCAs in accordance with the Levy Regulations (regulation 4(1)(a)) notwithstanding that this Agreement may have expired. The Parties also note that the WCAs shall pay the Authority such sums as are required for Non-Household Waste as shall be calculated in accordance with **Schedule 1B (Menu Pricing Mechanism)**.
- 7.3 To the extent that the costs of the Authority are not recovered or are not recoverable through this Agreement (including without limitation under **clause 7.2**), then the statutory basis for calculating payment shall apply to the recovery of such costs.
- 7.4 Any request for a change to the apportionment of the Authority's costs between the WCAs under this Agreement shall require formal agreement by all the Parties, in the absence of which the Parties agree the provisions of the Menu Pricing Mechanism incorporated within this Agreement as **Schedule 1B** shall govern such apportionment.

8. SET OFF

- 8.1 The WCAs shall not be entitled to retain or set off any amount due to the Authority by it, but the Authority may retain or set off any amount owed to it by a WCA under this Agreement which has fallen due and payable against any amount due to that WCA under this Agreement.

- 8.2 If the payment or deduction of any amount referred to in **clause 8.1** is disputed then any undisputed element of that amount shall be paid and the disputed element shall be dealt with promptly by all relevant Parties.

9. **LATE PAYMENTS**

- 9.1 Save where otherwise specifically provided and where payments are due from the WCAs to the Authority under the Levy Regulations, where any payment or sum of money due from the WCAs to the Authority or from the Authority to the WCAs under any provision of this Agreement is not paid on or before the due date, it shall bear if demanded interest on such sums at the Prescribed Rate from the due date (whether before or after any judgement) until actual payment and it is agreed between the Parties that the Prescribed Rate provides the Parties with a substantial remedy pursuant to Sections 8 and 9 of the Late Payment of Commercial Debts (Interest) Act 1998.
- 9.2 For the avoidance of doubt, the late payment of any payment due from the WCAs to the Authority by operation of the Levy Regulations shall be governed by section 6 of the Levy Regulations.

10. **INDEMNITIES**

- 10.1 Subject to **clause 10.2**, each WCA shall, unless otherwise agreed by the Authority, be responsible for, and shall release and indemnify the Authority, its employees, agents and contractors on demand from and against all liability for:
- 10.1.1 death or personal injury;
 - 10.1.2 environmental impairment, damage or contamination of water, air or ground;
 - 10.1.3 loss of or damage to property (including property belonging to the Authority or for which it is responsible);
 - 10.1.4 breach of statutory duty;
 - 10.1.5 actions, claims, demands, costs, charges and expenses (including legal expenses on an indemnity basis);

which may arise out of or in consequence of performance or non-performance by the WCA of its obligations under this Agreement or the presence on the Facilities of the WCA and/or its WCA Collection Contractor.

- 10.2 The WCAs shall not be responsible nor be obliged to indemnify the Authority for any injury, loss, damage, cost and expense caused by the negligence or wilful misconduct of the Authority nor by the breach by the Authority of its obligations under this Agreement (unless and to the extent that such breach was caused by an act or omission of one or several WCAs).
- 10.3 To the extent that any WCA or WCA Collection Contractor cannot recover from a Waste Contractor any costs incurred by that WCA or WCA Collection Contractor associated with that Waste Contractor's actions, inactions, negligence or wilful misconduct, any relevant compensation received by the Authority from the Waste Contractor shall be apportioned through the appropriate provisions of the Menu Pricing Mechanism.
- 10.4 The Authority does not provide any indemnity to the WCAs.

11. **FREEDOM OF INFORMATION**

- 11.1 Each Party acknowledges that each of the other Parties are subject to the requirements of the FOIA, the EIRs and the Local Audit and Accountability Act 2014 and shall assist and cooperate with the other Parties to facilitate compliance with the information disclosure requirements pursuant to the same.

12. **DATA PROTECTION**

- 12.1 The Parties do not anticipate that the DPA shall apply to this Agreement save that where the DPA shall apply the Parties shall comply with all the relevant provisions of the DPA as may be appropriate.
- 12.2 Each Party shall indemnify and keep indemnified the other Parties against all losses claims damages liabilities judgments penalties fines charges costs and expenses (including reasonable legal costs) arising from or incurred by it as a result of any breach by it of this **clause 12**.

13. **REVIEW OF AGREEMENT**

- 13.1 The Parties will re-examine this Agreement whenever there are significant changes to services of one Party that are likely to materially affect one or more other Parties, but will re-examine this Agreement no less frequently than on every third anniversary of the Menu Pricing Commencement Date.

- 13.2 Proposals for change will first be discussed at a meeting of senior managers from each Party (currently the Partnership Group), then directors (currently the Partnership Board), then taken through each Party's relevant internal decision-making processes for agreement to any such supplemental or varied provisions.
- 13.3 If no agreement is reached through the discussions at **clause 13.2**, the provisions of **clause 23** may be called upon by any Party.
- 13.4 This Agreement may then be supplemented or varied as agreed by the Parties.

14. **WAIVER**

- 14.1 A delay in exercising or failure to exercise a right or remedy under or in connection with this Agreement shall not constitute a waiver of, or prevent or restrict future exercise of, that or any other right or remedy, nor shall the single or partial exercise of a right or remedy prevent or restrict the further exercise of that or any other right or remedy.
- 14.2 A waiver of any right, remedy, breach or default shall only be valid if it is in writing and signed by the Party giving it, and only in the circumstances and for the purpose for which it was given and shall not constitute a waiver of any other right, remedy, breach or default.

15. **NO AGENCY**

- 15.1 Neither the WCAs nor any of their WCA Collection Contractors shall hold themselves out as being the servant or agent of the Authority, otherwise than in circumstances expressly permitted by this Agreement.

16. **NO PARTNERSHIP**

- 16.1 Nothing in this Agreement is intended to or shall operate to create a partnership as defined by the Partnership Act 1890 or joint venture of any kind between the Parties or any of them, or to authorise any Party to act as agent for any other, and no Party shall have the authority to act in the name or on behalf of or otherwise to bind any other in any way (including but not limited to the making of any representation or warranty, the assumption of any obligation or liability and the exercise of any right or power).

- 16.2 Neither the WCAs nor any of their WCA Collection Contractors shall hold themselves out as being authorised to enter into any contract on behalf of the Authority or in any other way to bind the Authority to the performance, variation, release or discharge of any obligation.
- 16.3 Neither the WCAs nor any of their WCA Collection Contractors shall in any circumstances hold themselves out as having the power to make, vary, discharge or waive any by-law or any regulation of any kind relating to the disposal of Waste.

17. **ENTIRE AGREEMENT**

- 17.1 Except where expressly provided in this Agreement, this Agreement constitutes the entire agreement between the Parties in connection with its subject matter and supersedes all prior representations, communications, negotiations and understandings concerning the subject matter of this Agreement.
- 17.2 Each of the Parties acknowledges that:
- 17.2.1 it does not enter into this Agreement on the basis of and does not rely, and has never relied, upon any statement or representation (whether negligent or innocent) or warranty or other provision (in any case whether oral, written, express or implied) made and agreed to by any person (whether a party to this Agreement or not) except those expressly repeated or referred to in this Agreement and the only remedy or remedies available in respect of any misrepresentation or untrue statement made to it shall be any remedy available under this Agreement; and
- 17.2.2 this **clause 17** shall not apply to any statement, representation or warranty made fraudulently, or to any provision of this Agreement which was induced by fraud, for which the remedies available shall be all those available under the law governing this Agreement.

18. **SEVERABILITY**

- 18.1 If any provision of the Agreement shall be found by any court or administrative body of competent jurisdiction to be invalid or unenforceable the invalidity or unenforceability shall not affect any other provision of the Agreement and all provisions not affected by such invalidity or unenforceability shall remain in full force and effect.

- 18.2 The Parties agree to attempt to substitute for any invalid or unenforceable provision a valid or enforceable provision which achieves to the greatest extent possible the economic legal and commercial objectives of the invalid or unenforceable provision.

19. **COUNTERPARTS**

- 19.1 This Agreement may be executed in any number of counterparts, each of which shall constitute an original, but which shall together constitute one agreement.
- 19.2 Each Party shall provide a certified copy of the executed Agreement to all other Parties.

20. **NOTICES**

- 20.1 Any demand, notice or other communication given in connection with or required by the Agreement shall be made in writing and shall be delivered to or sent by pre-paid recorded delivery to the recipient at the address stated in **Schedule 2** (Representatives and Contact Details) of this Agreement (or such other address as may be notified by a Party to all other Parties in writing from time to time).
- 20.2 If a notice is sent by e-mail it shall be effective at the time of sending (except that if an automatic electronic notification is received by the sender within twenty four (24) hours after sending the e-mail informing the sender that the e-mail has not been delivered to the recipient or that the recipient is out of the office, that e-mail shall be deemed not to have been served) provided that if a notice or communication is served before 9am on a Business Day it shall be deemed to be served at 9am on that Business Day and if it is served on a day which is not a Business Day or after 4pm on a Business Day it shall be deemed to be served at 9am on the immediately following Business Day.

21. **THIRD PARTY RIGHTS**

- 21.1 No term of this Agreement is enforceable under the Contracts (Rights of Third Parties) Act 1999 by a person who is not a party to this Agreement.

22. GOVERNING LAW

This Agreement, and any non-contractual obligations arising out of or in connection with it, shall be governed by and constructed in all respects in accordance with the laws of England.

23. DISPUTE RESOLUTION

- 23.1 Any Party may call a meeting of the Parties involved in a dispute by service of not less than 5 Business Days' written notice and each relevant Party agrees to procure that its relevant manager together with any other member of key personnel requested to attend by the parties (if any) shall attend all meetings called in accordance with this clause.
- 23.2 The relevant manager and other attendees at the meeting shall use their best endeavours to resolve disputes arising out of this Agreement. If any dispute referred to a meeting is not resolved at that meeting then any Party, by notice in writing to the other, may refer the dispute to the Representatives at **Schedule 2** of the Parties involved who shall co-operate in good faith to resolve the dispute as amicably as possible within 10 Business Days of service of such notice. If the relevant Representatives at **Schedule 2** fail to resolve the dispute in the allotted time, then the Parties involved in the dispute shall, after that period, on the written request of another Party involved in the dispute enter into an alternative dispute resolution procedure with the assistance of a mediator agreed by the Parties involved in the dispute or, in default of such agreement within 5 Business Days of receipt of such request, an appropriately qualified and experienced person appointed, at the request of any Party involved in the dispute, by the Centre for Dispute Resolution or such other similar body as is agreed.
- 23.3 The Parties involved in the dispute shall then submit to the supervision of the mediation by an appropriately qualified and experienced person from the Centre for Dispute Resolution or similar body for the exchange of relevant information and for setting the date for negotiations to begin.

