NOTICE OF MEETING

CABINET

Tuesday, 16th January, 2018, 6.30 pm - Civic Centre, High Road, Wood Green, N22 8LE

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

Quorum: 4

1. FILMING AT MEETINGS

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

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

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

2. APOLOGIES

To receive any apologies for absence.

3. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under Item 21 below. New items of exempt business will be dealt with at Item 24 below).

4. DECLARATIONS OF INTEREST

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

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

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

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

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

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

This agenda contains exempt items as set out at **Item 22: 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 12 December 2017 as a correct record.

7. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

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

(a) Cabinet Response to the Scrutiny Review of Street Sweeping

[Report of the interim Director for Commercial and Operations. To be introduced by the Leader of the Council].

Cabinet to consider the Scrutiny on Street Sweeping and agree the cabinet response to the recommendations.

9. HOMES FOR HARINGEY MANAGEMENT AGREEMENT (PAGES 53 - 152)

[Report of the Strategic Director for Planning, Regeneration and Development. To be introduced by the Cabinet Member for Housing, Regeneration and Planning.]

Decision will be sought to approve the new Management Agreement between the Council and Homes for Haringey.

10. WOOD GREEN AREA ACTION PLAN (PAGES 153 - 584)

[Report of the Strategic Director for Planning, Regeneration and Development. To be introduced by the Cabinet Member for Economic Development, Social Inclusion & Sustainability.]

Cabinet are asked to note the outcomes of the Wood Green AAP consultation report, and agree the consultation of an updated draft Wood Green AAP document.

11. WOOD GREEN STRATEGIC REGENERATION FRAMEWORK (PAGES 585 - 664)

[Report of the Strategic Director for Planning, Regeneration and Development. To be introduced by the Cabinet Member for Economic Development, Social Inclusion & Sustainability.]

Cabinet will be asked to adopt the Wood Green Strategic Regeneration Framework.

12. SHARED DIGITAL GOVERNANCE MODEL REVIEW INCLUDING STAFFING IMPLICATIONS (PAGES 665 - 774)

[Report of the Chief Digital and Information Officer. To be introduced by the Cabinet Member for Corporate Resources.]

To receive a detailed report considered by the Shared Digital Joint Committee meeting of 30 October 2017 and consider any recommendation(s) made by the Joint Committee around the future governance model for the shared service, including any required changes necessary to move from the current governance arrangements to any proposed new governance model.

13. INTERMEDIATE HOUSING POLICY (PAGES 775 - 812)

[Report of the Strategic Director for Planning, Regeneration and Development. To be introduced by the Cabinet Member for Housing, Regeneration and Planning.]

Report setting out proposed new Intermediate Housing Policy in the context of the adopted Housing Strategy following public consultation.

14. UPDATE ON THE HOUSING SUPPORT TRANSFORMATION (PAGES 813 - 830)

[Report of the Interim Deputy Chief Executive. To be introduced by the Cabinet Member for Housing, Regeneration and Planning.]

This report will update members on the progress of the Housing Support Transformation Framework, as requested in the report approved by Cabinet in March 2017. As well as selected highlights from the programme's progress, this report seeks approval of a Supported Housing Tenants and Residents Charter, one of the recommendations approved in the March 2017 report, whose aim is to make commitments to tenants and residents of supported housing that might be affected by the Transformation programme.

15. DISABLED FACILITIES GRANT POLICY FOR ADAPTATIONS AND ASSISTANCE IN HARINGEY (PAGES 831 - 860)

[Report of the Interim Deputy Chief Executive.to be introduced by the Cabinet Member for Adult Social Care and Culture.]

The report outlines Haringey Council's draft policy and approach to the delivery of its service to customers who require adaptations to their home. The draft policy reflects legislation and statutory guidance and Cabinet is asked to approve the policy.

16. LONDON BUSINESS RATES RETENTION PILOT - 2018-19 (PAGES 861 - 914)

[Report of the Interim Chief Finance Officer. To be introduced by the Cabinet Member for Finance and Health.]

The proposal asks Haringey to join the GLA and all London boroughs to form a pilot pool of retained business rates during the 2018-19 financial year.

17. PROVISION OF INTERNAL AUDIT SERVICES (PAGES 915 - 922)

[Report of the Assistant Director for Corporate Governance. To be introduced by the Cabinet Member for Corporate Resources.]

Cabinet will be asked to approve the award of the contract for the provision of internal audit services.

18. THE COUNCIL'S CORPORATE INSURANCE ARRANGEMENTS (PAGES 923 - 930)

[Report of the Assistant Director for Corporate Governance. To be introduced by the Cabinet Member for Corporate Resources.]

This report will seek approval to award the contract for Insurance Arrangements to successful tenderer(s) for the following: Commercial, Crime, School Journey, Motor Fleet and Engineering Inspection.

19. MINUTES OF OTHER BODIES (PAGES 931 - 940)

To note the minutes of the following:

- Cabinet Member signing on 30 November 2017
- Cabinet Member Signing 15 December 2017
- Cabinet Member Signing 20 December 2017
- Leader's Signing 4th January 2018

20. SIGNIFICANT AND DELEGATED ACTIONS (PAGES 941 - 946)

To note the delegated and significant actions taken by Directors in December.

21. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at Item 3 above.

22. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Democratic Services &Scrutiny Manager

Item 23 allows for the consideration of exempt information in relation to item 18.

TO RESOLVE

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.

23. THE COUNCIL'S CORPORATE INSURANCE ARRANGEMENTS (PAGES 947 - 952)

As per item 22.

24. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at Item 3 above.

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Monday, 08 January 2018

Agenda Item 6

MINUTES OF THE MEETING OF THE CABINET HELD ON TUESDAY, 12TH DECEMBER, 2017, 6.30pm

Also in attendance - Councillors: Morris, Connor, Brabazon, Carter, Ibrahim, Gallagher

PRESENT:

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

Also in attendance - Councillors: Morris, Connor, Brabazon, Carter, Ibrahim, Gallagher

116. FILMING AT MEETINGS

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

117. APOLOGIES

Apologies for absence were submitted from Councillor Goldberg.

118. URGENT BUSINESS

There were no items of urgent business put forward.

119. DECLARATIONS OF INTEREST

Councillor Demirci, Cabinet Member for Corporate Resources, declared a personal interest in item 11, Disposal of Fairfax Hall, Portland Gardens N4 under the Community Asset Transfer Policy.

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

There were no representations relating to items on the exempt part of the agenda.

121. MINUTES

The minutes of the meetings held on the 14th of November were agreed as a correct record of the meeting.

122. DEPUTATIONS/PETITIONS/QUESTIONS

Deputation 1 – Unison – Chris Taylor

Mr Taylor spoke, on behalf of Unison, in opposition to the closure of Osborne Grove Nursing Home. Mr Taylor expressed that management were using the earliest opportunity, following the CQC [Care Quality Commission] “requires improvement” rating, to close Osborne Grove Nursing Home and to re - provide the nursing facility with an external provider. The new staff would be employed on lower wages and lower working conditions. Mr Taylor expressed that to close Osborne Grove Nursing Home would leave staff, who were mainly women and from a BAME background, without employment. Furthermore, the closure would lead to vulnerable residents having to be moved, causing undue distress and disruption to their daily lives. Mr Taylor expressed that this action was not needed, if the residential nursing home was likely to be to be re-opened, providing nursing care beds.

Mr Taylor contended that the CQC had not required the Council to close Osborne Grove Nursing Home and there had been significant improvements made, since the earlier CQC inspection findings. In Mr Taylor’s view, the CQC findings on the failings of the home, were related to senior management and governance failures. Mr Taylor, on behalf of Unison, contended that the issues with staff at the home had been exaggerated.

Mr Taylor referred to the CQC report from February 2017 where the only standard at the home rated as “good” was for caring. This was the standard that related mostly to the actions of the front line staff in the Nursing Home. He spoke favourably of staff interactions with clients and carers. He felt that there was no reason why the Nursing Home could not remain open, continuing to take forward the improvements made.

Mr Taylor further questioned how meaningful the consultation had been, given that only one option of closure had been put forward.

The decision to close Osborne Grove would consequently make staff redundant and this action conflicted with employment law, including TUPE. Mr Taylor called for Cabinet, to not close Osborne Grove. He appealed for this Nursing Home to be either run by the Council or be managed in partnership with the NHS, keeping vulnerable residents living in the Home whilst continuing improvements.

Mr Taylor further reflected that, if an elderly resident was living in a house that was not good, the Council would work to improve this. Therefore, Mr Taylor felt that the same principle should apply to Osborne Grove.

The Leader sought Mr Taylor’s view on the current overspend of £1m on the home, in light of the care quality issues and the pressing financial issues. Mr Taylor questioned whether this money was well spent as there were basic failures identified in the home which, in his view, were compounded by lack of management oversight and inconsistent audits. Mr Taylor contended that with improved processes and proper management oversight, issues at the home could have been resolved without the high level of financial investment. Also the cost of the home had increased recently because of the overdue need to invest in improved equipment to assist carers in the home with clients. The increased cost of moving people from the Nursing Home and re-providing care, needed to be compared to the potential re-opening the Nursing

Home in the future. There was also a potential legal issue, if the Council re-provide the Nursing Home and have made staff redundant.

Councillor Vanier, Cabinet Member for Adult Social care and Culture responded to the deputation. The fact that the CQC did not require the Osborne Grove to close was not disputed. However, the current rating of Osborne Grove "requires improvement" also needed to be considerably factored. There had been three out of four warning notices assessed as being complied with but the Nursing Home, which had been taken out of special measures, still "required improvement" and this fell short of required standards put forward by the Council to other providers which were to be "good" or "outstanding".

The Cabinet Member asserted that senior management roles and responsibilities in relation to the Nursing Home had been working. The Care Quality Commission, Clinical Commissioning Group and corporate management of the council had provided support to make these improvements. It was important to note, that the embargo on the Nursing Home had been in place since August 2016 and the Council had been working throughout this time to improve the quality of care. The CQC had acknowledged these improvements, in July, but there were still further improvements needed.

In respect of providing alternative provision, 90% of nursing care commissioned externally was categorised as "good or outstanding."

The Cabinet Member thanked Unison for their deputation and the tabled response to the consultation would also be noted.

Deputation 2 – Gordon Peters representing Haringey over 50's forum, Haringey Older People's Reference Group and Hornsey Pensioners action group

Mr Peters, spoke in opposition to the closure of Osborne Grove Nursing Home. He expressed that Osborne Grove was the last remaining full time residential home, caring for residents with frailty and complex needs. Mr Peters felt that the value of the provision was recognised by the Council and was regarded a valuable and well placed site to provide nursing care.

Mr Peters referred to a previous Council led options appraisal exercise concerning Osborne Grove, in late 2015, which explored continuation of nursing bed provision alongside provision of respite care and rehabilitation services.

Mr Peters welcomed the Council's effort to improve the care provided at Osborne Grove, following a decline in CQC [Care Quality Commission] ratings. He attributed the current high costs of the Nursing Home to the Council's own admissions embargo, leading to low occupancy levels and higher staffing costs. Although the current position was unsustainable, Mr Peters contended that closure was the wrong option.

Mr Peters asserted that there was already a lack of nursing care beds in the borough and questioned the timing of this closure now. Mr Peters claimed that 41% of care beds in the borough were poor or "requires improvements". All lives mattered, and Mr

Peters expressed that Cabinet take account of legal and reputational issues that will arise following closure of this Nursing Home

An options appraisal for the Osborne Grove site was due to be considered at the January Cabinet meeting and Mr Peters questioned why the decision on closure was being considered before the options appraisal. Audits of referrals to the home, further indicated there was good potential to provide mixed use nursing beds.

Mr Peters urged Cabinet to listen to the consultation responders, and for social care provision be seen as a contributor to the local economy rather than a drain on resources.

Mr Peters concluded by asking Cabinet, to act on carers concerns and bring forward options for continuing the services at Osborne Grove; fully costed with the NHS or a social enterprise before closure is considered.

The Leader highlighted the previous work of the Council to avert closure of the home in November 2015, when there were discussions with Whittington Health on providing step down accommodation. This demonstrated the Council's willingness to find solutions for the Nursing Home. Mr Peters repeated his assertion that the Council should be working with the CCG to provide a better future for this Nursing Home. Mr Peters, further expressed that the options appraisal with financial projections and guarantees for nursing beds, should come forward to Cabinet for consideration before closure is considered.

The Cabinet Member responded to the issues highlighted by Mr Peters in his deputation. The Cabinet Member explained that the options appraisal had begun last year but the quality of care issues then took precedent over this additional provision, and Whittington Health had stepped back from these negotiations.

The Cabinet Member outlined the gravity of the situation with Osborne Grove subjected to a statutory local authority led establishment concerns process. This was put in place to manage the number of essential improvements required under quality of care and was completed with the support of multi-agency co-operation, local providers of care, and having an embargo in place.

Improvement plans had been in place since 2016 to improve the quality and safety of care. The Cabinet Member re-iterated the standard of care expected for all care providers in the borough and this also applied to Council providers of care. It was important to note, that despite improvements there were still key issues that remained. For example, the embedding of improvements needed to be seen as established and the care quality assurance system still needed improvement, in terms of having evidence of care. The knowledge, skills and competency of staff at the Nursing Home was still of concern. This was in spite of input from senior management, corporate resource additions and working with CCG.

The Cabinet Member concluded, by re-iterating the commitment to explore alternative models of nursing care on the Osborne Grove site.

The Cabinet Member thanked the deputation for their views.

Following the completion of the deputations, the Leader varied the agenda, to allow consideration of item 10 [minute number 125] outcome of the consultation and decision on the proposal relating to Osborne Grove Nursing Home.

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

Cabinet were asked to consider the Environment and Community Scrutiny Panel Review on the Fear of Crime which was introduced by Councillor Gallagher and considered the responses to the Scrutiny recommendations, outlined by Cllr Ayisi.

124. CABINET RESPONSE TO SCRUTINY REVIEW ON FEAR OF CRIME

Councillor Tim Gallagher introduced the Scrutiny Review on the Fear of Crime which he had inherited as the Chair of the Scrutiny Panel for Environment and Community Safety. He thanked Councillor Gunes, and her Panel for their considerable work on the review which was put forward for consideration and response by Cabinet.

Cllr Gallagher highlighted the key findings and recommendations of the review which were:

- The relationship between crime and fear of crime was not straight forward and it was important that these were treated as related but distinct issues.
- Haringey residents had some of the highest levels of fear of crime amongst London Boroughs. These levels were higher than many boroughs with similar characteristics to Haringey but with higher levels of recorded crime.
- The Panel took evidence from a number of sources and range of interventions were discussed and identified.
- Further clarity was needed on which interventions could be more successful so there was key recommendation for CSP [Community Safety Partnership] to do more work on this identification.
- It was further proposed that an action plan is compiled, taking forward effective interventions. As this action did not fall in the remit of Cabinet, it was hoped this would be considered by the CSP, going forward.
- The Panel welcomed the proposed Housing in Multiple Occupation Additional licensing scheme, which was currently out to consultation, and will have an impact on anti- social behaviour and fear of crime.

Overall, Cllr Gallagher was pleased that a majority of the recommendations were proposed for agreement and hoped this issue remained a priority for the borough, going forward.

Cllr Ayisi, Cabinet Member for Communities responded, by thanking Cllr Gunes for leading and compiling this Scrutiny review. The recommendations put forward, were consistent with the existing and emerging Community Safety Strategy. Cllr Ayisi was pleased that the recommendations, not only related to crime/antisocial behaviour but involved services such as those contained in the portfolio of the Cabinet Member for

Environment i.e. street lighting and HMO licensing. This was important, given tackling crime and the fear of crime should involve wider council service actions.

In respect of the scrutiny recommendations, the Cabinet Member explained that those which were partially agreed, reflected that work was ongoing. The recommendations which were fully agreed reflected that the required actions were already in place or soon to be actioned.

The Cabinet Member thanked the Panel and looked forward to working with them to ensure the fear of crime in the borough is reduced.

RESOLVED

1. To note the Scrutiny Review into the Fear of Crime set out in Appendix 2.

2. To agree the response to the recommendations of the review set out in the Appendix 1.

Reason for Decision

The Overview and Scrutiny Committee recommendations flow from its extensive investigation and report. They set out a reasonable and measured set of requests which, where they are within the full gift of the Council are recommended for agreement. Where they rely on others the recommendation is partial agreement.

Alternative options considered

The recommendations are consistent with the existing and emerging community safety strategy. This has been informed by extensive consultation. Therefore, no other options have been considered.

125. OUTCOME OF CONSULTATION AND DECISION ON PROPOSAL RELATING TO OSBORNE GROVE NURSING HOME

The Cabinet Member for Adults and Social Care introduced the report, which proposed the closure of the Osborne Grove Nursing Home due to significant concerns about the quality and safety of the care being provided to the residents at the Home.

<u>In response to questions from Cllr Arthur, Connor, and Brabazon, the following information was noted:</u>

- There was concern across North Central London on the availability of Nursing Care beds and this continues to be an issue.

- Since CQC [Care Quality Commission] rated Pricilla Wakefield House as “require improvements”, the Council had only placed one resident there. This was due to very exceptional circumstances to do with the family themselves wanting this place.

- In relation to the consideration of the options appraisal, the Council were following the required process in firstly dealing with the outcome of the consultation before considering the options appraisal.

- The higher order issue, concerned the quality of care at home. The Director for Adult Social care reminded the meeting of her statutory duty of care for the residents at Osborne Grove Nursing Home. The Director was directly accountable for the Nursing Home and regularly considered the detail around the standard of care provided to residents by staff. It was important to note, that staff performance could not be judged on demeanour and first impressions of their interaction with clients. There was a need to consider how the nutritional needs and assessed clinical needs of the clients were being addressed on a daily basis and if identified issues/concerns by staff were progressed upwards through the management line. The embargo on admissions, which had been in place for over a year, reflected the position in relation to staff as this could not be lifted because of concern about care and safety of patients.

- The Director provided assurance that independent advocates would be employed to support and provide a voice for the clients in the closure process. The director understood the concerns of a move being traumatic for clients but evidence showed that moving to a better standard of care would mean their health improves. Therefore, there was a need to balance considerations.

- The £1m overspend on Osborne Grove Nursing Home had arisen due to a number of reasons: the loss of contributions from CCG who have not made block contracts with the home due to the Embargo on placements put in place through the Establishment concerns process , the loss of direct contribution from clients that would have funded their care at the Home, and the additional cost of specialist staff employed because of poor staff practices. There had been significant effort to improve staffing practices. However, despite management oversight, there was still evidence of poor staff practice.

- The interim Chief Financial Officer confirmed that the Nursing Home incurred revenue cost which could not be capitalised. The equipment at Osborne Grove was unlikely to suit capitalisation as it was small in size. Therefore, capitalisation would not make an impact on the budget overspend.

- The Assistant Director for Commissioning emphasised that that the Council were working with the 5 boroughs in North Central London and CCG to keep provision of “good” and “outstanding” nursing care and also working on new models of care. This was an active piece of work in the area. There was support to providing quality and there was an awareness of the other two nursing homes, mentioned by Cllr Connor, which required improvement. The Council were proactively working to improve their level of care. There was an ongoing tally kept of vacancies for good nursing homes next to the borough. The Assistant Director for Commissioning assured Members, that there were more than enough, “good” or “outstanding” homes in immediate neighbouring borough for Osborne Grove clients to move to. This was of course, further to there being a complex and detailed process to assess the move.

- The Assistant Head of Legal Services advised that, in relation to the legal issue raised on closure, this was set out in the Cabinet report from section 8 onwards. The legal aspects of the move were dealt with in the recommendations at section 3.4, bullet points (a) to (c), of the Cabinet report. In terms of the move of clients from the Nursing Home, this would be subject to capacity assessment completions and also the best interest decision making process would be applied which required engagement with family members and carers as well.

- Where a resident, residing at Osborne Grove, was under a court protection order, an application would need to be made to the court to vary this.

RESOLVED

1. To consider and take into account the detailed feedback from the consultation undertaken and at Appendix 1.

2. To consider and take into account the qualities Impact Assessment undertaken which includes actions proposed to mitigate the impact of the proposed closure on protected groups and at Appendix 2.

3. In light of the information in 3.1 and 3.2 and the mitigation responses in section 6, to close Osborne Grove Nursing Home on the grounds of sustainability of quality and safe care of residents.

4. To agree that the closure be subject to an implementation plan that includes:

- Engagement with all stakeholders including service users and carers:
- The re-assessment or review of the care and support needs of service users with a view to identifying suitable alternative provision to meet assessed needs; and
- Individual transition plan that is sensitive to the needs of service users mitigates the impact of the closure, ensures the process of change is safely handled and the care and support needs of the service user continue to be met.

5. To ensure that the closure be managed in accordance with the Managing Care Home Closures Good Practice Guide and Management Checklist approved by the CQC.

6. To agree that the options appraisal for the future use of Osborne Grove Nursing Home for nursing care provision can be completed and brought to the Cabinet at the earliest opportunity.

Reason for decision

Osborne Grove Nursing Home is run by the Council and provides nursing and residential provision for up to 32 older people with complex needs. The Council has a responsibility to ensure that safe and effective care is provided at all times.

The Home has been subject to a local authority led “Establishment Concerns” process to manage through a number of essential improvements to service user safety and the quality of care. Since August 2016, an embargo was put in place on new placements whilst an improvement plan was implemented aimed at improving the safety and the quality of care delivered at the Home.

There has been a comprehensive improvement plan in place as well as a thorough inspection and auditing regime which includes 3 CQC inspections, an audit by Mazars (Council’s internal auditors), a number of Care Commissioning Group (CCG) inspections and one joint CCG and Commissioning Inspection. In addition, an extensive new auditing arrangement was put in place to monitor practice on a daily basis. All activity has been overseen by the Director Adult Social Services and the Joint Improvement Steering Group which has responded to the findings of each audit and inspection to improve practice and care. Despite this, and the associated significant investment in resources, improvements have not been made at the pace or to the level required.

The latest CQC inspection in July 2017 found there to be sufficient improvement to take the Home out of Special Measures and to be awarded an overall rating of “Requires Improvement”. Whilst 3 of the 4 warning notices were assessed as being complied with, one remained outstanding. The rating of Requires Improvement continues to fail to meet our own placement standards requirements which set the standard at Good or Outstanding.

There have been extensive additional resources deployed and spent in the Home, this has included specialist improvement resources as well as additional operational staff (Nurses, HCA’s and Domestics) and new equipment.

Due to the embargo, and its own significant concerns, the CCG can no longer make the 8 continuing health care placements in the Home which it has done for some years. From a financial perspective, this has meant a drop in income to the Home which is now operating at well below capacity.

The embargo also means that there are 15 empty beds at the Home in total and that 15 additional nursing care places have had to be purchased outside the Home to accommodate those in need of nursing care.

The impact of the additional investment required to improve the quality of care being provided at the Home, combined with the loss of income as the Home is operating below capacity and the fact that additional beds have had to be purchased externally for a considerable period, is a projected overspend of £1m. This is not sustainable given the Council’s financial position and is not affordable given the overall spend on 17 people is now standing at a figure in excess of £2m.

There are many aspects to providing good care and whilst the definition of caring in the CQC Inspection Framework is Caring: staff involve and treat you with compassion, kindness, dignity and respect, there is a more fundamental requirement of caring to ensure that individuals are having all their needs identified and to take appropriate action to ensure that this happens on a daily basis. This includes, but is not limited to: appropriate nutrition so that people are well fed with food they enjoy;

personal care delivered in a timely and appropriate way; ensuring that turning and regular checks are in place to prevent pressure sores; maintaining people's dignity by enabling them to undertake tasks such as using the bathroom; offering a range of activities that they enjoy. Critical to all of this is ensuring that any potential issues are identified in a timely manner and appropriate action is taken and recorded accordingly.

In order to ensure that residents are receiving this appropriate care on a day to day basis the Home's management team undertakes an extensive range of audits, the frequency of which vary from daily, weekly to monthly depending on the area of inspection. The main one is the Clinical Audit, which involves two key charts being checked daily by management and a full audit on alternate days of all charts.

The Home's own auditing arrangements, which are far in excess of normal practice, continue to identify and raise practice issues with the quality and safety of care provision. These additional issues also require management intervention and extensive management oversight, due to significant continuing concerns that they may result in further safeguarding issues because of ongoing failures by the staff team proactively to identify issues and take appropriate and timely action.

The recent consultation, which is set out in more detail in section 6 of this report, raised a number of issues for consideration in relation to closure of the Home. The consultation report is attached as Appendix 1. Following in-depth analysis of these issues, mitigating actions have been identified for each of the issues raised and it is believed that they do not provide sufficient grounds to keep the Home open as currently managed and delivered.

A best practice guide on Care Home Closures has been developed through work with a significant number of stakeholders including the Association of Directors of Adult Social Services, Local Government Association, NHS England, the Care Quality Commission, provider and commissioning organisations and representative bodies for people using services and their carers. The Managing Care Home Closures Guidance aims to ensure that, where temporary or permanent care home closure situations arise, there is a joined-up and effective response from all partners involved to minimise as much as possible the impact on people using services, their families, carers and advocates and to keep them as fully informed and involved as possible throughout the change. Moves to higher quality settings are also associated with improved outcomes. Thorough assessments of both needs and risks, on an individual basis and for individual plans would be developed accordingly. This means that no timescale for closure can be given until the completion of the assessments and understanding of the care and support planning requirements.

The Council will continue to provide access to suitable nursing care for the residents of Haringey and recognises the need for ensuring a range of provision to meet local need. An options appraisal on the future of the Home, previously underway, was paused pending the quality concerns about the service provision at the Home. The work on the options appraisal will be resumed once a decision on the

Home has been taken and recommendations for consideration will be brought to a future Cabinet.

Staff have been consulted on the closure of the Home. If the decision to close is made a further consultation with staff will be required in accordance with the Councils HR policies and procedures.

Any decision to close a residential or nursing care home is a significant one and has implications for the current residents, future provision in the area and for staff within the Home. However, in light of the above, including the protracted practice and staffing issues, that are impacting adversely on the standards required to ensure compliance, the recommendation is that OGNH be closed on quality of care and safety grounds and on the lack of sustainability of current arrangements to ensure continued quality of care and safety for the full capacity of 32 residents. There has been a period of consultation with residents, family members and other stakeholders on the proposal. The service will continue to work to meet full compliance with the required standards of care and ensure that residents care and support needs are met.

Alternative options considered

The consultation focused on whether the Home should close as a result of significant care quality concerns and of the sustainability of arrangements to maintain high quality standards in the Home. As well as the option of closure, the option of keeping the Home open the “as – is” option was also considered.

As – Is

Due to ongoing concerns about the current service provision at the Home. it would be necessary to retain the level of resourcing and associated management oversight that is currently in place. In light of these on-going concerns, the embargo would also be required to remain in place. This would have significant financial costs associated with it, particularly as a result of the reduced income. However more significantly the risks to residents care and safeguarding remain the significant concerns.

126. DISPOSAL OF FAIRFAX HALL, PORTLAND GARDENS N4 UNDER THE COMMUNITY ASSET TRANSFER POLICY

(Clerks note - Councillor Demirci left the meeting at this point, following a declaration of a personal interest at the start of the meeting).

The Leader of the Council introduced the report which sought approval for the disposal of the Council’s freehold interest in the Kurdish Community Centre. This proposal was guided by the principles of the Council’s Community Asset Transfer policy, safeguarding the building for future community use.

The Kurdish Community Centre made a significant contribution to the community and the organisation had already funded and completed significant improvements to the

building. They had further been continuing to fundraise, over a number of years, to acquire the building.

The Leader referred to the safeguards in place, following the proposed transfer of the freehold. These were set out at paragraph 4.7 and included:

- A covenant to ensure that no redevelopment of the site and building can take place.

- A covenant restricting use of the site and building to community use only.

- An option that the Council would have first right of refusal to re-purchase the site if the organisation is no longer able to manage or maintain the condition of the site and building. If this happens at any point in time in the future, then the re-purchase price would be at the same consideration sum that Yek-Kurd CIC paid the Council plus an on a RPI increase.

RESOLVED

1. To declare the Kurdish Community Centre site (as shown in the red line Plan **in Appendix 1)** surplus to requirements.

2. To authorise the disposal of the Council's freehold interest in the Kurdish Community Centre site to Yek-Kurd CIC for a sum of £593,000 (Five Hundred and Ninety-Three Thousand Pounds) for the reasons set out paragraph 4 of this Report and on the terms and conditions set out in Appendix 2 of this Report.

Reasons for decision

The Kurdish Community Centre have long expressed a desire to acquire the freehold of the Kurdish Community Centre site. In the event that the Council would support such a position the organisation has systematically fundraised to enable them to purchase the building with the aim of continuing to provide social and economically beneficial services to the Kurdish Community and run the Centre for general Community Wellbeing.
The Cabinet on 3rd July 2017 approved a Community Asset Transfer (CAT) Policy which generally supports the transfer of Community Buildings on a leasehold basis where it can be shown that:

a) there is a social and economic benefit,
b) where communities can be enabled to take a long term interest in the building
c) organisations can be better enabled to take attract long term funding

In preparation for the acquisition, a separate community asset company, Yek-Kurd CIC has been set up KCC. The Community Interest Statement states that:

> "the company will carry on its activities for the benefit of the community, or a section of the community. The company's activities will provide benefit to Kurdish people living in London and the United Kingdom. Yek-Kurd aims to

provide services to meet the social, cultural and legal needs of Kurdish people. These services also include working with other organisations in the UK to build a greater network to support its activities for helping people in difficulty in the UK."

Freehold disposal

KCC have requested the acquisition be agreed on a freehold basis in the light of the significant improvements they have made to the building; they are however very willing to accept restrictive covenants to ensure that that the building remains in community use.

The Council has the powers under section 123 of the Local Government Act 1972 to dispose of land in any manner it wishes, including sale of its freehold interest. The only constraint is that a disposal must be for the best consideration reasonably obtainable, otherwise the Council must obtain the consent of the Secretary of State.

The Kurdish Community Centre have demonstrated a significant contribution to social and economic outcomes in the borough (as set out in paragraph 4.9) and have secured external funding from the National Lotteries Board to enlarge and improve the condition of the building for the benefit of the community. In 2015 KCC fundraised to refurbish the canteen/kitchen area which is being used by a local women's Kurdish group who provide meals on wheels' services.

It is proposed that in this case the Council transfers the freehold interest to KCC's newly formed Community Interest Company. To safeguard the continued community use of the building in the context of the freehold transfer it is proposed to impose conditions on the sale in line with those set out in the CAT Policy which will include:

a) A covenant to ensure that no redevelopment of the site and building can take place.
b) A covenant restricting use of the site and building to community use only.
c) An option that the Council would have first right of refusal to re-purchase the site if the organisation is no longer able to manage or maintain the condition of the site and building. If this happens at any point in time in the future, then the re-purchase price will be at the same consideration sum that Yek-Kurd CIC paid the Council plus an on a RPI increase.

Community Benefits:

KCC provides significant socio-economic benefits to the Borough. The site is identified as a key area of community space in the Borough and the terms of the transfer will safeguard this use. The aims and objectives of KCC is to:

- To relieve poverty and have provisions to provide advice in areas such as immigration, welfare rights, housing, health and education.
- To work towards the preservation and promotion of Kurdish language, art, literature and cultural heritage.
- To assist Kurdish children in their mainstream education by running a supplementary school to develop their core subjects.

- To encourage adult education, increase access to employment and enable Kurdish people to gain confidence by providing language courses and information technology training.
- To improve the social and cultural lives of the Kurdish community by organising entertainment events.
- To divert the Kurdish youth from crime by providing social, cultural and educational activities for them.
- To provide advice & advocacy, educational, and cultural activities for adults and children throughout London.

Below briefly describes the social and economic benefits KCC provides to the community in line with the Council's Corporate Plan and Priorities:

For Community Resilience - KCC provide:

- Sources of general information, advice and guidance to the Kurdish and wider local communities on benefits, immigration, employment, and housing – this project supported 650 clients between September 2016 to July 2017.
- Housing related support and interpreting services is available free to local residents
- Access to free English classes/courses – approx. 200 clients
- Kurdish language classes are offered – approx. 55 children attending

For Community Participation - KCC work with a wide network of members offering peer support and engagement in community activities.

For Community Health and Wellbeing - KCC provides:

- Free nutritious meals are available in a community setting to improve health and reduce social isolation for older and disabled community members
- Turkish and Kurdish talking therapy sessions for those suffering with mental ill health

For Community Identity and Cohesion - KCC is a base for Kurdish cultural events and lessons i.e. folk dance classes which has 45 community members

For Community Asset - KCC provides free access to small local community groups to use meeting spaces in the Centre and to local residents to host family events at an affordable cost.

<u>KCC's Improvements</u>

Historically, the Kurdish Community Centre (KCC) occupied the site (being the former Fairfax Hall building) under a Tenancy at Will (TAW) from 31st December 1997. On 20th August 1998 the main hall of the building was severely damaged by fire and the cost of the reinstatement works for the building were recoverable under the Council's Building Insurance policy.

As the building had to be largely rebuilt, KCC wanted to take the opportunity to carry out improvement and refurbishment works to the building in parallel to the insurance works.

During 1999, KCC had in principle secured funding in the sum of £180k from the National Lottery for the planned improvements works. It was a requirement of the community fund that the organisation had a formal lease in place for the building for a term of 25 years. As a result, a full repairing lease dated 20th December 2001 was entered into with KCC for a term of 25 years from 20 December 2001 at an initial annual rent of £22,000 exclusive (current rent payable is £32,200 per annum).

In addition, the Council entered into a Collateral Agreement with the National Lotteries Board which covered repaying back the community fund in case the Council exercised the Landlord's option to break the Lease within the duration of the lease term.

Landlord's formal consent was granted and documented under a Licence to Alterations dated 18th July 2003 to enable KCC to undertake the improvement works. Essentially, the works included extending the first floor to create more teaching classrooms, library space and a new roof. KCC also appear to have invested some funds raised directly by the community into improving the ground floor space.

The Lease states that the cost of improvements is not to be reimbursed to KCC if the lease terminates, therefore, any increase in capital value as a result of the KCC's improvements made to the building is to the benefit of the Council as the landlord. Nonetheless, KCC also benefits as under the Landlord and Tenant Act 1927 tenant's improvements are to be disregarded upon rent review for a period of 21 years, during which time the newly assessed rent per annum should reflect the value of the unimproved building.

Valuation of the site

The Council instructed Property Consultants GL Hearn to value the building based on its existing use. The main factor affecting value is that the property must only be used as a D1 Community Centre.

The market valuation for the Kurdish Community Centre site is £829,000 (Eight Hundred and Twenty-Nine Thousands Pounds). The valuation remains the same whether the transfer is freehold or leasehold because the use will remain restricted to D1 – Community Centre.

The current rental value payable for the building excluding the tenant's improvements is £32,200k per annum. This rent was being supported through circular funding, a policy which is now being phased out across Haringey's community buildings, meaning KCC would have to pay the rent from 1st April 2019.

The rental value of the improved space (tenant's improvements) has been assessed at £33,750 per annum but this is currently disregarded as set out in para 4.14 above.

Sale value

Notwithstanding the provisions of Section 123 of the Local Government Act 1972 (see para 4.5) the Council may, under the General Disposals Consent Order (England) 2003, dispose of assets for less than market value where it considers that the disposal

would help secure the promotion or improvement of the economic, social or environmental well-being of the area.

It is recommended that the site is offered to KCC at an undervalue as it fully meets the requirement of providing a significant contribution to the promotion and improvement of the area in socio-economic terms as set out in paragraph 4.8 of this Report.

In order to calculate the value of any discount applied to the market price, account is to taken of the substantial investment secured and made by KCC in the fabric of the building. The methodology for the discount calculation is to capitalise the annual rental disregard to which KCC would have otherwise been entitled if they had continued to rent the building.

There are seven years remaining of the disregard period. The aggregation of the rental discount over seven years of the current lease is £236k (£33,750 per annum x 7 years = £236k). The net present value (NPV) of the discount sum in seven years' time has been calculated at £121,105. For the purpose of this report, it is recommended that the sum of £236k is reflected and reduced from the capital valuation (i.e. £829k - £236k = £593k).

It is recommended that KCC is offered the Council's freehold interest of the site at an undervalue in a sum of £593,000 (Five Hundred and Ninety-Three Thousand Pounds).

Where the Council decides to dispose of an asset at undervalue a clear rationale must be evident. In this instance the rationale for the undervalue is the socio economic contribution made by the organisation in question.

The undervaluation calculation is made possible by a fairly unique set of circumstances in the borough in that this organisation has carried out improvements by investing a significant amount of money, effectively increasing the floor space of the building by 100%.

Alternative options considered

The following alternative options have been considered:

- Do nothing: under this option the KCC would pay the phased community market rent then move onto full lease terms upon lease renewal;
- Disposal via a 125 lease as per the CAT policy at market value;
- Disposal via a 125 lease at an undervalue;
- Disposal via freehold at full market;
- Disposal via freehold at an undervalue value (CAB report of July 3rd July 2016 states that there can be a freehold disposal but certain conditions must be met such as investment not being available unless there is a freehold transfer).

Given the significant improvements KCC have made to the building and having regard to the organisation's social and economic impact, it is considered appropriate to dispose of the freehold interest rather than a leasehold interest, therefore 5.1.1, 5.1.2 and 5.1.3 are not suitable options. Freehold disposal at market value has been considered however given the reasons as set out in section 4.20 above option 5.1.5 is

considered to be appropriate. KCC have stated that they are able to fundraise better and leverage more community funds if the building is freehold. They have already raised the capital funds form the Kurdish community to purchase the building freehold.

In order to safeguard the Asset for community use and purpose the freehold disposal will also contain restrictive covenants and conditions as per the CAT Policy. The main covenants being that a) no redevelopment of the site and building is permitted, b) the site to be used for community use only and c) a requirement that the Council would have first right of refusal on the site if the organisation is no longer able to manage and maintain the condition of the building and site.

If the freehold disposal does not proceed then KCC will remain a tenant under the terms of the existing lease. The rental value of the tenant's improvements would only be taken into account after year 2025 which would be upon the next rent review or lease renewal date. The current Lease expires on 31 March 2027 and KCC have security of tenure giving them a legal right to renew the lease.

127. QUARTERLY BUDGET MONITORING REPORT

The Cabinet Member for Finance and Health introduced the report which set out the 2017/18 quarter 2 financial position for the Council; including the Revenue, Capital, Housing Revenue Account(HRA) and Dedicated Schools Grant(DSG) Budgets.

The Cabinet Member for Finance and Health summarised the quarter 2 position as follows:

- An overspend of £6.6m General Fund
- An underspend £200k on the HRA [Housing Revenue Account]
- Priority 1 budget position as a significant improvement with a fall in projected overspend of £1m
- Priority 2 has a worsening budget position of £2m in the budget position which could lead to an overspend of up to £3,4m for this financial year.
- Services projecting that 49% of 2017/18 of savings will be achieved – This was a worsening from 67% position reported in quarter 1 but still in line with assessment for the MTFS which had 67% of savings rated as amber or red.

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

- Cabinet Member for Children and Families provided assurance that the Children's Service always ensure the safety of children is the priority when making or putting forward savings.

- In respect of reported Children's Centre under -occupancy, the Cabinet Member underlined that this was in reference to vacancies for childcare rather than use of the Children Centre by the community. This information was provided at the recent Children's Scrutiny Panel and could be sent through to Councillor Morris. The Children's service was working with Children's centres to ensure that as many children that were eligible, are taking up the child care places.

- The Priority X overspend, included the cost of corporate project management provision to Osborne Grove and section 7.27 explained the legacy issues around the under provision for staff salaries

- In relation to the delivery of savings, officers would still need to assess risk around the savings but the finance team will work on having a greater grip to enable the delivery of savings and guard against double counting. The savings which were not achieved would be transferred to the 18/19 budget year and there will be consideration of alternative savings to replace some savings which were not deliverable.

RESOLVED

1. To note the Q2 forecast revenue outturn for the General Fund of £6.6m overspend, including corporate items. (Section 5, Table 1 and Appendix 1);

2. To note the net HRA forecast position of £0.2m underspend. (Section 5, Table 2 and Appendix 2);

3. To note the latest capital position with forecast capital expenditure of £101.59m in 2017/18. (Section 7, Table 4);

4. To note the risks and mitigating actions identified in the report in the context of the Council's on-going budget management responsibilities/savings, as detailed in Appendices 3 (a) (g);

5. To note the measures in place to reduce overspend in service areas; and

6. To approve and note the budget virements set out in Appendix 4 of this report.

Reason for Decision

A strong financial management framework, including oversight by Members and senior management, is an essential part of delivering the Council's priorities and statutory duties.

Alternative Options Considered

This is the 2017/18 Quarter 1 budget monitoring financial report. As such, there are no alternative options.

128. MEDIUM TERM FINANCIAL STRATEGY 2018/19-2022/23

The Cabinet Member for Finance and Health introduced the report which set out the Medium Term Financial Strategy for 2018/19-2022/23 which now reflected and refined the priorities for the challenges that the Council and its residents and businesses faced. This was based on further reductions in resources over the next 5 years.

The Cabinet Member outlined that this report builds on the Medium Term Financial Strategy agreed last year. The Cabinet Member reiterated the present challenging financial period. There had been a 63% reduction in real terms to council budget at a time when more support was required to residents that were living longer with complex needs and at a time of increased homelessness. The Council had previously taken the decision to freeze Council Tax and this would continue. The levy for social care precept for adult social care to support pressures would be applied.

The Cabinet Member reminded the meeting that, in this financial year, the Council had accessed £8.8m of reserves to help smooth effects of cuts. The Council would also need to rely on reserves in 2018/19and it was proposed to access a further £7.5m. This was not sustainable long term solution but at the moment a reasonable step. The budget would therefore have a £15m gap which would need to tackled in the next and future financial years.

In response to Councillor Morris questions:

- Beyond 2018/19, the council tax figure in the report was modelled and subject to a decision by the next administration.

- The budget assumes greater level of growth for adults than had been assumed in February 2017 budget. The Children's budget was now protected but not assumed in Feb 2017 budget. There were only new savings assigned for P2 which the service feel is achievable but will be tested.

- The Cabinet Member wanted to ensure back office savings were completed but where there was no impact on the efficiency of Council.
- Overall the strategy focussed on transformation and growth and included efforts to support residents stay in their home longer and gave priority to intervention.
- It was important to note, that by the end of the decade, the Council will rely on 86% of funding from local sources and this was why regeneration schemes were being taken forward to increase homes and businesses and in turn the income from council tax and business rates.

- The Capital programme makes allowances for land acquisition with short term low rate borrowing methods used to fund this at the moment. The value of the acquisition will come back into the budget later on in those schemes.

RESOLVED

1. To note the initial budget proposals and financial planning assumptions set out in this report and note that they will be refined and updated after the provisional Local Government Finance Settlement is published in December;

2. To consider and note that the draft 5 year MTFS 2018/19 to 2022/23 is to be reviewed at Cabinet in February 2018, and to be recommended for approval at Full Council's meeting in February 2018 to set the budget for 2018/19;

3. To note new savings proposals summarised in section 9 and Appendix 2;

4. To note the draft capital budget for as set out in Appendix 3;

5. To agree to commence consultation with residents, businesses, partners, staff and other groups as necessary on the draft revenue proposals for 2018/19-2022/23;

6. To note that the results of the consultation on the draft revenue proposals will be considered by Cabinet in February 2018 and recommendations made to Full Council at its meeting in February 2018 for the Council's formal budget setting for 2018/19;

7. To note that the detailed proposals will be submitted to Scrutiny Committees in December and January for scrutiny and comments;

8. To note proposed changes to fees and charges in respect of executive functions will be considered by Cabinet in February 2018 and those requiring approval by the Regulatory Committee to be considered at its meeting in January 2018;

9. To note that the Housing Revenue Account (HRA) budget will be considered by Cabinet in February for approval – this will include:

    - Council housing rent charges for 2018/19;
    - Proposed weekly tenants service charges 2018/19;
    - HRA hostels rent charges for 2018/19.

10. To note the proposed changes to the draft Dedicated Schools Budget (DSB) set out in section 18 and that the final agreed budget will be presented to Cabinet in February.

Reasons for decision

The Council has a statutory requirement to set a balanced budget for 2018/19 and this report forms a key part of the budget setting process by setting out the likely funding and expenditure for that year. Additionally, in order to ensure the Council's finances for the medium term are put on a sound basis, this report also sets out the funding and expenditure assumptions for the following four years in the form of a Medium Term Financial Strategy.

Alternative options considered

This report recommends that the Cabinet should consider proposals to deliver a balanced and sustainable MTFS over the five-year period 2018/19 to 2022/23, to be reviewed further at Cabinet in February, and ultimately adopted at the final budget meeting of Full Council in February 2018, which is a statutory requirement in terms of agreeing the Council's 2018/19 budget.

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

These proposals are subject to consultation both externally and through the Overview & Scrutiny process and the outcomes of these will inform the final budget proposals.

129. DISABLED FACILITIES GRANT POLICY FOR ADAPTATIONS AND ASSISTANCE IN HARINGEY

The Cabinet Member for Adult Social Care and Culture advised that the report was deferred to the January Cabinet meeting to allow the Policy to be amended to incorporate some technical points in the document

This will ensure that the DFG policy has greater technical clarity to provide the framework and flexibility to support Haringey residents to remain in their own homes for as long as is practicable to do so.

130. REPORT TO AWARD CONTRACT(S) FOR THE SUPPLY OF PUBLIC LIBRARY STOCK

The Cabinet Member for Adult Social Care and Culture introduced the report which was continuing the Council investment in Libraries.

The report further sought approval to enter into call-off contract for the purchase of Library Stock with the preferred Contractors (Askews and Holts Library Services Ltd and Peters Book Selling Services) for a period of 3 years with an option to extend for a further 2 years as allowed under the Council Contracts Standing Order (CSO) 9.07.1(d) for a total contract value of not exceeding £1,000,000.

RESOLVED

1. That approval be given for the Council to enter into Call-off contracts with Askews and Holts Library Services Ltd and Peters Book Selling Services for purchase of library stock in accordance with CSO 7.01(b) as permitted under CSO 9.07.1(d) for a maximum value of £1,000,000.

2. That the contract period is 1 January 2018 – 31 December 2020 (with option to extend for up to a further 2 years.

Reasons for decision

Library services contribute to key priorities 1, 2 & 3 by providing access to education, learning and employment opportunities through the resources they provide and staff expertise. They are at the heart of communities and help to foster a sense of place, helping to combat social isolation.

The purchase of stock is budgeted for and forms a fundamental part of Business as Usual. Library stock is a core element of the service. It provides communities and individuals with access to materials that facilitate learning for all ages, it supports educational attainment, helps to improve literacy levels and to get people into further education and the work place. It combats social isolation, for example though book groups and baby and toddler story times.

Failure to provide quality library stock impacts significantly on the levels of use and the ability of libraries to contribute to the Council's priorities; it carries a reputational risk for the Council and compromises our ability to comply with the Public Libraries Act of 1964.

In order to ensure compliance with procurement legislation and ensure value for money, strategic procurement led a Mini Competition exercise in accordance with CSO 7.01(b). The ESPO Framework, Library Stock supply (ref 376F) was used. The tender was sent to six suppliers (industry leading suppliers) that were registered in the Framework Agreement. The Mini Competition was based on:

Price 50%
Quality 50%

The reason the above evaluation weighting was applied was to ensure the Council's requirement for high quality, sensitive, accurate and critical data was met by the winning supplier/s.

The Pricing Schedule for each Lot was a shopping basket of 50 books (for Lots 1 and 2 and audio visual material for Lot 3), that suppliers were asked to bid for (net of discount of retail price).

Suppliers

The following is the summary of the outcome of the tender evaluation and clarification process for all Suppliers that tendered for the various Lots:

Lot 1

Supplier	Price Score	Quality Score	Final Score	Ranking
Askews and Holts Library Services Ltd	47	45	92	1st
Supplier B	50	41	91	2nd

Lot 2

Supplier	Price Score	Quality Score	Final Score	Ranking
Peters Book Selling Services	50	45	95	1st
Supplier A	49	45	94	2nd
Supplier B	49	44	93	3rd

Lot 3

Supplier	Price Score	Quality Score	Final Score	Ranking
Askews and Holts Library Services Ltd	50	40	90	1st
Supplier D	49	39	88	2nd

Alternative options considered

Do nothing
This was not an option as purchase of new library stock is essential to ensure that library provision is current and in the case of non- fiction and reference materials accurate.

Direct Award as an alternative to a mini competition
This was not considered as viable option as the mini competition would yield a better cost effective (value for money) outcome.

131. MINUTES OF OTHER BODIES

RESOLVED

To note the minutes of the following:

Cabinet Member signing 8 November 2017 – 10.30am
Cabinet Member signing 8 November 2017 – 11.00am
Cabinet Member signing 24 November 2017
Corporate Parenting Advisory Committee 19 October 2017

132. SIGNIFICANT AND DELEGATED ACTIONS

RESOLVED

To note the significant and delegated actions taken by Directors in November 2017.

133. NEW ITEMS OF URGENT BUSINESS

None.

134. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

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

135. REPORT TO AWARD CONTRACT(S) FOR THE SUPPLY OF PUBLIC LIBRARY STOCK.

As per item 130.

136. NEW ITEMS OF EXEMPT URGENT BUSINESS

None

CHAIR: Councillor Claire Kober

Signed by Chair ……..

Date ……

Report for: Cabinet 16th January 2018

Title: Response to the Overview and Scrutiny Committee review of Street Sweeping

Report authorised by: Stephen McDonnell, Interim Director of Commercial & Operations

Lead Officer: Ian Kershaw, Client and Commissioning Manager (Community Safety, Waste and Enforcement)

Ward(s) affected: All

Report for Key/ Non Key Decision: Non Key decision

1. Describe the issue under consideration

1.1. This report sets out a response to the recommendations (Appendix 1) made by the Overview and Scrutiny Committee in its recently concluded exercise looking at street sweeping. The Overview and Scrutiny Committee report is at Appendix 2.

2. Introduction from the Leader of the Council

2.1. We reduced our street sweeping regime for residential roads as part of the tough choices the council had to make to balance its budget. We moved from a twice weekly to a weekly sweep in residential roads. Other parts of the borough with higher footfall receive a more frequent sweep and in the busiest areas there is a constant presence from 6am to 10pm. This scrutiny review has shown that in some parts of the borough a reduced sweep has had no impact on cleanliness or satisfaction. In other areas of higher density and higher turnover of housing there is greater need for street cleansing.

2.2. Street cleansing is carried out under contract by Veolia. Key measures of their performance are through NI195 performance measure and through an annual satisfaction survey. NI195 takes a structured sample of streets across the borough and grades them via visual inspection. The weekly sweep is the key contractual input to deliver against this. The scrutiny review's findings are welcome and help provide a further evidence base against which we can look to maximise performance, value for money and continued efficiency savings. The review recommends a street cleansing model that allows more flexible response and deployment of resources, while ensuring that minimum standards of cleansing are maintained. Street cleansing costs account for a significant element of the overall integrated waste management service and options to remodel our approach based on the Committee's recommendations will be examined carefully. Any recommendations for a revised approach to street cleansing will be the subject of a further report to Cabinet.

3. Recommendations

3.1. Cabinet note the Scrutiny Review into Street Sweeping set out in the Appendix 1.
3.2. Cabinet agree the response to the recommendations of the review set out in the Appendix 2.

4. Reason for Decision

4.1. The Overview and Scrutiny Committee recommendations flow from its extensive investigation and report. They set out a reasonable and measured set of requests to consider in respect of delivery of street sweeping and engagement of residents. However, these need to be considered in the context of the wider integrated waste management contract and the financial constraints of the council.

5. Other options considered

5.1. The recommendations are consistent with service feedback on the reduced street sweeping regime. The option to consider them in the context of the wider contract is recommended and a further report will be required. This will need tp consider the existing as is regime as well as the wider contractual and financial picture.

6. Background information

6.1. The rationale for the setting up of the review, including the scope and terms of reference, is outlined in paragraphs 1.1 to 1.6 of the report at Appendix 2. The review was prompted by concern that standards of cleanliness may deteriorate following the implementation of the changes to the street sweeping regime; combined with concern that the efficiency of the service is maximised. The Panel has therefore looked at how changes have progressed since implementation to see if improvements can be made. It has found that although the reduction in the frequency of sweeping has made little difference in some areas of the borough, it has not worked everywhere.

7. Contribution to Strategic Outcomes

7.1. The cleanliness of the borough is a key area of focus under Priority 3. Options to improve performance should look to minimise cost, improve standards of cleanliness and increase resident satisfaction.

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

Finance and Procurement

8.1. The street cleansing budget related to this report forms part of the annual £16.5m budget for the Veolia contract, which also includes waste collections (residual waste, recycling and food and green waste), graffiti removal etc. There is currently an adverse £50k variance on this contract which has been projecting in period 8 of the budget monitoring, predominately this overspend relates to the MTFS savings risk on bulky waste which is undersubscribed but the service is

confident that they can manage down to a 0.3% variance over the last quarter of the contract.

Legal

Under Section 9F of the Local Government Act 2000 ("LGA"), Overview and Scrutiny Committee has the power to make reports or recommendations to Cabinet on matters which affect the Council's area or the inhabitant of its area. Overview and Scrutiny Committee must by notice in writing require Cabinet to consider the report and recommendations. The report and recommendations should be presented to the next available Cabinet meeting together with an officer report where appropriate.

Under Section 9FE of the LGA, there is a duty on Cabinet to respond to the Report, indicating what (if any) action Cabinet proposes to take, within 2 months of receiving the report and recommendations.

Equalities

Street cleansing is a universal service and is currently delivered based on the nature of streets (residential or other). Residential streets receive the lowest frequency sweep (weekly) while other areas receive a higher frequency (constant presence in the busiest High Street areas). Although this may be equitable it may not necessarily respond to levels of need. Areas of higher density and higher turnover housing require greater levels of street cleansing to maintain the same standard of cleanliness. Taking forward the recommendations of the scrutiny review could positively impact areas where there is greater need.

9. Use of Appendices

Appendix 1: Recommendations in response to the report of the Overview and Scrutiny Committee.
Appendix 2 Scrutiny Review – Street Sweeping

10. Local Government (Access to Information) Act 1985

There are no additional background papers to this report.

This table sets out the recommendations made by the OSC and the officers' recommended response.

Recommendation & Action	**Lead & others to be involved**	**Timescale**	**Agreed Partially/Agreed Not Agreed**	**Comments**
1. That a flexible approach to residential street sweeping be adopted, underpinned by a guaranteed minimum level of cleanliness for all streets in the borough and that this be incorporated into an amended contract with Veolia.	Client and Commissioning Manager (Community Safety, Waste and Enforcement)	June 2018	**Partially agreed**	A flexible approach underpinned by a minimum standard will allow officers and the contractor greater autonomy to deploy resources according to need which should result in improved standards of cleanliness. However detailed modelling of beats and staff deployment is required. Furthermore, proposals will need to sit within the financial constraints of the overall contract. Any new models of service delivery will require full financial appraisal and will be the subject of a separate Cabinet report.
2. That further engagement work be undertaken with residents to develop additional means for them to provide feedback on cleanliness and	Client and Commissioning Manager (Community Safety, Waste and Enforcement)	Ongoing	**Not agreed**	In principle the service would want to maximise resident engagement and input. However, there is no available resource to take forward further work in this area. There is a limited communications

encourage them to report issues in their area				budget within the overall integrated waste contract for communications, however this is focussed on ensuring residents know how to dispose of their waste correctly and increasing our recycling rate in order to reduce disposal costs. There are already means to feedback to Veolia and the council on the performance of the contract, via formal enquiries and complaints procedures, the OurHaringey app, and through social media.
3. That the feasibility of extending the use of mechanical sweepers be explored further.	Client and Commissioning Manager (Community Safety, Waste and Enforcement)	Ongoing	**Partially agreed**	As with recommendation 1 above this will be taken forward and considered in detailed modelling of beats and the wider financial constraints of the contract. The procurement costs and investment in more mechanical sweepers will also need to be considered against the possible return of investment within each model.

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Scrutiny Review: Street Sweeping

A Review by the Environment and Community Safety Scrutiny Panel

2017/18

Panel Membership	Cllr Tim Gallagher (Chair)
	Cllr Barbara Blake
	Cllr Bob Hare
	Cllr Clive Carter
	Cllr Makbule Gunes
	Cllr Anne Stennett
	Mr I Sygrave (Co-opted Member)

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Chair's Foreword

Keeping our streets clean is a key concern for Haringey residents and for many of them it is the one Council service that affects their quality of life on a daily basis. The Council has recognised this and has therefore made cleanliness one of its key priorities for the borough. However, the large reductions in funding that the Council receives from central government have forced it to make some very difficult decisions. These have included making savings from the amount of money spent on residential street sweeping by reducing its frequency from twice to once weekly.

There was a concern that standards of cleanliness would deteriorate following the implementation of these changes. With resources as limited as they currently are, it is crucial that the efficiency of the service is maximised. The Panel has therefore looked at how the changes have progressed since implementation to see if improvements can be made. It has found that although the reduction in the frequency of sweeping has made little difference in some areas of the borough, it has not worked everywhere.

Some residential streets will always require more sweeping than others. This is not only true of Haringey but common to most places and – as we heard during the review - a number of other local authorities have developed more flexible ways to deal with this. This has also been prompted, in many cases, by the need to become more efficient due to reduced budgets for street sweeping.

The Panel has carefully considered the current situation and what has worked well in other areas, particularly those with similar characteristics to Haringey. We feel that that *all* residential streets in the borough should enjoy high standards of cleanliness irrespective of where they are located. To achieve this will, by necessity, require the adoption of a more flexible approach to street cleaning, that can respond better to the varying demands of different locations. Residents can also play an important role in helping us improve cleanliness by bringing our attention to issues and providing feedback. We are therefore also keen that the Council work with closely with resident organisations and involve them in future work to help keep the borough as clean as possible.



Councillor Tim Gallagher – Chair of Environment and Community Safety Scrutiny Panel

Recommendations:

1. That a flexible approach to residential street sweeping be adopted, underpinned by a guaranteed minimum level of cleanliness for all streets in the borough and that this be incorporated into an amended contract with Veolia.

2. That further engagement work be undertaken with residents to develop additional means for them to provide feedback on cleanliness and encourage them to report issues in their area

3. That the feasibility of extending the use of mechanical sweepers be explored further.

1. Background

1.1 The review was set up in response to concerns that were raised by some Members of the Council regarding the consistency of cleanliness across the borough following the reduction in the frequency that residential streets were swept from twice to once per week, which was implemented in January 2016.

1.2 The Overview and Scrutiny agreed at its meeting on 27 March that the Environment and Community Safety Scrutiny Panel would be asked to undertake a short in-depth review on the issue. This would consideration of the following issues:

- Relevant performance data from Haringey, including resident satisfaction levels;
- Volumes of rubbish collected in different parts of the borough;
- Service models used by other boroughs and comparative performance levels; and
- Housing estates and the work undertaken by Homes for Haringey; and
- The outcome of the Team Noel Park pilot.

Terms of Reference

1.3 It was agreed that the terms of reference would be as follows:

"To consider and make recommendations on, within the current level of costs, the options available to improve the cleanliness of residential streets across the borough in order to achieve greater level of equality of outcome."

Sources of Evidence:

1.4 Sources of evidence were:

- Performance data, including resident satisfaction levels;
- Interviews with key officers, stakeholders and resident groups; and
- Information and data from other London boroughs, particularly those using different models of service.

1.5 A full list of all those who provided evidence is attached as Appendix A.

Membership

1.6 The membership of the Panel was as follows:

Councillors: Tim Gallagher (Chair), Barbara Blake, Bob Hare, Clive Carter, Makbule Gunes and Anne Stennett.

Co-opted Member: Ian Sygrave (Haringey Association of Neighbourhood Watches).

2. Haringey Practice and Performance

2.1 The changes to residential street sweeping were prompted by the need to save £70 million from the Council's budget for 2015-2018. Proposals on how this would be achieved were outlined in the Council's Medium Term Financial Strategy (MTFS). These included a cut of £2.8 million in the Integrated Waste Management Contract. The total value of the Integrated Management Contract with Veolia was £16.9m and this included £10.2 million for street cleansing.

2.2 The final decision to make changes to the service was taken in December 2015. Alternative options were considered and included the option of adopting a combination of litter picking and sweeping based on need. However, it was agreed to continue to have a standardised borough wide schedule but reduced to once per week, delivered over five days, for residential streets. This reduced frequency included Homes for Haringey property but did not include any reduction in frequency to town centres or main roads. It was envisaged that this would save £860,000.

2.3 This rationale behind the decision that was taken was that it provided a consistent approach, with the same service being provided for all wards. It was also simple to explain and provided an equal opportunity for all residents to prevent litter. It was nevertheless acknowledged that there was a risk of reduced cleanliness as well as not meeting the Council's target of being in the top quartile for performance in London.

Performance

2.4 Street cleansing performance is measured using the strategic performance indicator and former national indicator NI195 for litter, detritus, graffiti, and flyposting. NI195 scores are derived through randomly monitoring different areas across the borough in three tranches per year. Random sampling is used as it represents what a resident may expect to see. Not every ward will be included in every tranche of monitoring.

2.5 Each area is graded from A to D. Grade A means that an area has no issues whilst the worst affected areas will receive a Grade D. Grade B- is a part fail and anything Grade C or lower is a fail. The NI195 figure is based on the percentage of roads sampled that have failed and poor cleansing standards are reflected by a higher NI195 score. NI195 data will not show consistency of cleanliness nor necessarily be reflective of every area of the borough. It may also fluctuate due to which wards are randomly selected for each tranche. It nevertheless provides a general snapshot of borough wide performance.

2.6 Overall standards for litter and detritus remained high in both 2015-2016 and 2016-2017 (see Appendices 1 and 2) and stayed below the upper limit specified within the waste contract with Veolia. However, there was a spike in performance immediately following the implementation of the changes and a slight decrease in overall performance in the last year. The spike mainly affected the more challenging wards of the borough. Litter was 5% for both 2015-2016, compared to a contractual target of 7%. Detritus was also 5%, compared to a

contractual target of 11%. The first tranche of monitoring for 2017-18 has now taken place. The results are still being challenged and verified so it is not yet possible to draw conclusions about overall performance at this point.

2.7 There was a gradual increase in resident satisfaction with street cleansing from 44% in 2005 to 75% in 2015 but a decrease in 2016 to 62%. Despite the drop, this is nevertheless the second highest figure ever recorded. Litter nevertheless continues to be a major concern among Haringey residents and was considered to be one of the biggest local issues by 51% in 2016, 43% in 2015, and 28% in 2012/13. Such levels are to be expected and common to most local authorities. 67% of residents agreed public services were making the area cleaner and greener in 2016, compared to 70% in 2015.

Consistency

2.8 Notwithstanding the good overall standards, differences in cleanliness have been identified between different areas of the borough which support the concerns that were expressed about inconsistency. This was demonstrated by an analysis that was undertaken for the review on the variation between areas

2.9 The monitoring was limited as not every ward and every land type is monitored on every occasion but it nevertheless allowed comparison to be made between ward performance:

- Every ward has on at least one occasion since 2015/16 achieved a pass grade (i.e. Grade B+ or Grade B);
- At least 12 wards have not achieved a Grade A for litter and 4 wards for detritus;
- Most wards have received part fails for litter and detritus; and
- 8 wards have not received a complete fail for litter and 7 wards for detritus.

2.10 Some wards are cleaner than others and remain clean for longer. Alexandra was the cleanest ward surveyed and poorer cleanliness scores are evident in Northumberland Park. Standards in some wards vary from year to year, for example Highgate and Crouch End, and some wards also show consistent mixed standards, for example Northumberland Park and Woodside. Not all wards were surveyed. The quality of ward performance data depends on the number of visits that have been taken and a higher number of monitoring visits provides more robust data.

2.11 Performance on detritus showed a similar picture to litter. There was a 5% score in 2015/16 and 3% score in 2016/17 against a contract target of 11%. However, as was the case with litter, there was clear variation in standards between wards:

- A grade A had never been scored in 4 of the 19 wards;
- All 19 wards had achieved grades B+ and B during the time period;
- Only one ward had never been graded with a part-fail (B-);
- A complete fail grade (grade C, C-, D, D-) had not been awarded to 7 of the 19 wards; and
- Only one ward had been awarded a grade D or below.

2.12 The Panel noted the view of Andrew Reidy from Veolia that some areas of the borough are not up to standard. Performance data appears to be strongly influenced by when streets were inspected. It was noted that 70% of inspections were not on the day that sweeping took place. Streets are unlikely to remain at Grade A for long but Grade B is still likely to look acceptable. Mr Reidy felt that what needed to be monitored was how long it took streets to deteriorate to the extent that they needed sweeping again but producing better data is likely to have resource implications. Veolia also do their own monitoring and this could be added in.

2.13 Individual borough performance data is no longer readily available as not all boroughs still use the NI195 measure. This means that it is not possible to monitor performance against Haringey's target to be in the top quartile for London by 2018. Performance can also be affected by a range of factors in addition to frequency such as housing density and planning use type so it is difficult to compare the performance achieved by the different models.

2.14 The Panel noted that, under the previous system where all residential streets were swept twice per week, some were being cleaned when there was no need. In such areas, the reduction in frequency has made very little difference.

Lessons from Homes for Haringey and Team Noel Park Pilot

2.15 The Panel heard about how the changes to the frequency of street sweeping impacted on the 20% of the borough's housing stock that are the responsibility of Homes for Haringey (HfH). Tenants receive an estate cleaning service via Veolia through the Council's integrated waste management contract. When the change to a weekly sweep was introduced, Homes for Haringey also agreed to change its sweep frequency in line with the wider contract.

2.16 Homes for Haringey undertake monitoring that is similar to the NI195 regime and which also offers tenant satisfaction feedback. It also has well established tenant engagement and feedback mechanisms. The Panel heard that the introduction of the changes coincided with a significant decrease in satisfaction levels. Homes for Haringey put in extra services to increase the sweep frequency in response to this. Following the reversion to twice weekly sweeps, tenant satisfaction levels recovered and estates have now been scored at 99.4% for litter and 100% for sweeping in recent monthly reports. The reversion by Homes for Haringey had had no impact on the achievement of savings by the Council.

2.17 The Team Noel Park pilot was set up with the aim of making Noel Park a cleaner and safer place and increasing satisfaction and pride in the area. Although success was achieved through residents being more engaged and having increased pride in the area, street cleansing/fly-tipping issues were even more entrenched and there were lower levels of satisfaction at the end of the pilot than at the start. It had been learnt that behaviour change took time and could not be achieved in a year.

2.18 The pilot also sought to strengthen community capacity and ownership of issues. The Panel noted that the project had demonstrated that behaviour change took time. It nevertheless had yielded some benefits. Stronger community links had been developed and resident satisfaction and engagement had increased. However, Noel Park still remained one of the areas of the borough with the greatest challenges around street cleansing and, in particular, fly-tipping.

2.19 The Panel noted that it is clear from the experience of Homes for Haringey tenants that greater investment can bring better results. The Noel Park pilot shows that some of the issues and behaviours around street cleansing are entrenched and require longer term strategies. This is particularly challenging where there is a high turnover in tenancies.

3. Alterative Models of Service Provision

Methods of Street Sweeping

3.1 A survey of London boroughs was undertaken for the review in order to determine the different methods of street sweeping that are most commonly used. This showed that:

- 13 boroughs run a "flat" schedule of sweeps across their borough, where all street are cleaned a set number of times;
- 8 boroughs run a 'needs' based service, with the frequency of sweeps ranging from weekly to 12 weekly, according to need;
- 3 maintain to a minimum grade standard This system included frequent inspections e.g. weekly. There is frequent litter picking and cleansing frequency was based on need; and
- Two run a high frequency - near daily – sweep (Westminster and the City of London).

3.2 The bench-marking exercise showed that boroughs which operated the 'needs' based model supported this with additional litter picks and regular inspections of all areas in order to maintain standards. Brent operates a needs based system which states that no area should fall below Grade B-. There was still a schedule but this was based on footfall. However, it meant that some areas were being swept once every four weeks whilst others were swept three times per week. It effectively meant that areas in which people littered more got a better service.

Keep Britain Tidy

3.3 The Panel received evidence from Jonathan Gibbon from Keep Britain Tidy (KBT), who are currently working in the borough to assist with the monitoring of performance on litter. KBT was involved in the development of the NI195 methodologies with DEFRA and ran the Local Environmental Quality Survey of England on its behalf from 2001-2015. They have now entered into a partnership with Haringey to monitor performance based on NI195. The partnership has provided the added benefit of giving Haringey access to the KBT network of authorities, where it is possible to share best practice and experience.

3.4 Mr Gibbon stated that, up to a point, more frequent cleansing generally leads to higher standards of cleanliness. With reductions in funding though, it was a challenge to allocate limited resources to the right areas. The use of mechanical sweepers was one option that could be effective but they could be less effective in areas where there were a large number of obstructions. It was important to ensure that frequency of cleansing was correct and a flexible approach could assist with this.

3.5 He outlined the experience of a number of local authorities who were members of KBT's network and had adopted a flexible approach to cleansing;

- **Pendle** operate on set routes but allow operatives to judge for themselves whether individual streets required sweeping. They had found that litter that was clearly evident was removed but operatives failed to sweep streets

which did not have much litter. This had resulted in an increase in detritus and weed growth. In response to this, Pendle had changed the frequency of sweeps to concentrate on areas of need. They had described their experience of moving to a flexible approach as mixed.

- **Camden** had adopted a more flexible approach to cleansing under their new contract with Veolia. Operatives followed a schedule but were now allowed to move past a street if it appeared to be clean. There was a tendency for operatives to stick to schedule and the new policy had not yet been fully implemented. Camden felt that it was too early to judge the effectiveness of their new approach.

- **Ashfield** had combined street cleansing and grounds maintenance. They had upskilled operatives and created area-based teams to do what needed to be done rather than just following route sheets. Some staff had taken to this very well and had built good links with community and in-depth knowledge of their area. However, other staff had required more direction. Ashfield had judged the changes to be generally successful. The new approach had started in 2011 and was still in operation.

- **Manchester** used a flexible approach in residential areas. This had allowed them to cover cleansing across the city with limited resources. They had reported no issues with resident perception to date and were happy to talk to any other authorities considering this approach.

- **Stockport** carried out mechanical sweeping and litter bin rounds at night. Streets were no longer cleaned merely so that the public could see someone cleaning them. They worked mainly to a 14 day scheduled service (7 days in some places) and teams attended to areas that needed cleaning. They felt that this allowed them to use limited resources as well as possible. NI195 monitoring had been retained and there was a target of 12% for litter and detritus. Resident perception had not yet been measured but there had been no mention of complaints so it appeared that the changes had been successful.

3.6 In summary, Mr Gibbon stated that flexible approaches still require a schedule and there is a need to offer some direction to staff. It was important when visually assessing the street for all issues to be considered e.g. detritus and weeds, and not just litter. There also appeared to be a need to consider the frequency of cleansing in each area as well as flexibility. Consideration could also be given as to whether to adopt a flexible approach in retail areas as well as residential. There was a tendency to revert to schedules amongst authorities who had switched to flexible systems. A number of other authorities were considering making similar changes. A more flexible approach required strong leadership and a response to residents that adjusted their expectations.