- 23.4 Recourse to this Dispute Resolution Procedure shall be binding on the Parties involved in the dispute as to submission to the mediation but not as to its outcome. Accordingly all negotiations connected with the dispute shall be conducted in strict confidence and without prejudice to the rights of the parties involved in the dispute in any future legal proceedings. Except for any Party's right to seek interlocutory relief in the courts, no Party may commence other legal proceedings under the jurisdiction of the courts or any other form of arbitration until 15 Business Days after the Parties have failed to reach a settlement by mediation (at which point the Dispute Resolution Procedure shall be deemed to be exhausted).
- 23.5 If, with the assistance of the mediator, the Parties reach a settlement, such settlement shall be reduced to writing and, once signed by the Representative at **Schedule 2** of each of the relevant Parties, shall remain binding on the Parties involved in the dispute.
- 23.6 The Parties involved in the dispute shall bear their own legal costs of this Dispute Resolution Procedure, but the costs and expenses of mediation shall be borne by the Parties involved in the dispute equally.
- 23.7 For the avoidance of doubt, no outcome from any dispute resolution process may require a Party to do something that it cannot lawfully do, nor may it require the Authority to levy additional funds from the WCAs other than during its normal financial cycle.

24. **CONFIDENTIALITY**

- 24.1 Each Party:
- 24.1.1 shall treat all Confidential Information belonging to another Party as confidential and safeguard it accordingly;
 - 24.1.2 shall not disclose any Confidential Information belonging to another Party to any other person without the prior written consent of the other Party, except to such persons and to such extent as may be necessary for the performance by it of its obligations under this Agreement or except where disclosure is otherwise expressly permitted or required by the provisions of this Agreement or the FOIA and/or the EIRs.
- 24.2 No Party shall use any Confidential Information received pursuant to this Agreement otherwise than for the purposes of facilitating the effective delivery by that Party of services and this Agreement.

- 24.3 The provisions of **clauses 24.1 to 24.2** shall not apply to any Confidential Information received by one Party from another Party:
- 24.3.1 which is or becomes public knowledge (otherwise than by breach of this **clause 24** or through act or default on the part of the receiving Party or the receiving Party's agents or employees);
 - 24.3.2 which the receiving Party lawfully obtained from a third party who:
 - 24.3.2.1 lawfully acquired it;
 - 24.3.2.2 did not derive it directly or indirectly from the disclosing Party; and
 - 24.3.2.3 is under no obligation restricting its disclosure;
 - 24.3.3 which the receiving Party can prove by documentary evidence was developed independently by an agent or employee of the receiving Party without access to the disclosing Party's Confidential Information;
 - 24.3.4 which must be disclosed pursuant to a legal obligation (including for the avoidance of doubt under the FOIA or EIRs) placed upon the Party making the disclosure, including any requirements for disclosure or otherwise in accordance with a court order, or the recommendation, notice or decision of a competent authority; or
 - 24.3.5 which the receiving party discloses to a professional adviser to assist in the performance of its obligations under this Agreement, including those relating to the resolution of disputes, and where such professional adviser is bound by an obligation of confidentiality in respect to such Confidential Information at least equivalent to that set out in this **clause 24**.
- 24.4 Without prejudice to the generality of **clause 24.3.1**, Confidential Information shall not be deemed to be generally available to the public by reason that it is known only to a few of those people to whom it might be of commercial interest, and a combination of two or more portions of the Confidential Information shall not be deemed to be generally available to the public by reason only of each separate portion being so available.
- 24.5 Nothing in this **clause 24** shall prevent any Party from using any techniques ideas or know how gained during the performance of the Agreement in the course of its normal business, to the extent that this does not result in a disclosure of Confidential Information.

- 24.6 On or before the Expiry Date the Authority shall ensure that all documents and/or computer records in its possession, custody or control which relate to personal information of the WCAs' employees, council tax-payers or service users, are delivered up to the relevant WCA or securely destroyed.
- 24.7 The provisions of this **clause 24** shall continue following the Expiry Date or earlier termination for any reason of this Agreement without limit in time.

In witness whereof this Agreement is executed by the parties or their duly authorised representatives as a Deed and delivered on the date of this Agreement.

EXECUTED as a Deed by affixing)
the common seal of)
THE NORTH LONDON WASTE AUTHORITY)
in the presence of:)

Authorised Representative

EXECUTED as a Deed by affixing)
the common seal of)
THE MAYOR AND BURGESSES OF)
THE LONDON BOROUGH OF BARNET)
in the presence of:)

Authorised Representative

EXECUTED as a Deed by affixing)
the common seal of)
THE MAYOR AND BURGESSES OF)
THE LONDON BOROUGH OF CAMDEN)
in the presence of:)

Authorised Representative

EXECUTED as a Deed by affixing)
the common seal of)
THE MAYOR AND BURGESSES OF)
THE LONDON BOROUGH OF ENFIELD)
in the presence of:)

Authorised Officer

EXECUTED as a Deed by affixing)
the common seal of)
THE MAYOR AND BURGESSES OF)
THE LONDON BOROUGH OF HACKNEY)
in the presence of:)

Authorised Representative

EXECUTED as a Deed by affixing)
the common seal hereunto by Order of)
THE MAYOR AND BURGESSES OF)
THE LONDON BOROUGH OF HARINGEY)
in the presence of:)

Authorised Officer

EXECUTED as a Deed by affixing)
the common seal of)
THE MAYOR AND BURGESSES OF)
THE LONDON BOROUGH OF ISLINGTON)
in the presence of:)

Authorised Representative

EXECUTED as a Deed by affixing)
the common seal of)
THE MAYOR AND BURGESSES OF)
THE LONDON BOROUGH OF)
WALTHAM FOREST)
in the presence of:)

Authorised Representative

SCHEDULE 1 COST RECOVERY MECHANISM PART A:**LEVYING MECHANISM - IN USE SINCE 1st APRIL 2014**

The Authority and the WCAs have, pursuant to paragraph 4.1(a) of the Joint Waste Disposal Authorities (Levies) (England) Regulations 2006 (the "Regulations"), agreed the method of apportioning the total amount to be levied by the Authority for the 2014/15 financial year and until further changed in accordance with this agreement. The agreed method of apportionment is set out below and is expressed by way of amendment to the text of the Regulations.

TO BE REPLACED BY SCHEDULE 1B AT THE MENU PRICING COMMENCEMENT DATE

STATUTORY INSTRUMENTS

**Alternative Form of Levy Regulations adopted by
NLWA constituent authorities**

LOCAL GOVERNMENT, ENGLAND

FINANCE

The Joint Waste Disposal Authorities (Levies) (England) Regulations 2006. No. 248 **(as adopted by NLWA constituent councils from 2012/13 in red underline, and further revised and adopted from 2014/15 in green underline)**

Made - - - 6th February 2006

Laid before Parliament 8th February 2006

Coming into force - - 1st March 2006

The Secretary of State for the Environment, Food and Rural Affairs makes the following Regulations in exercise of the powers conferred by sections 74 and 143(1) and (2) of the Local Government Finance Act 1988(a).

Citation, commencement, application and interpretation

1.—(1) These Regulations may be cited as the Joint Waste Disposal Authorities (Levies) (England) Regulations 2006 and come into force on 1st March 2006.

(2) These Regulations apply to England only.

(3) In these Regulations—

“the 1985 Order” means the Waste Regulation and Disposal (Authorities) Order 1985(b);

“the 1992 Regulations” means the Levying Bodies (General) Regulations 1992(c);

“constituent council” means, in relation to a joint waste disposal authority, a council specified in relation to that authority in Schedule 1 to the 1985 Order;

“financial year” means any period of twelve months beginning with 1st April;

“joint waste disposal authority” means any of the authorities established under the 1985 Order and named in Schedule 1 to that Order.

(a) 1988 c. 41. Section 74 was amended by the Local Government Finance Act 1992 (1992 c. 14), sections 117(1) and Schedule 13 paragraph 72(1) and (2), the Local Government (Wales) Act 1994 (1994 c. 19), section 20(4) and Schedule 6, paragraph 21, the Environment Act 1995 (1995 c. 25), section 120 and Schedule 1, the Greater London Authority Act 1999 (1999 c. 29), section 105, the Criminal Justice and Court Services Act 2000 (2000 c. 43), section 74 and Schedule 7, Part II, paragraphs 84 and 85, the Courts Act 2003 (2003 c. 39), section 109(1), and Schedule 8, paragraph 305(a), the Regional Assemblies (Preparations) Act 2003 (2003 c. 10), section 17(6) and paragraphs 3(1) and (2) of the Schedule, and the Fire and Rescue Services Act 2004 (2004 c. 21), section 53(1) and Schedule 1, paragraph 68(1) and (2). The functions of the Secretary of State, so far as exercisable in relation to Wales, were transferred to the National Assembly for Wales by the National Assembly for Wales (Transfer of Functions) Order 1999, S.I. 1999/672, article 2, Schedule 1.

(b) S.I. 1985/1884, amended by the Radioactive Substances Act 1993 (1993 c. 12), section 50 and Schedule 6, Part IV, S.I. 1986/564 and 2001/1149.

(c) S.I. 1992/2903 amended by S.I. 2001/3649.

Scope

2. These Regulations apply in relation to levies—

- (a) issued by joint waste disposal authorities; or
 - (b) anticipated by constituent councils of joint waste disposal authorities,
- in respect of any financial year beginning on or after 1st April 2006.

Levies

3.—(1) A joint waste disposal authority may, in accordance with these Regulations, issue levies on its constituent councils to meet all liabilities falling to be discharged by it for which no provision is otherwise made.

(2) A levy on a constituent council shall be issued by giving the council a demand stating the date or dates on or before which a payment or payments in respect of the levy are required to be made and the amount of that payment or each of those payments.

(3) Subject to paragraph (4) the demand shall be given before 15th February in the financial year preceding that to which the levy relates.

(4) In relation to a levy for the financial year beginning on 1st April 2006, the demand shall be given before 3rd March 2006.

(5) The failure by a joint waste disposal authority to give a demand before the dates specified in paragraphs (3) and (4) shall not render the demand invalid because it is issued on or after those dates.

Apportionment of levies

4.—(1) Subject to regulation 5, the amount to be levied by a joint waste disposal authority in respect of any financial year from each of its constituent councils shall be determined by apportioning the total amount to be levied by that authority in that year between those councils as follows—

- (a) in such proportions as all the constituent councils may agree; or
- (b) in the absence of such agreement, by a combination of the following proportions—

(i) the costs incurred by the joint waste disposal authority in the disposal or treatment of household waste delivered to it by its constituent councils shall be apportioned between the constituent councils in proportion to the tonnage of household waste delivered by each of these councils to the joint waste disposal authority within the last complete financial year for which data are available except for when a constituent council will start to deliver to the joint waste disposal authority types of waste that the constituent council had previously retained for recycling in which case the constituent council shall provide to the joint waste disposal authority records of the tonnage of such household waste it delivered elsewhere for recycling in the last complete financial year for which data are available and the joint waste disposal authority shall apportion its levy as if the constituent councils had also delivered such household waste to the joint waste disposal authority;

(ii) the costs incurred by the joint waste disposal authority in the disposal or treatment of business refuse that is deposited at places provided by the constituent councils under section 1 of the Refuse Disposal (Amenity) Act 1978(a) shall be apportioned between the constituent councils in proportion to the tonnage of business refuse deposited at such places within the area of each of these councils within the last complete financial year for which data are available; ~~and~~

(iii) The costs incurred by the joint waste disposal authority in the planning, construction, equipping and operation of sites provided under section 51(1)(b) of the Environmental Protection Act 1990 (HWRCs), including contract payments, staffing, utilities, premises, reuse, recycling, composting (costs and/or income) and relevant management costs, but excluding the cost of removing residual waste and its disposal (the authority's duty under the Refuse Disposal (Amenity) Act 1978), shall be apportioned between those constituent councils in whose area an HWRC is situated proportionate to the authority's relative costs applicable to each HWRC, such that the authority's above costs of each HWRC are paid in full by the constituent council in which it is situated.