Case Studies

3.7 More detailed feedback from two of the local authorities referred to by KBT - Camden and Manchester - was obtained. The is included a visit to Camden to meet with officers to discuss their experience.

Case Study - London Borough of Camden

Camden previously worked to a schedule based street sweeping system, with frequency ranging from twice daily to a minimum of once weekly. In order to make savings of £3 million, Camden undertook a phased reduction in the frequency of sweeping between 2011 and 2014. The emphasis was on providing consistent and appropriate management of streets to keep them clean, rather than focussing on how often they were cleaned. A concentrated effort was also made to work with residents, businesses and visitors to stop them dropping litter in order to help mitigate the reduced spending. From 2015 onwards, different cleaning methodologies were trialled.

Their current system was finalised and implemented from 1 April 2017. The new system is outcome based and specifies that, on completion of any cleansing operations, Grade A standard should be achieved. In addition, all areas covered by the contract are required all times to be maintained to Grade B or above. There is flexibility on how this is achieved. There are still schedules but these can be changed according to the condition of streets. There are key outcome targets and penalties for the contractor if there is a failure to restore cleanliness levels within the specific rectification period. These are dependent on whether the area is classified high, medium or low priority. There are also penalties for failure to empty bins, which are required to be not more than 85% full.

In addition, Camden are now using more machinery than previously, including self-propelled street vacuums and washers. They also had a mobile response resource and were able to segregate clean recyclable material from non-recyclable litter.

The new system is still “bedding in” and it was felt that there was still some work that needed to be done on the south of the borough. Further work is also needed to be done to improve the monitoring information that was available on the condition of streets. They felt that it was important that there is good reporting so that the contractor can respond quickly when streets needed cleaning. The public are a key part of this.

The changes to street sweeping were part of a number of changes that were implemented from April, including changes to the frequency of refuse collections with approximately a third of streets moving to fortnightly collections. There had been some dips in performance in certain areas but it was too early to draw conclusions.

Further performance data is required before final conclusions can be drawn about whether the new system was meeting its objectives. However, there has not been any widespread criticism from residents regarding the new system. One particular advantage of the new scheme is that they are able to respond to reports of streets

needing cleaning from residents. Previously, they would normally have to wait until the street in question was scheduled to be cleaned again.

There has been some increase in complaints but it is not clear whether this is specifically due to the changes to the waste contract. Changes have also made so that it is easier to report problems and to complain, including the introduction of an app and it is possible that this could have led to the increase.

Veolia would shortly be taking over responsibility for taking calls from residents. In respect of the issues that they were experiencing in the south of the borough, it was hoped to rectify these shortly. The area in question (Holborn/Bloomsbury/Covent Garden) was very popular with tourists. There had been a constant street cleaning presence there before the changes and action was required to ensure that standards were maintained.

Performance data to date showed the following:

Comparison Table vs 2015/16

	Litter	Detritus	Fly-posting	Graffiti	Weed Growth	Staining	Recent Leaf & Blossom Fall	Fly-tipping
NI195-style results 17/18 T1 - Camden	4.03%	3.46%	2.64%	5.83%	5.65%	15.56%	2.22%	4.44%
NI195-style results 2016/17 - Camden	2.18%	2.53%	1.76%	3.89%	3.92%	10.28%	3.61%	3.01%
KBT Greater London benchmark 2015/16	4.76%	4.56%	1.17%	2.40%	3.94%	7.89%	5.12%	2.24%

Case Study – Manchester City Council

Manchester's waste contract always had an element of flexibility within it. However, the new waste contract with Biffa, which began form July 2015, explicitly included such an approach. All residential streets are required to be maintained to at least Grade B. District centres are cleaned every day and there is a constant presence in the city centre. There are penalties if the contractor fails to restore levels of cleanliness within a specified time. The Council has a small assurance function to ensure that performance was being achieved.

The flexibility is underpinned by schedules that reflect how often streets typically need to be cleaned. Cleanliness is not reliant on just responding to issues that are raised by residents. If streets are already clean, they are left. Follow up inspections are undertaken on the day of cleaning to ensure that standards are maintained.

Standards have not only been maintained but have improved since the new contract was implemented. NI 195 monitoring is still undertaken. The contractor has become more sophisticated in how it operates and in its scheduling. It was Biffa's responsibility to work out effective schedules and implement them. These have evolved over a period of time. Some areas of Manchester need far more street sweeping than others and the schedules have developed to reflect actual requirements.

Members had been nervous about the new approach but there had not been any noticeable increase in complaints from residents. The approach did not mean that some streets were neglected. All streets were inspected but they were only cleaned if they needed to be. The new arrangements required operatives to exercise a level of discretion but this was fairly limited in practice.

Feedback from Resident Organisations

3.8 The Panel heard from some representatives of resident associations. One had been involved in the Team Noel Park pilot project. The primary focus of this had been on fly tipping but he had hoped that it would also lead to greater co-operation between grounds maintenance and street sweeping. He was of the view that a model similar to that used in Ashfield would suit Haringey best as it was based on conferring with residents and involved an unscheduled approach. The condition of the pavements in Noel Park made street sweeping difficult. He did not feel that a lack of complaints was a useful performance indicator of performance as the majority of residents were unlikely to report poor sweeping on-line. Some areas of the borough were remarkably clean though.

3.9 Another resident stated that she felt that Hornsey was very clean but there were other people who did not share this view. It was likely that some parts of the borough needed sweeping more than others. In particular, wards in the east of the borough were more densely populated, had more young people and also had more people who were new to the borough. The frequency of street sweeping did not necessarily need to be specified completely.

Community Engagement

3.10 The Panel noted that there had been an "environmental champions" scheme within the borough but this had fizzled out. It had nevertheless been a worthwhile scheme and would be worth re-visiting. A resident representative commented there were already groups in existence that could be used to promote cleanliness, such as neighbourhood watch and resident associations. Engagement and information sharing could make a difference as attention could be drawn to problems at an early stage. Mr Gibbon reported that environmental

champion schemes could be effective. Lambeth had a scheme called Community Freshview, which involved residents in improving the local environment by tidying and brightening up the area. This included installing planter boxes where fly tipping had taken place.

3.11 Resident representatives felt that access to information regarding littering would help to motivate residents to address the issues. The Panel noted that a range of performance information, including some relating to littering, was available on the Council's website.

Association of London Cleansing Officers

3.12 The Panel received evidence from Stephen Didsbury, the Head of Waste and Public Protection at the London Borough of Bexley and secretary of the Association of London Cleansing Officers. He provided a case study of the approach followed by Bexley but stated that this would not necessarily be effective in Haringey. Bexley had been required to make similar savings to those made by other local authorities and these had made changes to their cleansing services necessary. Mitigations had been introduced in order to reduce their impact.

3.13 Bexley is a fairly densely populated area, with a population of around 250,000 and approximately 100,000 households. A lot of litter is generated by shopping centres and therefore close attention is given to them. The main shopping streets are cleaned daily before 8:00 a.m. and, in addition, particular attention was also give to the first 100 metres of residential roads leading off these. If litter can be contained within these areas, other residential streets can be cleaned less frequently. The Panel noted that the first 50 metres of side roads off of main shopping streets received similar attention in Haringey.

3.14 The budget for the service in Bexley is just below £3 million. Roughly one third of this is spent on shopping centres. There is an emergency response team to respond when cleansing was required urgently. Residential streets are swept every three weeks but consideration is now being given to a more frequent service as some streets are beginning to look dirty just before they are were due to be cleaned again. There had also been reduced frequency in grass cutting but it was found that litter was getting stuck in the longer grass so this change had been suspended.

3.15 Littering is a criminal offence and therefore needed to be treated as one. As part of Bexley's current enforcement policy, Kingdom had been commissioned and had now issued over 4000 Fixed Penalty Notices since October 2016. There was a payment rate of approximately 75%. There has also been over 150 successful prosecutions, with £50,000 of fines and costs. It was likely that the amount raised by fines would diminish in time as awareness of the enforcement action spread.

3.16 He reported that mechanical sweepers are now heavily used and these tend to do a better job than manual sweeping. They produce straight edges, which look cleaner. 75% of cleansing staff are now drivers. This approach contrasted with

neighbouring Greenwich, who had three times as many staff but no equipment. Such an approach would not necessarily work in Haringey. In particular, heavier mechanical sweepers cannot be used where pavements were uneven.

3.17 Bexley had also introduced Community Litter Picking, which aims to bring community resources to help address litter. As part of this, groups of residents have assisted with litter picking. This had been used mostly in areas used for recreation and on grass verges. It was thought that people were less likely to litter if they can see their neighbours assisting in keeping the neighbourhood clean.

3.18 There is a programme in schools to promote recycling and this had been extended to include littering. The schools programme had started in June 2017. In first 6 weeks, there had been the following as part of this:

- 22 Litter picking activity sessions, with the litter collected sorted into waste and recycling to help the recycling message; and
- 17 Litter school assemblies, with over 3000 schoolchildren reached and littering messages taken back to parents.

3.19 Mr Didsbury felt that the three weekly frequency of residential street sweeping generally worked well although streets to the north of the borough could start to look dirty towards the end of the period. There are two litter patrols though and these visit some roads half way through the period. There are also two mobile response teams to deal with emergencies. A lower level of frequency had been considered but it was felt that this might cause problems. Whilst it seemed to work in Bexley, he felt that only sweeping every three weeks would probably not work in Haringey due to its greater density. NI195 monitoring was no longer undertaken by Bexley but complaint levels were monitored and the number of these that related to street sweeping had dropped by 20%.

3.20 Mr Didsbury commented that the street sweeping that was undertaken was very intense and streets therefore took longer to deteriorate. At one stage, intermediate litter picking had been removed but this had not been successful. There had recently been a change of leadership within the Council and street cleansing was now assuming a higher level of priority.

3.21 The Panel noted that Haringey had commissioned an education and outreach function from Veolia but this had been scaled back due to the need to make savings. Education was effective but it could take time before the benefits were realised. Technology could now be used to get the message through. The Council was keen to maintain the outreach function and this would be discussed with Veolia. It was noted that needs or outcome based models could bring flexibility but required a robust level of monitoring. However, both flat schedule and needs or outcome based models tended to be hybrids of each in practice.

3.22 Haringey also has a mobile response team to deal with any emergencies although this is not as developed as Bexley's. It was likely that a flexible system could be structured so that there was also a minimum level of sweeps.

4. Conclusions and Recommendations

4.1 The reduction in the frequency of residential street sweeping from twice to once weekly has made little difference in some areas of the borough but it has not worked everywhere. Monitoring undertaken as part of the review has shown that there is a lack of consistency in cleanliness, with some wards staying cleaner for longer than others. The Panel also noted the view of Mr Reidy Veolia that some areas of the borough are not up to standard.

4.2 There are reduced resources for residential street cleansing and it therefore makes sense for them to be used where the need is greatest. The Panel feels that there should be a high standard of cleanliness across the borough, irrespective of location. The fact that some residential streets require more sweeping than others cannot be ignored. This phenomenon is not unique to Haringey and it is common to virtually all local authority areas. It is not possible to provide a consistent level of cleanliness across the borough without sweeping some streets more than others. Whilst residents will arguably not be receiving an equitable level of service in such circumstances, they will nevertheless be receiving an equitable level of outcome provided all streets are kept to a similar level of cleanliness.

4.3 The Panel therefore feels that a greater degree of flexibility needs to be built into the street sweeping contract. Such an approach will provide greater scope to respond effectively to the varying demands of different areas of the borough. This should nevertheless be underpinned by a minimum level of cleanliness that all residents should be entitled to expect. It notes that both Camden and Brent's contracts requires that a minimum level of Grade B should be maintained for all streets by the contractor, with penalties for failing to restore levels of cleanliness within a specified period of time. Camden's contract also specifies that all streets should be cleaned to a Grade A standard. It recommends that a similar approach be adopted in Haringey.

Recommendation:
That a flexible approach to residential street sweeping be adopted, underpinned by a guaranteed minimum level of cleanliness for all streets in the borough and that this be incorporated into an amended contract with Veolia.

4.4 One of the reasons behind the adoption of the current once per week street sweeping system was that it provided an equal opportunity for all residents to prevent litter. It was therefore at least partially based on bringing about behaviour change and involving residents. The Panel strongly supports such efforts. However, the evidence from the Team Noel Park pilot and the experience of other boroughs is that such initiatives take time to deliver benefits and are very much long terms options. However, engagement of the public should be an essential part of a more flexible approach to street sweeping and, in particular, could provide a valuable additional source of intelligence regarding the cleanliness of streets.

4.5 The Panel has noted the importance of effective monitoring in ensuring that contractual standards are met. There are now considered to be sufficient

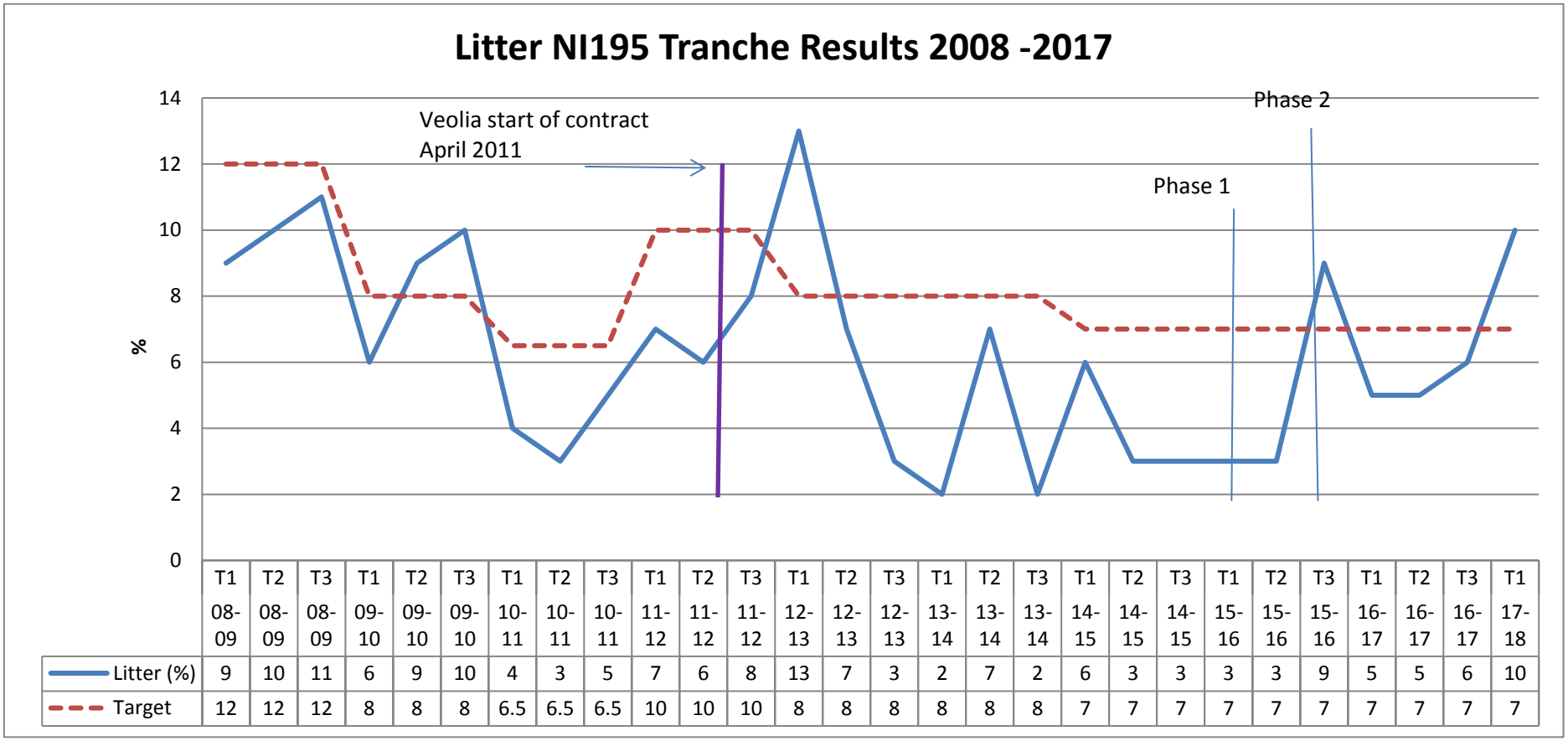
resources in-house to provide the level of monitoring the may be required by a more flexible system of street sweeping. Resources are nevertheless limited and, in such circumstances, the Panel would recommend that engagement be undertaken with resident organisations with a view to finding ways in which they may also be able to contribute feedback on cleanliness in their area and therefore supplement the Council's performance information. In addition, further work should be undertaken to encourage more residents to report issues in their area. One of the advantages of an outcome based system of street sweeping is that it is easier to respond positively to such reports of streets that require sweeping.

Recommendation:
That, further engagement work be undertaken with residents to develop additional means for them to provide feedback on cleanliness and encourage them to report issues in their area

4.6 Both Camden and Bexley are increasingly using more mechanised means of sweeping. Mr Didsbury commented on their effectiveness in improving the appearance of cleanliness in an area. The Panel also noted that Haringey officers were interested in providing a more mechanised service. However, Haringey's streets are different to Bexley and a number would not be suited to mechanical cleansing due to their condition. The Panel would nevertheless recommend that the feasibility of extending the use of mechanical sweepers be explored further.

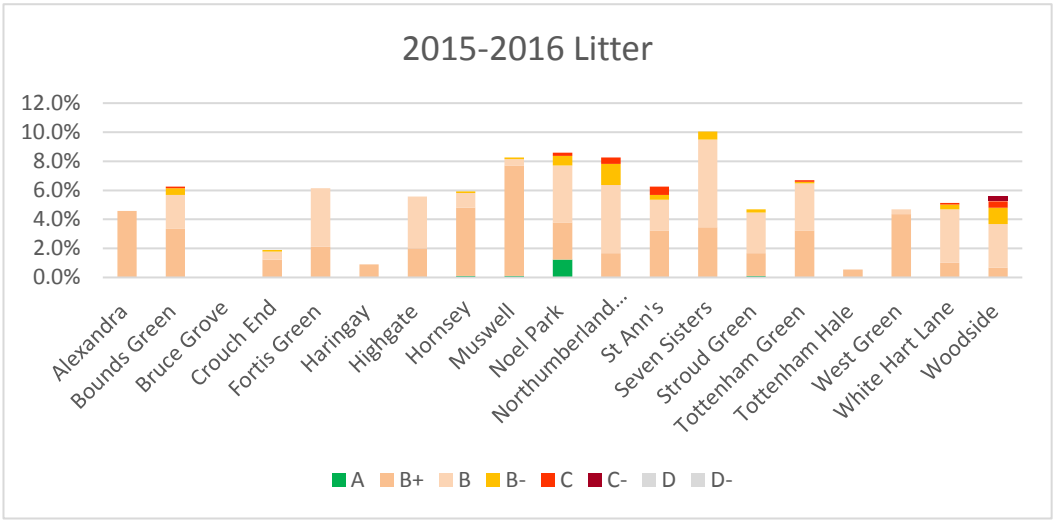
Recommendation:
That the feasibility of extending the use of mechanical sweepers be explored further.

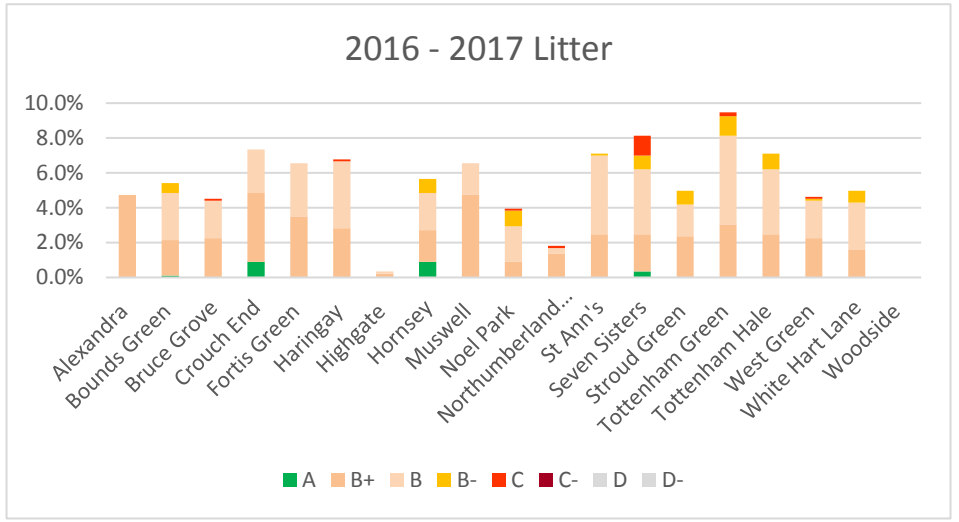
Appendix 1: Street cleansing performance between 2015/16 to present

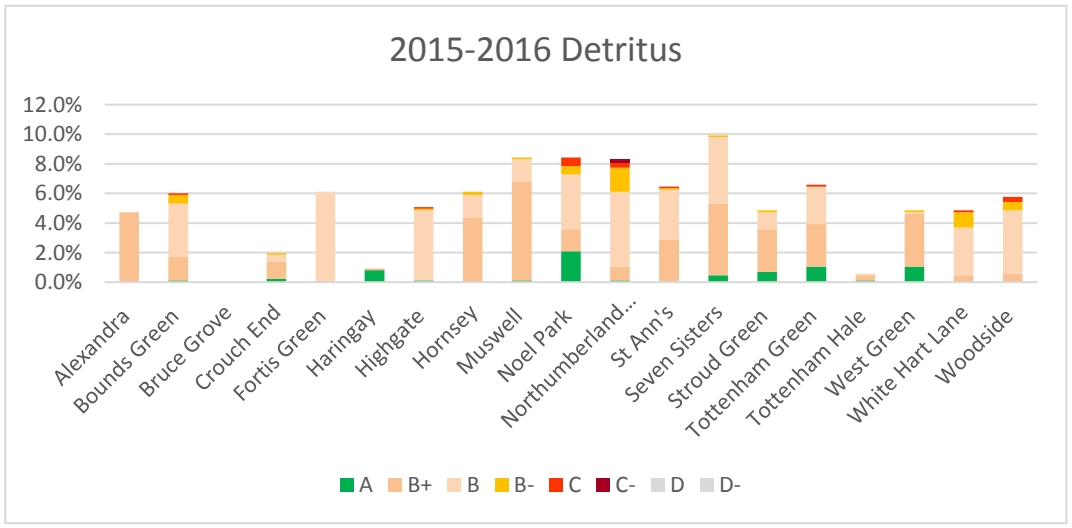


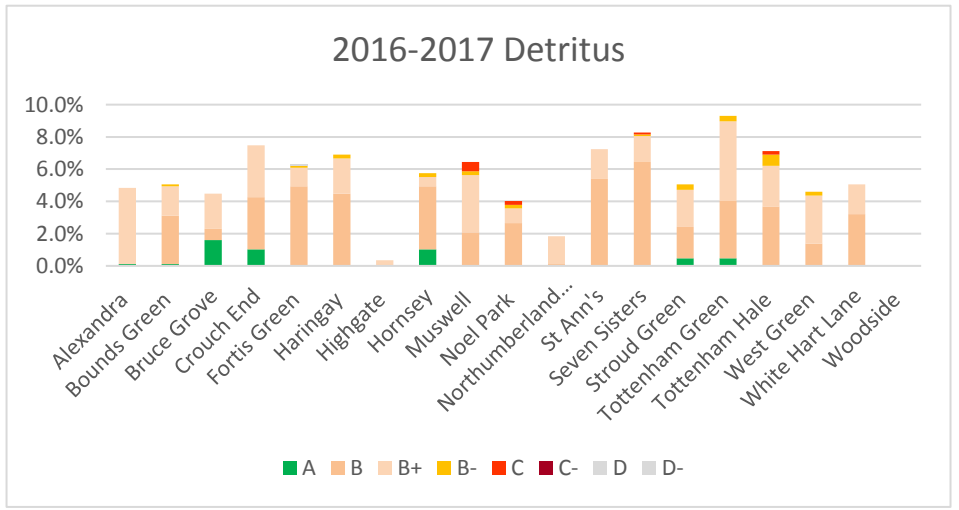
	T1 08-09	T2 08-09	T3 08-09	T1 09-10	T2 09-10	T3 09-10	T1 10-11	T2 10-11	T3 10-11	T1 11-12	T2 11-12	T3 11-12	T1 12-13	T2 12-13	T3 12-13	T1 13-14	T2 13-14	T3 13-14	T1 14-15	T2 14-15	T3 14-15	T1 15-16	T2 15-16	T3 15-16	T1 16-17	T2 16-17	T3 16-17	T1 17-18
Litter (%)	9	10	11	6	9	10	4	3	5	7	6	8	13	7	3	2	7	2	6	3	3	3	3	9	5	5	6	10
Target	12	12	12	8	8	8	6.5	6.5	6.5	10	10	10	8	8	8	8	8	8	7	7	7	7	7	7	7	7	7	7

Appendix 2: Performance by Ward for Litter and Detritus









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Report for: Cabinet 16th January 2018

Title: Management Agreement with Homes for Haringey for Housing Services

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

Lead Officer: Alan Benson, Head of Housing Strategy and Commissioning

Ward(s) affected: All

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

1. Describe the issue under consideration

1.1. Since April 2006, the management of the Council's housing stock has been carried out on its behalf by its Arms-Length Management Organisation, Homes for Haringey. The Management Agreement is the contract which sets out the terms of the services Homes for Haringey provides on the Council's behalf. The current Management Agreement began in 2011 and was initially due to expire on 31 March 2016, but has been extended in the manner set out in section six of this report.

1.2. On 15th September 2015 Cabinet resolved that Homes for Haringey be retained as the Council's Arm's-Length Management Organisation with a new Management Agreement, to expire on 31st March 2026, with a review after five years. This was an outcome of the Future of Housing Review which considered in-depth the options for the future management of Haringey's housing stock. The Review was informed by a test of tenant opinion which comprised a telephone survey of over 1,000 tenants and a postal survey to which there were 2,300 responses.

1.3. The Council has a statutory duty to consult secure Council tenants who are likely to be substantially affected by a matter of housing management. Therefore in autumn 2017, a second stage of consultation was carried out on the proposal to enter into a new Management Agreement with Homes for Haringey, alongside a non-statutory consultation with leaseholders.

1.4. This report presents the results of this second consultation. There were almost 1,200 responses to the statutory consultation with secure tenants, of whom 81% agreed with the proposal to enter into a new Management Agreement with Homes for Haringey. In the non-statutory consultation with leaseholders, there were just over 200 responses and 49% agreed with the proposal.

1.5. This report therefore recommends that in light of the results of the statutory consultation, which are clearly in favour of the proposal to enter into a new Management Agreement with Homes for Haringey, as well as the reasons set out in the Future of Housing Review, that Cabinet agrees to enter into a new

Management Agreement and that officers proceed to seek approval of that Agreement from the Homes and Communities Agency (HCA). Based on the results of the consultation and the feedback given by residents, it is also proposed that some changes are made to the Management Agreement considered by Cabinet in March 2016. These are set out in section eight, and the proposed Management Agreement is attached at appendix two.

2. Cabinet Member Introduction

2.1. Homes for Haringey plays a key role in implementing the Council's Housing Strategy by delivering important front-line housing services to Council tenants and leaseholders. More recently, they have also taken on responsibility for housing demand, providing information and advice to Haringey residents who are homeless or at risk of homelessness.

2.2. A clear majority of respondents agreed with the proposal to retain Homes for Haringey, with 81% of tenants agreeing that Homes for Haringey should continue to provide housing services to them under the terms of a new Management Agreement. What was also clear from the consultation was that residents want services to continue to improve. The new Management Agreement will put in place the framework to make sure this happens.

2.3. While this is a strong endorsement of Homes for Haringey's work, it was also clear from the consultation was that residents want services to continue to improve. The new Management Agreement will put in place the framework to make sure this happens.

3. Recommendations

It is recommended that Cabinet:

3.1. Notes and considers the outcome of the consultation carried out with Council tenants pursuant to section 105 of the Housing Act 1985, and the non-statutory consultation with Council leaseholders, as summarised in section seven of this report and set out in detail in appendix one.

3.2. Having regard to the results of this consultation, and subject to the approval of the Homes and Communities Agency, agrees that the Council enters into a new Management Agreement with Homes for Haringey, and that this new Management Agreement runs until 2026, subject to the Council's right to terminate the Agreement earlier following review on 31st March 2021.

3.3. Approves the proposed Management Agreement attached at appendix two.

3.4. Agrees to an application being made by officers to the Homes and Communities Agency pursuant to section 27 of the Housing Act 1985 to seek approval for the new Management Agreement.

3.5. Delegates authority to the Strategic Director for Regeneration, Planning and Development, to be exercised in consultation with the Cabinet Member for Housing, Regeneration and Planning, to make amendments to, finalise and implement the new Management Agreement.

3.6. Notes the existing extension of 2011 Management Agreement until such approval is received and the new Management Agreement commences, as set out in section six.

4. Reasons for decision

4.1. Cabinet has previously decided that the Council should retain Homes for Haringey, and a further decision is now required following consultation with Council tenants and leaseholders on the proposal.

5. Alternative options considered

5.1. The Future of Housing review reported to Cabinet in September 2015 and considered in-depth the options for the future management of the Council's housing stock. The options regarding the ongoing management of the housing stock considered by the review were:

- **The Council transfers the housing stock in whole or part to another organisation** – this option was ruled out, as there was little support amongst tenants and it was considered that this option was also not in the Council's strategic or financial interest.
- **The Council brings the management of housing services back into the Council –** this option was not recommended by the review, as it found that there was no compelling evidence that this option would improve housing services or resident satisfaction, nor significantly improve the overall Housing Revenue Account financial position.
- **Uses the existing ALMO model to deliver housing services –** this option was recommended by the review, based on the results of the test of opinion and on Homes for Haringey's improvement in performance as well as the savings it has delivered.

5.2. The review therefore ruled out a stock transfer, and did not recommend the option of bringing management back into the Council. Based on the test of tenant opinion and other considerations – such as the Council's financial position – the Future of Housing Review instead recommended that Homes for Haringey be retained until 2026, and Cabinet accepted this recommendation at its meeting on 15 September 2015.

6. Background information

6.1. Homes for Haringey has been managing the Council's housing stock on its behalf since April 2006. As set out in section five above, the Future of Housing review reported to Cabinet in September 2015 and considered a number of options for the future management of Haringey's housing stock. The review was informed by a test of opinion, the outcome of which is set out in section seven below. The review concluded that retaining Homes for Haringey to manage Council-owned stock was the best option, and this recommendation was agreed by Cabinet.

6.2. On March 2016, Cabinet subsequently approved a proposed new Management Agreement between the Council and Homes for Haringey. In view of the fact that the intention was to enter into a new Management Agreement with Homes for Haringey – as opposed to an extension of the 2011 version – the Council was required to obtain statutory approval of the Management Agreement from the HCA pursuant to section 27 of the Housing Act 1985 prior to implementation.

6.3. The current Management Agreement began in 2011 and was initially due to expire on 31 March 2016. This agreement has been extended so that Homes for Haringey may continue to perform its management functions until approval for a new Management Agreement is granted. This was – insofar as it was necessary to do so, and for the avoidance of doubt - ratified by the Leader of the Council on 12 June 2017.

7. Consultations

7.1. In order to understand the views of Council tenants and leaseholders on the future management of Council housing in the borough, the Council has used a two-stage consultation process. This comprised a test of opinion in 2015, and a full consultation on the proposal to enter into a new Management Agreement with Homes for Haringey which was carried out in 2017.

7.2. As set out above, the Future of Housing Review conducted a test of tenant opinion to inform the review's conclusions. The methods of this test of opinion included:

- A telephone survey of just over 1,000 tenants and 150 leaseholders
- A postal survey sent to all tenants and leaseholders, to which there were 2,300 responses.

7.3. A detailed report on the results of this consultation was presented to Cabinet as part of the Future of Housing Report, and is presented at Appendix three of this report. The headline findings of this test of opinion included:

- There was little support for options involving a stock transfer, such as a transfer to an existing registered provider
- Respondents wanted to retain local provision, with the service provider based locally
- 71% of tenants were more satisfied with Homes for Haringey than in the three years preceding the test of opinion
- Leaseholders in contrast were less satisfied
- Both tenants and leaseholders are keen to have a say in how their service is run, and to have board-level representation

7.4. The Future of Housing Review subsequently recommended that Homes for Haringey be retained, and Cabinet resolved to enter into a new Management Agreement with Homes for Haringey until 2026.

7.5. In view of the fact that the intention was to enter into a new Management Agreement with Homes for Haringey – as opposed to an extension of the 2011

version – the Council is required to obtain statutory approval of the Management Agreement from the HCA pursuant to section 27 of the Housing Act 1985 prior to implementation. Before the HCA will grant this approval, the Council must demonstrate that it has complied with its statutory duty under section 105 of the Housing Act 1985 to consult secure council tenants on any decision the Council is proposing to make regarding housing management which "is likely substantially to affect either its secure tenants as a whole or a group of them who form a distinct social group or occupy dwelling-houses which constitute a distinct class".

7.6. Therefore, in autumn 2017 a second stage of consultation was carried out on the specific proposal to enter into a new Management Agreement with Homes for Haringey until 2026 – in line with the Council's statutory duty to consult under Section 105 of the Housing Act 1988. Whilst the Council is not statutorily obliged to consult leaseholders on the proposal, it was considered that it presented a good opportunity to seek the views of leaseholders at the same time.

7.7. The consultation with tenants and leaseholders was launched on 9 October 2017 and ran until 26 November 2017. A detailed report on the consultation is included in Appendix one, and the results are summarised below.

Methodology

7.8. The methods of consultation used were:

- 19,848 tenants and leaseholders were sent a hard copy of the paper questionnaire which contained a free paid envelope for them to return the questionnaire.
- The questionnaire was emailed out 4,218 email recipients.
- A dedicated webpage explaining the consultation and access to an online version of the survey.
- Three drop in sessions were held at the following locations.
    - 19th October 2017, 4-7pm - Wood Green Library
    - 2nd November 2017, 4-7pm - Marcus Garvey Library
    - 9th November 2017, 4-7pm- Wood Green Library
- Due to a delay in some of the letters being delivered, the second drop-in at Wood Green Library was arranged.

Results

7.9. The detailed results of the consultation are included in Appendix One. A total of 1,465 responses were received. The breakdown between tenants and leaseholders is show below:

If you live in Haringey are you a Council resident or Council leaseholder/freeholder?	Total	Percent
Council tenant	1215	81%
Council leaseholder	222	15%

Tenure not disclosed	64	4%

7.10. The overall response to the proposal, including both tenants and leaseholders, was:

Do you agree with the council's proposal to enter into a new management Agreement with Homes for Haringey until 2026? (All respondents)	**Number**	**Percent**
Yes	1132	75%
No	349	23%
No answer given	20	1%

7.11. Amongst Council tenants, the response was:

Do you agree with the council's proposal to enter into a new management Agreement with Homes for Haringey until 2026? (secure council tenants)	**Number**	**Percent**
Yes	987	81%
No	213	18%
No answer given	15	1%

7.12. Amongst Council leaseholders, the response was:

Do you agree with the council's proposal to enter into a new management Agreement with Homes for Haringey until 2026? (Leaseholders)	**Number**	**Percent**
Yes	109	49%
No	111	50%
No answer given	2	1%

7.13. As noted above, section 105 consultation only requires the Council to consult secure tenants. Therefore the results of the statutory consultation with tenants and non-statutory consultation with leaseholders are set out separately above.

7.14. Based on all respondents, 75% agreed with the proposal whilst 23% disagreed. There was a significant divergence in opinion between tenants and leaseholders. 81% of tenants agreed with the proposal against 18% who disagreed, therefore a clear majority were in favour of the proposal. Amongst leaseholders 49% agreed with the proposal against 50% who disagreed. A slight majority of leaseholders therefore disagreed with the proposal, but the result was much closer.

Comments provided by residents

7.15. Whilst a clear majority of respondents agree with the proposal to enter into a new Management Agreement with Homes for Haringey, the consultation also elicited a number of comments from tenants and leaseholders. These are set out in the consultation report at Appendix one. Amongst the majority of respondents who agreed with the proposal, the comments can be summarised as:

- A number of respondents said that they agreed with the proposal because they felt that change would be disruptive.
- A number also commented that they didn't think that services would necessarily improve if, for example, the Council managed the housing stock directly.
- Some respondents said that they thought that performance might improve if there was greater scrutiny from the Council.
- Some respondents commented that they thought that the proposed duration of the new Management Agreement is too long.

7.16. Amongst the 17% of respondents who disagreed with the proposal, the comments can be summarised as:

- The repairs service needs to be improved
- Communication with tenants and leaseholders needs to improve
- Service charges are high

7.17. Where respondents disagreed with the proposal, the alternative options put forward included:

- The Council should bring housing management in-house. 59 respondents made this proposal.
- The Council should consider appointing a different company to manage its housing on its behalf. 9 respondents made this proposal.

7.18. Overall, therefore, the consultation points to an outcome of clear support for the proposal, but there is also a desire for an improvement in the performance in a number of services provided by Homes for Haringey. Entering into a new Management Agreement provides an opportunity to put in place the framework to achieve this.

8. Proposed Changes to the Management Agreement following consultation with tenants and leaseholders

8.1. As a result of the consultation, it is proposed that some changes are made to the proposed draft Management Agreement considered by Cabinet in March 2016 so that tenants' and leaseholders' comments are taken into account. These are:

- Strengthening the performance management framework between the Council and Homes for Haringey by amending clause 4.6.2 in the proposed Management Agreement to give the Council more powers to intervene where there is a performance concern, where the issue has not been satisfactorily resolved in the first instance by Homes for Haringey.

- Enabling Homes for Haringey to more effectively manage the support services provided to it by the Council by amending clauses 3.2 and 3.3 in the proposed Management Agreement to set out a procedure for

addressing performance concerns for these services. The aim of this change is to allow Homes for Haringey to take more responsibility for these services and in turn the delivery of front-line services to residents.

- Strengthening the commitment to resident engagement, by inserting a new clause (clause 23) requiring Homes for Haringey to maintain and comply with a Resident Engagement Strategy, which will set out Homes for Haringey's policy of engagement with residents in relation to the services provided by Homes for Haringey.

8.2. It should also be noted – in response to those tenants who thought that the proposed duration of the contract is too long – that the Management Agreement already contains a number of provisions for termination. These include:

- If Homes for Haringey fails to comply with the terms of the Management Agreement, including poor performance
- The Council shall be entitled to review the Management Agreement in 2021, including whether to terminate the agreement
- The Council can terminate the agreement if it decides for economic or other reasons to bring part or all of the services back in house or to transfer all or part of the Services to another provider

9. Contribution to strategic outcomes

9.1. The adoption of this Management Agreement contributes to the strategic outcomes under Priority 5 of the Corporate Plan - "We will create homes and communities where people choose to live and are able to thrive." Specifically, the agreement supports Priority 5, Objective 2 "to prevent homelessness and support residents to lead fulfilling lives" and Objective 3 "to drive up the quality of housing for all".

9.2. The Council's Housing Strategy has four objectives that are closely aligned to Corporate Plan objectives. The Strategy is underpinned by a number of associated policies and delivery plans that Homes for Haringey's Business Plan will be aligned with.

9.3. The new management agreement provides the framework that enables the council to ensure that Homes for Haringey continues to deliver and improve the services it provides. This service will be measurable and subject to performance outcomes stipulated by the council.

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

Finance

10.1. This report concerns the new Management Agreement between the Council and Homes for Haringey.

10.2. The management agreement details the requirements for the following:

- Financial Controls
- Revenue and Capital Budget Monitoring
- Management Fee
- Financial delegation, roles and responsibilities
- Homes for Haringey's Annual Business Plan

10.3. The Management fee for 2017/18 was set at £40.135m. This excludes funding for Capital expenditure. The Management Agreement dictates that any surplus balances at year end will be transferred to a ring fenced reserve for Homes for Haringey in agreement with the Council.

10.4. The Management Fee of £40.135m will be reviewed annually subject to the Homes for Haringey's annual Business Plan and is subject to variation due to inflation and variations in the services provided by Homes for Haringey. The Council may also vary the fee as a result of other changes (but not limited to) in circumstances that may warrant a re-calculation.

10.5. The Management Agreement also stipulates that Homes for Haringey prepare timely and robust budget and performance monitoring information throughout the year to ensure the Council is made aware and kept informed of any financial issues that may arise.

10.6. The costs of making the decision on the future of the ALMO as well as developing the new Management Agreement have been met within existing budgets.

10.7. The Management Fee and any other associated fees for the services Homes for Haringey will provide in the new Management Agreement have been provided for in the budget and the Medium Term Financial Strategy.

Legal

10.8. The Assistant Director, Corporate Governance has been consulted in the preparation of this report, and comments as follows.

10.9. As previously notified to Cabinet in the 15th September 2015 report, any new management agreement will require the approval of the now Homes and Communities Agency pursuant to section 27 of the Housing Act 1985 prior to implementation.

10.10. The Assistant Director, Corporate Governance also confirms the need for statutory consultation with secure tenants to have taken place as a pre requisite to Cabinet considering the recommendations contained in this report.

10.11. In light of the above, and the contents of this report, there is no legal bar to Cabinet adopting the Recommendations should it see fit to do so.

Equality

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

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share those protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not.

The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

10.13. Two Equality Impact Assessments relating this decision have been completed. An initial Equality Impact Assessment was carried out as part of the Future of Housing Review and was presented to Cabinet at its meeting on 15 September 2015 as part of the recommendation to retain Homes for Haringey. This Equality Impact Assessment is published here.

10.14. A further Equality Impact Assessment has been completed following the most recent consultation and is attached at appendix four. This EQIA concluded that the proposal would not have a negative impact on any particular protected characteristic, due to the mitigations put in place. These include Homes for Haringey being contractually obliged to comply with the Council's Equal Opportunities Policy under the new Management Agreement, and the fact that the Council has in place established mechanism for ensuring Homes for Haringey's compliance with the Management Agreement. Furthermore, in the consultation there was clear support for the proposal with no divergence in this view from any particular group.

10.15. The scope of services delivered by Homes for Haringey and the associated performance expectations will be resolved by the Council as part of the annual Business Plan settlement. Any additional impact on any equalities issues associated with the specifics of an annual plan will be assessed as part of the annual Business Plan settlement process.

11. Use of Appendices

Appendix 1 – 2017 Consultation report

Appendix 2 – Proposed Management Agreement

Appendix 3 – 2015 Consultation report

Appendix 4 – Equality Impact Assessment

12. Local Government (Access to Information) Act 1985

Report to Cabinet 15th March 2016 – Management Agreement with Homes for Haringey for Housing Services

Report to Cabinet 15th September 2015 - Report of the steering group on the future housing review

Report to Cabinet 15th July 2014 - Improvement and unification of housing management services

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Homes for Haringey Management Agreement Consultation Feedback Report

1. Introduction

1.1 This report presents the findings of a seven-week consultation on the proposal to enter into a new Management Agreement with Homes for Haringey until 2026. This proposal would mean that Homes for Haringey continue to manage and deliver housing services to Council tenants, with Haringey Council remaining as the landlord.

2. Background

2.1 Homes for Haringey was set up by the council in 2006 as an 'arm's-length management organisation' (ALMO) and has been managing the council's housing on its behalf since then. In 2014, the Council commissioned the Future of Housing Review to consider future options for housing in the borough. As part of this review, a test of opinion was carried out in 2015. The methods of this test of opinion included:

- A telephone survey of just over 1,000 tenants and 150 leaseholders
- A postal survey sent to all tenants and leaseholders, to which there were 2,300 responses (including 95 submitted online).

2.2 The headline findings of this test of opinion included:

- There was little support for options involving a stock transfer, such as a transfer to an existing registered provider
- Respondents wanted to retain local provision, with the service provider based locally
- 71% of tenants were more satisfied with HfH than in the three years preceding the test of opinion
- Leaseholders in contrast were less satisfied
- Both tenants and leaseholders are keen to have a say in how their service is run, and to have board level representation

2.3 The review subsequently recommended that the Council retain Homes for Haringey, and Cabinet agreed this recommendation in September 2015.

2.4 Because the recommendation was to enter into a new Management Agreement with Homes for Haringey – as opposed to an extension of the 2011 version – the Council was required to obtain statutory approval of the Management Agreement from the Homes and Communities Agency (HCA) pursuant to section 27 of the Housing Act 1985 prior to implementation. Before the HCA will grant this approval, the Council must demonstrate that it has complied with its statutory duty under section 105 of the Housing Act 1985 to consult secure council tenants on any decision the Council is proposing to make regarding housing management which "is likely substantially to affect either its secure tenants as a whole or a group of them who form a distinct social group or occupy dwelling-houses which constitute a distinct class".

2.5 Therefore a second stage of consultation was carried out, on the specific proposal to enter into a new Management Agreement with Homes for Haringey until 2026. Whilst the Council is not statutorily obliged to consult leaseholders on the proposal, it was considered that it presented a good opportunity to seek the views of leaseholders at the same time. Therefore the consultation took the form of a statutory consultation with Council tenants and a non-statutory consultation with leaseholders. Both groups were however sent the same questionnaire.

3. Consultation Approach – Methodology

3.1 The Council launched the consultation on 9th October and it ran until 26th November. The methods of consultation used were:

- 19,848 tenants and leaseholders were sent a hard copy of the paper questionnaire which contained a free paid envelope for them to return the questionnaire. A copy of this questionnaire is reproduced on page 9.
- The questionnaire was emailed out 4,218 email recipients.
- A dedicated webpage explaining the consultation and access to an online version of the survey.
- Three drop in sessions were held at the following locations.
- 19th October 2017, 4-7pm - Wood Green Library
- 2nd November 2017, 4-7pm - Marcus Garvey Library
- 9th November 2017, 4-7pm- Wood Green Library

;

3.2 Due to a delay in some of the letters being delivered, the second drop-in at Wood Green was arranged.

4. **Consultation Findings**

4.1 A total of 1,501 responses were received. The following table shows the breakdown of responses

Consultation Results/Engagement	**Number**
Questionnaires sent out by post	19,848
Emails sent promoting the online questionnaire	4,218
Responses received	1,501
Translations requested	22
Engagement events/Drop in sessions	3

4.2 In the tables below, the responses received to the questions are shown.

If you live in Haringey, are you a Council tenant or a leaseholder/freeholder?

Q1: If you live in Haringey, are you?	**Number**	**Percentage**
A Haringey Council tenant	1,215	81%
A Haringey Council leaseholder/freeholder	222	15%
No response	64	4%
Grand Total	**1,501**	**100%**

4.3 The significant majority of respondents were Haringey Council tenants, making up 81% of respondents. 15% of respondents were leaseholders, which is still a relatively good response rate given the approximate split between tenants and leaseholders in the Council's

housing stock is 78% tenants/22% leaseholders, and some leaseholders are non-resident so may have been less inclined to respond.

4.4 Therefore whilst proportionately more tenants than leaseholders responded, there was still a good response rate from both groups.

Do you agree with the Council's proposal? – response from Council tenants

Haringey Council tenants

Q2: Do you agree with the Council's proposal?	**Number**	**Percentage**
Yes	987	81%
No	213	18%
No response	15	1%
Total	1,215	**100%**

4.5 The table above shows the response from the statutory consultation with secure tenants. 81% said yes against 18% who said no.

Do you agree with the Council's proposal? – response from Council leaseholders

Leaseholder Response

Q2: Do you agree with the Council's proposal?	**Number**	**Percentage**
Yes	109	49%
No	111	50%
No response	2	1%
Total	222	**100%**

4.6 The table above shows the response of the non-statutory consultation with leaseholders. The findings show that the response is almost identical for yes and no.

4.7 For completeness, the table below the response of residents who not tell us whether they were a tenant or leaseholder.

Do you agree with the Council's proposal? – tenure not disclosed

Q2: Do you agree with the Council's proposal?	**Number**	**Percentage**
Yes	36	56%
No	25	39%
No response	3	**5%**
Total	64	**100%**

5. Consultation Comments

5.1 Respondents were given the opportunity to provide comments to give reasons why they

agreed or disagreed with the proposal, and to give any alternative options they think the Council should consider.

Comments – respondents who agreed with the proposal

5.2 Over 378 comments were received from respondents who agreed with the proposal. The main themes are summarised below:

- Homes for Haringey have improved over the years, but could perform better with greater scrutiny from the Council.
- The staff are polite and helpful and are doing a good job
- "We have found Homes for Haringey very helpful
- Satisfied with the current arrangement, structure and performance
- Some residents said they would find change disruptive
- As a leaseholder I am fairly happy, but the service charges sometimes seem incorrect.

Comments – respondents who disagreed with the proposal

5.3 The following comments represent the views of people who disagreed with the proposal. Over 265 comments were received.

- Homes for Haringey need to provide better customer service and show more empathy
- Homes for Haringey are not good value for money, with high administration fees
- The repairs service is poor and needs to be improved significantly
- Lack of accountability, cannot be trusted, lack of response
- Communication with tenants and leaseholders needs to improve

Comments – alternative options

5.4 The following alternative options were proposed by respondents who disagreed with the proposal.

Comment	Number of respondents making the comment
The Council should bring housing management back in-house	59
The contract should be shorter	3
The Council should consider appointing a different company to manage its housing	9

6. Conclusions

6.1 There is a clear majority in support of the proposal to enter into a new Management Agreement with Homes for Haringey.

6.2 The comments provided by residents show that there is also clearly a desire for an improvement in the performance in a number of services provided by Homes for Haringey. The comments will be used to inform the Council's priorities for improving housing services.

6.3 The equal opportunities monitoring data (see tables below) shows that a wide range of residents were able to access the consultation. The translation service was used 22 times to translate the consultation document into five different languages. The equality data is analysed in more detail in the Equality Impact Assessment accompanying the consultation.

7. Equalities Monitoring Information

Age

Age	Number	Percentage
21-24	6	0.4%
25-29	20	1%
30-44	204	13%
45-59	461	31%
60-64	171	11%
65-74	294	20%
75-84	210	14%
85-89	54	4%
90 and Over	25	2%
(blank)	56	4%

Disability

Disability	Number	Percentage*
Deafness or partial loss of hearing	106	7%
Developmental disorder	6	0.4%
Long term illness or condition	374	25%
Other disability	75	5%
Blindness or partial loss of sight	40	3%
Learning disability	35	2%
Physical disability	239	16%
Mental health	151	10%
Other disability	75	5%
No disability	580	37%

*Percentage of all respondents who said they had this type of disability. Not all respondents answered this question, whilst some respondents had more than one disability

Sex

Sex	Number	Percentage
Female	755	50%
Male	603	40%
No response	143	10%

Gender Reassignment (Does your gender differ from your birth sex)

Gender Reassignment	Number	Percentage*
Prefer not to say	30	2%
Yes	5	0.3%

*Percentage of all respondents

Refugees and Asylum Seekers

Refugees and Asylum Seekers.	**Number**	**Percentage***
A Refugee	4	0.3%
An Asylum Seeker	13	0.9%

*Percentage of all respondents

Ethnicity

White	Number	Percentage
British, English, Welsh, Scottish, N Irish.	547	36%
Irish	57	4&

White Other	Number	Percentage
Greek/Greek Cypriot	19	1%
Kurdish	32	2%
Other	70	5%
Turkish	54	4%
Turkish/Cypriot	20	1%

Black/Black British	Number	Percentage
African	217	14%
Caribbean	187	12%
Other	22	1%

Asian/Asian British	Number	Percentage
Bangladeshi	14	1%
East African Asian	8	0.5%
Indian	29	2%
Other	26	2%
Pakistani	4	0.3%

Chinese or other ethnic group	Number	Percentage
Any other ethnic background	17	1%
Chinese	14	1%

Sexual orientation	Number	Percentage
Bisexual	13	1%
Gay	22	2%
Heterosexual	1049	70%
Lesbian	2	1%
Prefer not to say	151	10%
No response	260	17%

Religion

Religion.	**Number**	**Percentage**
Buddhist	19	1%
Christian (including Church of England, Catholic, Protestant and all other Christian denominations)	820	55%
Hindu	25	2%
Jewish	7	0.5%
Muslim	181	12%
No religion	164	11%

Prefer not to say	87	6%
Rastafarian	5	0.3%
Sikh	4	0.3%
No response	183	12%

Marriage and Civil Partnership.	**Number**	**Percentage**
Co-habiting	36	2%
Divorced	163	11%
In a same sex civil partnership	4	0.3%
Married	355	24%
Separated	46	3%
Single	505	34%
Widowed	150	10%

Language	**Number**	**Percentage**
Albanian	14	0.9%
Arabic	6	0.4%
English	1,086	72%
French	5	0.4%
Lingala	12	0.9%
Other	52	3%
Somali	9	0.6%
Turkish	79	5%

Consultation on the Homes for Haringey Management Agreement
Background

Homes for Haringey was set up by the Council in 2006 as an 'arms-length management organisation' and has been managing the Council's housing on its behalf since then. The Council is now proposing to extend this arrangement by entering into a new agreement (called a Management Agreement) with Homes for Haringey until 2026.

The Council requires consent from the Homes and Communities Agency permitting it to enter into the new agreement, and before we seek this permission we need to hear your views on the proposal.

Under this proposal, there will be no changes in the types of services you currently receive from Homes for Haringey and no changes in any of your tenancy or leasehold terms and conditions. The Council will continue to be your landlord, and Homes for Haringey will continue to provide the same services such as housing (and leasehold) management, repairs and maintenance, estate management and rent/service charge collection.

Proposal

The Council is proposing to enter into a new agreement with Homes for Haringey, which will mean that Homes for Haringey will continue to manage the Council's housing until 2026. This includes their continuing to manage the Council's leasehold properties.

This proposal follows consultation the Council carried out in 2015 – which looked at how it would manage its housing stock in the future. Two specific options for ongoing management were considered, with the Council remaining the landlord in both cases. The first option was to retain Homes for Haringey to carry out management on the Council's behalf, whilst the second option was to bring the management of housing services back 'in house'.

The Council is proposing to take the first option. More information on the background to this, and the reasons for preferring the first option can be found on our website at https://www.minutes.haringey.gov.uk/mgAi.aspx?ID=46305 . If you do not have access to a computer and would like hard copies of these documents, please contact us at XXXX.

The consultation is Open from Monday 9th October 2017 until Sunday 26th November 2017.
If you want to complete the questionnaire online, please go to www.haringey.gov.uk/homes-for-haringey-management-agreement
There will be two drop in sessions.

- Thursday 19th October at Wood Green library (187-197 High Road, Wood Green, London N22 6XD). Between 4:00pm – 7:00pm

- Thursday 2nd November at Marcus Garvey library (1 Philip Ln, London N15 4JA). Between 4:00pm - 7:00pm

The Council is now seeking your views on the proposal to enter into the new agreement.

As you may know, the Council is also looking at how it can provide more housing in the borough, and is considering estate regeneration on some of its estates as a way of doing this. This current consultation is *not* about possible estate regeneration. Any decisions regarding estate regeneration will be subject to separate consultations with all those residents involved and will need to go through the formal Council decision-making

processes.

Homes for Haringey will continue to manage all Haringey Council estates until any decisions regarding individual estate renewal schemes are made, should the current proposal go ahead.

Consultation Question
Do you agree with the Council's proposal to enter into a new Management Agreement with Homes for Haringey until 2026?
What does this mean:

- Homes for Haringey continues to provide your housing management services in the way it does currently
- Council retains ownership – no transfer
- Tenants' rights as now
- Leaseholder relationship as now
- Board and resident structure remain
- National rent guidelines in place

☐ Yes ☐ No

Please tick one box only.

If you said No, (1) what are your reasons and (2) what option do you believe the Council should consider for the management of its stock?

If you said Yes, what are your reasons?

Thank you for taking part in this consultation.

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Dated: [ ]2018

The Mayor and Burgesses of the London Borough of Haringey

and

Homes for Haringey Limited

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Agreement for the delivery of housing management and other services

Trowers & Hamlins LLP
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Agreement

dated

Parties

(1) **The Mayor and Burgesses of the London Borough of Haringey** of Civic Centre, High Road, Wood Green, London N22 8LE (the **Council** and which shall include any statutory successors); and

(2) **Homes for Haringey Limited** whose registered office is situated at Floor 4, 48 Station Road, Wood Green, N22 7TY (**HFH**).

Introduction

(A) The Council is the local housing authority for its area pursuant to Sections 1 and 2 of the Housing Act 1985 (**1985 Act**) and pursuant to the powers contained in the 1985 Act provides housing accommodation and exercises general management, regulation and control of its housing accommodation.

(B) Pursuant to Section 27 of the 1985 Act and with the approval of the Regulator and pursuant also to Section 1 of the Localism Act 2011 and all other enabling powers the Council agrees that HFH shall exercise such of the Council's functions as are specified herein.

(C) The Council and HFH have agreed to extend the term for HFH's provision of the Services and have further agreed to work together within a spirit of mutual cooperation and have agreed to terminate the prior management agreement dated 7 September 2011 (as varied) with effect from the date of this Agreement and to enter into this Agreement to set out the ongoing terms and conditions upon which HFH will provide the Services on behalf of the Council.

(D) This Agreement will be reviewed from time to time and in any event after three years in accordance with clause 22.6.

1 **Definitions and interpretations**

The definitions used are as follows:

Articles means articles of association of HFH;

Business Plan means the annual business plan for HFH as revised each year in accordance with clause 6;

Council's Representative means the individual appointed by the Council to exercise the Council's rights under this Agreement and such individual shall be nominated in writing from the Council to HFH. The Council may from time to time revoke the nomination of such representative, and nominate another representative in his place. All such nominations and revocations shall be in writing. The Council's Representative may appoint a person to act as Deputy and such Deputy shall be entitled to exercise the Council Representative's rights in his place either generally or limited by reference to subject matter, time or both as may be set out in the nomination. The Council's

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Representative may from time to time at any time revoke the appointment of his/her Deputy and appoint another person in his/her place. All such nominations and revocations shall be in writing and the Council's Representative shall also act as the Council's representative in its capacity as sole member at HFH for the purposes of the Articles and as required by section 323 of the Companies Act 2006;

Data Protection Legislation means the Data Protection Act 1998 and, when in force in the United Kingdom, the General Data Protection Regulation (EU) 2016/679 and all other relevant legislation or regulations relating to data protection;

Dwellings means the residential accommodation owned or leased by the Council and managed by HFH pursuant to this Agreement;

Fee means the fees payable by the Council pursuant to and calculated in accordance with clause 11;

Financial Year means the period from 1 April to 31 March;

HCA means the Homes and Communities Agency;

HFH's Representative means HFH's managing director or such other person with a similar role who may be nominated from time to time by HFH;

HRA means the Housing Revenue Account of the Council;

Regulator means the HCA (acting through the Regulation Committee established by it) or any successor authority;

Representatives means collectively the Council's Representative and HFH's Representative;

Resident Engagement Strategy means a strategy prepared by HFH and approved by the Council setting out HFH's policy of engagement with residents of the Dwellings in relation to the Services, as varied by the Council and HFH from time to time in accordance with the provisions in such strategy and/or as part of the Business Plan review process set out in clause 6 of this agreement;

Services means the services described in Schedule 1 and any other services which from time to time are provided by HFH pursuant to this agreement subject to any variations pursuant to this agreement;

SLA means the current or future service level agreement(s) agreed by the parties under which the Council provides Support Services;

Support Services means such services provided by the Council to HFH under an SLA (or such other mutually agreed arrangement) as set out in Schedule 2;

Stock Maintenance and Improvement Programme means the maintenance and improvement programme managed by HFH as part of the Services;

1.2 A reference to any Act of Parliament, or to any order, regulation, statutory instrument, or the like, shall be deemed to include a reference to any amendment, re-enactment,

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consolidation, variation, replacement or extension of the same respectively from time to time and for the time being in force.

1.3 A reference to any statutory authority, agency or regulatory body shall include a reference to any other such authority, agency or regulatory body which from time to time carries on substantially the same functions.

1.4 Wordings denoting the singular shall include the plural and vice versa and words denoting the masculine gender shall include the feminine gender and vice versa and words denoting persons shall include firms and corporations.

1.5 References to clauses, schedules and annexes shall be deemed to be references to the clauses in and the schedules and annexes to this Agreement as so numbered.

1.6 In this Agreement headings are included for ease of reference only and shall not affect this Agreement or the interpretation thereof.

2 **Current HFH Services and HFH Obligations**

2.1 HFH shall provide the Services in respect of:

2.1.1 all Dwellings, land or properties held within the Council's HRA, as more particularly delineated within the Council's land terrier, except for assets or land where the Council has another alternative management arrangement in place and which have been notified in writing from the Council to HFH from time to time;

2.1.2 any Dwellings that are held in the Council's General Fund and which are leased by HFH on behalf of the Council for the purpose of temporary accommodation or emergency accommodation; and

2.1.3 any other dwellings, land or property (whether or not such fall within the Council's area) designated by the Council as forming part of the Dwellings pursuant to clause 2.3.

Where properties are provided for the purposes of temporary accommodation and managed by a third party supplier, where the Council is not the occupier's landlord, HFH will only supply account management services.

2.2 The Council may nominate HFH to act as its agent in providing a client role to those third parties that may manage HRA assets from time to time. Any such nomination shall form part of the Business Plan review where possible, but the Council reserves the right to make changes in year where necessary, pursuant to clause 5.

2.3 The Council also reserves the right to alter the management arrangements for its stock, therefore reducing or adding to the Dwellings, land or other assets that HFH supplies Services in respect of, either as part of the annual Business Plan review pursuant to clause 6 or outside of the Business Plan review process. Where such alterations occur outside of the Business Plan review process, the Council will give as much notice as it reasonably can and any such change may be reflected in a change to the Fee pursuant to clause 11.

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2.4 In consideration of the Fee, HFH shall at all times perform the Services to the satisfaction of the Council's Representative in accordance and in compliance with the Contract Standard. Where HFH's performance of the Services is dependent upon matters within the Council's control, the parties acknowledge that HFH shall use all reasonable endeavours to perform the Services to the satisfaction of the Council's Representative and in compliance with the Contract Standard. The **Contract Standard** is the standard which shall require HFH to perform the Services with all due skill, care and diligence and in accordance otherwise in compliance with:

2.4.1 the annual Business Plan and in particular (but without limitation) the key performance requirements of the Services set out therein;

2.4.2 any performance management framework that the Council sets for HFH;

2.4.3 any current performance indicators issued by the Regulator or other regulatory body which are relevant to the performance of the Services or any part thereof;

2.4.4 any reasonable instructions issued to HFH by the Council Representative pursuant to or in connection with the Agreement;

2.4.5 all statutory and regulatory requirements (including in relation to health and safety);

2.5 In this connection, HFH also agrees to:

2.5.1 devote resources to discharge its strategy; and

2.5.2 notify the Council promptly of failure to deliver any Services.

2.6 The Council acknowledges the existence of a subsidiary of HFH and for the potential for future subsidiaries to be established. HFH undertakes that its Business Plan will incorporate in reasonable detail the actives of any subsidiaries and how that links in with corporate objectives of the Council. The Council reserves the right to invoke the performance concerns framework if any Services or other functions of HFH are undertaken by a subsidiary or a subcontractor of HFH and there is a failure of, or performance concern about a Service or function.

3 **Council Responsibilities and Entitlements**

3.1 The Parties agree that the Council:

3.1.1 has ultimate responsibility for the HRA, setting rents and service charges for the Dwellings, and (in accordance with this agreement) setting the Fee and defining the Services.

3.1.2 will retain all decisions on the long term use of, or change of interest in land or property managed by HFH. These will include, but are not limited to the following examples:

(a) Licensing, way leaves and easements;

(b) Disposal or acquisition.

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3.1.3 will retain responsibility for strategy and policy development in relation to such strategies and for the associated statutory consultation regarding the Services covered in this agreement including but not limited to its statutory obligations in relation to rent setting and under Section 105 Housing Act 1985. The Council has the ability to use its commissioning processes to delegate any aspect of policy or strategy development or associated consultation to HFH via the commissioning process and any such delegation shall, where the Council so directs, be documented in writing.

3.2 The Council will provide the Support Services to HFH, to be subject to a range of SLAs (or such other arrangements and protocols agreed between the parties) separate to this Agreement in accordance with Schedule 2. HFH is not able to withdraw from any Support Services provided by the Council, other than:

3.2.1 where such withdrawal is in accordance with the termination provisions in the SLA; or

3.2.2 with the mutual agreement of both parties where no such termination provisions are set out in the relevant SLA (where applicable).

3.3 If HFH has concerns about the Council's performance of the Support Services it shall:

3.3.1 register such concerns immediately in the form of an email or minute brought to the attention of the Council's Representative; and

3.3.2 where there has been a breach of an obligation in an SLA, provide the Council with an opportunity to remedy such breach (allowing reasonable time).

3.4 The parties will work together in good faith to resolve any matters raised in relation to the Council's performance of the Support Services as soon as reasonably practicable after the date they are raised by HFH under clauses 3.3.1 but if the parties do not consider that the matter has been adequately addressed (further to clause 3.3.2, if applicable) the provisions of clause 26 shall apply.

3.5 The parties may, by mutual agreement, carry out a joint review of the Support Services to consider whether these continue to (inter alia) remain satisfactory to the parties and provide best value. Where following such review:

3.5.1 the parties wish to vary the Support Services they shall do so in accordance with the provisions of the relevant SLA or, where no such provisions exist, by mutual agreement (acting in good faith) and be documented in writing;

3.5.2 HFH has concerns about the Council's performance of the Support Services, the provisions of clause 3.3 and 3.4 shall apply; and/or

3.5.3 the parties wish to withdraw any Support Services, the provisions of clause 3.2 shall apply.

4 **Services provided by HFH**

4.1 The scope of Services provided by HFH is contained in Schedule 1.

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4.2 The Council is able to add to, vary, or remove services from the scope of services provided by HFH. This will generally be done within the context of the annual Business Plan settlement process as set out in clause 6, but it is acknowledged by the Parties that there may be circumstances where decisions are made by the Council in year.

4.3 Decisions will be made by the Council Representative and communicated to HFH in writing. Where possible, three months' notice will be given, but the Council cannot guarantee a minimum notice period.

4.4 The Council may revise the performance management framework for the Services and will set the reporting framework for other projects that HFH undertakes on the Council's behalf. This will be done as part of the annual Business Plan review process pursuant to clause 6 unless the matter is so urgent in which case as much notice as is reasonable shall be given.

4.5 From time to time, the Council may carry out an in depth review of Services, to establish and verify the accuracy of performance data supplied by HFH and to scrutinise performance

4.6 If the Council has concerns about HFH's performance, the following process shall be followed:

4.6.1 Stage 1:

The Council may register a performance concern. This can be in the form of an email or meeting minute brought to the attention of the appropriate director of HFH and logged by the commissioning function within the Council and the HFH director responsible for client liaison. Upon receipt of a concern, the appropriate director within HFH will prepare a remedial action plan that the Council is satisfied with, within ten working days of the concern being raised. HFH will then implement the remedial plan.

4.6.2 Stage 2:

If the Council is not satisfied with the remedial plan submitted under Stage 1 or if the concern is not adequately addressed through the implementation of the remedial plan at Stage 1, (allowing reasonable time), the Council may in its absolute discretion:

(a) issue a direction;

(b) undertake an intervention (acting reasonably); and/or

(c) initiate a service review.

HFH and the Council will work jointly to undertake the review and to implement any interventions or directions. HFH will co-operate with the findings of the review or any other directions the Council may issue or interventions it undertakes.

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Directions of the Council may include the temporary or permanent variation of the agreement, or any other measures the Council thinks appropriate in the circumstances of the performance concern.

Interventions of the Council may include the Council appointing/removing HFH staff or HFH board members (where their performance is linked to the relevant concern), exercising step in rights, recommissioning a service and/or any other measures the Council thinks appropriate in the circumstances of the performance concern (acting reasonably).

The scope of any service review will, in the Council's opinion, be sufficient to examine and address the performance concern. Any such review will be conducted and findings issued within one month of the Council requesting it. The Council will have the option to delegate the review to HFH to undertake.

Where any remedial solutions are imposed on HFH by the Council, the Fee shall be reviewed to reflect this. For the avoidance of doubt the Council may vary the Services in response to a performance concern.

4.6.3 Stage 3:

If the concern is not adequately addressed at stage 2 (allowing in the Council's opinion, reasonable time for this to be addressed), the Council may act in accordance with clause 26 (Disputes) or clause 22 (Termination) of this Agreement.

In the execution of the performance concerns process, both parties will work collaboratively and proactively to resolve the performance concern at the earliest opportunity, ideally at stage one.

5 The annual Business Plan

5.1 HFH shall prepare the annual Business Plan on an annual basis in accordance with clause 6.

5.2 The annual Business Plan shall:

5.2.1 Set out how HfH intend to translate the Housing related objectives of the Council's Corporate Plan into an operational delivery plan and how they intend to meet the outcomes specified in the Council's Housing Strategy.

6 Business planning process

The annual draft Business Plan shall be prepared by HFH covering April to March of the relevant year and shall be submitted to the Council's Representative by 1 February (or such other date as the Council may agree) of each year or in line with such other business planning time scales laid out by the Council from time to time.

6.1 The annual Business Plan will:

6.1.1 be outcome focused, setting out key objectives, performance measures, project milestones and targets for the next 12 months; for HFH and its subsidiaries

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6.1.2 outline HFH's company strategy in respect of the Services and show how this supports the strategic goals that it has been set by the Council;

6.1.3 confirm the financial and staffing resources required to deliver the plan;

6.1.4 include delivery plans for service delivery and improvement over the next 12 months;

6.2 The Council and HFH will discuss any potential variation to Services as part of the annual business planning process and in doing so (and without prejudice to the Councils right to vary the Services pursuant to clause 4) the Council will have ultimate flexibility to add or remove Services and where the Services delivered by HFH materially vary (either pursuant to this clause or pursuant to clause 4), the Fee may be re-assessed to reflect this.

6.3 The HFH annual Business Plan will also reflect the requirements of the Council and enable HFH to deliver the required outcomes for the Council. There will be an annual performance framework review that accompanies the business plan review and the Council may revise any of the performance criteria, amend the items on the HFH score card, set targets, set exception reporting parameters and set monitoring meeting frequencies.

6.4 If the Council (via the Council's Representative) shall notify HFH that the draft Business Plan is not acceptable, further negotiations shall take place to achieve a mutually agreed resolution in order that there is a Business Plan approved by the Council and the HFH board of directors (the **HFH Board**) by 1 April in any year. Both parties are to use all reasonable endeavours to achieve this.

6.5 Once the Council's Representative has accepted the plan, they will formally approve it on the Council's behalf.

6.6 In the event that the Business Plan is not agreed under this clause 6 within sufficient time for there to be an agreed plan in place by 1 April, then the relevant existing Business Plan shall continue to be the Business Plan until the dispute is resolved under clause 26.

6.7 The Council's commissioning process will deal with the following:

6.7.1 any ad hoc requests for additional pieces of work;

6.7.2 clarification and detailing of any requirements of the annual Business Plan;

6.7.3 consideration and discussion of any initiatives or proposals, either to be enacted mid-year, or fed into subsequent annual Business Plans.

7 **Annual performance monitoring**

By the end of June every year, HFH will provide the Council with an annual performance report for the previous financial year. The report will consist of an annual score card and will examine and narrate performance over the year. The performance indicators within this report will have been predetermined within the performance management framework set by the Council and revised from time to time.