(iv) The costs incurred by the joint waste disposal authority in the purchasing of ~~Cranford Way, Western Road~~ HWRC shall be apportioned between the constituent councils in the following proportions:

<u>Barnet</u>	<u>0.613%</u>
<u>Camden</u>	<u>0.038%</u>
<u>Enfield</u>	<u>0.383%</u>
<u>Hackney</u>	<u>0.191%</u>
<u>Haringey</u>	<u>97.894%</u>
<u>Islington</u>	<u>0.804%</u>
<u>Waltham Forest</u>	<u>0.077%</u>

(v) The costs incurred by the joint waste disposal authority in the purchasing of any further HWRCs shall be apportioned between the constituent councils in proportion to the number of households in each constituent council that exist within a two-mile radius of the entrance to the HWRC until a visitor survey has been undertaken by the Authority. Once a visitor survey has been undertaken by the Authority for any such HWRC the costs as at clause (iii) above shall be recovered from the constituent councils from the next financial year onwards in proportion to such visitor survey; visitors from outside the Authority's area shall be treated as visitors from the borough in which the HWRC is situated. Further visitor surveys may be undertaken by the Authority in future years, which shall be used in place of previous visitor surveys from the financial year after they are undertaken, including for the avoidance of doubt ~~Cranford Way, Western Road~~; and

(vi)(iii) all other costs not falling within paragraphs (i) ~~or~~ (ii) (iii) (iv) or (v), shall be apportioned between the constituent councils by reference to the relevant proportion.

(2) For the purposes of paragraph 1(b) (vi)(iii), "the relevant proportion" is the relevant proportion determined in accordance with paragraphs (5) to (7) of regulation 6 of the 1992 Regulations but as if, in those paragraphs, the references to —

(a) "levying body" were references to a joint waste disposal authority; and

(a) 1978 c.3. Section 1 has been prospectively repealed, in relation to England and Wales, by the Environmental Protection Act 1990 (1990 c.43) section 162 and Schedule 16, Part II, as from a day to be appointed. Amended by the Environmental Protection Act 1990, section 162, Schedule 15, paragraphs 19(2) and (3) and S.I. 1985/1884. Modified, in relation to the area of a London waste disposal authority, by S.I. 1985/1884.

(b) “relevant authority” and “billing authority” were references to a constituent council.

(3) Where paragraph (1)(b) applies to the determination of a levy to be issued in respect of any financial year beginning on or after 1st April 2007, a constituent council shall, within the period beginning on 1st December and ending on 31st January in the financial year preceding the financial year in respect of which the levy is to be issued, inform the joint waste disposal authority of—

- (a) the tonnage of household waste delivered to the joint waste disposal authority for disposal or treatment within the last complete financial year for which data are available;
- (b) the tonnage of business refuse that was deposited at places provided by the constituent council under section 1 of the Refuse Disposal (Amenity) Act 1978 within the last complete financial year for which data are available; and
- (c) the council tax base, determined in accordance with paragraphs (6) and (7) of regulation 6 of the 1992 Regulations, for its area, in respect of which a levy will be issued or it anticipates that a levy will be issued in the immediately following financial year.

(4) In this regulation—

“household waste”, has the same meaning as in section 75 of the Environmental Protection Act 1990(a);

“business refuse” means refuse falling to be disposed of in the course of a business, and

“refuse” has the same meaning as in section 1(7) of the Refuse Disposal (Amenity) Act 1978.

Special provisions relating to the Greater Manchester Waste Disposal Authority

5.—(1) The amount to be levied by the Greater Manchester Waste Disposal Authority in respect of any year from the council of the metropolitan district of Wigan shall not include any amount relating to the Authority’s waste disposal functions and, accordingly, that amount shall be borne by the other constituent councils of the Authority in such proportions as they may agree or, in default of agreement, in the proportions specified in regulation 4(1)(b).

(2) In this regulation, “waste disposal functions” means functions vested in the Greater Manchester Waste Disposal Authority by virtue of regulation 5 of, and Schedule 2 to, the 1985 Order which are not exercisable by the Authority in the metropolitan district of Wigan.

Interest on unpaid levies

6.—(1) Where any amount of a levy is not paid by the due date for payment specified in the demand issued under regulation 3, the constituent council shall be liable to pay to the joint waste disposal authority interest, calculated in accordance with paragraph (2), on the amount of the levy issued under these Regulations which remains unpaid after the due date for payment.

(2) The interest payable under paragraph (1) shall be simple interest calculated from day to day on the unpaid amount from the due date for payment until the date when payment is made at a rate equivalent to 2 per cent. above the highest base rate quoted from time to time by any of the reference banks.

(3) For the purposes of paragraph (2) “reference banks” shall be interpreted in accordance with paragraphs (3) to (5) of regulation 10 of the 1992 Regulations (interest on unpaid levies).

(a) 1990 c.43, Section 75 was amended by the Environment Act 1995 (1995 c. 25) section 120(1) and (3), Schedule 22, paragraphs 88 (1) to (4) and Schedule 24. There is other amending legislation in relation to Scotland. Modified by S.I. 1994/1056, regulation 19, Schedule 4, Part I, paragraph 9, to include “Directive waste” as defined in regulation 1(3), Schedule 4, Part II of those Regulations.

Anticipation of levies

7.—(1) A constituent council making calculations in accordance with section 32 or, as the case may be, section 43 of the Local Government Finance Act 1992^(a) (“the calculations”) for a financial year (“the year”) may anticipate a levy to be issued on it in accordance with these Regulations for the year by a relevant joint authority in any case where—

- (a) such a levy has not been issued by the relevant joint authority on the constituent council at the time the calculations are made; and
- (b) the relevant joint authority issued a levy for the preceding financial year.

(2) Subject to paragraph (3), where pursuant to paragraph (1) a constituent council anticipates a levy to be issued by a relevant joint authority for the year, the amount of the levy so anticipated shall be equal to the constituent council’s estimate, at the time the calculations (or last calculations) are made, of the amount of the levy which it considers likely will be issued on it for the year by the relevant joint authority.

(3) Where a levy has previously been anticipated by a constituent council for the purposes of the calculations for the year, the amount of the levy which may be anticipated by the constituent council for the purposes of any substitute calculations for the year shall be equal to the amount previously anticipated.

(4) Notwithstanding that a constituent council making calculations for a financial year anticipated a levy to be issued on it in accordance with these Regulations by a relevant joint authority—

- (a) where the relevant joint authority issues a levy on the constituent council in accordance with these Regulations, the constituent council shall pay to the relevant joint authority a sum equal to the amount of the levy; and
- (b) where the relevant joint authority does not issue a levy on the constituent council in accordance with these Regulations, the constituent council shall not be liable to pay any sum to the relevant joint authority only by virtue of having anticipated a levy from the relevant joint authority.

(5) In this regulation, a “relevant joint authority”, in relation to a constituent council, means a joint waste disposal authority with power under these Regulations to issue a levy on that council.

Transitional provisions

8.—(1) Save as provided in paragraph (2), the 1992 Regulations shall cease to apply to levies issued or anticipated in accordance with these Regulations in respect of any financial year beginning on or after 1st April 2006.

(2) In relation to levies issued or anticipated in respect of the financial years beginning on 1st April 2006 and on 1st April 2007—

- (a) regulation 4 of these Regulations (apportionment of levies) shall apply to the levies issued by the joint waste disposal authorities specified in the first column of the Schedule to these Regulations in the proportions specified in the second column of that Schedule for each of those financial years; and
- (b) regulation 6 of the 1992 Regulations (apportionment) shall continue to have effect in relation to the proportion of the levy not covered under sub-paragraph (a).

^(a) 1992 c.14. Sections 32 and 43 were amended by the Police Act 1997 (1997 c. 50), section 134(1), Schedule 9, paragraphs 67 and 68(2) and (3), the Criminal Justice and Police Act 2001 (2001 c. 16), section 137, Schedule 7, Part 5(1), the Local Government Act 2003 (2003 c. 26), section 127(2), Schedule 8, Part 1, the Serious Organised Crime and Police Act 2005, section 174(2), Schedule 17, Part 2 and S.I. 1994/246, 1995/234, 1996/56, 1999/296, 2000/717, 2005/190. There is other amending legislation in relation to Wales. Modified by S.I. 1993/22, 1995/161 and 1995/2889. Section 43 is disapplied by the Greater London Authority Act 1999 (1999 c. 29), section 85.

6th February 2006

Ben Bradshaw
 Parliamentary Under Secretary of State
 Department for Environment, Food and Rural Affairs

SCHEDULE

Regulation 8(2)

TRANSITIONAL ARRANGEMENTS

<i>JOINT WASTE DISPOSAL AUTHORITIES</i>	<i>PROPORTION OF THE TOTAL LEVY FOR 2006 AND 2007 TO WHICH REGULATION 4 APPLIES</i>
North London Waste Authority West London Waste Authority Western Riverside Waste Authority Merseyside Waste Disposal Authority	33.3% for the financial year beginning on 1st April 2006 66.6% for the financial year beginning on 1st April 2007
Greater Manchester Waste Disposal Authority	50% for the financial year beginning on 1st April 2006 75% for the financial year beginning on 1st April 2007

EXPLANATORY NOTE

(This note is not part of the Regulations)

These Regulations confer a power on joint waste disposal authorities established under the Waste Regulation and Disposal (Authorities) Order 1985 (S.I. 1985/1884) (the “1985 Order”) to issue levies on their constituent councils for the purpose of meeting their expenses in respect of financial years beginning on or after 1st April 2006 where, but for section 117 of the Local Government Finance Act 1988 (rates and precepts: abolition), they would have a power under article 7 of the 1985 Order (levies) to require the councils to pay those expenses. These Regulations apply to England only.

The Regulations include provisions as to when levies are to be issued (regulation 3), the apportionment of levies between authorities (regulation 4) as well as special provisions for the Greater Manchester Waste Disposal Authority (regulation 5). The Regulations also make provision for interest on unpaid levies (regulation 6) and the anticipation of levies (regulation 7).

Regulation 8 includes transitional provisions providing for the Levying Bodies (General) Regulations 1992 (S.I. 1992/2903) to cease to apply to levies issued or anticipated by joint waste disposal authorities in respect of any financial year commencing on or after 1st April 2006 except as specified in that regulation and the Schedule to the Regulations.

A full regulatory impact assessment has not been produced for this instrument, as it has no impact on the costs of business.