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8 **Stock Maintenance and Capital Works**

8.1 HFH shall develop a programme of capital works, in accordance with the Council's planning requirements. This shall be done to complement the Council's budget setting process and in strict accordance with the business planning process (as set out in clause 6). This process may take account of (inter alia):

8.1.1 changing standards (such as energy efficiency);

8.1.2 future stock condition surveys;

8.1.3 legal and regulatory requirements (relating to fire safety guidance and all other relevant areas of health and safety compliance (whether mandatory or otherwise) from the Regulator and other matters).

8.2 The Council hereby appoints HFH as Responsible Person under the Regulatory Reform (Fire Safety) Order 2005 (the **2005 Order**), and HFH agrees that it has the necessary skill and care to perform this role in the context of the Dwellings.

8.3 HFH will at all times comply with the 2005 Order, any relevant fire safety or gas and electrical safety guidance relating to the Dwellings, good industry practice and all other health and safety legislation as it relates to the Services and/or the Dwellings.

8.4 The Council shall co-operate with HFH to assist HFH to discharge its responsibilities set out in clauses 8.2 and 8.3.

9 **Procurement and Contract Administration**

9.1 Subject to compliance with HFH's contract standing orders and procurement guide unless the Council (in its absolute discretion) decides otherwise, HFH will procure let and manage works contracts and other contracts as necessary to deliver the Services.

9.2 The contracts to be procured or let will be in relation to the management, maintenance and improvement of the Council's stock and other purposes connected with the Services. The letting or procuring of contracts will be in accordance with EU procurement legislation and any other relevant and applicable public procurement contract regulations.

9.3 The Council may decide to procure, let and manage contracts in its own name in connection to the management and/or maintenance of its stock. Where this is the case, the Council may name HFH as the Council's agent to operate the contract.

9.4 The Council may decide to name HFH as its agent when tendering for corporate contracts, so that HFH can access the suppliers within the corporate frameworks.

9.5 HFH will liaise with the Council in respect of any renewal or re-letting of any contract and will seek Council approval for all contracts that go beyond the term of this Agreement.

9.6 HFH will comply with all reasonable requirements of the Council in respect of any or all of the contracts including but not limited to providing all information (including copies of any documents) to the Council.

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10 **Provision of information**

10.1 HFH will:

10.1.1 maintain effective and appropriate control systems in relation to its financial, accounting and record-keeping functions; and

10.1.2 keep the Council informed of its performance of the Services and in particular provide the Council with such information and such access to its officers, employees and premises as may reasonably be required to demonstrate HFH's delivery of the Services, in accordance with the measures and frequencies laid out within the performance management framework.

10.2 HFH will report to the Council, in such format as the parties (acting reasonably) shall from time to time agree, on its progress on the objectives contained in the Business Plan, its performance of the Services and any matters which may adversely impact on HFH's performance against the same, each quarter or in accordance with such other frequencies set out within the performance management framework.

11 **Fee**

11.1 For the first Financial Year of this Agreement (here meaning the period to [31 March 2018]) the Council will pay HFH a Fee of [£] for the provision of the Services.

11.2 The Fee shall only be varied in accordance with the process and principles set out in this clause 11.2 and any variance in the Fee shall always be subject to the provisions of clause 17:

11.2.1 the parties will commence discussions on the Fee for the next Financial Year as part of the settlement of the Business Plan in accordance with clause 6;

11.2.2 the Council may vary the Fee in connection with a variation of the Services in accordance with clause 4.6 or clause 6;

11.2.3 the Council may also vary the fee as a result of other changes, such as (but not limited to) a change in the Business Plan, or other circumstances that may (in its opinion) warrant a re-calculation.

11.3 The Fee due and payable under this clause 11 shall be paid in advance by equal payments each month.

12 **HFH and Council Accounts**

12.1 HFH shall maintain the following financial accounts:

12.1.1 company account – to be held within HFH and to include the necessary resources for landlord and tenant services. This account is paid for by the Fee and will generally include the cost of staffing resources employed by HFH, (other than those staff costs capitalised through the managed accounts or those paid for by grant funding); and

12.1.2 ring-fenced account – to be held within the Council's Housing Revenue Account (**HRA**) and to operate in the following way:

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(a) surpluses shall be declared at the end of the financial year, this will include non-budgeted savings;

(b) any surpluses the Council decides can be retained by HFH will be held in the HRA ring-fenced account (for such period as the Council directs);

12.2 HFH shall:

12.2.1 manage the accounts set out in clause 12.1 (the **HFH Accounts**) with reasonable skill and care and balance each of such accounts at the end of the financial year:

12.2.2 regularly monitor revenue and capital income and any expenditure accounts;

12.2.3 put appropriate and adequate procedures in place to: monitor progress against the budget and objectives set out in the Business Plan or otherwise agreed between the parties;

12.2.4 report to the Council (in such form as the Council shall agree from time to time) on the operation of the HFH Accounts (including their balances) in accordance with this clause 12.2 each month (or such other frequency agreed by the Council);

13 **Future delivery of the housing service in Haringey**

13.1 HFH shall provide any assistance reasonably needed to enable the Council to review and reconfigure the delivery of the housing service in Haringey and which may include the conversion of HFH into a registered provider of social housing or similar landlord body. (and which HFH acknowledge may result in a change to HFH's constitution)

13.2 Such assistance may include:

13.2.1 provision of information and records about the Services;

13.2.2 providing such reports or other documentation as the Council may reasonably require in a manner and timescale prescribed by the Council for consideration by the tenants or the Council; and

13.2.3 attendance at meetings of such tenants.

14 **Additional Business**

14.1 HFH must obtain the consent of the Council before they bid for any contract to deliver services to a third party, either in their own name or through any subsidiary. Any such initiative on the part of HFH or their subsidiaries must either be agreed as part of the annual Business Plan, or be officially commissioned by the Council in year, by the commissioning process.

14.2 In considering whether it is minded to grant consent, the Council will give weight to any factors which it considers relevant, including (but not limited to) the following (non-exhaustive) factors:

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14.2.1 whether the proposal is likely to have a negative impact on HFH to provide Services and other services that HFH already delivers for the Council;

14.2.2 whether there is any reputational risk for the Council;

14.2.3 whether the Council may wish to bid for these contracts in any way; and

14.2.4 whether there are any financial risks for the Council.

15 **Continuous Improvement**

15.1 The parties acknowledge the importance of the principle of continuous improvement in the provision of the Services and the delivery of the Stock Maintenance and Improvement Programme and accordingly:

15.1.1 HFH will regularly review how better to perform its obligations hereunder; and

15.1.2 the Council will support HFH to improve its performance.

15.2 Continuous improvement will result in either or both improved standards or greater cost-effectiveness.

16 **HFH's Constitution**

16.1 The Council shall only use its rights as sole member of HFH to amend HFH's constitution or to issue directions to HFH or the HFH Board:

16.1.1 if and then only for so long as HFH fails to comply with the terms hereof and the Council would therefore be entitled to terminate this Agreement in accordance with its terms; or

16.1.2 (in relation to the Council's right as the sole member to issue directions to HFH) if the Council (acting reasonably) believes that HFH is undertaking an activity which is outside the scope of the Business Plan agreed pursuant to this agreement and/or where the Council believes that an activity being undertaken by HFH is detrimental to the Council's best interests and/or where required as part of a performance review under clause 4.6.

16.2 Wherever practicable, the Council will consult with HFH with a view to agreeing an amicable resolution to the matter at issue before exercising its powers under this clause 16.

17 **Council's financial support for HFH and staffing**

17.1 The Council shall provide and evidence such support for HFH as shall be required to enable HFH's auditors to confirm from time to time to the HFH Board that HFH is and will continue to be able to meet its debts as they fall due and is otherwise a 'going concern'.

17.2 [The Council agrees that whether through the Fee or otherwise it shall ensure that HFH is able to discharge its liabilities for the pensions costs attributable to HFH's past, present and future employees and the Council agrees to indemnify HFH against all costs, proceedings, liabilities and claims of whatever nature in respect of the 'employees'

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membership of the Local Government Pension Scheme whilst in the service of the Council or HFH.]

17.3 HFH shall notify the Council's Representative of any material amendments in HFH's staffing structure during the term of this Agreement.

18 **Employees**

18.1 HFH undertakes to be a good employer and to be innovative

18.2 HFH shall adhere to the its code of conduct in relation to employment matters and will have a recognition agreement in place with the appropriate trade unions (relevant to the Services).

18.3 HFH shall within six months before the expiry of this Agreement or within such other period as the Council may specify in the event of an earlier termination of this Agreement either in whole or in part and upon a continuing basis provide such information as the Council may require about the terms and conditions of employment of any employees employed by HFH in connection with the provision of the Services.

18.4 HFH will maintain a high standard of leadership and staffing in the organisation and within the HFH Board.

19 **The HRA ring-fence**

19.1 The parties acknowledge that HRA income and expenditure is and remains (following the implementation of self-financing) subject to the requirements of the statutory ring-fence and they will use all reasonable endeavours to maximise the benefits of the HRA.

19.2 HFH shall supply the Council with such assistance and information as the Council may reasonably require to enable it to identify income and expenditure.

20 **Section 151 duty**

20.1 It is acknowledged that the Council has nominated an Officer with statutory duties under Section 151 of the Local Government Act 1972 and nothing in this Agreement shall be construed as preventing that officer from doing such acts or things as are properly required for the discharge of such duties.

21 **Term and break clauses**

21.1 This Agreement shall expire on the 31 March 2026 unless it is terminated by the Council under clause 22.

21.2 The Council shall have a right to terminate this Agreement in part where it is required to enter into an agreement with a Tenant Management Organisation (TMO). If the Agreement is terminated under this clause 21.2 the Council and HFH shall within three months of such termination make all necessary arrangements for the transfer of the relevant functions from HFH to the TMO.

21.3 This Agreement shall be terminated if such requirement is imposed pursuant to Section 247(2) or 249(2) of the Housing and Regeneration Act 2008. If the Agreement is

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terminated pursuant to this clause 21.3 the Council and HFH shall make all necessary arrangements for the transfer of the relevant functions from HFH.

22 **Termination**

22.1 Subject to clause 21.2 and notwithstanding clause 22.6, the Council shall be entitled to terminate this Agreement if HFH fails to comply with the terms hereof or if in the Council's reasonable opinion there is a serious and substantiated risk that HFH will shortly fail so to comply.

22.2 Unless HFH's actual or anticipated failure (and which would entitle the Council to terminate this Agreement under clause 22.1) cannot (in the Council's reasonable opinion) be remedied then HFH shall be afforded a reasonable opportunity (including where appropriate by devising a remedial plan) to comply or demonstrate that it will comply with the terms hereof.

22.3 For the purposes of clauses 22.1 and 22.2 a failure to comply with any remedial plan set under clause 22.2 or 4.6.1 shall be deemed by the Council incapable of being remedied.

22.4 If the Council becomes entitled to terminate this Agreement it may decide to terminate the whole or any part hereof and either provide the Services itself or procure that any third party do so and HFH will take such steps as may reasonably be required to give effect to the Council's decision.

22.5 The Council can terminate this Agreement if it decides on economic or for any other reasons (in its absolute discretion), to bring part or all of the services back in house or to transfer all or part of the Services to another provider. In this situation, it shall give as much notice as is reasonably practicable.

22.6 The Council shall be entitled (but not obliged) to terminate this agreement on 31 March 2021 by giving notice to this effect no later than (three) (3) months before such date.

23 **Resident Involvement and Access information**

23.1 HFH will prepare, maintain and comply with the Resident Engagement Strategy. The Resident Engagement Strategy will be submitted for approval by the Council at the same time as the annual draft Business Plan in accordance with the procedure set out in clause 6.

23.2 HFH will engage tenants and leaseholders in the management of their homes, through appropriate channels, commensurate with the scope of their involvement and in accordance with the Resident Engagement Strategy.

23.3 HFH will afford the Council and persons properly authorised by it (including the commissioning team) access to any information reasonably required.

24 **Insurances etc**

24.1 HFH shall at all times maintain in force policies of insurance with reputable insurers or underwriters as shall insure and indemnify HFH (on the usual terms available in the market) against HFH's liability to:

24.1.1 the Council and any employee of the Council;

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24.1.2 the employees of HFH;

24.1.3 any other person

in the sum of at least £20,000,000 in respect of any one occurrence or series of occurrences arising out of one event.

24.2 The Council shall itself insure against all the usual risks associated with its housing stock and acknowledges that HFH has no liability therefor.

24.3 HFH shall procure adequate insurance in respect of ICT equipment either owned by it or provided by the Council to HFH.

24.4 HFH will establish and maintain policies and procedures designed to (a) maintain so far as practicable continuity of business during periods of disruption caused by abnormal circumstances and (b) manage so far as practicable the risks facing it.

24.5 The business continuity plan of HFH shall complement and support that of the Council, particularly in relation to the anticipated use of buildings and physical assets and the provision of emergency services.

25 **Data protection**

25.1 HFH must:

25.1.1 abide by the Council's data protection and information security policies that apply to the systems used by HFH; and

25.1.2 comply with its obligations under this Agreement in manner so as to comply with Data Protection Legislation.

26 **Dispute resolution**

26.1 Save as otherwise provided in this Agreement, in the event of any dispute between the parties arising out of or in connection with this Agreement the parties shall in the first instance use their reasonable endeavours to resolve it amicably between them in accordance with the procedure set out below. If stages 1 to 3 have not been completed within 30 days of the dispute first being notified to the other in writing, the dispute shall automatically move to stage 3:

26.1.1 **Stage 1:** Representatives of the parties (being the officers having day to day responsibility for or knowledge of the area which is the subject of the dispute) shall meet. If they are unable to agree a resolution at such meeting or if there shall be no appropriate officers of each of the parties available to attend such meeting then move to Stage 2.

26.1.2 **Stage 2:** The lead commissioning officer of the Council, shall meet with the managing director of HFH. If they are unable to agree a resolution at such meeting or if there shall be no appropriate officers of each of the parties available to attend such meeting then move to Stage 3.

26.1.3 **Stage 3:** The Council's Representative and the Chair of the HFH Board or their nominated deputies shall meet within ten working days.

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26.1.4 In seeking to resolve any dispute considered under Stage 1, Stage 2 or Stage 3 the parties shall apply the following principles:

(a) a spirit of mutual trust and co-operation

(b) both parties shall bear their own costs

(c) the parties shall extend the periods of negotiation if they both agree to do so

(d) any unanimous decision shall be implemented.

26.2 Disputes remaining unresolved after following the procedure set out in clause 26.1 shall be referred to the Council's Representative for determination.

26.3 The result of any dispute resolution procedure under this clause 26 shall be final and binding on the parties (save in the event of fraud or a mistake in law or material fact) and shall where and to the extent necessary shall be communicated to the HFH Board and if appropriate be treated as a variation to the provisions of this Agreement.

26.4 Until such time as a dispute between the parties is resolved or concluded in accordance with this clause 26 the parties shall continue to comply with their respective obligations under this Agreement.

27 **Regulator and legislation**

27.1 This Agreement is subject to the Regulator's right to direct the variation or termination thereof and the parties will take all steps necessary to give effect to any such variation or termination.

27.2 HFH or the Council will not do or refrain from doing anything that might lead to action by the Regulator against the Council or HFH.

27.3 HFH will comply with all relevant legislation (including but not limited to legislation relating to health and safety, fire safety and equality and diversity) and with the Council's Equal Opportunities Policy.

28 **Variations to tenancy agreements**

HFH shall not vary or accept or acquiesce in any variation to any of the Council's occupancy agreements used with regard to Dwellings without the prior written consent of the Council.

29 **Freedom of Information Act**

29.1 In the event that, pursuant to a request which the Council or HFH has received under the Freedom of Information Act (**FOIA**) the Council or HFH (as the case may be) is required to disclose any information which is the subject of this Agreement, the Council or HFH (as the case may be) shall:

29.1.1 notify the other Party promptly of such request;

29.1.2 consult with the other Party prior to disclosing any such information;

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29.1.3 pay due regard to any representations which the other Party may make in connection with such disclosure;

29.1.4 co-operate with the other Party in correlating the required information; and

29.1.5 apply any relevant exemptions which may exist under the FOIA to any request.

30 **Tenant Management Organisations**

30.1 In the event that in accordance with regulations made under Section 27AB of the Housing Act 1985 any tenants propose to form a Tenant Management Organisation (as defined in Section 27AB(8) of the said Act) the Council shall be legally responsible for dealing with all aspects of such proposal.

30.2 The Council may pursuant to such a proposal instruct HFH to provide such assistance as may be required to the Council and any tenants making such proposal which assistance shall include:

30.2.1 provision of information and records about the Services;

30.2.2 providing such reports or other documentation as the Council may reasonably require in a manner and timescale prescribed by the Council for consideration by the tenants or the Council; and

30.2.3 attendance at meetings of such tenants;

30.2.4 and such other help or advice as the Council may require to enable the Council to fulfil its statutory obligations.

30.3 At such time as a decision is made that a transfer of management responsibility for all or part of the Services is to take place in accordance with the provisions set out in clause 30.1 the Council may issue further instructions to HFH requiring HFH to make arrangements to transfer responsibility for the Services in respect of the Dwellings so affected to the Tenant Management Organisation in such manner and within such timescale as the Council may prescribe and HFH shall comply with such instructions which may include (but not be limited to):

30.3.1 transferring data, records, statistics, files and other information in a format and manner prescribed by the Council;

30.3.2 transferring to the Tenant Management Organisation in accordance with the Right to Manage Regulations any staff transfer wholly or mainly engaged in the provision of services to the Tenant Management Organisation;

30.3.3 transferring necessary equipment and materials as may reasonably be stipulated by the Council's Representative;

30.3.4 establishing working arrangements with the Tenant Management Organisation; and

30.3.5 providing any other assistance reasonably needed to enable such transfer to take place.

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30.4 At such time as a transfer of management responsibility to a Tenant Management Organisation takes place the Council shall be entitled to vary this Agreement (giving three months' notice to HFH) and where such a variation is made the amendment to the annual Business Plan in accordance with clause 6 shall reflect the cost of providing such Services as remain to be carried out under this Agreement and if no such Services remain this Agreement shall terminate (and clause 21.2 shall apply).

30.5 HFH will assume all those responsibilities of the Council which are set out in any management agreement made between the Council and any Tenant Management Organisation whether such agreement exists at the date of this Agreement or arises during the currency of it.

30.6 In the event that a Tenant Management Organisation to which responsibility for managing the Services has been transferred in accordance with this clause 30 ceases to provide all or any part of those Services for all or any of the Dwellings the Council shall be entitled to vary further this Agreement so as to require HFH to provide such ceased Services and where such a variation is effected a variation may also be made in relation to the current annual Business Plan in accordance with clause 6 and Fee in accordance with clause 11.

30.7 The provisions of this clause shall apply, mutatis mutandis, to the transfer of additional management responsibilities to an existing Tenant Management Organisation as well as any other Tenant Management Organisations.

30.8 HFH shall in complying with its obligations under this clause 30 ensure that to the extent permitted by any existing agreement(s) with any Tenant Management Organisation the obligations to provide the Services at the level and standards required by the Agreement or otherwise prescribed by the Council are unaffected.

31 **Value added tax**

31.1 All payments by any party to another party pursuant to the terms of this Agreement shall be exclusive of any Value Added Tax chargeable in respect of the supply of goods or services for which the payment is consideration and in so far as such payments fall to be made under this Agreement such Value Added Tax shall be added to the amount thereof and paid in addition thereto upon production of a proper Value Added Tax invoice.

32 **No partnership**

32.1 Nothing in this Agreement shall be construed as creating or implying any partnership between the parties hereto and save as expressly provided nothing in this Agreement shall be deemed to make HFH the agent of the Council or authorise HFH to:

32.2 incur any expenses on behalf of the Council;

32.3 enter into any engagement or make any representation or warranty on behalf of the Council; or

32.4 commit or bind the Council in any way whatsoever without in each case obtaining the Council's Representative's prior written consent.

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33 **Survival of this Agreement**

33.1 Insofar as any of the rights and powers of the Council provided for in this Agreement shall or may be exercised or exercisable after the termination or expiry of this Agreement the provisions of this Agreement conferring such rights and powers shall survive and remain in full force and effect notwithstanding such termination or expiry.

33.2 Insofar as any of the obligations of HFH provided for in this Agreement remain to be discharged after the termination or expiry of this Agreement the provisions of this Agreement imposing such obligations shall survive and remain in full force and effect notwithstanding such termination or expiry.

34 **Severance**

34.1 If any provision of this Agreement becomes or is declared invalid or unenforceable that shall not affect any other provisions which shall all remain in full force and effect.

35 **No assignment**

35.1 No Party shall be entitled to assign this Agreement or any of the rights hereunder to any other party.

36 **Notices etc**

36.1 Any notice or other communication under this Agreement shall be sufficiently served if served personally on the other Party or sent by prepaid first class post to the addresses given at the head of this Agreement or by electronic mail to the email addresses of the Council Representative or the HFH Representative or their deputy (as applicable) and, subject to proof to the contrary, shall be deemed to have been received on the second working day after the day of posting or on successful transmission, as the case may be.

37 **Third party rights**

37.1 No rights are conferred under this Agreement pursuant to the Contracts (Rights of Third Parties) Act 1999.

38 **Concurrent remedies**

38.1 No right or remedy for any Party under this Agreement is exclusive of any other right or remedy and each such right or remedy shall be cumulative and enforceable concurrently and shall be without prejudice to pre-existing obligations.

39 **Variation**

39.1 Except as otherwise expressly provided, no variation of this Agreement shall be valid unless it is in writing and executed and delivered as a deed by or on behalf of each of the parties.

40 **Confidentiality**

40.1 The parties agree to keep the subject matter of this Agreement confidential subject only to statutory duties and/or usual contractual obligations.

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41 **Law**

41.1 This Agreement shall be governed and construed according to English law.

This Agreement has been entered into as a deed and is delivered on the date stated at the beginning

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The **COMMON SEAL** of
THE MAYOR AND)
BURGESSES OF THE LONDON
BOROUGH OF HARINGEY)
was affixed)
in the presence of:)

The **COMMON SEAL** of)
HOMES FOR HARINGEY LIMITED)
was affixed)
in the presence of:)

_____

Authorised Signatory

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Schedule 1

HFH's Services

(Clause 2)

1) The following landlord and tenant services are provided by HfH to the Council:

- Voids, allocations and lettings
- Tenancy and leasehold management
- Estate management
- Rent, service charge and sundry account management
- Repairs and maintenance
- Major works
- Housing advice, homelessness services and housing needs
- Housing information

2) Discharge of all the Council's functions as to allocations and homelessness under Parts VI and VII of the Housing Act 1996 (as amended by the Homelessness Reduction Act 2017), excluding those set out at Schedules 1 and 2 of the Local Authorities (Contracting Out of Allocation of Housing and Homelessness Functions) Order 1996 or which the Council is otherwise prevented by law from so delegating.

Where there are services that rely on collaboration between the Council and HfH, an appropriate protocol will be devised as necessary.

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Schedule 2

Services provided by the Council

The Council will provide a number of support services to HFH which will be more particularly described in a series of service level agreements or other protocols or arrangements agreed between the parties. Such services may include (but are not limited to):

- Customer services
- Single front line services
- HR and OD
- IT
- Procurement
- Property Services
- Insurance
- Parking services and CCTV
- Benefits
- Leisure
- Finance and accounting
- Legal services
- Communications
- Fraud investigation

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Appendix iv - Test of tenant and leaseholder opinion

Using evidence to shape better services

m·e·l
Measurement Evaluation Learning

London Borough of Haringey

Haringey Council

Wastes & resources management



Community safety & neighbourhood policing



Sure Start & Children's Centres



Affordable housing



Healthy communities



Active citizens & customer research



Local Authority research & evaluation



Test of Tenant Opinion Survey for Future Housing Delivery Review Project

Full Report

July 2015

Measurement ◆ Evaluation ◆ Learning

1) PROJECT DETAILS

Name of company	M·E·L Research Ltd		
Registered Company Address	8 Holt Court Aston Science Park Birmingham B7 4AX **Company registration number: 3000946** **VAT registration number: 655 3827 14**		
Main contact	David Chong Ping	Telephone number	0121 604 4664
Position	Head of Technical Production	Fax number	0121 604 6776
Email address	David.Chong-Ping@m-e-l.co.uk		
Website address	www.m-e-l.co.uk		
Reference	PR15088		

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3) EXECUTIVE SUMMARY

This report provides the findings from a survey of 1,004 tenants that participated in a telephone interview. This provides a broadly representative sample of views based upon the profile of the primary tenant population from the supplied Homes for Haringey database. Results from a leaseholder telephone survey and tenant and leaseholder postal/online surveys have then been compared to the tenant telephone survey.

Support for future housing options

Tenants were told that with the on-going financial pressures and budget cuts, the council might find it hard to undertake all the necessary improvements to its existing homes, improve the look and feel of its housing estates and build new and affordable housing. Tenants were therefore asked how likely they would be to support alternative options that could make sure these improvements could be met.

- 80% of tenants might or would support an alternative future option for their housing service if that meant they had more of a say in how the housing service was run. This figure rises to 89% for tenants that returned a postal/online survey and to over 90% for leaseholders.
- There was little support from tenants for any other alternative future options, such as transferring to a new housing services provider (33% indicated they would or might support this) or if it meant that rents would increase (44% indicated they would or might support up to a 5% increase).
- 80% of tenants indicated they would not support rent increases of more than 5%, while 77% would not support transfer to a new housing service provider that was not locally based.
- By comparison, leaseholders were more open to the idea of a future housing service provider transfer with more than 60% indicating they would or might support this if it was a local provider.
- When it came to future investment all participants, regardless of consultation method, indicated their first choice for any future spending should be made on 'existing homes to bring them up to a good state of repair, properly heated and insulated, with kitchens and bathrooms that are reasonably modern'.
- Views were split on the remaining two options presented; spend money on building new and affordable homes or spend money on improving existing housing estates, such as landscaping and grounds maintenance, bin storage, lighting, parking, security, etc.

Satisfaction levels

Tenants were asked a number of questions about their level of satisfaction with their home and neighbourhood or housing estate compared to three years ago.

- 62% of tenants indicated they were 'much more' or 'more' satisfied with their neighbourhood or housing estate compared to three years ago. For those that completed a postal/online survey, this figure falls to

41% for tenants and to just 25% for leaseholders. Here, the greatest proportion indicated seeing 'no change' in the last three years.

- 59% of tenants indicated that they were 'much more' or 'more' satisfied with the value for money their rent provides, compared to three months ago. This falls to 37% for tenants completing a postal/online survey.
- 58% of tenants indicated they were 'much more' or 'more' satisfied with safety and security in their neighbourhood or housing estate, while 56% indicated the same for the overall appearance of neighbourhoods/estates. These figures fall to less than 40% for the other tenant and leaseholder surveys.
- 51% of tenants indicated that they were 'much more' or 'more' satisfied with the overall quality of their home compared to three years ago – 34% indicated they were 'less' or 'much less' satisfied. Again, fewer tenants that completed a postal/online survey and leaseholders were satisfied with proportionally more indicating 'no change'.
- 'Taking everything into account', 71% of tenants were satisfied with Homes for Haringey (their housing services provider) compared to three years ago. This figure drops slightly for tenants that returned a postal/online survey, to 65%. However, satisfaction falls to around one-third for leaseholders.

Views on improvements and maintenance

- Compared to three years ago, roughly one-third of tenants indicated they had seen 'no change' to improvements to their home, the time taken and quality of repairs and maintenance, or to grounds maintenance.
- Of the remainder, 44% of tenants indicated 'greatly' or 'slightly' improvements to their home, 42% to grounds maintenance, 39% to the quality of repairs and 38% to the time taken to complete repairs and maintenance.
- A greater proportion of leaseholders indicated a decline in the quality of repairs and maintenance, the time taken and grounds maintenance, compared to the proportion that indicated improvements, in the last three years.

Views on customer service

- Compared to three years ago, some two-fifths of tenants indicated they had seen 'no change' to the quality of customer service, the ease of contacting Homes for Haringey, how well they are kept inform and their ability to have a say in how their neighbourhood/estate is managed. This rises to 46% for the management of their tenancy.
- Of the remainder, a greater proportion of tenants, both telephone interviewed and returning postal/online surveys, indicated improvements in each of the above aspects compared to the proportion that indicated a decline.

- By comparison, proportionally more leaseholders indicated a decline compared to improvement in the last three years.

4) INTRODUCTION

Background

The London Borough of Haringey (the Council) has aspirations to deliver new build housing, estate renewal and long term regeneration of the area. The Council has therefore established a process to determine the future model for service delivery and investment in housing across the borough. To this aim, it has set up a Review Group to govern the process and appointed an independent programme facilitator to advise members and manage the process.

A number of options to achieve the Council's aspirations are now under consideration, with the Council's housing stock (currently managed by the Arm's Length Management Organisation, Homes for Haringey) playing a part in achieving this. Development companies, long term leases, local housing companies and other variants of asset backed vehicles are all under consideration as a means to deliver the Council's objectives, with independent financial modelling having been commissioned to help support the process.

Ultimately, almost all the non-statutory solutions for housing management and investment identified above will require a ballot of tenants, including leaseholders, to proceed. Prior to reaching a decision on which options to put to a ballot the Council wished to test opinion as to tenant and leaseholder wishes and priorities.

This pre-testing process contributes towards tenants and leaseholders having an 'informed' understanding of the pros and cons of each available option. It also provides a comprehensive evidence base to inform the Review Group, so that recommendations can be made to Cabinet in September 2015.

Research Aims

The Council commissioned independent research to establish tenant and leaseholder:

- satisfaction with present and past housing management;
- importance of improvements to homes and neighbourhoods;
- service priorities and the importance of continued service improvement;
- significance of the landlords ability to invest in properties;
- importance that the Council is their landlord;
- circumstances in which they would be prepared to transfer to a new landlord;
- importance of new build housing in Haringey;
- views on regeneration and the links to the housing stock;
- importance of tenant governance and influence on the housing service;
- significance of the housing management solution being locally based; and
- relative importance of the above in determining a future solution.

Methodology and sample sizes

To meet the extremely tight deadlines for this project, a telephone survey was chosen as the primary methodology; a random sample of tenants and leaseholders were contacted by telephone and provided with the opportunity to participate and give their views. This approach allowed the setting of specific targets, such as gender and age, in order to achieve a statistically robust and broadly representative[1] sample of tenants and leaseholders.

The Council research brief indicated that it held telephone numbers for roughly 90% of tenants and 60% of leaseholders. The table below shows the required response rate based on available telephone numbers to achieve a confidence interval of ± 3.0% (this is the **recommended confidence interval** used for STAR surveys for housing stock of 10,000+).

The supplied data was de-duplicated, profiled and each discrete record was assigned a unique M·E·L ID number. This ensured that regardless of the completion method (e.g. telephone, online or postal) each household could be tracked, with subsequent duplicate responses removed (if necessary).

The two tables below show the expected number of discrete telephone numbers anticipated prior to receiving the Homes for Haringey database, and the subsequent actual number available.

Table 1: Anticipated number of telephone numbers available to achieve ±3% confidence interval

Sample	Population	Anticipated telephone numbers available	No. of surveys required at ±3% CI	Required response rate
Tenants	15,361	c.13,825	998	7.2%
Leaseholders	4,685	c.2,800	869	30.9%

Table 2: Actual number of telephone numbers available to achieve ±3% confidence interval

Sample	Anticipated tel. numbers available	Actual telephone numbers available	No. of surveys required at ±3% CI	Required response rate
Tenants	c.13,825	12,836	998	7.8%
Leaseholders	c.2,800	1,238	869	70.2%

The tables show, for example, that a response rate of less than 8% would provide sufficient interviews to achieve a robust sample for tenants.

[1] The supplied database was profiled against 'person 1' within the household. This profile information was then used to set targets to ensure a broadly representative sample was achieved.

By comparison, from the available telephone numbers of leaseholders, over seven in ten would have needed to have agreed to participate to have achieved the same confidence interval and this was not felt to be realistic. It was therefore recognised and agreed that all leaseholders would be contacted with a view of securing as many completed telephone interviews as possible.

A survey questionnaire was developed following a Project Inception Meeting between M·E·L Research Ltd and Haringey Council on 18th May 2015.

Fieldwork

Fieldwork was undertaken between 1st and 29th June 2015 and the interview team successfully completed **1,004** tenant telephone surveys and **150** leaseholder telephone surveys.

Secondary Methodology – Postal & Online Survey

In addition to the representative sample achieved via the telephone methodology, the council wanted to provide all tenants and leaseholders with an opportunity to participate in the survey. A postal survey was designed, based upon the telephone questionnaire. It was sent to all tenants and leaseholders and included a freepost return envelope as well as details of an online version of the survey for those that preferred an electronic completion method.

It is important to recognise that postal surveys are self-selective and therefore tend to return non-representative samples. They typically attract a greater level of response from women and older residents, who often have the available time to participate and greater levels of civic responsibility, compared to men and younger residents (those under 44). Nevertheless, as this will most likely be the methodology used when the final Test of Tenant Opinion survey is conducted, it provides a useful steer on likely response rates.

Postal sampling and fieldwork

Postal surveys were sent out on 9th June 2015 to all tenant and leaseholders. Postal and online responses received by 29th June 2015 are included in the analysis. In total **2,293** responses were received – an 11% response rate. The table below shows the number of surveys sent and the number of responses.

Sample	No. surveys sent	Postal responses	Online response	Total responses	Response rate
Tenants	15,361	1,843	47	1,890	12.3%
Leaseholders	4,685	285	41	326	7.1%
Not specified	-	70	7	77	-
TOTAL	**20,046**	**2,198**	**95**	**2,293**	**11.4%**

Reporting conventions

The output from the survey is in the form of conventional cross-tabulations. These provide results for the total sample and various sub-groups of the profile (e.g. gender, age, ethnicity).

This report provides the findings from the 1,004 tenants, that participated in a telephone interview, so that a representative sample of views are presented initially. Results from the leaseholder telephone survey and postal/online surveys have been compared to the tenant telephone survey. Where comparative results are shown these are typically where statistically significant differences exist.

The results for the postal/online surveys have been separated into tenants and leaseholders. These are referred to as 'tenant postal' and 'leaseholder postal', respectively, throughout this report.

For rating style questions (satisfaction, improvements, etc) where a 'don't know' response was an option, these responses have been excluded before analysis. The 'base' or 'n' figure referred to in each chart and table is the number of participants responding to the question.

Where percentages are not shown in charts, these are 3% or less.

Statistical significance

When comparing the results within a sub-group (e.g. comparing views of men vs. women, or telephone vs. postal), the differences in results are tested for statistical significance. This way we know whether the differences are 'real' or whether they could have occurred by chance. The test reflects the size of the samples, the percentage giving a certain answer and the degree of confidence chosen.

Where statistically significant differences exist, the most pertinent comparisons have been included within this report and/or highlighted in tables.

Rounding

Due to computer rounding, numbers and percentages displayed visually on graphs in the report may not always add up to 100% and may differ slightly when compared to the text. The figures reported in the text will be correct.

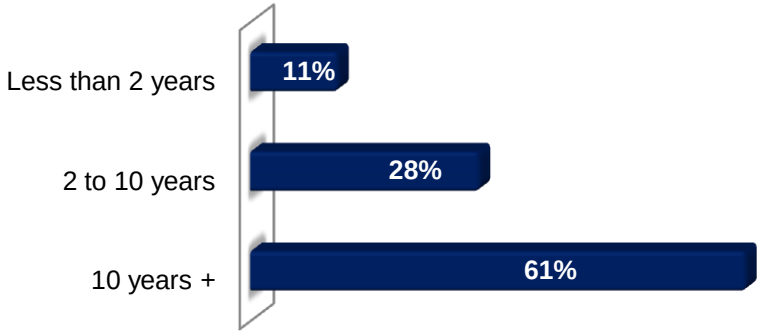
5) FINDINGS

Time living in home

Tenants were asked how long they have lived in their current home:

- Proportionally more tenants are long-term residents; 61% have lived in their current home for 10 years or more.

Figure 1. Lengths of time tenants have lived in their current home.



Base: 1,000

The tenant postal and leaseholder postal responses follow a similar pattern to the telephone tenant survey with the majority of respondents having lived in their current home home for ten years or more. Compared to the tenant survey, the leaseholder survey has a significantly smaller proportion of long-term residents.

Table 1. Lengths of time tenants have lived in their current home by survey type.

Time in home	Tenant telephone	Tenant postal	Leaseholder telephone	Leaseholder postal
Less than 2 years	11%	**6%**	11%	13%
2 to 10 years	28%	28%	**53%**	33%
10 years +	61%	**66%**	**37%**	**55%**
Base:	1,000	1,867	142	319

Results which are significantly different from the tenant telephone survey are in **bold and blue shading.**

Homes for Haringey as a Housing Service Provider

Participants were then asked to spontaneously name who was their housing service provider (described as 'the organisation that carries out the day-to -day management of your housing service? (e.g. collects your rent, carries out repairs and maintenance)':

- Only 18% of tenants spontaneously identified their housing service provider as Homes for Haringey.
- The majority of tenants (76%) identified Haringey Council as their housing service provider.

Table 2. Identification of housing service provider by survey type.

Housing service provider	Tenant telephone	Tenant postal	Leaseholder telephone	Leaseholder postal
Haringey Council	76%	**47%**	**37%**	**24%**
Homes for Haringey	18%	**42%**	**55%**	**63%**
Other/don't know	5%	**10%**	8%	**13%**
Base:	1,004	1,658	150	241

Results which are significantly different from the tenant telephone survey are in **bold and blue shading**

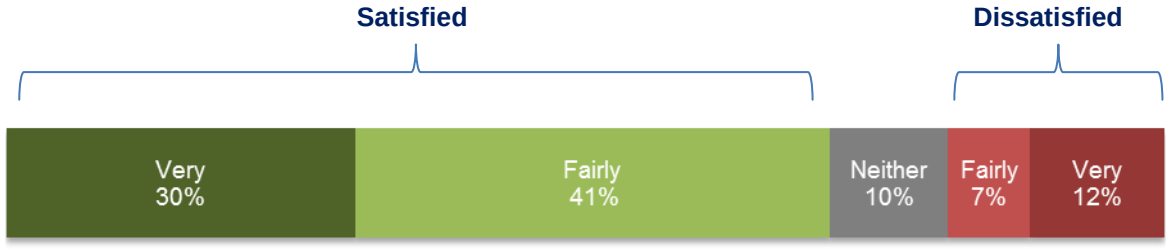
The table above shows that leaseholders have a far greater awareness of who their housing service provider is, whilst views of postal tenants are more evenly split.

Overall satisfaction

Tenants were asked to rate their current satisfaction levels compared to three years[2] ago. 'Taking everything into account' the majority of tenants are very (30%) or fairly (41%) satisfied with their housing service provider.

- Proportionately more older tenants are very satisfied (36% of tenants in the 55+ age band) compared to younger tenants (21% in the 18-34 age band)
- Proportionately more younger tenants are very dissatisfied (20% in the 18-34 age band) compared to older tenants (7% in the 55+ age band).

Figure 2. Overall level of satisfaction with your housing service provider



Base: 980

The results from the other surveys show a different proportion of responses compared to the tenant telephone survey. A significantly higher percentage of the leaseholder telephone and leaseholder postal respondents are very dissatisfied compared to tenant telephone respondents.

Table 3. Overall level of satisfaction with housing service provider by survey type

Satisfaction	Tenant telephone	Tenant postal	Leaseholder telephone	Leaseholder postal
Very satisfied	30%	24%	5%	6%
Fairly satisfied	41%	41%	32%	26%
Neither	10%	**16%**	**17%**	**25%**
Fairly dissatisfied	7%	8%	**15%**	**17%**
Very dissatisfied	12%	11%	**32%**	**26%**
Base:	980	1800	149	310
Satisfied	*71%*	*65%*	*37%*	*32%*
Dissatisfied	*19%*	*19%*	*46%*	*43%*

Results which are significantly different from the tenant telephone survey are in **bold and blue shading**

[2] Where a tenant had not lived in their home for three years or more, they were asked to compare their level of satisfaction from the time they initially moved in.

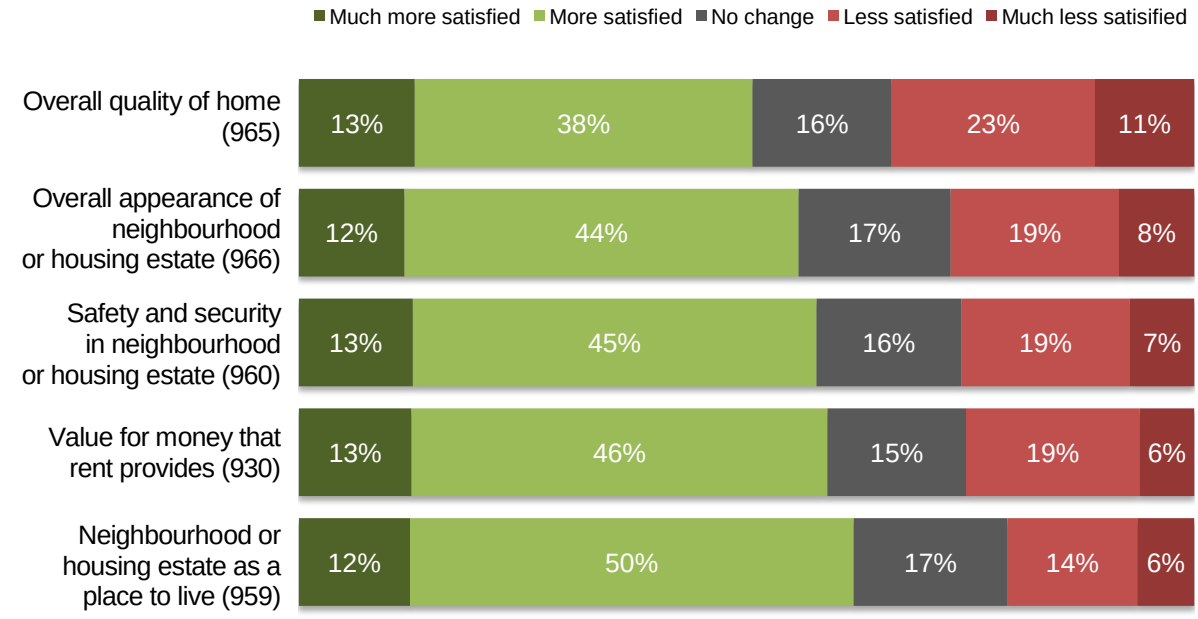
Satisfaction with key aspects of service

Tenants were asked a number of questions about their level of satisfaction with their home and neighbourhood or housing estate. Tenants are largely more satisfied now than compared to three years ago.

- One-half of tenants (51%) are more or much more satisfied with the overall quality of their home.
- Around three-fifths (56%) are more or much more satisfied with the overall appearance of their neighbourhood or housing estate.
- Almost three-fifths (58%) are more or much more satisfied with the safety and security in their neighbourhood or housing estate compared to three years ago.
- Almost six in ten (59%) of tenants are more or much more satisfied with the value for money that their rent provides compared to three years ago.
- Over three-fifths (62%) of tenants are more or much more satisfied with their neighbourhood or housing estate as a place to live now compared to three years ago.

For all questions, between 15% and 17% of tenants say there is no change in their current level of satisfaction compared to three years ago.

Figure 3. Levels of satisfaction with home and neighbourhood/housing estate compared to 3 years ago



(Base for each question in parentheses)

The results from some of the surveys show a significantly different proportion of responses compared to the tenant telephone survey, as identified in the table overleaf.

Table 4. Levels of satisfaction with home and neighbourhood/housing estate compared to 3 years ago by survey type

The majority of differences suggest that fewer participants indicate improvements in the last three years in favour of indicating little or no change. Nevertheless, a proportion of leaseholders indicate much lower satisfaction levels overall.

Satisfaction levels		Tenant telephone	Tenant postal	Leaseholder telephone	Leaseholder postal
The overall quality of your home	Much more satisfied	13%	15%	1%	4%
	More satisfied	38%	27%	33%	21%
	No change	16%	**32%**	**30%**	**49%**
	Less satisfied	23%	13%	25%	9%
	Much less satisfied	11%	13%	11%	16%
	Base:	965	1830	138	295
	Satisfied	*51%*	*42%*	*34%*	*25%*
	Dissatisfied	*34%*	*26%*	*36%*	*26%*
The overall appearance of your neighbourhood or housing estate	Much more satisfied	12%	10%	3%	3%
	More satisfied	44%	28%	35%	23%
	No change	17%	**36%**	23%	**36%**
	Less satisfied	19%	13%	**32%**	18%
	Much less satisfied	8%	13%	7%	**19%**
	Base:	966	1785	141	299
	Satisfied	*56%*	*38%*	*38%*	*26%*
	Dissatisfied	*27%*	*26%*	*39%*	*38%*
Safety and security in your neighbourhood or housing estate	Much more satisfied	13%	12%	3%	3%
	More satisfied	45%	25%	36%	20%
	No change	16%	**36%**	**29%**	**47%**
	Less satisfied	19%	15%	**29%**	12%
	Much less satisfied	7%	12%	4%	**18%**
	Base:	960	1792	140	292
	Satisfied	*58%*	*37%*	*39%*	*23%*
	Dissatisfied	*26%*	*27%*	*32%*	*30%*
Overall, the value for money that your rent provides	Much more satisfied	13%	12%	N/A	N/A
	More satisfied	46%	24%	N/A	N/A
	No change	15%	**34%**	N/A	N/A
	Less satisfied	19%	18%	N/A	N/A
	Much less satisfied	6%	**11%**	N/A	N/A
	Base:	930	1732	0	0
	Satisfied	*59%*	*37%*	*N/A*	*N/A*
	Dissatisfied	*25%*	*29%*	*N/A*	*N/A*
Your local neighbourhood or housing estate as a place to live	Much more satisfied	12%	13%	4%	**3%**
	More satisfied	50%	28%	46%	22%
	No change	17%	**38%**	23%	**47%**
	Less satisfied	14%	12%	**23%**	15%
	Much less satisfied	6%	**10%**	4%	**14%**
	Base:	959	1773	142	303
	Satisfied	*62%*	*41%*	*51%*	*25%*

	Dissatisfied	*21%*	*22%*	*27%*	*28%*

Results which are significantly different from the tenant telephone survey are in **bold and blue shading**

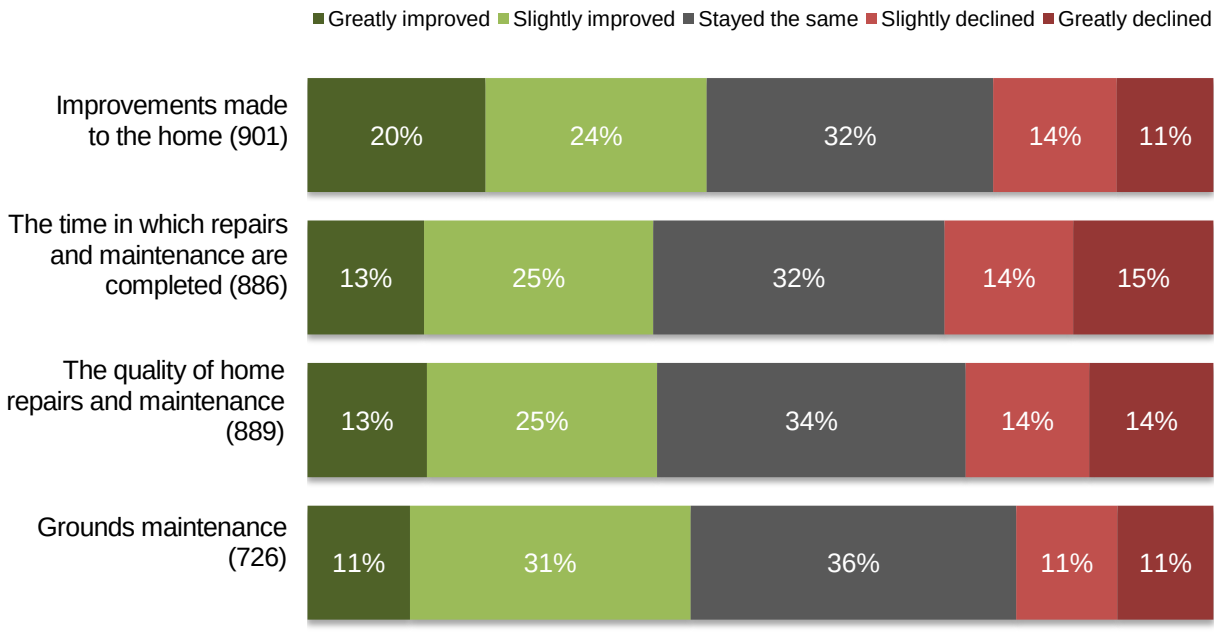
Improvements, repairs and maintenance

Tenants were asked their opinion on improvements, repairs and maintenance to their home compared to three years ago. For all categories, around one-third of tenants think that the situation has remained the same compared to three years ago.

Of the remainder, proportionately more tenants think the situation for each aspect has improved (greatly or slightly) than declined.

- 44% of tenants say that the improvements made to their home have greatly or slightly improved.
- Proportionately more tenants say the time in which repairs and maintenance are completed has improved (38%), compared to those who say it has declined (30%).
- Proportionately more tenants say the quality of repairs and maintenance in the home has improved (39%), compared with three years ago.
- Around twice the number of tenants say that grounds maintenance has improved (42%) compared to those that say it has declined (22%).

Figure 4. Views on improvements, repairs and maintenance compared to 3 years ago



Base for each question in parentheses

Table 5. Views on improvements, repairs and maintenance compared to 3 years ago by survey type

Improvement levels		Tenant telephone	Tenant postal	Leaseholder telephone	Leaseholder postal
Improvements made to your home	Greatly improved	20%	25%	7%	16%
	Slightly improved	24%	23%	25%	21%
	Stayed the same	32%	27%	29%	35%
	Slightly declined	14%	8%	17%	9%
	Greatly declined	11%	17%	**23%**	**19%**
	Base	901	1794	118	204
	Improved	*44%*	*47%*	*31%*	*37%*
	Declined	*24%*	*25%*	*40%*	*27%*
The time in which repairs and maintenance are completed	Greatly improved	13%	**18%**	3%	7%
	Slightly improved	25%	26%	16%	13%
	Stayed the same	32%	30%	30%	32%
	Slightly declined	14%	13%	20%	14%
	Greatly declined	15%	14%	**31%**	**34%**
	Base	886	1753	120	242
	Improved	*38%*	*44%*	*19%*	*20%*
	Declined	*30%*	*27%*	*51%*	*48%*
The quality of repairs and maintenance of your home	Greatly improved	13%	**19%**	**3%**	9%
	Slightly improved	25%	22%	15%	12%
	Stayed the same	34%	33%	39%	36%
	Slightly declined	14%	13%	16%	12%
	Greatly declined	14%	14%	**27%**	**31%**
	Base	889	1766	110	229
	Improved	*39%*	*41%*	*17%*	*21%*
	Declined	*27%*	*26%*	*44%*	*43%*
Grounds maintenance	Greatly improved	11%	**19%**	3%	8%
	Slightly improved	31%	24%	19%	14%
	Stayed the same	36%	36%	45%	36%
	Slightly declined	11%	11%	15%	**19%**
	Greatly declined	11%	12%	17%	**24%**
	Base	726	1457	130	264
	Improved	*42%*	*42%*	*22%*	*22%*
	Declined	*22%*	*22%*	*32%*	*43%*

Results which are significantly different from the tenant telephone survey are in **bold and blue shading**

The table above highlights stark differences in views between tenants and leaseholders. It shows, for example, that proportionally more postal tenants believe that repair times, quality of repairs and grounds

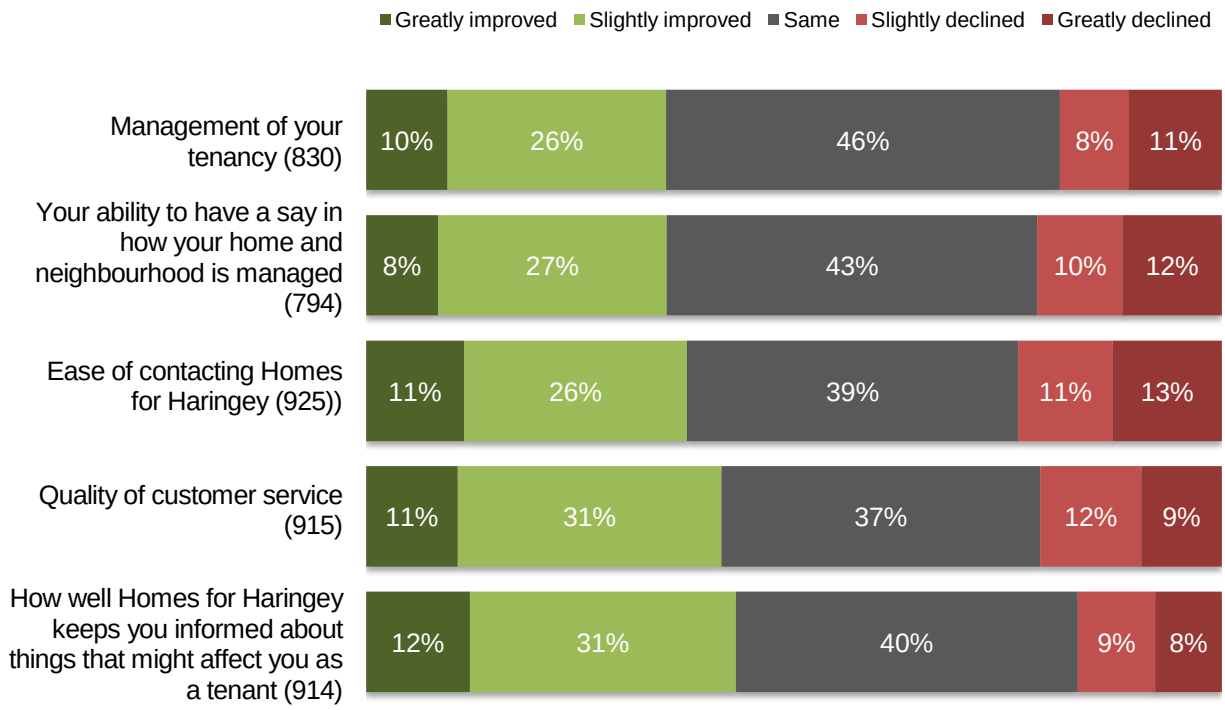
maintenance has greatly improved in the last three years compared to tenants participating in the telephone survey. By comparison, leaseholders believe these services have declined over this period.

Customer service

Tenants were asked to rate the customer service and management provided by their housing service provider compared to three years ago. A relatively large proportion of tenants have indicated that they have not noticed any change in this time period; a majority have indicated that the management of their tenancy and their ability to have a say in how their home and neighbourhood is managed has remained the same.

- Just over one-third (35%) think the management of their tenancy has slightly or greatly improved compared to three years ago. The same proportion suggest that their ability to have a say in how their home and neighbourhood is managed has slightly or greatly improved in that time period.
- Compared to three years ago, 39% of tenants think the ease of contacting Homes for Haringey has stayed the same, while a similar proportion (38%) think it has slightly or greatly improved.
- Compared to three years ago, proportionately more tenants think the quality of customer service has slightly or greatly improved (42%) than think it has stayed the same (37%).
- Just over two-fifths (43%) of tenants think Homes for Haringey keeps them well informed about things that might affect them as a tenant has slightly or greatly improved, compared to three years ago. A further 40% think the situation is the same.

Figure 5. Levels of improvement for customer service compared to three years ago



Base for each question in parentheses

Appendix iv - Test of tenant and leaseholder opinion

Table 6. Improvement in customer service compared to 3 years ago by survey type

Improvement in customer services		Tenant telephone	Tenant postal	Leaseholder telephone	Leaseholder postal
The management of your tenancy by your housing service provider	Greatly improved	10%	15%	4%	5%
	Slightly improved	26%	20%	14%	12%
	Stayed the same	46%	45%	50%	39%
	Slightly declined	8%	10%	**15%**	**15%**
	Greatly declined	11%	10%	18%	**30%**
	Base:	830	1710	114	218
	Improved	*35%*	*35%*	*18%*	*17%*
	Declined	*19%*	*20%*	*32%*	*45%*
Your ability to have a say in how your home and neighbourhood is managed	Greatly improved	8%	13%	4%	4%
	Slightly improved	27%	19%	18%	15%
	Stayed the same	43%	45%	**54%**	39%
	Slightly declined	10%	11%	10%	15%
	Greatly declined	12%	11%	15%	**27%**
	Base:	794	1593	136	248
	Improved	*35%*	*32%*	*21%*	*20%*
	Declined	*22%*	*23%*	*24%*	*41%*
The ease in which you can contact your housing service provider	Greatly improved	11%	18%	**5%**	6%
	Slightly improved	26%	22%	18%	14%
	Stayed the same	39%	37%	**49%**	42%
	Slightly declined	11%	11%	11%	12%
	Greatly declined	13%	12%	17%	**26%**
	Base:	925	1765	142	283
	Improved	*38%*	*39%*	*23%*	*20%*
	Declined	*24%*	*24%*	*28%*	*38%*
The quality of customer service when contacting your housing service provider	Greatly improved	11%	18%	5%	5%
	Slightly improved	31%	24%	20%	19%
	Stayed the same	37%	37%	41%	35%
	Slightly declined	12%	11%	14%	12%
	Greatly declined	9%	10%	**21%**	**29%**
	Base:	915	1789	140	283
	Improved	*42%*	*42%*	*25%*	*24%*
	Declined	*21%*	*21%*	*34%*	*41%*
How well your housing service provider keeps you informed about things that might affect you as a tenant	Greatly improved	12%	19%	8%	6%
	Slightly improved	31%	24%	21%	20%
	Stayed the same	40%	39%	48%	42%
	Slightly declined	9%	9%	8%	13%
	Greatly declined	8%	10%	**14%**	**20%**
	Base:	914	1711	135	247
	Improved	*43%*	*43%*	*30%*	*26%*
	Declined	*17%*	*18%*	*22%*	*32%*

Results which are significantly different from the tenant telephone survey are in **bold and blue shading**

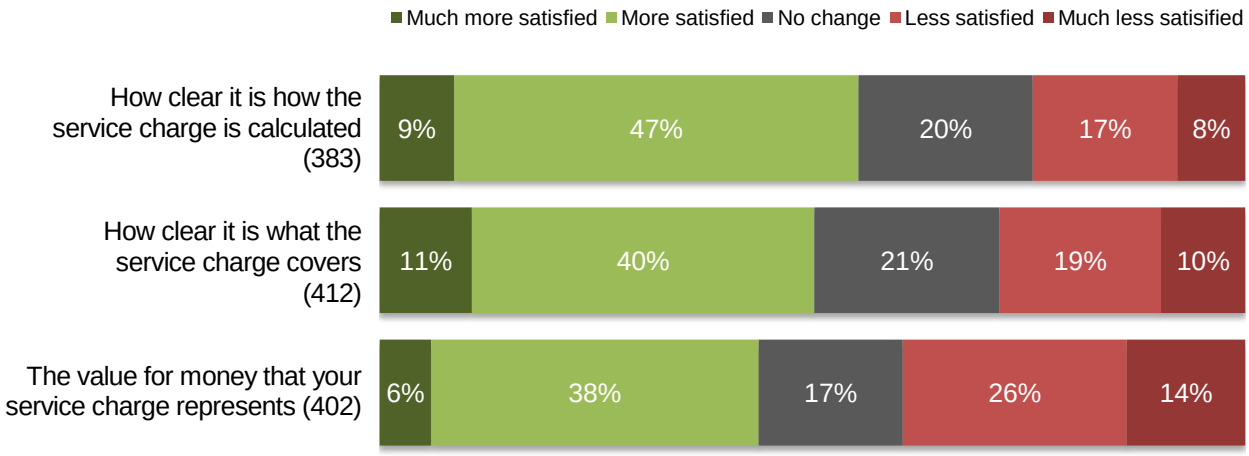
Like previous findings, views of leaseholders differ to those of tenants, with proportionally more leaseholders indicating declining services.

Service charges

Around one-half (51%) of tenants pay a service charge to Homes for Haringey. These tenants were asked about their level of satisfaction with their service charge, compared to three years ago.

- Over twice as many tenants are more/much more satisfied (55%) with how clear it is on how the service charge is calculated, than those that are less/much less satisfied (25%).
- One-half of tenants (50%) are more/much more satisfied that it is clear what the service charge covers.
- There is less consensus over the value for money the service charge represents with 44% of tenants more/much more satisfied and 40% of tenants less/much less satisfied, compared to three years ago.

Figure 6. Levels of satisfaction with service charge paid compared to three years ago



Base for each question in parentheses

It is again leaseholders that indicate lower levels of satisfaction with the service charge they pay, as shown in the table overleaf.

Table 7. Levels of satisfaction with service charge paid compared to 3 years ago by survey type

Service charge satisfaction		Tenant telephone	Tenant postal	Leaseholder telephone	Leaseholder postal
How clear it is how the service charge is calculated	Much more satisfied	9%	12%	3%	2%
	More satisfied	47%	24%	22%	12%
	No change	20%	**43%**	**32%**	**47%**
	Less satisfied	17%	12%	**30%**	17%
	Much less satisfied	8%	9%	12%	**22%**
	Base:	383	592	125	283
	Much/more satisfied	*55%*	*36%*	*26%*	*14%*
	Much/less satisfied	*25%*	*21%*	*42%*	*39%*
How clear it is what the service charge covers	Much more satisfied	11%	12%	2%	2%
	More satisfied	40%	24%	18%	17%
	No change	21%	**45%**	**39%**	**49%**
	Less satisfied	19%	11%	27%	14%
	Much less satisfied	10%	9%	14%	**19%**
	Base:	412	635	129	297
	Much/more satisfied	*50%*	*36%*	*20%*	*19%*
	Much/less satisfied	*28%*	*20%*	*41%*	*33%*
The value for money that your service charge represents	Much more satisfied	6%	11%	0%	1%
	More satisfied	38%	18%	13%	6%
	No change	17%	**38%**	17%	**27%**
	Less satisfied	26%	16%	**43%**	24%
	Much less satisfied	14%	16%	**26%**	**42%**
	Base:	402	609	127	284
	Much/more satisfied	*44%*	*29%*	*13%*	*7%*
	Much/less satisfied	*40%*	*32%*	*69%*	*66%*

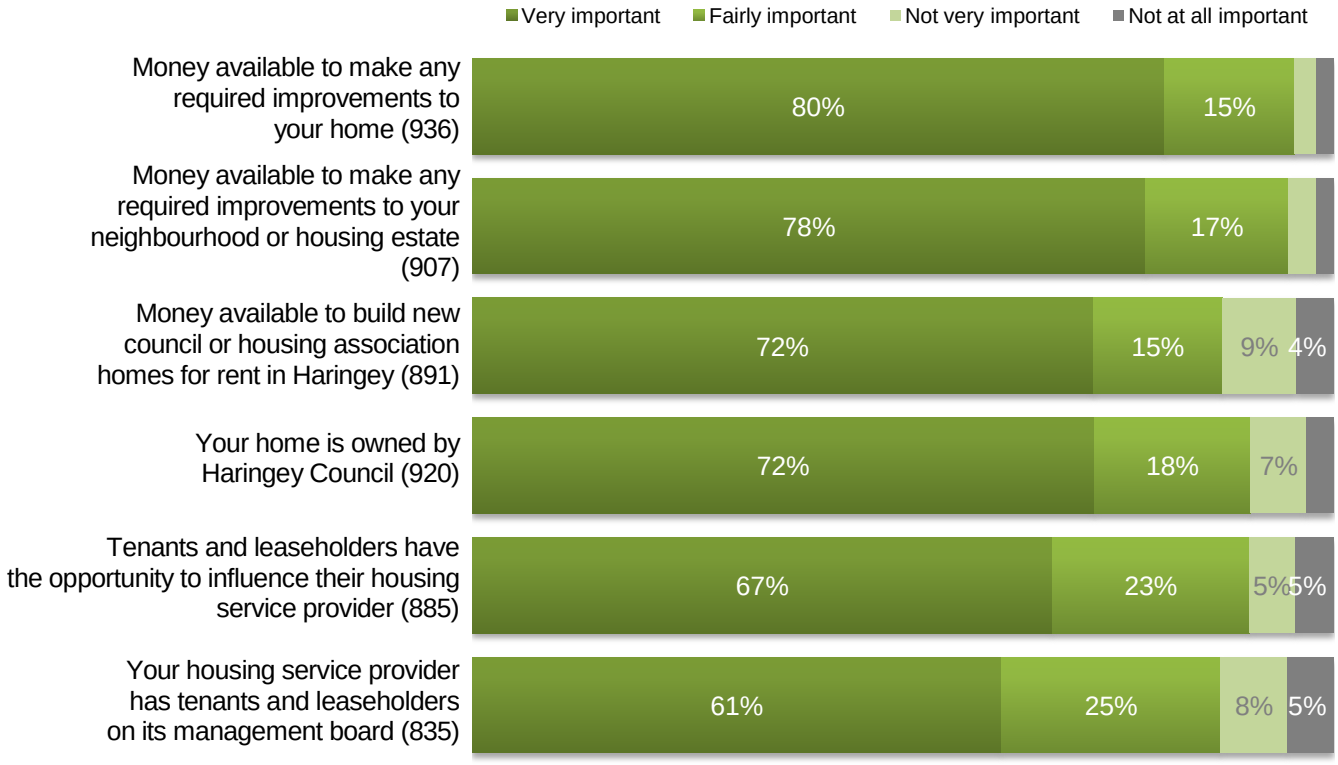
Results which are significantly different from the tenant telephone survey are in **bold and blue shading**

Importance of Future Service Delivery

Tenants were informed that with public services facing on-going cuts and budget pressures, the council wants to find the best and most cost effective way to manage housing services so that services can continue to be improved, money is available for improvements to homes and the look and feel of estates and new and affordable homes can be built. Tenants were therefore asked to rate the importance of services that their housing service provider should deliver.

- Around eight out of ten tenants say that it is very important that their housing service provider has money available to make improvements to their homes (80%) and to their neighbourhood or housing estate (78%).
- Some seven in ten (72%) tenants say that it is very important that their housing service provider has money available to build new homes. Younger tenants feel most strongly about this issue, with 82% of tenants in the 18-34 age band saying it is very important, compared to 73% in the 35-54 age band and 70% in the 55+ age band.
- The majority of tenants see it as very important that their home is owned by Haringey Council, with 72% stating it is very important and 18% stating it is fairly important.

Figure 7. Levels of importance for future service delivery.



- Two-thirds (67%) of tenants say it is very important for tenants and leaseholders to have the opportunity to influence what their housing service provider does and how it does it. Proportionately more tenants in the 18-34 age band (73%) and 35-54 age band (71%) rate this as very important compared to those in the 55+ age band (63%).

- 61% of tenants rate their housing provider having tenants and leaseholders on its management board as very important.

Table 8. Levels of importance for future service delivery by service type.

Views by the different survey types are broadly similar although leaseholders indicate lower levels of importance for some aspects, with these aspects most typically unlikely to affect them.

Importance of future service delivery		Tenant telephone	Tenant postal	Leaseholder telephone	Leaseholder postal
Money available to make any required improvements to your home	Very important	80%	74%	66%	48%
	Fairly important	15%	22%	21%	33%
	Not very important	3%	3%	7%	**12%**
	Not at all important	2%	2%	5%	**8%**
	Base:	936	1698	128	273
	Important	*95%*	*95%*	*88%*	*80%*
	Not important	*5%*	*5%*	*13%*	*20%*
Money available to make any required improvements to neighbourhood or housing estate	Very important	78%	63%	62%	52%
	Fairly important	17%	30%	27%	36%
	Not very important	3%	5%	4%	**10%**
	Not at all important	2%	2%	**7%**	2%
	Base:	907	1667	135	286
	Important	*95%*	*93%*	*90%*	*88%*
	Not important	*5%*	*7%*	*10%*	*12%*
Money available to build new council or housing association homes for rent in Haringey	Very important	72%	57%	51%	30%
	Fairly important	15%	29%	22%	29%
	Not very important	9%	10%	**14%**	**22%**
	Not at all important	4%	4%	**13%**	**18%**
	Base:	891	1631	132	276
	Important	*87%*	*86%*	*73%*	*59%*
	Not important	*13%*	*14%*	*27%*	*41%*
That your home is owned by Haringey Council	Very important	72%	73%	35%	33%
	Fairly important	18%	18%	22%	17%
	Not very important	7%	6%	**24%**	**26%**
	Not at all important	3%	3%	**19%**	**23%**
	Base:	920	1701	68	253
	Important	*90%*	*91%*	*57%*	*51%*
	Not important	*10%*	*9%*	*43%*	*49%*
Gives tenants and leaseholders the opportunity to influence what it does and how it does it	Very important	67%	59%	72%	63%
	Fairly important	23%	33%	22%	31%
	Not very important	5%	6%	1%	4%
	Not at all important	5%	2%	4%	2%
	Base:	885	1609	134	295
	Important	*90%*	*92%*	*95%*	*94%*
	Not important	*10%*	*8%*	*5%*	*6%*
Has tenants and leaseholders on its management board	Very important	61%	57%	69%	65%
	Fairly important	25%	32%	25%	28%
	Not very important	8%	9%	3%	5%
	Not at all important	5%	2%	3%	1%
	Base:	835	1566	136	286

	Important	*87%*	*89%*	*94%*	*93%*
	Not important	*13%*	*11%*	*6%*	*7%*

Results which are significantly different from the tenant telephone survey are in **bold and blue shading**

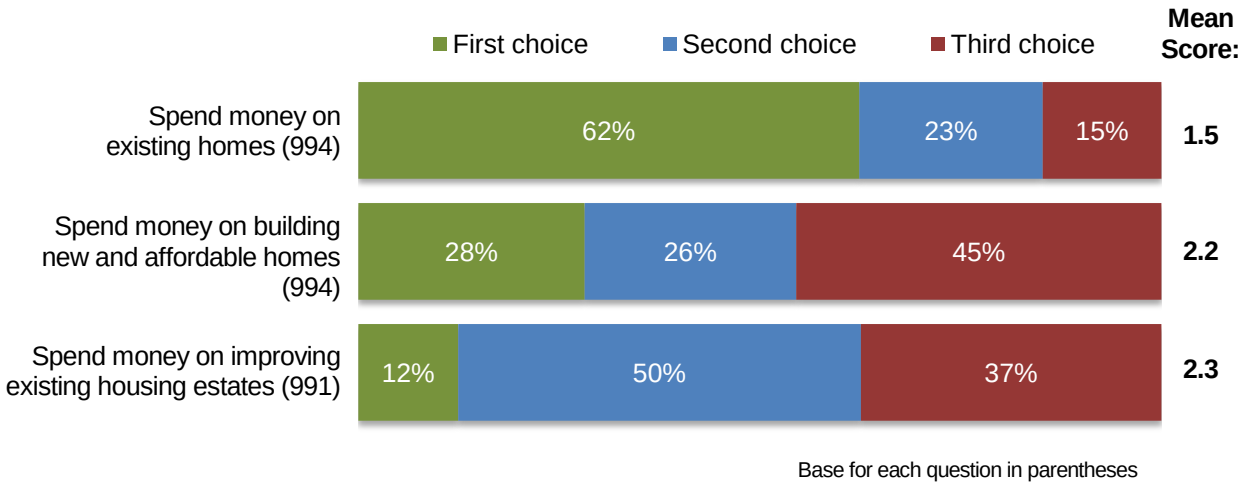
Future Options - spending

Tenants were given three options for how money could be spent in the future. The options given in full were:

- Spend money on existing homes to bring them up to a good state of repair, properly heated and insulated, with kitchens and bathrooms that are reasonably modern;
- Spend money on improving existing housing estates, such as landscaping and grounds maintenance, bin storage, lighting, parking, security etc.;
- Spend money on building new and affordable homes.