STATUTORY INSTRUMENTS

2006 No. 248

**Alternative Form of Levy Regulations adopted by NLWA
constituent authorities**

LOCAL GOVERNMENT, ENGLAND

FINANCE

The Joint Waste Disposal Authorities (Levies) (England)
Regulations 2006 **(as adopted by NLWA constituent
councils from 2012/13 [in red underline],
and further revised and adopted from 2014/15 [in green
underline])**

£3.00

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SCHEDULE 1 COST RECOVERY MECHANISM PART B:

MENU PRICING MECHANISM

Preamble

The Parties to this Inter Authority Agreement (IAA) agree that this Schedule will provide the rules by which the Authority will apportion its costs between the WCAs.

By entering into this Agreement, the Parties agree that the Authority will apportion its costs via a levy for the financial year 2016/17 and for future financial years until the WCAs unanimously agree otherwise in accordance with the Menu Pricing Levy Apportionment Mechanism Rules as set out below. These Rules are agreed in accordance with the Levy Regulations (regulation 4(1)(a)) as an alternative to the default levy apportionment methodology also contained therein (regulation 4(1)(b)).

In this Schedule “WCA” means the same as “constituent council” as defined in the Levy Regulations, and “WCAs” means all constituent councils in the Authority Administrative Area.

Introduction

This **Schedule 1B** ensures an equitable allocation of the financial obligations of the Authority, including those arising as a consequence of the Authority’s Waste Contracts, to each of the WCAs through the IAA. The Parties agree to the principle of equitable allocation such that each WCA shall be responsible for the financial consequences of its own behaviour and that of its contractors and agents, such behaviour to be determined primarily by the composition and quantity of Waste delivered by or on behalf of each WCA and managed by the Authority.

This Schedule sets out the process and rules for the recovery from the WCAs of all costs incurred by the Authority, i.e. the Schedule covers recovery of the Authority’s net costs in connection with the Authority’s:

- i. various payment obligations for waste services under Waste Contracts or otherwise;
- ii. revenue costs of funding the Authority’s capital programme, including the acquisition of sites for the waste treatment facilities (e.g. the cost of acquiring LondonWaste Ltd and Pinkham Way), capital contributions which the Authority may make to Waste Contractors, and the development of any new facilities not provided through the Waste Contracts;
- iii. overheads, administrative costs, and other costs incurred by the Authority in order to fulfil its statutory obligations, other costs which the Authority may decide to incur from time to time, and income from non-WCA sources.

Current Cost Recovery Arrangements

The Authority’s net budget is broadly made up of (i) waste treatment services (ii) corporate and other support service costs, (iii) revenue costs of capital investment and (iv) income from non-WCA sources.

The Authority currently approves its annual budget in the February prior to the relevant financial year. After allowance for the recovery of costs for Non-Household Waste (which shall include Household Waste for which a charge for disposal may be made by the Authority) and use of available surplus balances the remaining costs of the Authority are recovered through a levy on the WCAs. The WCAs agree and acknowledge that together such sums must be adequate to discharge all the Authority's costs. The WCAs decide how the levy will be apportioned between the WCAs. Until and including the financial year 2011/12 the levy was apportioned in accordance with the default provisions of the Joint Waste Disposal Authorities (Levies) (England) Regulations 2006. The levy calculation comprised two elements, the household element of the levy (for Household Waste tonnages delivered to the Authority) was apportioned between WCAs on a tonnage basis (audited tonnages for the last full year prior to the budget year) and the other costs element (including civic amenity waste) was apportioned on a council tax basis (the council tax base for the relevant budget year). Since the financial year 2012/13 the levy has been apportioned in accordance with alternatives to the statutory default mechanism following unanimous agreements among the WCAs. The current locally agreed levy apportionment mechanism is at **Schedule 1A**.

WCAs are notified of the levy and their share of the levy together with a monthly payment schedule before 15th February prior to the relevant budget year. The levy is set for the year such that there should be no further recourse to WCAs for any additional payments during the year.

The charging arrangement for Non-Household Waste is governed by s52(9) of the Environmental Protection Act 1990 (EPA). WCAs are provided with an estimate of their financial liability for the relevant financial year together with a monthly payment schedule (also by 15th February). At the end of the financial year there is an annual reconciliation of actual tonnages delivered to the Authority for treatment and actual costs borne by the Authority in the treatment of this waste stream such that a WCA may be required to make an additional payment or entitled to receive a refund.

Menu Pricing Levying Apportionment Mechanism Process

- a) The Authority will approve a budget every February for the following financial year and this will be used to determine the annual cost of providing waste services to each WCA.
- b) To assist with the budget preparation process (October to February prior to the relevant financial year) each WCA will be required to provide the Authority with an up-to-date tonnage forecast of their waste streams for the relevant financial year and a medium term forecast of their waste tonnages for the subsequent three years by the end of the December prior to the relevant financial year.
- c) These tonnage forecasts will be reviewed by the Authority and may be notified to the Waste Contractor(s) in order to establish any relevant base payment to be paid to a Waste Contractor.
- d) The Authority will also calculate its estimated cost for areas of expenditure which fall outside of the Waste Contracts.
- e) In the case of Non-Household Waste the Authority will notify the WCAs of an estimate of their financial liability for the following financial year together with a monthly payment schedule by 15th February. Subject to any differences arising from the different ways in

which the Authority recovers its costs for Household Wastes and Non-Household Wastes, the cost per tonne for Household Wastes and Non-Household Wastes shall be broadly the same for each principal waste stream or other type of waste from the Menu Pricing Commencement Date. The Authority shall recover its costs in relation to Ad Hoc Wastes that are also Non-Household Waste as a specific Non-Household Waste charge to the relevant WCA.

- f) After the Authority has determined its budget, income from non-levy sources and the use of revenue balances the Authority will notify each WCA by 15th February of the total sum to be levied for providing waste services and other Authority activities and commitments for the following financial year together with monthly payment schedules and a statement setting out the principal component sums.
- g) A WCA's actual liability for each financial year will be determined as soon as possible after the end of the financial year as part of an annual reconciliation process (there will be regular budget reviews during the financial year so that WCAs can follow the progress of actual costs against budget and gauge how this might impact on their actual financial liability for the relevant financial year).
- h) As soon as possible after the end of each financial year, the actual costs of the Authority in providing waste services and its other activities and commitments under the levy will be determined by the Authority in accordance with the cost apportionment rules set out in this **Schedule 1B**, and any under or over payment by a WCA will result in a ring-fenced revenue balance (positive or negative) for that WCA to be taken into account in the next available financial year's levy apportionment calculation.
- i) As soon as possible after the end of each financial year there will be an annual reconciliation of actual tonnages of the different Non-Household Waste streams delivered to the Authority for treatment and the actual costs borne by the Authority in the treatment of each of these Non-Household Waste streams and associated costs in accordance with the cost apportionment rules set out in this **Schedule 1B** such that a WCA may be required to make an additional payment to the Authority or entitled to receive a refund from the Authority.

Menu Pricing Levy Apportionment Mechanism Rules (the Rules)

- 1. The cost and/or income (as relevant) of services provided by the Waste Contractors will be accounted for across the prevailing principal waste streams (currently these are residual, food, green, mixed organics and mixed dry-recyclables), and the provisions for RRCs and Non-Transferred RRCs. Ad Hoc Waste, and any other additional contracts or costs which arise in the provision of waste services will be accounted for in a similar way.
- 2. When the levy is set, each WCA's share of the levy will be calculated by reference firstly to the Authority's tonnage forecasts for each waste stream delivered by each WCA and the Authority's projection of relevant costs for each waste stream for the relevant financial year; secondly to the Authority's tonnage forecasts for total Municipal Waste delivered by each WCA and the Authority's projection of other budgeted costs for the relevant financial year; and thirdly to the most recent Visitor Survey for the RRC waste stream and the Authority's relevant budgeted costs for the relevant financial year.

3. Where payment deductions or additions are waste stream specific but not WCA specific (for example waste transfer costs, payments under EPA s.52(10) or, for mixed dry recyclables, MRF facility performance as distinct from those based on the measured quality of individual WCA delivered wastes) these adjustments will be included in the annual reconciliation to determine the final cost per tonne of each waste stream or the final cost for each RRC or Non-Transferred RRC.
4. Where payment deductions or additions are WCA specific (for example damage by a WCA to a Waste Contractor's premises) these will be deducted or added as adjustments in the annual reconciliation of costs to be borne by each WCA.
5. Any additional sums payable by the Authority associated with not reaching a Guaranteed Minimum Tonnage (GMT) shall be recovered from those WCAs that have delivered less than their share of the GMT for the relevant waste stream by reference to relevant WCA Tonnage Forecasts (all such liabilities shall be apportioned between these WCAs by reference to their individual variances from the GMT as a percentage of all such variances). Similarly, any additional sums payable by the Authority associated with exceeding a Maximum Tonnage (MT) shall be recovered from those WCAs that have delivered more than their share of the MT for the relevant waste stream by reference to the relevant WCA Tonnage Forecasts (all such liabilities shall be apportioned between these WCAs by reference to their individual variances from the WCA Tonnage Forecasts as a percentage of all such variances). This will form part of the annual reconciliation of costs to be borne by each WCA.
6. Where deductions and additions are of a general nature (neither waste-stream nor WCA specific) these will be deducted or added as adjustments in the annual reconciliation of costs to be borne by each WCA. This adjustment will be based upon each WCA's share of the total actual WCA Municipal Waste (excluding RRC, Non-Transferred RRC and Ad Hoc Wastes) delivered to the Authority for the relevant financial year. For the avoidance of doubt the terms "Municipal Waste" and "WCA Municipal Waste" in these Rules include both Household Waste and Non-Household Waste, and the term Non-Household Waste includes Chargeable Household Waste.
7. The revenue costs of funding the capital programme (waste treatment sites) will be borne by WCAs in proportion to the tonnes of WCA Municipal Waste delivered to the Authority for the relevant financial year. This will form part of the levy-setting and the annual reconciliation of costs to be borne by each WCA. The distribution of any surplus capital receipts not related to RRCs that could possibly arise in the future and which are not otherwise required in the opinion of the Authority for the repayment of loans or required to finance other capital investments will be distributed amongst the WCAs in proportion to the actual tonnes of WCA Municipal Waste (excluding RRC, Non-Transferred RRC and Ad Hoc Wastes) delivered to the Authority since the Menu Pricing Commencement Date. In and from the year following a year during which any item funded through the capital programme becomes waste stream specific, WCA specific or RRC specific, the relevant costs shall be apportioned as at Rule 2 or Rule 10 (as applicable) and adjusted if necessary in accordance with Rule 3 or Rule 4.

8. The revenue costs of funding any capital contributions to Waste Contractors or similar capital investments by the Authority shall be apportioned across each relevant waste stream in the same proportion as the cost reduction arising to the Authority from the capital contribution or similar capital investment by the Authority for each waste stream. This will be equated to a cost per tonne (based upon the tonnes of each relevant waste stream delivered by the WCAs to the Authority for the relevant financial year). This will form part of the levy-setting and the annual reconciliation of costs to be borne by each WCA.
9. The revenue costs of funding other capital costs other than for RRCs (but not excluding the revenue costs of funding the capital costs of any RRC that is developed as part of new residual waste treatment capacity at the EcoPark in Edmonton, N18 3AG) will be borne by WCAs in proportion to the tonnes of WCA Municipal Waste (excluding RRC, Non-Transferred RRC and Ad Hoc Wastes) delivered to the Authority for the relevant financial year. In and from the year following a year during which any item funded as capital becomes waste stream specific, WCA specific or RRC specific, the relevant costs shall be apportioned as at Rule 2 or Rule 10 (as applicable) and adjusted if necessary in accordance with Rule 3 or Rule 4. This will form part of the levy-setting and the annual reconciliation of costs to be borne by each WCA. However, where such costs are waste stream specific they shall in the first instance be allocated to the relevant waste stream and apportioned between WCAs accordingly.
10. All costs in relation to RRCs (other than Third Party Waste costs and the revenue costs of funding the capital costs of any RRC that is developed as part of new residual waste treatment capacity at the EcoPark in Edmonton, N18 3AG) will be apportioned in the proportions determined by the Visitor Survey and, until such time as a visitor survey can be conducted for any new RRC (including any Non-Transferred RRC that has become a RRC), the proportion of households within a two mile radius of the entrance to such new RRC that are within each WCA. Any surplus capital receipts from any RRC disposals that could possibly arise in the future and which are not otherwise required in the opinion of the Authority for the repayment of relevant loans or required to finance other relevant capital investments shall be apportioned in accordance with this rule, as applied since the RRC was acquired or otherwise arranged by the Authority. All costs in relation to any Non-Transferred RRC shall be recovered through the levy from the WCA in which that Non-Transferred RRC is situated.
11. All NLWA non-contract costs and/or income, which include the core costs of operating the Authority, project based costs and other costs which may be required to enable the Authority to fulfil its statutory obligations, or other expenditure which the Authority may agree from time to time will be borne by WCAs in proportion to the tonnes of WCA Municipal Waste (excluding RRC, Non-Transferred RRC and Ad Hoc Wastes) delivered to the Authority for the relevant financial year unless and to the extent that such costs are not waste stream specific or WCA specific. This will form part of the levy-setting and the annual reconciliation of costs to be borne by each WCA.
12. At the end of each financial year, in its annual reconciliation of costs to be borne by each WCA, the Authority will use both the actual tonnages delivered to the Authority by each WCA and the Visitor Survey employed when that financial year's levy was set.

13. Balances (positive or negative) that are available at the end of each financial year will wherever possible be ring-fenced to each WCA, to each waste stream and to each RRC as applicable having regard to the source(s) of the balances, subject to Rule 14 below.
14. Balances that are forecast to be available when determining the levy for 2016/17 and when finalising the Authority's statutory accounts for 2015/16 shall be apportioned between the WCAs in the same proportions as were used to apportion the levy for 2015/16.

SCHEDULE 2: REPRESENTATIVES AND CONTACT DETAILS

Authority	
Name of Authority Representative:	Andrew Lappage, Head of Operations
Contact details of Authority Representative:	<p>Address:</p> <p>North London Waste Authority Berol House, Unit 1B 25 Ashley Road, Tottenham London N17 9LJ</p> <p>Tel: 020 8489 5732/0 Fax: 020 8365 0254 Email: Andrew.Lappage@nlwa.gov.uk and Email: post@nlwa.gov.uk</p>
Contact details of Authority (if different):	<p>Address:</p> <p>North London Waste Authority Town Hall Judd Street London WC1H 9JE</p>

London Borough of Barnet	
Name of WCA Representative:	John Hooton, Chief Operating Officer
Contact details of WCA Representative:	<p>Address: London Borough of Barnet, North London Business Park, Oakleigh Road South, London N11 1NP</p> <p>Tel: 020 8359 2000 Fax: 0870 889 7456 Email: John.Hooton@barnet.gov.uk</p>
Contact details of WCA (if different):	Address: (as above)

London Borough of Camden	
Name of WCA Representative:	Ed Watson, Director of Culture and Environment
Contact details of WCA Representative:	<p>Address: London Borough of Camden 5 Pancras Square London N1C 4AG Tel: 020 7974 5622 Email: Ed.Watson@camden.gov.uk</p>
Contact details of WCA (if different):	Address: (as above)

London Borough of Enfield	
Name of WCA Representative:	Ian Davis, Director of Regeneration and Environment
Contact details of WCA Representative:	Address: London Borough of Enfield Civic Centre Silver Street Enfield EN1 3XA Tel: 020 8379 3500 Fax: Email: Ian.Davis@enfield.gov.uk
Contact details of WCA (if different):	Address: (as above)

London Borough of Hackney	
Name of WCA Representative:	Kim Wright, Corporate Director, Health and Community Services
Contact details of WCA Representative:	Address: London Borough of Hackney Hackney Town Hall Mare Street London E8 1EA Tel: 020 8356 7347 Fax: Email: Kim.Wright@hackney.gov.uk
Contact details of WCA (if different):	Address: (as above)

London Borough of Haringey	
Name of WCA Representative:	Stephen McDonnell, Assistant Director – Environmental Services and Community Safety
Contact details of WCA Representative:	<p>Address: Haringey Council River Park House 225 High Road Wood Green London N22 8HQ</p> <p>Tel: 020 8489 2485 Fax: 020 8489 2906 Email: Stephen.McDonnell@haringey.gov.uk</p>
Contact details of WCA (if different):	<p>Address: Haringey Council Civic Centre High Road Wood Green London N22 8LE</p>

London Borough of Islington	
Name of WCA Representative:	Kevin O'Leary, Corporate Director – Environment and Regeneration
Contact details of WCA Representative:	<p>Address: Islington Council Directorate Suite 222 Upper Street London N1 1XR</p> <p>Tel: 020 7527 2350 Fax: N/A Email: Kevin.O'Leary@islington.gov.uk</p>
Contact details of WCA (if different):	Address: (as above)

London Borough of Waltham Forest	
Name of WCA Representative:	David Evans, Head of Major Contracts and Delivery and Place Commissioner
Contact details of WCA Representative:	<p>Address: London Borough of Waltham Forest Town Hall Forest Road London E17 4JF</p> <p>Tel: 0208 496 4219 Fax: Email: David.Evans@walthamforest.gov.uk</p>
Contact details of WCA (if different):	Address: (as above)

SCHEDULE 3: RRCs AND NON-TRANSFERRED RRCs

RRC or Non-Transferred RRC	RRC	AUTHORITY TITLE TO BE PUT IN PLACE	DATE OF TRANSFER TO AUTHORITY	OPERATED BY
Non-Transferred RRC	Summers Lane, Barnet	Single leasehold from Barnet	4 October 2015	Authority
RRC	Regis Road, Camden	Single leasehold from Camden	1 April 2012	Authority
Non-Transferred RRC	Barrowell Green, Enfield	None	Not transferring at the date of this agreement	Enfield
RRC	Park View Road, Haringey	Single leasehold from Haringey	1 st November 2012	Authority
RRC	Western Road, Haringey	Single freehold	25 June 2014 (predecessor RRC transferred 1 st November 2012)	Authority
RRC	Hornsey St, Islington	Single leasehold from Islington as part of shared building	1 April 2012	Authority
RRC	Gateway Road, Waltham Forest	Single lease from contractor	1 April 2012	Authority
RRC	Kings Road, Waltham Forest	Single leasehold from Waltham Forest	7 June 2012	Authority
RRC	South Access Road, Waltham Forest	Single leasehold from Waltham Forest	7 June 2012	Authority

SCHEDULE 4: ARRANGEMENTS FOR NON-TRANSFERRED RRCs

On NLWA headed paper

<Address>

Date:

<Address>

Dear

[SITE NAME] Re-use and Recycling Centre (“RRC”)¹

1. This letter confirms the arrangements between the North London Waste Authority (the “Authority”) and the London Borough of [BOROUGH NAME] (the “Council”) regarding the Authority’s duty to arrange for the provision of sites in the Authority’s area and fulfilling the Authority’s statutory obligations under section 51 of the Environmental Protection Act 1990 (“s51 EPA”).
2. Following the repeal of Section 1 of the Refuse Disposal (Amenity) Act 1978, with effect from 1 April 2012 the Council no longer has a duty to provide places where refuse may be deposited by persons resident in the Council’s area.
3. The Authority has a duty under s51 EPA to arrange for the disposal of the controlled waste collected in its area by the waste collection authorities, and for places to be provided at which persons resident in its area may deposit their household waste and for the disposal of waste so deposited.
4. Pursuant to Section 1 of the Localism Act 2011 the Council has a general power of competence under which it may do anything not otherwise unlawful but for which there is no other specific statutory authority.

¹ **N.B.** The term RRC is used in this Schedule in a broader sense than the defined term in the Agreement.

5. The Authority and the Council agree that until the Expiry Date in the Inter Authority Agreement [or sooner date as agreed by the Council and the Authority], the RRC situated at [SITE NAME] shall continue to be provided, managed and funded by the Council and that the Authority shall continue to provide residual waste removal and treatment services as in the financial year 2013/14.
6. The Authority will recover from the Council its full costs of the services at the RRC situated at [SITE NAME], and of the further management of wastes arising there, in accordance with the Menu Pricing Mechanism.
7. The Council notes the Authority's statutory obligations at paragraph 3 above and will manage the above RRC in accordance with the same until the Expiry Date in the Inter Authority Agreement [or sooner date at paragraph 5 above].
8. If the Council is aware of any variation from the Authority's statutory obligations, or believes that it will be unable to manage the above RRC in accordance with these, the Council shall immediately notify the Authority with details.

As an authorised officer of the North London Waste Authority I hereby confirm the above arrangement on behalf of the North London Waste Authority with effect from

Signed: **Date:**
Title:
North London Waste Authority

As an authorised officer of LB [BOROUGH NAME] I hereby confirm the above arrangement on behalf of LB [BOROUGH NAME] with effect from

Signed: **Date:**
Title:
London Borough of [BOROUGH NAME]

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Inter Authority Agreement – Cabinet Report

Appendix B

This appendix supplements the Cabinet report, providing further details on the IAA divided into:

1. Changes to the 2011 IAA draft approved by Cabinet Member Signing
2. Responsibilities on Parties to the IAA
3. Rationale for Menu Pricing

1. Changes to the 2011 IAA draft approved by Cabinet Member Signing

The revised IAA is much simpler than the 2011 draft. This reflects the simpler interface between NLWA and its contractor, LondonWaste Ltd (whom NLWA wholly own and in December 2014 awarded a contract to until 2025, compared to the longer term PFI-type contractual arrangements previously envisaged in 2011), as well as the need for flexibility going forward.

The expiry date of the revised IAA has been changed to December 31st 2055 to reflect a potential 30 year financing period for a successor residual waste treatment facility to the current one after 2025. However, the revised IAA reflects that the menu pricing levy apportionment and charging system with the Cost Recovery Mechanism will continue to apply in perpetuity until and unless a successor system is agreed by all parties.