They were then asked to rank the options in order of preference. A mean score has been calculated for each option, where a score closer to 1.0 shows the most preferred option and a score closer to 3.0 shows the least preferred option. Perhaps not surprisingly, tenants have indicated that the option to spend money on existing homes is their most preferred option; this achieves a mean score of 1.5.

Figure 7. Three options for spending money in the future, ranked by preference



Base for each question in parentheses

Whilst the order of preference for spending on new and affordable homes or making improvements to existing housing estates changes depending on the survey type, spending money on existing homes remains the number one priority for all respondents, as shown in the table below.

Table 9. Three options for spending money in the future, ranked by preference, by survey type

Option	Mean Scores			
	Tenant telephone	Tenant postal	Leaseholder telephone	Leaseholder postal
Spend money on existing homes	1.5	1.4	1.7	1.8

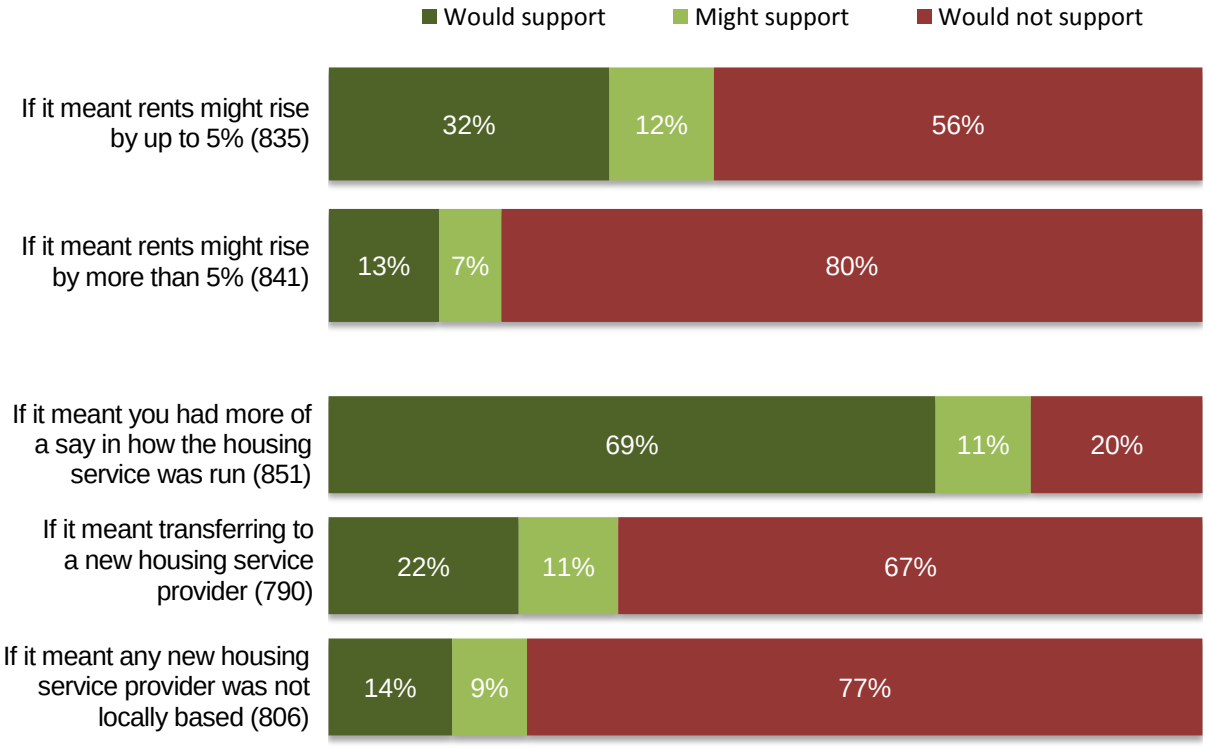
Spend money on building new and affordable homes	2.2	2.1	2.2	2.2
Spend money on improving existing housing estates	2.3	2.0	2.1	1.8

Future options - alternatives

Tenants were told that with the on-going financial pressures and budget cuts, the council might find it hard to undertake all the necessary improvements to its existing homes, improve the look and feel of its housing estates and build new and affordable housing. Tenants were therefore asked how likely they would be to support alternative options that could make sure these improvements could be met.

- Overall, the majority of tenants would not support options that involved rent increases.
- Eight out of ten tenants (80%) might or would support an alternative option that meant they had more of a say in how the housing service was run.
- Around two-thirds (67%) of tenants would not support an alternative option that meant transferring to a new housing service provider. This view is held more strongly by older tenants, with 72% of tenants in the 55+ age band stating they would not support this option compared to just 50% in the 18-34 age band.
- Over three-quarters (77%) of tenants would not support an alternative option that meant any new housing service provider was not locally based. Again, this view is held more strongly by older tenants, with 81% of tenants in the 55+ age band stating they would not support this option compared to 67% in the 18-34 age band.

Figure 8. Levels of support for alternative options – rent increases.



The results from the other surveys show a different proportion of responses compared to the tenant telephone survey. Leaseholders do not pay rent and therefore were not asked these questions.

Table 10a. Levels of support for alternative options by survey type – rent increases.
Results which are significantly different from the tenant telephone survey are in **bold.**

Rent increases		Tenant telephone	Tenant postal
If it meant rents might rise by up to 5%	Would support	32%	19%
	Might support	12%	**33%**
	Would not support	56%	48%
	Base:	835	1427
If it meant rents might rise by more than 5%	Would support	13%	5%
	Might support	7%	**16%**
	Would not support	80%	79%
	Base:	841	1358

Table 10b. Levels of support for alternative options by survey type – housing service provider.

Housing service provider		Tenant telephone	Tenant postal	Leaseholder telephone	Leaseholder postal
If it meant you had more of a say in how the housing service was run	Would support	69%	45%	**81%**	56%
	Might support	11%	**44%**	11%	**38%**
	Would not support	20%	12%	8%	5%
	Base:	851	1278	121	239
If it meant transferring to a new housing service provider	Would support	22%	11%	**40%**	22%
	Might support	11%	**27%**	**23%**	**40%**
	Would not support	67%	62%	37%	38%
	Base:	790	1178	97	193
If it meant that any new housing service provider was not locally based	Would support	14%	7%	18%	12%
	Might support	9%	17%	12%	**23%**
	Would not support	77%	76%	70%	65%
	Base:	806	1179	109%	213

Results which are significantly different from the tenant telephone survey are in **bold and blue shading**

Leaseholders indicate a greater level of acceptance of the three potential housing service provider options compared to tenants, with proportionally more indicating some level of support.

Other considerations

Finally, tenants were asked if they had any other thoughts or suggestions for the council on how it might manage and deliver housing in the future. Some four in ten tenants provided comments that were not applicable to the question. The main themes the tenants suggested have been coded and are ranked in Table 11 below (where comments contained more than one theme each theme was coded separately).

The main themes that came out of the comments are:

- The need for more emphasis on repairs and maintenance for existing homes (14%).
- The need for more and better communication between the housing service provider and tenants (9%).
- The need to concentrate on improving existing homes (9%).

Table 11. Themes of comments made by tenants.

Theme	Count	%
More emphasis on repairs & maintenance for existing homes	67	14%
More and better communication between housing service provider and tenants	44	9%
Concentrate on improving existing houses	41	9%
Build more homes	34	7%
Give tenants the opportunity to be more involved and have more say	31	6%
Improve customer service	26	5%
More housing availability / more suitable housing	24	5%
Quicker response times by housing service provider to problems/queries	23	5%
More and better security & enforcement	22	5%
Better management of disabled and older tenants	22	5%
Happy with current management	18	4%
More neighbourhood and estate maintenance & cleaning	18	4%
Housing service provider needs to spend money more wisely	17	4%
Housing Officer should be more accessible	15	3%
Council-owned homes should remain council-owned	13	3%
Other	63	13%
Total	**478**	**100%**

Appendix A: Profile of participants

Profile of 'Person 1' tenants from Homes for Haringey database

Gender	Person 1	%	Tenant telephone	%
Female	9,468	62%	608	61%
Male	5,809	38%	396	39%
Not specified	84	1%	0	0%
Total	**15,361**	**100%**	**1,004**	**100%**

Age	Person 1	%	Tenant telephone	%
18 to 24	276	2%	25	2%
25 to 34	1,404	9%	76	8%
35 to 44	2,540	17%	124	12%
45 to 54	4,140	27%	245	24%
55 to 64	2,839	18%	209	21%
65+	3,916	25%	290	29%
Not specified	246	2%	35	3%
Total	**15,361**	**100%**	**1,004**	**100%**

Survey participant profiles

Gender	Tenant Telephone	%	Leaseholder Telephone	%	Tenant Postal	%	Leaseholder Postal	%
Male	396	39%	79	53%	718	38%	144	44%
Female	608	61%	71	47%	1103	58%	171	53%
Not specified	0	0%	0	0%	69	4%	11	3%
Total	**1,004**	**100%**	**150**	**100%**	**1,890**	**100%**	**326**	**100%**

Age	Tenant Telephone	%	Leaseholder Telephone	%	Tenant Postal	%	Leaseholder Postal	%
18 to 24	25	2%	2	1%	9	0%	3	1%
25 to 34	76	8%	32	21%	88	5%	42	13%
35 to 44	124	12%	52	35%	226	12%	70	22%
45 to 54	245	24%	28	19%	444	24%	82	25%
55 to 64	209	21%	16	11%	400	21%	48	15%
65 and over	290	29%	12	8%	648	34%	68	21%
Not answered	35	3%	8	5%	75	4%	13	4%
Total	**1,004**	**100%**	**150**	**100%**	**1,890**	**100%**	**326**	**100%**

Appendix iv - Test of tenant and leaseholder opinion

Number in Household	Tenant Telephone	%	Leaseholder Telephone	%	Tenant Postal	%	Leaseholder Postal	%
One	490	49%	40	27%	830	44%	123	38%
Two	228	23%	36	24%	392	21%	91	28%
Three	128	13%	24	16%	223	12%	42	13%
Four	78	8%	22	15%	139	7%	24	7%
Five	40	4%	7	5%	83	4%	4	1%
Six plus	24	2%	1	1%	37	2%	8	3%
Not answered	16	2%	20	13%	186	10%	34	10%
Total	**1,004**	**100%**	**150**	**100%**	**1,890**	**100%**	**326**	**100%**

Children (under 18)	Tenant Telephone	%	Leaseholder Telephone	%	Tenant Postal	%	Leaseholder Postal	%
None / refused	760	76%	104	69%	1,488	79%	260	80%
One	114	11%	20	13%	195	10%	32	10%
Two	75	7%	20	13%	131	7%	26	8%
Three or more	55	5%	6	4%	76	4%	8	2%
Total	**1,004**	**100%**	**150**	**100%**	**1,890**	**100%**	**326**	**100%**

Ethnicity	Tenant telephone	%	Leaseholder Telephone	%	Tenant Postal	%	Leaseholder Postal	%
White	559	56%	92	61%	883	47%	179	55%
Mixed	38	4%	7	5%	89	5%	10	3%
Asian	34	3%	7	5%	81	5%	23	7%
Black	267	27%	25	17%	518	27%	55	17%
Other	43	4%	6	4%	111	6%	18	5%
Not answered	63	6%	13	9%	208	11%	41	13%
Total	**1,004**	**100%**	**150**	**100%**	**1,890**	**100%**	**326**	**100%**

Appendix B: Postal questionnaire

Haringey Council

If you would prefer to complete this questionnaire online, please visit www.m-e-l.co.uk/haringey.aspx

Haringey Council - Test of Tenant Opinion

The Future of Housing Services Review - Test of Tenant Opinion

Since 2006, your home, while owned by Haringey Council, has been managed by Homes for Haringey - the council's arms-length management organisation.

Homes for Haringey has its own management board, made up of residents, independent experts and councillors, and has overall responsibility for running most of the council's housing services. Homes for Haringey is responsible for carrying out improvements to your home under the Decent Homes programme, as well as repairs, and collecting rent and service charges.

Reasons for the review

Homes for Haringey's contract comes to an end in March 2016, and the council needs to decide what the best way is to manage your home in the future.

During the last seven years, the council has received funding from the government to improve homes under the Decent Homes programme - such as new roofs, windows and kitchens. The government has ended this funding, but there are still many homes needing improvements. The council is also keen to improve some of the areas around your homes on housing estates, as well as building new homes. But with government funding ending, the council doesn't have enough money to complete all of this work.

The council has set up a panel, including a tenant representative, to look at what the best option is for the future. We want to:

- find the best and most cost-effective way to manage your home
- improve services to you
- improve all existing homes to a good standard
- build new homes
- improve the areas around homes on estates

Appendix iv - Test of tenant and leaseholder opinion

The options

There are four options for how your home could be managed in the future - each with its own opportunities and challenges for better services and available money. These are:

1) Homes for Haringey continues to be responsible for managing your home. The council would give it another, probably longer, contract, and may ask it to carry out other services as well - such as building new homes and finding new ways of investing in estates and neighbourhoods. You would continue to be a council tenant or leaseholder. Homes for Haringey would continue to be wholly owned by the council. Homes for Haringey's board would continue to be made up of residents, independent experts and councillors.

2) The council takes back over the management of council homes, as it did before 2006. Your rights as tenants and leaseholders would not change, and you would remain a council tenant or leaseholder. Homes for Haringey's board would no longer exist. Homes for Haringey staff would transfer back to the council.

3) The council investigates whether to transfer its housing stock to a housing association, known as a registered provider. This could be an existing housing association or a new one that the council would create for that purpose. It could, for example, make Homes for Haringey into a housing association. You would become a tenant or leaseholder of the housing association and your rights would be protected. Homes for Haringey staff would become housing association staff.

4) Like option 3 above, creating a housing association could be done with just some council homes, such as specific estates or areas where the costs of improving homes may be particularly high. Like Option 3, homes and staff would be transferred to the new housing association and existing tenants' and leaseholders' rights protected.

Your views - the test of tenant opinion

To help the council decide which option is best, we want to hear from you about what you think is most important about how your home is managed, how improvements can be made in the future and how new homes could be built. This is called a 'test of tenant opinion'.

Your views will help councillors understand what is important to you, and which of the options listed above you think best for you as residents and leaseholders.

An independent research company called M.E.L Research Ltd has been appointed by the council to carry out a survey on your priorities for your home. M.E.L. Research Ltd will ensure the survey is unbiased and independent, and that the information collected is processed accurately and confidentially.

All tenants and leaseholders are being sent a paper questionnaire to complete and return and there will be a number of telephone interviews as well. The questionnaire can also be completed online at www.m-e-l.co.uk/haringey.aspx.

This survey begins on 1st June 2015 and finishes on the 22nd June 2015. It is important that you have your say, so please fill in this survey. Your views will be reported to the group carrying out this review, and they will help them to make a recommendation for the way forward. The recommendation will be considered by the council's Cabinet later this year.

If you have any questions about this survey, please contact Sean Ramdin, Business Analyst, at Haringey Council on 0208 489 4896 or David Chong Ping, Head of Technical Production at M·E·L Research on Freephone 0800 0730 348.

Appendix iv - Test of tenant and leaseholder opinion

Housing service provider

Q1 Firstly, are you a tenant or leaseholder?

- ◯ Tenant
- ◯ Leaseholder

Q2 How long have you lived in your current home?

- ◯ Less than 12 months
- ◯ 1 to 2 years
- ◯ 2 to 5 years
- ◯ 6 to 10 years
- ◯ 10 to 20 years
- ◯ 20 years or more
- ◯ Don't know / not sure

Q3 Who is your housing service provider; that is the organisation that carries out the day-to-day management of your housing service? (E.g. collects your rent, carries out repairs and maintenance)

General satisfaction

Q4 Compared to three years ago, how satisfied are you with each of the following?

	Much more satisfied	More satisfied	No change	Less satisfied	Much less satisfied	Don't know / not sure
The overall quality of your home	◯	◯	◯	◯	◯	◯
The overall appearance of your neighbourhood or housing estate	◯	◯	◯	◯	◯	◯
Your local neighbourhood or housing estate as a place to live	◯	◯	◯	◯	◯	◯
Safety and security in your neighbourhood or housing estate	◯	◯	◯	◯	◯	◯
Overall, the value for money that your rent provides	◯	◯	◯	◯	◯	◯

Q5 In the last three years, would you say the following have improved or declined?

	Greatly improved	Slightly improved	Stayed the same	Slightly declined	Greatly declined	Don't know / NA
Improvements made to your home (e,g, kitchens, bathrooms, doors, roofs)	◯	◯	◯	◯	◯	◯
The time in which repairs and maintenance are completed	◯	◯	◯	◯	◯	◯
The quality of repairs and maintenance of your home	◯	◯	◯	◯	◯	◯
Grounds maintenance, grass cutting, gritting, etc, of your estate, if applicable	◯	◯	◯	◯	◯	◯
The ease in which you can contact your housing service provider	◯	◯	◯	◯	◯	◯

Q5 In the last three years, would you say the following have improved or declined?

	Greatly improved	Slightly improved	Stayed the same	Slightly declined	Greatly declined	Don't know / NA
The quality of customer service when contacting your housing service provider	○	○	○	○	○	○
The management of your tenancy by your housing service provider	○	○	○	○	○	○
Your ability to have a say in how your home and neighbourhood is managed	○	○	○	○	○	○
How well your housing service provider keeps you informed about things that might affect you as a tenant	○	○	○	○	○	○

Q6 Do you pay a service charge to your housing service provider?

○ Yes ○ No ○ Don't know

Q7 If you do pay a service charge, compared to three years ago, how satisfied are you with each of the following?

	Much more satisfied	More satisfied	No change	Less satisfied	Much less satisfied	Don't know / not sure
How clear it is what the service charge covers	○	○	○	○	○	○
How clear it is how the service charge is calculated	○	○	○	○	○	○
The value for money that your service charge represents	○	○	○	○	○	○

Importance for future service delivery

Q8 How important are the following to you?

	Very important	Fairly important	Not very important	Not at all important	Don't know / not sure
Your housing service provider has money available to make any required improvements to your home	○	○	○	○	○
Your housing service provider has money available to make any required improvements to your neighbourhood or housing estate	○	○	○	○	○
Your housing service provider has money available to build new council or housing association homes for rent in Haringey	○	○	○	○	○
Your housing service provider gives tenants and leaseholders the opportunity to influence what it does and how it does it	○	○	○	○	○
Your housing service provider has tenants and leaseholders on its management board	○	○	○	○	○
That your home is owned by Haringey Council	○	○	○	○	○

Q9 Overall, taking everything into account, how satisfied are you with your housing service provider?

- ◯ Very satisfied
- ◯ Fairly satisfied
- ◯ Neither satisfied nor dissatisfied
- ◯ Fairly dissatisfied
- ◯ Very dissatisfied
- ◯ Don't know / not sure

Future options

Since 2007, Haringey Council has received money from the government to improve council homes under the Decent Homes programme. That money has now come to an end and no more government money is available. As a result the council is carrying out a review of the possible options for managing and investing in the council's homes for the future.

With public services facing ongoing cuts and budget pressures, the council wants to find the best and most cost effective way to manage housing services so that services can continue to be improved, money is available for improvements to homes and the look and feel of estates and new and affordable homes can be built.

Q10 From the following three choices, which is your most preferred, which is your second choice and which is your third?

	First	Second	Third
Spend money on building new and affordable homes	◯	◯	◯
Spend money on improving existing housing estates, such as landscaping and grounds maintenance, bin storage, lighting, parking, security, etc	◯	◯	◯
Spend money on existing homes to bring them up to a good state of repair, properly heated and insulated, with kitchens and bathrooms that are reasonably modern	◯	◯	◯

Since 2006, your homes, while owned by the council, have been managed by Homes for Haringey, the council's Housing Company (an Arms Length Management Organistation or ALMO).

Q11 With the ongoing financial pressures and budget cuts, the council might find it hard to undertake all the necessary improvements to its existing homes, improve the look and feel of its housing estates and build new and affordable housing. If an alternative option was available that could make sure these improvements could be met, when needed, how likely would you be to support it in the following circumstances?

	Would support	Might support	Would not support	Don't know	Need more infor mation
If it meant rents might rise by up to 5%	◯	◯	◯	◯	◯
If it meant rents might rise by more than 5%	◯	◯	◯	◯	◯
If it meant transferring to a new housing service provider	◯	◯	◯	◯	◯
If it meant that any new housing service provider was not locally based	◯	◯	◯	◯	◯
If it meant you had more of a say in how the housing service was run	◯	◯	◯	◯	◯

Q12 Do you have any other thoughts or suggestions for the council on how it might manage and deliver housing in the future?

ABOUT YOU AND YOUR HOUSEHOLD

Q13 Are you?

- ○ Male
- ○ Female

Q14 How old are you?

- ○ 18-24
- ○ 25-34
- ○ 35-44
- ○ 45-54
- ○ 55-64
- ○ 65 and over
- ○ Prefer not to say

Q15 Including yourself, how many people live in your household?

Q16 How many are adults aged 18 or over?

Q17 How many are children (17 and under)?

Q18 And how would you describe your ethnic background?

- White: English/ Welsh/ Scottish/ Northern Irish/ British
- White: Irish
- White: Gypsy or Irish Traveller
- White: Other
- Mixed: White and Black Caribbean
- Mixed: White and Black African
- Mixed: White and Asian
- Mixed: Other
- Asian: Indian
- Asian: Pakistani
- Asian: Bangladeshi
- Asian: Other
- Black: African
- Black: Caribbean
- Black: Other
- Other: Chinese
- Other: Arab
- Other: Other ethnic background
- Prefer not to say

Q19 Do you have any long-standing illness, disability or infirmity - by long-standing we mean anything that has troubled you over a period of time or that is likely to affect you over a period of time?

- Yes
- No

ABOUT YOU AND YOUR HOUSEHOLD

The following questions are designed to ensure that Haringey Council meet the needs of all sections of the community. If there are any questions which you do not wish to answer, then please simply skip these.

Q20 Do you consider you belong to any of the following groups?

- Lesbian
- Gay
- Bisexual
- Transgender
- None of these
- Prefer not to say

Q21 How would you describe your religion or beliefs?

- Buddhist
- Christian
- Hindu
- Jewish
- Muslim
- Pagan
- Sikh
- Any other religion or belief
- Atheist
- Agnostic
- None
- Prefer not to say

Thank you. All the information you have provided will remain confidential. The answers you have provided will be combined with others and will help assist the council in deciding which options to include in a future ballot of tenants.

Appendix iv - Test of tenant and leaseholder opinion

Appendix iv - Test of tenant and leaseholder opinion

If you want this in your own language please tick the box, fill in your name and address and send to the freepost address below

Shqip ☐
Nëse dëshironi ta keni këtë në gjuhën tuaj, ju lutemi vendosni shenjën ✓ në kuti, shënoni emrin dhe adresën tuaj dhe niseni me postë falas në adresën e mëposhtme.

Kurdî ☐
Ku hun wena la zîmanixa daxwâzin. Lewira îflaret bîkin Navixa û navnîflanaxa tije bikin â biflenin ê navniflana jêr la vepêre.

☐ **عربي**
إذا كنت تود هذا الكتيب بلغتك، فالرجا وضع علامة على المربع، واكتب إسمك وعنوانك وارسلهما بالبريد المجاني إلى العنوان المبين بأسفل

Português ☐
Se desejar receber o folheto na sua própria língua, por favor assinale a quadrícula, preencha com o seu nome e morada e envie para o endereço 'freepost' (com porte pago) abaixo indicado.

বাংলা ☐
আপনি যদি এটা আপনার নিজের ভাষায় পেতে চান তবে অনুগ্রহ করে সঠিক বাক্সে টিক দিন, এবং আপনার নাম ঠিকানা লিখে নিচের ঠিকানায় পাঠিয়ে দিন, এর জন্য কোন ডাকটিকিট লাগবে না।

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EQUALITY IMPACT ASSESSMENT

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

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advancing equality of opportunity for 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.

Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on protect characteristics, please proceed to stage 2 and complete a full Equality Impact Assessment (EqIA).

Stage 2 – Full Equality Impact Assessment

An EqIA provides evidence for meeting the Council's commitment to equality and the responsibilities under the Public Sector Equality Duty.

When an EqIA has been undertaken, it should be submitted as an attachment/appendix to the final decision making report. This is so the decision maker (e.g. Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.

Please read the Council's Equality Impact Assessment Guidance before beginning the EqIA process.

1. Responsibility for the Equality Impact Assessment	
Name of proposal	Homes for Haringey Management Agreement
Service area	Housing Strategy and Commissioning
Officer completing assessment	Jennifer Dixon-Ashun
Cabinet meeting date (if applicable)	16 January 2018
Director/Assistant Director	Dan Hawthorn

2. Summary of the proposal

Please outline in no more than 3 paragraphs

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *The decision-making route being taken*

The proposal is to enter into a new Management Agreement with Homes for Haringey until 2026. Under this proposal, there will be no changes in the types of services residents currently receive from Homes for Haringey and no changes in any tenancy or leasehold terms and conditions. The Council will continue to be the landlord, and Homes for Haringey will continue to provide the same services such as housing (and leasehold) management, repairs and maintenance, estate management and rent/service charge collection.

This proposal is an outcome of the Future of Housing Review which considered in-depth the options for the future management of Haringey's housing stock. An Equality Impact Assessment was carried out as part of that review, which was considered by Cabinet in September 2015 when Cabinet decided it preferred to retain Homes for Haringey.

The stakeholders affected by this proposal are Council tenants and leaseholders. The primary method of engaging residents impacted by this proposal was to carry out a consultation with all tenants and leaseholders affected. This Equality Impact Assessment sets out the additional data collected as part of this consultation, alongside the analysis contained in the 2015 Equality Impact Assessment (published here).

A further decision on the proposal will be made by Cabinet in light of this further consultation.

3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. Please include any gaps and how you will address these

This could include, for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national. For restructures, please complete the restructure EqIA which is available on the HR pages.

Protected group	Service users	Staff
Sex	Equalities profile of tenants and leaseholders (taken from 2015 EQIA)	This proposal only affects staff insofar as they may be Homes

	Results of consultation with tenants and leaseholders Equalities profile of Haringey (census data)	for Haringey tenants or leaseholders
Gender Reassignment	Information on gender reassignment for the tenants and leaseholders impacted by this proposal is not held on the council's housing data system. The consultation on the proposal included an equal opportunities monitoring form which allowed respondents to tell us if their gender differed from their birth sex.	This proposal only affects staff insofar as they may be Homes for Haringey tenants or leaseholders
Age	Equalities profile of tenants and leaseholders (taken from 2015 EQIA) Results of consultation with tenants and leaseholders. Equalities profile of Haringey (census data)	This proposal only affects staff insofar as they may be Homes for Haringey tenants or leaseholders
Disability	Equalities profile of tenants and leaseholders (taken from 2015 EQIA) Results of consultation with tenants and leaseholders. Equalities profile of Haringey (census data)	This proposal only affects staff insofar as they may be Homes for Haringey tenants or leaseholders
Race & Ethnicity	Equalities profile of tenants and leaseholders (taken from 2015 EQIA) Results of consultation with tenants and leaseholders. Equalities profile of Haringey (census data)	This proposal only affects staff insofar as they may be Homes for Haringey tenants or leaseholders

Sexual Orientation	Information on the sexual orientation of tenants and leaseholders affected by this proposal is not held on the council's housing data system. The consultation on the proposal included an equal opportunities monitoring form which allowed respondents to tell us their sexual orientation. Equalities profile of Haringey (census data)	This proposal only affects staff insofar as they may be Homes for Haringey tenants or leaseholders
Religion or Belief (or No Belief)	Equalities profile of tenants and leaseholders (taken from 2015 EQIA) Results of consultation with tenants and leaseholders. Equalities profile of Haringey (census data)	This proposal only affects staff insofar as they may be Homes for Haringey tenants or leaseholders
Pregnancy & Maternity	Information on pregnancy/maternity regarding tenants and leaseholders affected by this proposal is not held on the council's housing data system.	This proposal only affects staff insofar as they may be Homes for Haringey tenants or leaseholders
Marriage and Civil Partnership	Information on marriage/civil partnership regarding tenants and leaseholders affected by this proposal is not held on the council's housing data system. The consultation on the proposal included an equal opportunities monitoring form which allowed respondents to tell us whether they were married or in a civil partnership.	This proposal only affects staff insofar as they may be Homes for Haringey tenants or leaseholders
Outline the key findings of your data analysis. Which groups are disproportionately affected by the proposal? How does this compare with the impact on wider service users and/or the borough's demographic profile? Have any inequalities been identified? *Explain how you will overcome this within the proposal.*		

Further information on how to do data analysis can be found in the guidance.

The data analysis carried out as part of the 2015 Equality Impact Assessment identified that the following protected characteristics were more common amongst Council tenants than Haringey's wider population:

- Gender: Whereas the representation of males and females in Haringey's population is more or less the same, female Council tenants outnumber male Council tenants.
- Age: Council tenants in the age rages of 16-24 and 24-44 are both under-represented compared with the general population whilst council tenants in ages range of 45 upwards are all over represented compared with the general population.
- Ethnicity: There are more Black and Other households in Council tenancies compared with their representation in Haringey's population. There are fewer Asian, White and Mixed households in Council tenancies compared with their representation in Haringey's population.
- Disability: 20% of Council tenants are recorded as being disabled, however data is not currently held for the majority of tenants. In Haringey's wider population around 20% are disabled, 20% not disabled and 60% unknown.

The evidence collected through the consultation (set out in more detail below) reinforces these findings, though suggests that a higher proportion of tenants have a disability than the data held suggests.

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please outline which groups you may target and how you will have targeted them

Further information on consultation is contained within accompanying EqIA guidance

A full consultation has been carried out with tenants and leaseholders. The consultation methods were:

- 19,848 tenants and leaseholders were sent a hard copy of the paper questionnaire which contained a free paid envelope for them to return the questionnaire.
- The questionnaire was emailed out to 4,218 email recipients.
- A dedicated webpage explaining the consultation and access to an online version of the survey.
- Three drop in sessions were held at the following locations.
    - 19th October 2017, 4-7pm - Wood Green Library

- 2nd November 2017, 4-7pm - Marcus Garvey Library
- 9th November 2017, 4-7pm- Wood Green Library

In order to ensure that the consultation was accessible to all tenants and leaseholders, the paper questionnaire included a form allowing residents to request a copy in their language or in large print/braille etc.

4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics

Explain how will the consultation's findings will shape and inform your proposal and the decision making process, and any modifications made?

Just over 1,500 responses were received, of which just over 1,200 were from tenants. This is a response rate of around 8%. The findings of the consultation were:

All respondents

Q2: Do you agree with the Council's proposal?	Number	Percentage
Yes	1132	75%
No	349	23%
No response	20	1%

Haringey Council tenants

Q2: Do you agree with the Council's proposal?	Number	Percentage
Yes	987	81%
No	213	18%
No response	15	1%

Haringey Council Leaseholders

Q2: Do you agree with the Council's proposal?	Number	Percentage
Yes	109	49%
No	111	50%
No response	2	1%

Tenure not disclosed

Q2: Do you agree with the Council's proposal?	Number	Percentage

Yes	36	49%
No	25	50%
No response	3	1%

There was strong support for the proposal from tenants, whilst amongst leaseholders the results were much closer.

As part of the consultation, equality monitoring information was collected. The information pertinent to each protected characteristic is set out in section five below, but the main points to note are summarised below.

The monitoring shows that the respondents to the consultation were broadly representative of Council tenants based on the information held, however there was a higher response rate from certain groups. For example, 35% of Council tenants are Black/Black British whilst 28% of respondents were Black/Black British. 37% of tenants are White whilst 41% of consultation respondents were White. It should be noted that ethnicity information is not held for approximately 10% of households on the Council's systems.

The ages of respondents were broadly representative of the tenant population, with the following exceptions. In the 25-44 age group there was a response rate of 14% whereas the data shows that around 26% of tenants are in this age group. The response rate from tenants over the age of 65 (36%) was higher than the age profile of tenants (25%). The respondents under 24 (0.4%) was low, however less than 2% of tenants fall in this age range.

52% of consultation respondents told us that they had a disability. For the majority of tenants (58%) no information is held about disabilities on the Council's housing system, but where it is held around 20% are noted as being disabled and 22% not disabled. The response to the consultation does therefore not contradict the data held, and suggests that more tenants have disabilities than records show.

Response to the proposal

There was very little difference in the responses to the proposal from different groups.

For example, amongst those who told us there were Black/Black British 82% agreed with the proposal. Amongst those over 65, 76% agreed with the proposal and 76% of those aged 25-44 also agreed with the proposal. Amongst respondents who told us that they had a disability, 78% agreed with the proposal.

There was also very little difference between male and female respondents, with 79% of male respondents agreeing with the proposal and 78% of female respondents agreeing with the proposal.

Conclusion

Overall, the main points to note from the consultation is that the response rate from Black/Black British tenants and from tenants aged 25-44 was lower than the tenant

profile. However there isn't evidence that the consultation was not accessible for any particular group of tenants, and overall the equality profile of the consultation respondents does not show that any group of tenants with particular protected characteristics were excluded from the consultation.

5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics?

Please explain the likely differential impact on each of the 9 equality strands, whether positive or negative. Where it is anticipated there will be no impact from the proposal, please outline the evidence that supports this conclusion.

Further information on assessing impact on different groups is contained within accompanying EqIA guidance

1. Sex *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

In the consultation, the vast majority of both male and female respondents agreed with the proposal.

The impact on this group is considered to be neutral, as the proposal is to continue with the existing service delivery model.

The proposed new Management Agreement requires Homes for Haringey to comply with the Council's Equal Opportunities Policy, which makes existing practice a contractual requirement.

Positive		Negative		Neutral impact	X	Unknown Impact	

2. Gender reassignment *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

In the consultation, five respondents told us that their gender differs from their birth sex. Of these respondents, 4 agreed with the proposal whilst one disagreed, so there was no significant difference with the overall response to the consultation.

The impact on this group is considered to be neutral, as the proposal is to continue with the existing service delivery model.
The proposed new Management Agreement requires Homes for Haringey to comply with the Council's Equal Opportunities Policy, which makes existing practice a contractual requirement.

Positive		Negative		Neutral impact	X	Unknown Impact	

3. Age *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

In the consultation, there was no significant variance in the response from residents in different age groups. As noted above, there was a lower response rate from residents aged 25-44 than the tenant age profile, whilst the response rate from older tenants was higher. Only a small number of respondents were younger than 24, and whilst there are fewer tenants in this age group than any other, this still represents a low response rate.

The impact on this group is considered to be neutral, as the proposal is to continue with the existing service delivery model.

The proposed new Management Agreement requires Homes for Haringey to comply with the Council's Equal Opportunities Policy, which makes existing practice a contractual requirement.

Positive		Negative		Neutral impact	X	Unknown Impact	

4. Disability *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

More than half the respondents to the consultation told us that they had a disability, which is significantly higher than the tenant profile data, though as noted above this data has significant gaps. This suggests that the consultation respondents may more accurately reflect the tenant profile than the data held. The responses from disabled residents were similar to the overall response to the consultation.

The impact on this group is considered to be neutral, as the proposal is to continue with the existing service delivery model.

The proposed new Management Agreement requires Homes for Haringey to comply with the Council's Equal Opportunities Policy, which makes existing practice a contractual requirement.