Large tracts of the IAA previously setting out in detail specific requirements have instead been encapsulated in broad principles such as a requirement on all parties to minimise any negative impacts of their actions on all other parties. There are specific provisions for consultation (such as in the case of changes to the R&R Centre network), disputes resolution (with a binding process with a non-binding outcome) and the removal of the Change Procedure.

There is no longer a need for binding tonnage projections from each borough, which were purposed to apportion liabilities in relation to any breach of the minimum or maximum tonnage within the NLWA's previously proposed contracts.

The revised Clause 5 provides for the need for prior unanimous agreement to be required among relevant Boroughs on the need for any minimum or maximum tonnage guarantees under any future NLWA contracts.

The parties will be able to re-examine the IAA whenever there are significant changes to services of one party that are likely to materially affect one or more other authorities, and at least every three years.

2. Responsibilities on Parties to the IAA

Obligations on all Parties to the Agreement:

- Manage its services diligently and in accordance with best value.
- Use reasonable endeavours to minimise negative impacts on other parties to the IAA.
- Work towards the agreed 50% recycling target for 2020.
- Work together in managing waste more sustainably through activities that include joint communications campaigns and joint research.
- Work in partnership within defined governance structures.
- Review the IAA at least every three years.
- Nominate a named representative to exercise the powers and functions of that party in relation to the IAA.
- Manage any disputes in accordance with a disputes resolution procedure as set out in the IAA.
- Treat all information considered confidential as such and not disclose it unless legally required to do so or under the express permission of the relevant parties to the agreement. Furthermore parties are only permitted to use confidential material for the purpose of appropriate use within the scope of the agreement.

Obligations on all Boroughs:

- Pay the NLWA levy and charges in accordance with the Menu Pricing Mechanism in Schedule 1B from the menu pricing commencement date, 1st April 2016.
- Indemnify the Authority, its staff and agents from demands for liability in a range of circumstances except where caused by negligence or wilful misconduct.

Obligations on NLWA:

- If NLWA receives compensation from one of its contractors in relation to the actions of that contractor the compensation will be paid to the affected Boroughs through the menu pricing arrangements.

3. Rationale for Menu Pricing

The revised IAA sets out a proposed menu pricing system to replace the current levy and charging arrangements in the form of a process and set of principles that are largely unchanged from that agreed in the previously agreed IAA. The menu pricing system reflects a fairer method of cost apportionment than at present. Under menu pricing boroughs will incur costs based directly upon the volumes of the different types of waste they deliver (at the relevant differential costs), which is not the case under the current system.

Furthermore, the levying of the costs relating to Reuse & Recycling Centres operated by NLWA will, under menu pricing, be apportioned based upon the proportion of the visitors to each R&R Centre from each borough. Currently these costs are levied partly upon the borough in which the R&R is located and partly, in the case of the residual waste from the sites, on the relative proportion of Council Tax Band D properties in each borough. As a result the

current levy does not take account of respective boroughs' usage of the R&R service nor distribute the costs equitably.

In summary, the menu pricing system will confer key benefits to the constituent boroughs over the current statutory-based levy system:

- Boroughs will pay the direct cost for the amount and type of waste they deliver and thus be afforded protection from decisions and performance/non-performance of other boroughs.
- Boroughs can thus directly link service plans with disposal savings to test the business case for investment.
- With regard to Reuse & Recycling Centres, boroughs will be responsible for paying the costs of the NLWA-operated network of sites in proportion to the amount each site is used by each boroughs' residents.
- Where boroughs have opted to retain their R&R sites (i.e. not transferred to NLWA), all costs - including residual waste disposal - will under menu pricing be borne directly by the borough operating the site.
- Where NLWA propose any new/re-development of an R&R site that would incur capital expenditure, there is a formalised process by which the views of borough(s) that would bear the largest proportion of the costs will be given due consideration in NLWA decision making.
- Other NLWA costs will be levied or charged to reflect the fairest and most appropriate allocation.

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MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON Monday, 7th December, 2015, Times 10am

PRESENT: Councillor Jason Arthur

IN ATTENDANCE: Terese Johansson – Business Manager, Felicity Foley – Principal Committee Co-ordinator

113. 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.

114. URGENT BUSINESS

None.

115. HARINGEY REGISTRATION AND CITIZENSHIP SERVICE (REGISTER OFFICE) MOVE FROM HARINGEY REGISTRATION SCHEME 1977 TO A NEW SCHEME UNDER NEW GOVERNANCE

The Cabinet Member considered a report which sought approval for the transfer of the Haringey Registration and Citizenship Service from the Haringey Registration Scheme 1977 to a new scheme under new governance.

NOTED that the quality concerns were of a general nature, and it was clarified that the new governance was about the scheme and not the services it delivered.

RESOLVED

- i. To approve the London Borough of Haringey Registration of Births, Deaths and Marriages Scheme as set out at Appendix 1, for submission to the Secretary of State.
- ii. To approve the appointment of the Business Manager, Legal Services, as Proper Officer for the purposes of the Registration Service Act 1953 and to note that Constitution will be amended accordingly.

116. NEW ITEMS OF URGENT BUSINESS

N/A.

CHAIR: COUNCILLOR JASON ARTHUR

Signed by Chair

Date

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MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON THURSDAY 10TH DECEMBER 2015, 12.00pm

PRESENT:

Councillors: Ann Waters (Chair)

117. 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.

118. URGENT BUSINESS

None.

119. BOUNDS GREEN PRIMARY SCHOOL - 3 FORM OF ENTRY REINSTATEMENT PROJECT

The Cabinet Member considered a report which sought approval to enter into contract with Lakehouse Contracts Ltd to deliver construction works at Bounds Green Primary School at the agreed contract value of £2,171,634.88 for a contract period of 38.5 weeks.

This was a two stage contract, with stage 1 having been approved in July 2015. The stage 2 price was within the pre-tender estimate. The final completion date would be 30 September 2015, however contingency plans were in place if required.

RESOLVED

- i) Provide approval to enter into contract with Lakehouse Contracts Ltd at the agreed contract value of £2,171,634.88 for a contract period of 38.5 weeks.
- ii) For the issuance of formal contracts based on the satisfactory completion of supporting Contractors Proposals.
- iii) Provide approval to instruct Haringey Council's Legal Services to issue a Letter of Intent permitting orders to be raised by Lakehouse Contracts Ltd with their supply chain; up to and not exceeding 10% of the contract sum as allowed under CSP 9.07.3 whilst formal works contracts are being prepared.

120. NEW ITEMS OF URGENT BUSINESS

None.

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MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON Monday, 14th December, 2015, Times 2pm

PRESENT:

Councillor Vanier

Officers: Stephen McDonnell (Assistant Director, Environmental Services & Community Safety), Graham Jones (Interim Neighbourhood Action Team Manager) and Felicity Foley (Principal Committee Co-ordinator)

121. FILMING AT MEETINGS

The Chair referred those present to agenda item 1 as shown on the agenda in respect of filming at this meeting, and those present noted the information contained therein.

122. URGENT BUSINESS

None.

123. NEW APPROACH TO RESIDENTIAL STREET CLEANSING AND REDUCTION IN BRING BANKS

The Cabinet Member considered a report which sought approval for a change in residential street sweeping from twice weekly to once a week. The report also sought approval for the removal of recycling banks where they were underused and / or attracted fly tipping.

It was noted that the savings proposals formed part of the £2.8m savings identified from the Veolia Integrated Waste Management Contract.

RESOLVED

- i) That residential street sweeping be changed from twice weekly to once a week, as further described in Section 6 of the report.
- ii) That the number of recycling banks be reduced by 80%. Those listed in Section 8.4 are to be removed and those listed in 8.5 are to be retained.

124. NEW ITEMS OF URGENT BUSINESS

None.

CHAIR: Councillor Vanier

Signed by Chair

Date

MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON Tuesday, 5th January, 2016, 16:00

PRESENT:

Councillors: Alan Strickland (Chair)

Officers: Nick Smith, Housing Strategy Officer & Philip Slawther, Principal Committee Coordinator.

125. 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.

126. URGENT BUSINESS

None.

127. SHELTERED HOUSING SERVICE CHARGES

The Cabinet Member considered a report that sought approval for increased service charges in sheltered/supported housing schemes, as part of a range of services identified under the Council's Medium Term Financial Plan 2015-2018. The report also sought Cabinet Member approval for the mitigation and support arrangements for residents affected by the increased service charges.

RESOLVED

That the Cabinet Member:

I). Noted the outcome of the consultation in respect of increased service charges in sheltered/supported housing schemes (as set out in appendix 3 and paragraphs 6.8 – 6.11 of the report).

II). Noted the results of the Equalities Impact Assessment (as set out in appendix 4 and paragraphs 8.10 – 8.14 of the report).

III). Approved the increased service charges in sheltered/supported housing considered by the Cabinet in February 2015, effective from 1 April 2016 (as set out in paragraphs 6.9 and 6.10 of the report) with these increases being included in the HRA Business Plan and 2016/17 HRA budget to be submitted to Cabinet in February 2016.

IV). Approved the mitigation and support arrangements for residents affected by the increased service charges in 3.3 above, (as set out in paragraphs 6.12 – 6.18 of the report).

128. NEW ITEMS OF URGENT BUSINESS

N/A.

CHAIR: Councillor Alan Strickland

Signed by Chair

Date

**MINUTES OF CORPORATE PARENTING ADVISORY COMMITTEE
MONDAY 5 OCTOBER 2015**

Councillors Cllr Waters [Chair], Cllr Berryman, Cllr Stennett, Cllr Morris

Apologies Councillors Hare, Weston, & Gunes.
Vicki Monk-Meyer

Also attending Jon Abbey (Interim Director of Children's Services), Neelam Bhardwaja (Assistant Director – Safeguarding and Social Care), Dominic Porter-Moore (Children in Care Service Manager), Lesley Kettles (Children's Service Manager), Annie Walker (Deputy Head of Service – Children & Families), Fiona Smith (Virtual School Head), Philip Slawther (Clerk), Margaret Gallagher (Performance Manager), Lyn Carrington (Nurse - Whittington Health NHS)

CPAC337. APOLOGIES FOR ABSENCE (IF ANY)

Apologies for absence were received from Councillor Hare & Councillor Gunes.

Councillor Weston gave apologies as she had to attend another meeting.

CPAC338. ACTIONS ARISING FROM THE MEETING WITH ASPIRE

NOTED: The actions listed in the notes of the meeting with Aspire.

The Director of Children's Services identified finding an additional resource to work with Anneke as a significant issue, given budgetary constraints. The Committee discussed that care leavers or graduate trainees could be possible solutions. The Committee also discussed whether someone from Children in Care could provide some leadership and vision to the group. The AD Safeguarding proposed outlining the role of Aspire clearly on the new leaflets being developed in order to clearly outline to prospective Aspire members what the organisation did and what its focus was.

CPAC339. URGENT BUSINESS

NONE

CPAC340. DECLARATIONS OF INTEREST

NONE

CPAC341. MINUTES

The minutes of the meeting held on 6 July 2015 were AGREED.

**MINUTES OF CORPORATE PARENTING ADVISORY COMMITTEE
MONDAY 5 OCTOBER 2015**

The Chair COMMENTED that the previous action around arranging a day's work experience for CIC/ care leavers with councillors was incomplete and suggested raising the issue at the Member training event later that week.

Action: Cllr Waters

CPAC342. MATTERS ARISING

The Committee NOTED the Corporate Parenting Agenda Plan 2015/16.

CPAC343. PERFORMANCE: INCLUDING PERMANENCY PLANS FOR LAC

RECEIVED the report on Performance for the Year to August 2015. Report included in the agenda pack (pages 9 to 18).

NOTED in response to discussion:

- An overall improving trajectory in relation to the majority of performance indicators.
- As of the 5th October there were 450 Children in Care, which was 76 per 10,000 population including 36 unaccompanied asylum seeker children. Haringey's rate of LAC remained significantly above the London (54) and National average (60) although the gap had closed to the statistical neighbour rate of 70.
- Permanency was secured for 18% of children who ceased to be Looked After. In the year to August 2015 there were 9 adoptions and 7 Special Guardianship Orders.
- The downward trajectory of the average amount of time taken for children being placed for adoption (438 days). The committee noted significant improvement in performance for this indicator compared to last year. This figure was above national average but was in line with statistical neighbours.
- Adoption was down 24% this year nationally.
- 79 children were placed 20 miles or more from Haringey at the end of August 2015. This equated to 18.3% against a 16% target but on an improving trajectory.
- At the end of August, 96% of LAC, in care for over a month, had an up to date health assessment, a sustained improvement which compared favourably with the London average.
- Following concerted effort, including technical input and data cleansing, 74% of LAC had an up to date Care Plan at mid-September, improved from the position of 49% at the end of May but remaining below the expected level.

**MINUTES OF CORPORATE PARENTING ADVISORY COMMITTEE
MONDAY 5 OCTOBER 2015**

- The average care proceedings duration in 2014/15 was 34 weeks with trends towards a longer duration than the statutory minimum. In quarter 1 this trend had been reversed towards shorter duration and an average duration of 32.4 weeks.
- There had been a decline (57%) in the number of Personal Education Plans (PEP) being completed since the 71% achieved in July, but the Committee noted that this was partially attributable to the school summer holidays. The Committee noted that advice from the DfE on reporting timescales was that the PEP's should be held three times a year and that could either be 3 school based meetings or 2 school based meetings with a review in between. It was clarified that at present the figures were based on six-monthly reviews and that the new guidance of 3 reviews per year was implemented as of September. Virtual Schools needed to establish a process for recording any reviews and their inclusion into the performance figures.

Action: Fiona Smith

- The Committee noted that the social worker was responsible for initiating the PEP and for recording it on the child's file but when the meetings took place in school the teacher would chair the meeting and record the actions taken. The effect was that it could be difficult to then get the paperwork back from the schools. Virtual schools to revisit the issue of bringing in electronic PEP's, Virtual School Head to bring a copy of an e-PEP to the next CPAC for discussion.

Action: Fiona Smith

- 27% of LAC aged 16 and over had pathway plans less than 6 months old which although better than levels achieved earlier in the year, was below the expected levels. Focused attention had increased performance on pathway plans to 40% by mid September. The new Head of Service was putting a performance review system in place with team managers to attend a session to review all relevant care and pathway plans and agree dates for timely completion. It was clarified that a pathway plan was for LAC who were 16 and over, whilst care plans were for those under the age of 16. The Committee NOTED that there was a training need for managers on Mosaic because plans were being done but they were not being correctly recorded and that this had a significant effect on performance.

Action: Annie Walker/Dominic Porter-Moore

- In August five children were recorded as missing from care in the month and 16 were away from their placement without authorisation.
- Performance for LAC children with an up to date dental visit was on a downward trajectory with current performance at 76% which had dipped from 91% in March. Performance had improved slightly since the end of July.

**MINUTES OF CORPORATE PARENTING ADVISORY COMMITTEE
MONDAY 5 OCTOBER 2015**

- The latest published educational attainment data showed that 305 of Children in Need achieved reading, writing and maths at Level 4+, a decline from 44.25 the previous year and below the average for both London and nationally.
- In response to a question, around the number of foster carers attracted by the banner campaign across Haringey, the Children's Service Manager advised that since April 2013, 31 carers had been approved which was below the target of 40, which was considered as an ambitious target. The Children's Service Manager also advised that she had discussed with NRS that a number of banners had been removed due to their deteriorating state and it was considered that this had an impact on the number of foster carers coming forward.
- The Committee noted that the contract with NRS was based on a fee per child that was successfully placed in foster care.
- In response to a question about whether the Council were satisfied with NRS, the AD Safeguarding and Social Care advised that the experience had been mixed and that quality of reports received was often low. The Council did not specify the need for foster carers for a mixed age group when establishing the contract with NRS.
- Cllr Berryman commented that a couple he knew had given up trying to foster a child in Haringey due to difficulties in the process and had instead fostered through Barnet.
- The Children in Care Service Manager advocated undertaking a mystery shopper approach to get a better understanding of the quality of service offered by NRS. The Children in Care Service Manager also advised that the organisation needed to look at the offer and support offered to potential foster carers. The Committee AGREED to undertake some mystery shopper analysis.

Action: Dominic Porter-Moore

- Children in Care Service Manager advised that he would be reviewing the NRS contract with the AD Commissioning to agree next steps.

Action: Dominic Porter-Moore

- In response to a question around poor performance of Children in Care & placements on their 19th birthday, the Committee noted that this was a very small cohort and that the figures could be significantly affected by a negative result.

AGREED to note the report.

CPAC344. DISABLED LAC

**MINUTES OF CORPORATE PARENTING ADVISORY COMMITTEE
MONDAY 5 OCTOBER 2015**

RECEIVED the Disabled LAC report that was requested following the Committee's request for an update on what the issues and challenges were in relation to disabled Looked After Children. The report was included in the agenda pack (pages 19 to 26).

NOTED that

- There were currently 22 children looked after by Haringey allocated in the Disabled Children's Team.
- Foster carers who were considering the option of applying for SGO status had not pursued the option due to a concern that the support identified in the SGO plan, would not be sufficient to meet their needs compared to the allowance they receive through their fostering allowance. Children's Service Manager advised that the maximum allowance for Special Guardianship was £185 per week which was about half of the allowance for a foster carer. The levels of support and guidance were also significantly lower for special guardianship.
- One third of the Disabled Children's Team's LAC were placed over 20 miles from Haringey, with 4 of the 7 children placed in residential homes or schools.
- An issue was identified in that children were travelling some distances from their residential home in order to maintain their placement in the local special school. The Director of Children's Services identified that some children had two-hour journeys to school. The Committee noted that the type of disability could have a limiting effect on the type of educational establishment available. Officers advised that parents could be reluctant to push children into public transport or to alter a settled routine. The Head of Integrated Service was looking into how to address the issues raised around transport. The Head of Integrated Service to report to the Committee on the reasons behind why those children were being transported a long distance.

Action: Vicki Monk-Meyer

- The Committee welcomed the report and commented that they found having information on disabled Looked After Children constructive.
- In response to a question on how many of the 31 foster carers recruited through the banner campaign were able to foster a disabled child, the Children's Service Manager advised that there was one.

AGREED to note the report.

CPAC345. PEP PERFORMANCE, UPDATE ON PATHWAY PLANS & UPDATE ON CARE PLANS

RECEIVED a report updating the Committee on performance around PEP's covering the period September 2014 – July 2015, with additional commentary on pathway plans and care plans. The report was included in the agenda pack (pages 27 to 30).

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MONDAY 5 OCTOBER 2015**

NOTED that

- The latest figures for performance on PEP completion showed a 14% point dip from 71% in July 2015 to 57% in September 2015. This could be accounted for due to it being the start of the school year, as figures from 2014 showed a similar picture.
- The Head of Virtual Schools confirmed that her service offered dedicated training to designated teachers and social workers.
- One of the key issues related to organisation and the need to agree a date for all of the relevant people to attend for example, teacher, social worker, foster carer, educational psychologist.
- In response to a question around the extent to which the child is involved in the PEP, the Head of Virtual Schools replied that the child should be involved in the process, including attending at least part of the meeting, at a relatively young age. The PEP provided the child with the opportunity to ask for additional help or support in a particular subject. Deputy Head of Service, Children & Families stated that participation levels of the child were mixed but stated that the PEP's took place in school hours with the child present.
- The Head of Virtual Schools confirmed that the PEP was an opportunity to discuss what the Pupil Premium was being used on and it should be recorded in the PEP and reported up to Virtual Schools.
- The Committee noted that there was an expectation that the foster carer allowance would provide for IT equipment although the Pupil Premium was often used to purchase laptops.
- The Head of Virtual Schools advised that her service had sight of what the school had agreed in the PEP and would also follow up with the social worker if needed, for instance if equipment had been promised but not delivered. Virtual Schools could also attend PEP meetings at the school to follow up on issues.
- The Head of Virtual Schools advised that assessing the impact and outcomes of any additional support required was crucial to developing robust PEP's.

CPAC346. FINDINGS FROM TASK AND FINISH GROUP

RECEIVED a verbal update from the AD Safeguarding and Social Care on the Task and Finish Group for Missing Children. The group was set up by the LSCB and was chaired by the Borough Commander. The Committee noted that there was a lack of buy-in from the police to the group and that the work which was supposed to be concluded in July had been delayed. The AD Safeguarding and Social Care advised that Children's Services had taken a lead in the process due to the delays. A

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MONDAY 5 OCTOBER 2015**

breakfast meeting was arranged between relevant people within the three main agencies to discuss information around reoccurring cases of children missing from care, who may be at risk of CSE and refer those to the MACE. The Director of Children's Services advised that the Borough Commander agreed to attend the meeting and that the purpose was for partners to sit down and discuss what themes there were, see what the high profile cases were and agree whether there was anything strategically or system wise that needed to be done.

AD Safeguarding and Social Care advised that a report was being drafted on the key findings and would be presented in due course.

Action: Neelam Bhardwaja

CPAC347. PAN LONDON ADOPTION BID

RECEIVED a verbal update from the Director of Children's Services on the pan-London adoption bid. A proposal was developed and submitted to the DfE, outlining how bringing together adoption services for 33 local authorities might work and what the challenges might be. NOTED that DfE had initially accepted the proposal and that funding had been released for further development of an implementation plan and developing the details further. The proposed milestones for the project were:

- October to January would involve a further exploration of what the costs might be of the service, including the cost of delay and the potential efficiency savings involved.
- January to August 2016, was allocated to designing and testing the new service
- Implementation, rollout and new approach to stakeholders launch would be the final stage.

The Director of Children's Services identified that key concerns at this initial stage were what the governance arrangements were and what the local representation was in such a regionalised service.

The Committee noted that at present most authorities would have their own adoption panels with their own independent chairs and that the effect was that each panel were operating from the same pool of potential carers. The proposals would examine whether one regional adoption panel would be more effective. Officers confirmed that proposals would be for the regionalisation of all adoption based services including; family finding, doctor recruitment, adoption support and special guardianship support.

AGREED that an update on the pan-London adoption bid was to be standing item on future agendas.

Action: Jon Abbey/Clerk

CPAC348. PLAN / VISION FOR CORPORATE PARENTING

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RECEIVED a verbal update from the Director of Children's Services that he would bring an outline draft of the plan/vision to the next meeting.

Action: Jon Abbey/Clerk

The Chair reiterated that the AD Safeguarding and Social Care was providing a training session for all Members on the 6th October to outline what the role of being a corporate parent involved.

CPAC349. NEW ITEMS OF URGENT BUSINESS

None.

CPAC348. EXCLUSION OF THE PRESS AND PUBLIC

None.

CPAC 349. NEW ITEMS OF URGENT EXEMPT BUSINESS

None.

CPAC350. ANY OTHER BUSINESS

Future meetings

NOTED the following dates:

5 January 2016

4 April 2016

All meetings are scheduled to start at 6.30pm.

Cllr Ann Waters
Chair

The meeting ended at 21:00 hours.

Report for: Cabinet 19 January 2016

Item number: 16

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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DIRECTOR OF ADULT SOCIAL SERVICES

Significant decisions - Delegated Action – December 2015

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	151224	Delegated Authority – HLDP Management Structure	
2.			

Delegated Action

Number
151224 CSO 9.06(c) Director Approval - disabled adaptations works at 12 Kimberley Rd
151224 CSO 9.06(c) Director Approval - disabled adaptations works at 5 Newnham Rd
151224 CSO 9.06(c) Director Approval - disabled adaptations works at 41 Madison Rd
151224 CSO 9.06(c) Director Approval - disabled adaptations contract with EffectAble contractor

Submission authorised by: 
 Jeni Plummer on behalf of Beverley Tarka – Director of Adult Social Services

Date: 4th January 2016

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Chief Operations Officer

Significant decisions - Delegated Action - For Reporting to Cabinet on 19 January 2016

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	♦ 11.12.15	Door Entry Replacement and Lateral Rising Mains Renewal Works – NT 01	<p>That the Chief Operating Officer approves the AMP submitted by Mulalley & Co Ltd. in the sum of £592,543.56 for the installation of a door entry system and renewal of the landlord electrical services with a contract period of 36 weeks as allowed under the Council's CSO 9.06.1.d) as delegated to the Interim Chief Operating Officer by Cabinet on 12/11/2013 as set out in the Major Capital Works Contractor Framework report.</p> <p>At the Cabinet Meeting of the 12 November 2013 Members resolved that approval of individual AMPs for contracts let under the Major Works Framework up to the value of £6.5m, be delegated to the Director of Adult and Housing Services after consultation with the Cabinet Members for Regeneration and Housing and for Finance, Employment and Carbon Reduction. The role of Director of Adult and Housing Services no longer exists and these duties are now included in the duties of the Chief Operating Officer. Under CSO 9.07.3. the Chief Operating Officer has the authority to approve the issuance of a letter of Intent up to and not exceeding 10% of the contract sum Therefore the Assistant Director of Corporate Governance sees no legal reasons preventing the Chief Operating Officer from approving the recommendations in the report.</p>
2.	♦ 11.12.15	WG8a Kitchen & Bathroom works – Decent Homes 2015/16	<p>That the Interim Chief Operating Officer approves the AMP for the above project in the sum of £666,645.67 as allowed under the Council's CSO 9.06.1.d) as delegated to the Interim Chief Operating Officer by Cabinet on 12/11/2013 as set out in the Major Capital Works Contractor Framework report</p> <p>At the Cabinet Meeting of the 12 November 2013 Members resolved that approval of individual AMPs for contracts let under the Major Works Framework up to the value of £6.5m, be delegated to the Director of Adult and Housing Services after consultation with the Cabinet Members for Regeneration and Housing and for Finance, Employment and Carbon Reduction. The role of Director of Adult and Housing Services no longer exists and these duties are now included in the duties of the Chief Operating Officer. Under CSO 9.07.3 the Chief Operating Officer has the authority to approve the issuance of a Letter of Intent up to 10% of the contract sum. Therefore the Assistant Director of Corporate Governance sees no legal reasons preventing the Chief Operating Officer from approving the recommendations in the report.</p>

Chief Operations Officer

Significant decisions - Delegated Action - For Reporting to Cabinet on 19 January 2016

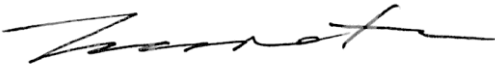
♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
3.	♦ 11.12.15	Decent Homes Programme 2015/16 – Phase 8 ST8a Internal Refurbishment Work	<p>That the Interim Chief Operating Officer approves the AMP for the above project in the sum of £999,016.90 as allowed under the Council's CSO 9.06.1.d) as delegated to the Interim Chief Operating Officer by Cabinet on 12/11/2013 as set out in the Major Capital Works Contractor Framework report</p> <p>At the Cabinet Meeting of the 12 November 2013 Members resolved that approval of individual AMPs for contracts let under the Major Works Framework up to the value of £6.5m, be delegated to the Director of Adult and Housing Services after consultation with the Cabinet Members for Regeneration and Housing and for Finance, Employment and Carbon Reduction. The role of Director of Adult and Housing Services no longer exists and these duties are now included in the duties of the Chief Operating Officer. Under CSO 9.07.3 the Chief Operating Officer has the authority to approve the issuance of a Letter of Intent up to 10% of the contract sum. Therefore the Assistant Director of Corporate Governance sees no legal reasons preventing the Chief Operating Officer from approving the recommendations in the report.</p>
4.	18.12.15		<p>This report seeks approval as delegated by Cabinet on 17 March 2015 to implement the re designation of Larkspur Close; using the agreed approach, a new support model and service charges, following consultation with residents, stakeholders and affected staff.</p> <p>Recommendation</p> <p>To authorise the operation of a flexible support model consistent with the redesignation of Larkspur close to a Community Good Neighbour scheme, from 15 February 2016 and the implementation of the Community Good Neighbour charge of £12.64 per week plus additional good neighbour charge of £2.76 from this date.</p>

Delegated Action

Type	Number

Chief Operations Officer Signature



Date 04.01.16

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CYPS

Significant decisions - Delegated Action - For Reporting to Cabinet on 19 January 2016

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.			
2.			
3.			
4.			

Delegated Action

Type	Number
9.01 Support for young people at risk of CSE or missing from home	1

Jon Abbey

Director Signature

Date 4.1.2016

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Public Health

Significant decisions - Delegated Action - For Reporting to Cabinet on 19 Jan 2016

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	Approved 2 nd Dec 2015	The Director of Public Health approved the award of Oral Health Promotion Programme. funding is currently only available for two years at £137,000 (Year 1 - £77,000 and year 2 - £60,000)	The Director of Public Health approved the award of Oral Health Promotion Programme. funding is currently only available for two years at £137,000 (Year 1 - £77,000 and year 2 - £60,000) – approved 2 nd Dec 2015

Delegated Action

Type	Number
The Director of Public Health approved the award a contract in respect of the School Health Education Unit (SHEU), for the delivery of a school based health survey. The cost of the contract is estimated as £5,000 to £10,000. This cost will be funded from available resources within the Service – approved 5 th Nov 2015	1
The Director of Public Health approved the award a contract in respect of Face Front Inclusive Theatre for the delivery of a theatre based programme in schools. The cost of the contract extension is £20,000 over two years – approved 12 th Nov 2015	2
The Director of Public Health approved the procurement of the home sampling programme for Haringey public health in line with the local 'step change' programme at a cost of £25,470 over three years (£8,490 per year) – approved 12 th Nov 2015	3
The Director of Public Health approved the award of contract to the Medical Foundation for HIV & Sexual Health (MEDFASH) for the provision of SHIP training to GPs and practice nurses - approved 7 th Dec 2015	4
The Director of Public Health has approved the extension of contract in respect of Innovative Health Consultancy Limited, for the delivery of training in Haringey, in support of the 'Making Every Contact Count. The contract period	5

will be 1 April 2016 to 31 March 2017 and the contract cost will be up to £13,650 depending on the number of training sessions undertaken – approved 16 th Dec 2015	
The Director of Public Health has approved to extend the current contract for the Tuberculosis Awareness programme, currently held by NAZ Project London, for a further 7 months from 01/09/2015 at the cost of £23,500.00 - approved 6 Jan 2016	6

SLT Officer/ Director Signature Date.....7 January 2016.....



DIRECTORATE OF REGENERATION, PLANNING AND DEVELOPMENT

Significant decisions - Delegated Action 2015/2016 – December 2015/January 2016 (part)

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1. ♦	16.12.15	The acquisition of properties under the Council's Right to Buy acquisition programme	For the Director of Regeneration, Planning and Development to approve the purchase of the property known as 31 Marriott Road, N10 1JJ for a sum of £415,000 for housing purposes as part of the Council's Right to Buy acquisition programme.
2. ♦	16.12.15	The acquisition of properties under the Council's Right to Buy acquisition programme	For the Director of Regeneration, Planning and Development to approve the purchase of the property known as 64 Rheola Close, N17 9TR for a sum of £271,000 for housing purposes as part of the Council's Right to Buy acquisition programme.
3. ♦	16.12.15	The acquisition of properties under the Council's Right to Buy acquisition programme	For the Director of Regeneration, Planning and Development to approve the purchase of the property known as 22 Tamar Way, N17 9HF in the sum of £250,000 for housing purposes as part of the Council's Right to Buy acquisition programme.
4. ♦	16.12.15	The acquisition of properties under the Council's Right to Buy acquisition programme	For the Director of Regeneration, Planning and Development to approve the purchase of the property known as 38 Stonebridge Road, N15 5PF in the sum of £240,000 for housing purposes as part of the Council's Right to Buy acquisition programme.
5. ♦	16.12.15	Decision report for the Director of Regeneration, Planning and Development in consultation with Cabinet member for Housing and Regeneration and Cabinet member for Finance and Culture	The sale of the freehold of the Olympia Trading Estate, Coburg Road to St. William Homes LLP to the value of £2,992,500.

DIRECTORATE OF REGENERATION, PLANNING AND DEVELOPMENT

Significant decisions - Delegated Action 2015/2016 – December 2015/January 2016 (part)

♦ denotes background papers are Exempt.

6.	07.01.16	Haringey Development Vehicle – Approval of Initial Procurement Documents	For the Director of Regeneration. Planning and Development to approve the following documents to launch the procurement process for the Haringey Development Vehicle: - OJEU Notice - Pre Qualification Questionnaire - PQQ Guidance notes - PQQ Scoring Matrix - Memorandum of Information - Draft Invitation to Participate on Dialogue
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Delegated Action		
Type	Project	Value
Request for implementation to waive CSO 8.03 and 9.01 as allowed under CSO 10.01.1 for consultants	HALS Ofsted Inspection Lyn Garner (for Dan Hawthorn) 06.01.16	£10,500 (HALS budget)

Submission authorised by:



Lyn Garner
Director of Regeneration, Planning and Development

Date: 7 January 2016

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

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