Positive		Negative		Neutral impact	X	Unknown Impact	

5. Race and ethnicity *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

As noted above, the consultation monitoring data suggests that there was a lower response rate from Black/Black British tenants than the tenant profile would suggest, however the response rate is still sufficiently high (28% of all respondents) to be included within the analysis.

13% of respondents were Greek/Kurdish/Turkish/Greek Cypriot or Turkish Cypriot. Complete Information on these ethnicities is not held on the Council's system. Again, there was no significant divergence in the response compared to the overall result (80% agreed with the proposal.

The impact on this group is considered to be neutral, as the proposal is to continue with the existing service delivery model.

The proposed new Management Agreement requires Homes for Haringey to comply with the Council's Equal Opportunities Policy, which makes existing practice a contractual requirement.

Positive		Negative		Neutral impact	X	Unknown Impact	

6. Sexual orientation *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

25 respondents told us that they were either gay, lesbian or bisexual. This suggests a low response rate, however comparative data is not held on the Council's systems. It should be noted that 28% of respondents either did not answer this question or said that they preferred not to say.

The impact on this group is considered to be neutral, as the proposal is to continue with the existing service delivery model.

The proposed new Management Agreement requires Homes for Haringey to comply with the Council's Equal Opportunities Policy, which makes existing practice a contractual requirement.

Positive		Negative		Neutral impact	X	Unknown Impact	

7. Religion or belief (or no belief) *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

The data held on religion on the Council's housing system is incomplete (data is not held for 56% of tenants). Where it is held, 27% are Christian, 9% are Muslim with other religions less than 1%. In the consultation, 63% told us they were Christian and 14%

Muslim. There was no divergence from the overall response pattern for any religious or belief group.

The impact on this group is considered to be neutral, as the proposal is to continue with the existing service delivery model.

The proposed new Management Agreement requires Homes for Haringey to comply with the Council's Equal Opportunities Policy, which makes existing practice a contractual requirement.

Positive		Negative		Neutral impact	X	Unknown Impact	

8. Pregnancy and maternity (*Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Up-to-date data on pregnancy and maternity is not held, and this was not collected as part of the consultation monitoring as it was considered that the impact of the proposal on this protected characteristic is small.

The impact on this group is considered to be neutral, as the proposal is to continue with the existing service delivery model.

The proposed new Management Agreement requires Homes for Haringey to comply with the Council's Equal Opportunities Policy, which makes existing practice a contractual requirement.

Positive		Negative		Neutral impact	X	Unknown Impact	

9. Marriage and Civil Partnership (*Consideration is only needed to ensure there is no discrimination between people in a marriage and people in a civil partnership)*

The majority of respondents told us whether they were married or in a civil partnership, and the responses did not show a divergence from the overall response rate or between those married compared to those in a civil partnership.

The impact on this group is considered to be neutral, as the proposal is to continue with the existing service delivery model.

The proposed new Management Agreement requires Homes for Haringey to comply with the Council's Equal Opportunities Policy, which makes existing practice a contractual requirement.

Positive		Negative		Neutral impact	X	Unknown Impact	

10. Groups that cross two or more equality strands e.g. young black women

In terms of the consultation, the area where there is less strong evidence of residents' views are any equality strand combined with younger people. This is because there are approximately 270 Council tenants under the age of 30, and whilst the response rate of around 10% (26 respondents) was broadly typical for a survey of this kind, this does mean that there was a very low response rate from, for example, young black women and young black men as well as other races and ethnicities.

It is not, however, considered that the impact of the proposal on these groups is any more than the impact on other groups.

Outline the overall impact of the policy for the Public Sector Equality Duty:

- Could the proposal result in any direct/indirect discrimination for any group that shares the protected characteristics?
- Will the proposal help to advance equality of opportunity between groups who share a protected characteristic and those who do not?
  This includes:
  a) Remove or minimise disadvantage suffered by persons protected under the Equality Act
  b) Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups
  c) Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low
- Will the proposal help to foster good relations between groups who share a protected characteristic and those who do not?

It is not considered that the proposal will have a negative impact on any particular protected characteristics for the following reasons and mitigations:

- The proposal is for Homes for Haringey to continue to provide the housing services they have provided since 2006, therefore no changes are proposed which would negatively impact tenants and leaseholders
- Under the proposed new Management Agreement, Homes for Haringey will be contractually obliged to comply with the Council's Equal Opportunities Policy and associated documents, and any successor policies, which makes existing practice a contractual requirement.
- Homes for Haringey are required to carry out Equality Impact Assessments on any changes in policy/delivery models and to carry out Equalities Monitoring.
- The Council already has in place a framework to regularly monitor the performance of Homes for Haringey and its compliance with the Management Agreement.
- Homes for Haringey has in place its own governance arrangements to oversee performance and compliance, and its Board includes three Council-nominated members. The Homes for Haringey Board Member

- Homes for Haringey are required to carry out Equality Impact Assessments on any changes in policy/delivery models and to carry out Equalities Monitoring.
- The Council already has in place a framework to regularly monitor the performance of Homes for Haringey and its compliance with the Management Agreement.
- Homes for Haringey has in place its own governance arrangements to oversee performance and compliance, and its Board includes three Council-nominated members. The Homes for Haringey Board Member Code of Conduct requires board members to reflect Homes for Haringey's commitment to equal opportunities.
- In the consultation, there was clear support for the proposal with no clear divergence in this view from any particular group.

6. a) What changes if any do you plan to make to your proposal as a result of the Equality Impact Assessment?

Further information on responding to identified impacts is contained within accompanying EqIA guidance

Outcome	Y/N
No major change to the proposal: the EqIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them.	Y
Adjust the proposal: the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below	N
Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.	N

6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

Impact and which protected characteristics are impacted?	Action	Lead officer	Timescale

Lack of data held on some protected characteristics	Review data collection methods to ensure that relevant information is captured about tenants	Michael Westbrook/Homes for Haringey	6 months
Lack of compliance with equality measures in Management Agreement	Monitor Homes for Haringey compliance with the Management Agreement	Michael Westbrook	Ongoing
Risk that certain groups cannot access consultations on housing policies	Learn lessons from consultation to ensure that all groups continue to be adequately represented	Jennifer Dixon-Ashun	Ongoing

Please outline any areas you have identified where negative impacts will happen as a result of the proposal but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.

6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:

- Under the proposed new Management Agreement, Homes for Haringey will be contractually obliged to comply with the Council's Equal Opportunities Policy and associated documents, and any successor policies, which makes existing practice a contractual requirement.
- The Council already has in place a framework to regularly monitor the performance of Homes for Haringey and its compliance with the Management Agreement.
- Homes for Haringey's has in place its own governance arrangements to oversee performance and compliance, and its Board includes three Council members. The Homes for Haringey Board Member Code of Conduct requires board members to reflect Homes for Haringey's commitment to equal opportunities.

7. Authorisation

EqIA approved by ..... (Assistant Director/ Director)	Date 5 Jan 2018 .....

8. Publication

Report for: Cabinet January 2018

Title: Wood Green Area Action Plan

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

Lead Officer: Emma Williamson/ Matthew Patterson

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

Report for Key/ Non Key Decision: Key

1. Describe the issue under consideration

1.1 The Wood Green Area Action Plan (AAP) is a key planning document required to help govern and shape the future regeneration of the Wood Green (including Haringey Heartlands) area. The Council undertook consultation on a 'preferred option' draft of the AAP in February 2017. This sought to explore the opportunities to tackle existing issues and to build on the area's strengths, including its capacity to accommodate further employment, housing and retail growth, associated with the prospect of Crossrail 2 serving the Metropolitan town centre.

1.2 With uncertainty over the funding and delivery of Crossrail 2, it is appropriate that the AAP is revised, such that the growth and development proposed within the AAP is not contingent or predicated upon the future provision of Crossrail 2. However, even in the absence of this significant transport enhancement, it remains that there is much development interest in sites in and around Wood Green, that the High Street is in need of rejuvenation, and existing issues around traffic and access prevail. The AAP therefore remains essential in articulating our shared future vision for the area as a whole, coordinating improvements and development, and providing clarity around the contribution individual sites will make.

1.3 This paper sets out the response to consultation on the previous 'preferred option' AAP consultation, how these have informed the revised draft AAP, and the key changes between the current and the previous version. It seeks Cabinet approval to publish the revised 'preferred option' draft for a further round of consultation (Regulation 18) prior to confirming the final draft of the AAP (Regulation 19) to take forward for independent examination.

2. Cabinet Member Introduction

2.1 The Wood Green AAP will be a blueprint for the comprehensive and co-ordinated regeneration of Wood Green. It will deliver the change Wood Green needs to establish itself as the beating economic heart of North London, providing a more liveable place where businesses can innovate and grow, whilst maintaining a character that is unquestionably authentically London. To do this we need to re-imagine what our town centre might look like in the future - and this has to be more than a combined retail, food and beverage offer. In addition, it is equally important that the AAP secures space for a skilled and productive economy, particularly in growth sectors such as eco, digital and fashion industries.

2.2 I am encouraged by the positive feedback that has been received to previous consultations held in early 2016 and 2017, and in particular the recognition of the need for bold interventions to create real change in Wood Green, and to improve the way Wood Green works for local residents and businesses. To this end the Council is still working to deliver an ambitious plan, even in the potential absence of Crossrail 2 provision serving Wood Green.

2.3 The plan retains its employment-led priority. Wood Green is the largest town centre in the borough, and the policies proposed in the AAP will enable increased opportunities for existing businesses to grow, and attract new businesses to thrive within a rejuvenated urban environment. Provision is made for circa 100,000sqm of employment floorspace, alongside over 50,000sqm of new retail floorspace, which combined will deliver over 4,000 jobs.

2.4 Through mixed-use development, making the most of local services, amenities and the area's already excellent transport connectivity, provision is made for an additional 6,400 much needed new homes.

2.5 The growth and development planned will also deliver the public realm improvements sought, as well as provide a range of new business units, new services, and affordable housing. The Council, as a key service provider and landholder in Wood Green will be working with developers to ensure that the best use is made of both publically and privately held land.

2.6 It remains vitally important that we put forward the best possible plan for the future of Wood Green and in doing so secure our potential as London's fastest growing economy.

3. Recommendations

1. That Cabinet considers the findings of the February 2017 'preferred option' consultation on the Wood Green Area Action Plan ("AAP"), as set out in the consultation report at Appendix A.

2. That Cabinet notes the key changes between the previous and the revised 'preferred option' versions of the AAP, as set out at paragraphs 6.6 and 6.7.

3. That Cabinet approves the revised "preferred option" Wood Green AAP, as set out in Appendix B, for publication for public consultation.

4. That Cabinet revokes the now out of date Haringey Heartlands Development Framework (2005).

4 Reasons for decision

4.1 The AAP is required to provide the planning framework needed to clearly articulate how the Council intends to regenerate Wood Green, ensuring public and private development and investment decisions are coordinated and deliver the strategic objectives sought.

4.2 Once adopted, the AAP will:

- Revitalise the town centre and surrounding area through the provision of development providing 4,000 new jobs and 6,400 new homes;
- Safeguard Wood Green's Metropolitan town centre status, by enabling an expansion of town centre floorspace and uses, particularly for comparison retail, expanded and enhanced leisure, and the creation of an improved evening economy;
- Enhance Haringey's economy through new floorspace for office and creative industries;
- Enable a range of urban realm improvements including the creation of a new town square to provide the central focus of community life in Wood Green;
- Optimise the use of Council-owned land to provide a catalyst for wider regeneration and to facilitate comprehensive development;
- Secure enhanced east-west and north-south connections through the centre, making it more accessible and pedestrian friendly;
- Co-ordinate new infrastructure in the regenerated town centre, to support the area's increasing population;
- Establish a set of Wood Green specific planning policies to ensure the right type of development comes forwards in the right locations to achieve the community's aspirations for the future of Wood Green.

4.3 It was anticipated that Government would make a positive announcement about supporting Crossrail 2 in the last year. Unfortunately, neither the 2017 Conservative manifesto or successive budget statements have provided any certainty that Crossrail 2 will be funded. As a result, it is not possible or appropriate for the AAP to rely on the increased transport capacity that Crossrail 2 would provide that in turn would allow for increased development densities.

4.4 Since the growth assumptions (both the amount and mix of development proposed) in the previous 'preferred option' draft were predicated on the provision of Crossrail 2 serving the Wood Green area, it is not possible to progress to a Pre-submission (Regulation 19) version of the AAP without further consulting the community on the consequences for the Plan of not relying upon this strategic transport improvement. To do so would risk the AAP being found 'unsound' at the examination in public stage, resulting in reputational harm and significant delay and additional costs in bring forward this much needed planning framework. For these reasons, a further 'preferred option' round of consultation is necessary.

5 Alternative options considered

5.1 As set out in Section 4 above, it is not possible to progress straight to a Pre-submission (Regulation 19) version of the Wood Green AAP based on the 2017 'preferred option' draft for the reasons outlined. This option is therefore dismissed.

5.2 An alternative option is to rely on the existing Local Plan to manage growth and change in Wood Green, in preference to preparing an AAP for the area. This option would see implementation of the proposals already set out in the Site Allocations DPD, which allocates the majority of development sites proposed in the AAP, making provision for 4,300 net additional homes. However, these site allocations in themselves do not provide the overarching framework needed to secure coordinated improvements and regeneration benefits across the wider Wood Green area. In this respect, initial consultation on the Wood Green AAP - the 2016 Issues & Options consultation - elicited significant public support for a high level of intervention and significant growth where this would secure a rejuvenated High Street, with a better shopping offer and improved pedestrian connections, more housing, including affordable homes, and greater local job opportunities. Given development in accordance with the existing site allocations are unlikely to deliver the community's aspirations for the future of Wood Green, this option is not preferred.

6 Background information

Comments received to the 2017 Preferred Option AAP

6.1 The previous preferred option (Regulation 18) version of the Wood Green AAP was published for public consultation between January and March 2017. Over the course of the 10-week consultation period, Public Voice (specialist consultation consultants) and the Council:

- Held 11 exhibitions of the plans in public places around Wood Green;
- Ran 9 workshops with different sections of the community to discuss the plans in more detail;
- Knocked on the doors of all homes that were proposed to be allocated for redevelopment in the proposed AAP (and so would be affected by the proposals), and spoke directly to 180 residents and left information with all of these;
- Set up a consultation website where people could read about the plans and leave comments;
- Advertised the consultation on posters along the High Road, through e-mails to relevant contacts, on social media and in local press;
- Sent newsletters to over 18,000 addresses in Wood Green to notify them about the consultation;
- Sent notification letters to local residents, businesses and interest groups, including over 800 people who took part in the previous round of consultation in 2016 and to all organisations and individuals (c.1,500) on the Local Plan consultation database;
- Held 14 1:1 meetings with local businesses, residents, interest groups and statutory agencies;
- Advertised the consultation on the Council's website;
- Made copies of the AAP available to view in all local libraries, at the Civic Centre, the Planning Office, and online; and
- Placed an advert in the Haringey Independent

6.2 We listened to the views of people who live in and around Wood Green, people who go there to do their shopping, people who work or run businesses there, and people who visit for other reasons. We also heard from local landowners, and local and national statutory bodies. Over 1,000 people and organisations provided feedback on the plans for Wood Green, and more than 6,500 people viewed the consultation material online or at an event or public exhibition of the plans.

6.3 The following provides a summary of the comments received. Appendix A provides the full consultation report, which includes all the comments received and the Council's draft response to these. This will be finalised and published alongside consultation on the revised draft AAP, so that respondents can understand how the Council has considered their comments and, where appropriate, how these have been addressed in the revised draft.

6.4 The topics that attracted the highest number of comments during the consultation were:

- **The impact of traffic on Wightman Road and the Harringay Ladder** – 93 comments
- **Opposition to demolishing the Victorian terraced homes on Caxton, Mayes, and Coburg Roads** – 54 comments
- **The need for a new swimming pool and leisure centre in Wood Green** – 38 comments (plus two separate petitions with a combined 1,402 signatures)
- **The desire to see a better choice of shops, cafes and restaurants in the town centre** – 37 comments
- **Concerns about the level of new affordable housing that would be built as part of the regeneration** – 36 comments

6.5 The most commented upon Site Allocations were:

- **WGSA9 - Wood Green Town Centre West** (107 comments) - a large number of people objected to proposals to demolish Victorian homes on Caxton, Coburg and Mayes Roads, while others expressed concerns about how the rights of affected social housing tenants living above the Mall would be guaranteed
- **WGSA10 - The Mall (East)** (52 comments) – similar concerns were expressed about the rights of residents currently living above the Mall, if this were to be demolished, and where the current Market Hall traders would be relocated to. Several people made suggestions for refurbishing the Mall, and there was a desire to see at least one cinema remain in the centre of Wood Green
- **WGSA25 - Hornsey Filter Beds** (40 comments) – many people objected to building housing on this site, which is designated as Metropolitan Open Land (similar to green belt), with some people feeling it should be preserved for wildlife
- **WGSA8 - Wood Green Library** (31 comments) – some people objected to plans to demolish the library, instead arguing for it to be refurbished or extended, while others wanted to see a replacement library built either on the same site or in an equally accessible location
- **WGSA12 - Bury Road Car Park** (24 comments) – similar concerns were expressed about the rights of social housing residents living in the flats above the car park, though there was also some support for demolishing it to make better use of the space

Key changes between the previous and revised 'Preferred Option' versions

6.6 The main difference between the previous 2017 'Preferred Option' AAP and the revised version, is the fact that the site development capacities have no regard to the potential for the provision of Crossrail 2 serving Wood Green. This has implications for both amount and mix of development planned for on each of the strategic sites and, cumulatively, for Wood Green as a whole. The latter is summarised in the table below, whilst the changes to the individual development sites is set out in the table at Appendix B.

	Site Allocations DPD	2017 Preferred Option AAP	Revised Preferred Option AAP
Proposal sites	20	25	28
Residential	4,300	7,701	6,409
Employment Floorspace	46,291	101,940	98,265
Town Centre Floorspace	17,217	71,762	57,570
Strategic Infrastructure	CR2 Not confirmed	Crossrail 2	CR2 Not confirmed

6.7 In response to the comments received, as well as further evidence base studies; the following changes are proposed to the policies and/or sites within the revised AAP:

- To exclude the Victorian homes around Caxton and Mayes roads from inclusion within the site allocation for The Mall;
- Further clarity on the proposed route for the enhanced pedestrian connection between the High Street and Penstock Tunnel;
- To recognise that proposals to increase and diversify the evening economy will need to manage potential negative impacts;
- That the current quantity of convenience retail provision within Wood Green should be retained at current levels, as a minimum;
- To include reference to the Council's recently updated and adopted Estate Renewal, Re-housing and Payments Policy, which strengthens our commitment to tenants and leaseholders on estate renewal sites, and extending the offer to residents on estates which may not be in the Council's ownership, but are affected by regeneration initiatives; and
- To signal further support for further investment, improvements and development within and around Turnpike Lane, beyond that already planned for through the AAP.

<u>Not</u> changing in the revised AAP

6.8 With the exception of the overall quantums of development being proposed, the vision and strategic objectives are to remain largely unchanged, as follows:

Vision: AAP Area

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

Spatial Objectives: AAP Area

1. A bigger Metropolitan Town Centre with more employment space, delivering 4,000 new jobs;

2. A well-connected, lively destination which draws people from Haringey and beyond;
3. 6,000+ new homes of varying rents and values in high quality, low carbon neighbourhoods;
4. Maximise opportunities for local residents through education, training, skills, employment;
5. Celebrate and build on Wood Green's heritage so people are proud of their diverse communities;
6. Secure investment in social and community infrastructure, including parks and a new library;
7. A place where new businesses will set up, existing ones will grow and people will be proud to live;
8. Make Wood Green a destination of choice, with a strong cultural offer both day and night;
9. An accessible urban environment with welcoming spaces where people enjoy spending time.

6.9 Other aspects of the plan that remain unchanged:

- The employment-led focus of the plan;
- The expectation of high density development, including taller and tall buildings, making the most of the excellent transport connectivity, the regional metropolitan town centre designation, and the provision of local services and amenities;
- The intention to grow and diversify the retail offer, role and function of the town centre, ensuring it continues to attract national retailers and sub-regional trade, as well as opportunities to retain and support local enterprise, and remains flexible and resilient to changing economic and sectoral circumstances;
- The target of 40% of new housing to be affordable homes to be split 60% affordable rented and 40% intermediate, according with the borough-wide target; it should be noted that, in line with the Council's adopted Housing Strategy, that affordable rents will be secured at a maximum of up tp 45% of local market rents for 4 bed units, 55% for 3 bed units, 65% for 2 bed units and 80% for 1 bed units. For intermediate provision the Council's preference is for lower cost shared ownership products to be delivered to households on gross incomes of less than £40K , however recognising the need to provide some opportunities for those on income bands in excess of this threshold.
- The improvements to local connections, in particular by foot, bike and public transport, and the presumption against further car parking with the exception of disabled parking;
- The enhancements to the environment and public realm, including the creation of a new public square away from the traffic and hustle and bustle of the High Street;

- That there is not the opportunity to create large areas of new open space and therefore there is a priority to improve connections to, and the quality & useability of, existing open space assets, including Alexandra Park via the Penstock Tunnel;
- There is unlikely to be dramatic improvements to the accessibility of Wood Green and Turnpike Lane tube stations;
- The intention to redevelop the Civic Centre and Wood Green Library and to relocate the Council's office to a new site to the west of the High Street; and
- To progress with the proposal to develop the Hornsey Filter Beds site, where this secures direct public access between the western end of Penstock Tunnel and Alexandra Park.

Relationship with the Wood Green Strategic Regeneration Framework

6.10 Also being reported to this Cabinet is the Strategic Regeneration Framework (SRF) for Wood Green. The intention is that the AAP will provide a statutory land-use basis for determining planning applications, while the SRF will address the AAP's implementation. The latter includes the coordination of marketing and place making initiatives, securing economic outcomes, managing ongoing community engagement and, where necessary, more strategic land and property interventions, such as acquisitions and land assembly. Importantly, the SRF will also set out how the Council intends to manage requirements for relocations and decanting, as well as construction management, ensuring the town centre continues to function, and residents are not significantly impacted by construction activities.

Relationship with the Wood Green Development Infrastructure Investment Framework

6.11 This portfolio of work will co-ordinate infrastructure investment and provision over the plan period to 2031 and beyond, including phasing triggers for when new provision is required, liaison with service providers and user groups, and, where necessary, commissioning specific works. The aim is to provide clarity and certainty to landowners, developers, service providers and the community about how places and sites within the Wood Green AAP area will develop, and against which infrastructure investment decisions can be made and development proposals can be assessed.

Revoking the Haringey Heartlands Development Framework

6.12 The Haringey Heartlands Development Framework was adopted by the Council in 2005 as supplementary guidance. It is significantly out of date, with the vast majority of the guidance being superseded by the adoption of the Site Allocations DPD and Development Management Policies DPD in July 2017. To

avoid potential for any conflict or confusion over the current policy position of the current Local Plan and the Haringey Heartlands Development Framework, as applicable to site within and outside of the Wood Green AAP area, it is recommended that this supplementary guidance be formally revoked. This will also ensure the proposals within the emerging Wood Green AAP are compared only to the relevant extant policy position set out in the recently adopted Local Plan documents.

Consultation

6.13 The purpose of the consultation and engagement to take place in January to March 2018 is to help to affected parties and interested bodies understand the key changes set out in the revised 'Preferred Option' AAP and to also support the wider regeneration programme by building and maintaining relationships with stakeholders, promoting an open and accessible process and identifying issues and opportunities which are important to the community but which may sit outside of the spatial planning policy remit.

6.14 Specific engagement is planned with developers and institutional investors with interests on larger land parcels. The Council has been working with these parties through pre-application discussions as well as the Wood Green Advisory Board, to ensure the emerging aspirations for Wood Green are clearly understood. However, it is appreciated that the revised 'Preferred Option' reduces the development potential of most of the strategic sites and alters the development mix, and therefore will require these parties to reaffirm their agreement to the new figures and proposals, as well as to the Investment Framework.

6.15 More generally, the outcome of the consultation events will be that communities in Wood Green and Haringey are:

- well informed about the current regeneration plans for Wood Green
- well informed about projects which are already in the development pipeline
- engaged with the statutory consultation process on the Draft AAP
- given a voice on investment priorities in place-making and infrastructure investment

6.16 At the end of the consultation period a meaningful and representative number of stakeholders will have participated in the statutory consultation on the AAP Draft Preferred Option. The council will also have a more developed understanding of community priorities for place-making and social and community infrastructure which will inform decisions on funding and phasing.

Approach

6.17 The revised 'Preferred Option' AAP will be made available on the Council's website and in locations around Wood Green for the six-week consultation period. During this time all stakeholders will be invited to make comments on the option by letter, email or by filling in a feedback form. There will be a series of activities (see 6.23 for details) during this period to allow stakeholders to understand and discuss the proposed AAP policies and also the opportunities and constraints around delivery, funding and phasing.

6.18 At the close of the consultation and engagement period all comments will be collated into a report and published on the Council's website. The Council will then consider the consultation findings and this will influence the final Pre-Submission version of the AAP and the final the Investment Framework.

Before the consultation commences:	Communication setting out what/ why/ where of the proposed consultation and engagement would only commence after a positive decision at Regulatory Committee and Cabinet. At least 10 days (including two weekends) notice would be given for public events and meetings by: • Public notices in the local press • Notification emails/ letters to consultees on the Planning Service database and Wood Green Regeneration database • Notification letter to directly affected parties (i.e. owners and occupiers of buildings and land with proposed site allocations) • Site notices for site allocations • Notification via Council's online support media such as blogs and social networks • Flyer drop to all households and businesses in consultation area • Posters in shop windows and community hubs
During the consultation:	• Plans and supporting information will be published on the Council's website • Plans and supporting information will be made available to view in local library and community centres • Public road show and drop in sessions at different locations in consultation area • Presentations/ discussion at meetings of stakeholders and interested party's forums • Walk abouts/ cycle trips – open to all – to discuss specific areas • Door to door conversations with directly affected parties (i.e. owners and occupiers of buildings and land with proposed site allocations) • A free-phone service will be available
After the consultation ends:	• A report setting out who was consulted, how they were consulted and a summary of the main issues raised will be published on the council's website within 4 weeks • A report setting out how the comments have been taken into account in the revised documents will be published at the same time as the next draft of the document

Timeframes

6.19 As stated above, consultation on the revised AAP is programmed to take place over January through March 2018. Following the conclusion of the consultation, all responses will be analysed and responded to. Where appropriate, changes will be made to the document. The revised 'Pre-Submission' version of the plan will then be consulted on for a period of 6 weeks prior to being submitted to the Planning Inspectorate for Examination in Public. The Pre-Submission consultation and Examination deal primarily with issues of soundness and legality, and is therefore much more formal. Dates for these next steps are:

Meeting/ Milestone	Date
Regulatory Committee	8th January
Cabinet Meeting	16th January
Consultation on revised Preferred Option	Jan-March 2018
Full Council to approve Proposed Submission version	Summer 2018
Proposed Submission consultation	Summer 2018
Examination in Public	Autumn 2018
Adoption	January 2019

7 Contribution to strategic outcomes

7.1 Priority 4: Drive Growth from which everyone can benefit. By producing this document, the Council is sending a clear message that Wood Green is ready to receive investment that yields new employment floorspace, securing more, and a wider range of jobs, including in an expanded retail sector. Additionally, by prioritising local access to new jobs through construction schemes, new opportunities will be created for local residents to increase their skills within the construction sector. By planning for growth, the infrastructure requirements of new development will be planned for, and new development will be located and oriented in such a way to optimise delivery and access to new facilities for existing and new residents.

7.2 Priority 5: Create homes and communities where people choose to live and are able to thrive. The AAP creates a policy framework for the delivery of 6,400 new homes in the Wood Green area, as well as an enhancement of Wood Green Metropolitan Town Centre, which together will create an enhanced Wood Green in which local residents are proud to live, with excellent access to local services and jobs.

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

Finance and Procurement

8.1 Once adopted, the Wood Green AAP determines how planning applications will be assessed. The Council has a statutory duty to consult on the plan and the cost of this consultation will be met from existing Planning revenue budgets.

8.2 The AAP identifies the potential for 6,400 new homes (an increase of 3,400 from existing plans),as well as increased employment floorspace and 4,000 new jobs. These increases from the current assumptions in the Local Plan would lead to increased demand for Council services and increased council tax and business rates revenue. There is also potential income from Community Infrastructure Levy on the new development which will help to fund changes in infrastructure needs.

8.3 The Council is also preparing the Wood Green Investment Framework which is the framework to deliver the AAP, co-ordinate other plans, projects and investments in the Wood Green area.

8.4 There will be a requirement for the Council to commit resources to the wider regeneration of Wood Green at some point in the future. At this stage it is not possible to be definite about the overall quantum of the investment required as the AAP is to be consulted upon and the results of that are by definition unknown at this stage.

8.5 However, once the consultation has been concluded and a recommendations promulgated, these will be costed and the investment requirement made clear. It will then be for members to decide whether the investment should be made.

Legal

8.6 The Assistant Director of Corporate Governance has been consulted on the preparation of this report, and makes the following comments:

8.7 Regulation 5 of the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) ("the Regulations") identifies as a local development document any planning document which relates to a part of the area of a local planning authority, identifies that area as an area of significant change or special conservation and contains the authority's policies in relation to that area. Such a document forms part of the local plan in accordance with which planning applications must be determined unless material considerations indicate otherwise. It must, therefore, be adopted in accordance with the procedure set out in the Regulations, comprising statutory pre-submission public consultation, consideration of representations received during the consultation, submission to the Secretary of State, public examination, revision to account for the recommendations from public examination (if necessary), and adoption by full Council.

8.8 Section 19(2) of the Planning and Compulsory Purchase Act 2004 (as amended) requires that the local planning authority in preparing a Local Development Document such as an Area Action Plan must have regard to, amongst other considerations, national policies, the London Plan and advice in guidance issued by the Secretary of State and other requirements (if applicable) set out in the Regulations, such as local transport policies. The AAP must be in general conformity with the London Plan.

8.9 The National Planning Policy Framework ("NPPF") states that a local planning authority should produce a single local plan for its area and that any additional development plan documents (such as the AAP) should only be used where clearly justified.

8.10 The NPPF also states that early and meaningful engagement and collaboration with neighbourhoods, local organisations and businesses to be essential, and that each local development document should be based on adequate, up-to-date and relevant evidence about the economic, social and environmental characteristics and prospects of the area. The local plan should also be based upon and reflect the NPPF's presumption in favour of sustainable development, which should be done by identifying and providing for objectively assessed needs and showing how the presumption will be applied.

8.11 The NPPF holds that in order for a plan to be considered "sound" so that it may be recommended for adoption it should be:

- Positively prepared
- Justified
- Effective
- Consistent with national policy

8.12 The AAP must be accompanied by a sustainability appraisal incorporating a strategic environmental assessment.

8.13 The Council will have to ensure it works proactively with other authorities on any strategic cross boundary issues as per the duty to co-operate.

8.14 The consultation must be carried in accordance with the Regulations and the Council's statement of community involvement.

Equalities

8.15 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act

- Advance equality of opportunity between people who share those protected characteristics and those people who do not
- Foster good relations between people who share those characteristics and people who do not.

The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

8.16 The decision to adopt an Area Action Plan (AAP) for Wood Green as planning policy will have a significant impact on both current and future residents of the area outlined. It will enable a series of further decisions to be brought forward on the redevelopment of the existing town centre and surrounding sites in the affected wards. We expect the long term regeneration of Wood Green to be positive overall for all residents and this decision partially enables that to take place. The Wood Green Strategic Regeneration Framework (SRF) outlines this vision for social and economic improvements for residents.

8.17 However the regeneration process will impact on residents and businesses living and operating in AAP area, with the potential for inadvertent, negative impacts on some groups. To prevent this we have been proactive in consulting with a wide and diverse range of people and stakeholders on the preferred option Wood Green Area Action Plan. This decision represents the next stage in that process, incorporating feedback from residents and businesses into a revised version of the preferred option. This process is ensuring that groups who are disproportionately impacted by the eventual decision are identified, necessary changes made, and appropriate mitigating actions put in place, ahead of the final decision on adopting the AAP. The results of this process will be outlined in a full Equalities Impact Assessment (EqIA), developed during this consultation process and finalised before the preferred option for the AAP is taken forward.

8.18 The EqIA for the Wood Green SRF outlines the existing inequalities for current residents in the area of the AAP and should inform this decision to further consult on the revised AAP. Both documents will support the Council to address and reduce these existing inequalities should they proceed.

8.19 EqIAs for both the overall AAP and specific components of the plans will be carried out alongside this consultation process and delivered before the AAP document is finalised. This will inform the final Cabinet decision on whether to adopt the Wood Green AAP. The EqIAs will primarily focus on the following issues:

- The relocation of people and businesses should the proposal to redevelop the Mall proceed. An EqIA will identify the groups affected,

their views expressed during the consultation process, and outline measures for mitigating any disproportionate or negative impacts.

- How the overall Area Action Plan is expected to impact on different groups living and working in the Wood Green area, covering physical accessibility and the environment, the sufficiency of community infrastructure, employment opportunities and the housing mix.

9 Appendices

Appendix A - Wood Green AAP 2017 Preferred Option consultation report.

Appendix B - Wood Green Area Action Plan Preferred Option (2018 Version) draft document

10. Local Government (Access to Information) Act 1985

a. Local Plan: Strategic Policies (2013)
b. Alterations to the Local Plan: Strategic Policies DPD (Proposed Submission Version, 2016)
c. Local Plan: Development Management Polices DPD (Proposed Submission version, 2016)
d. Local Plan: Site Allocations DPD (Proposed Submission version, 2016)
e. Statement of Community Involvement (2013)

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

Wood Green AAP – Regulation 18 Preferred Option Consultation report

OCTOBER DRAFT V3

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Executive summary

Between 14th February and 28th April 2017, Haringey Council ran a public consultation on the draft version of the Wood Green Area Action Plan (AAP). This document, once adopted by Haringey Council members, will set out the planning rules that the Council will follow when determining planning applications in Wood Green in future.

The Council's vision, as set out in the AAP Preferred Option is: *Wood Green will be north London's most prosperous and liveable town centre. It will combine outstanding places for people to shop, socialise and create, with a wide range of businesses. It will be a focus for opportunity and growth, a productive economic capital for Haringey where people can come together, exchange ideas and create new services and products.* The AAP will help to take Wood Green in that direction by encouraging new homes, offices, shops and facilities to be built that match this vision.

This consultation report has been produced by Public Voice, an independent Haringey-based consultancy, who worked with officers from Haringey Council to involve as many local people and groups in the consultation process as possible. All of the summaries of consultation responses have been prepared by Public Voice, with Council responses and actions to include in the next version of the AAP document completed by the Council.

Over the course of the 10-week consultation period, Public Voice:

- Held 11 exhibitions of the plans in public places around Wood Green;
- Ran 9 workshops to invite different sections of the community to come and discuss the plans in more detail;
- Knocked on the doors of all homes that are included within draft Site Allocations in the plans (and so may potentially be affected by demolition and rebuilding work), left information with all of these, and spoke directly to 180 residents;
- Set up a consultation website where people could read about the plans and leave comments;
- Advertised the consultation on posters along the High Road, through e-mails to relevant contacts, on social media and in local press.

At the same time, Haringey Council:

- Sent newsletters to over 18,000 addresses in Wood Green to notify them about the consultation;
- Sent letters to local residents whose homes are proposed to be included within Site Allocations (and so may potentially be affected by demolition and rebuilding work);
- Sent letters to local businesses;

- Held 14 meetings with local businesses, residents, interest groups and statutory agencies;
- E-mailed or sent letters to all organisations and individuals on the Local Plan consultation database, including over 800 people who took part in the previous round of consultation in 2016;
- Advertised the consultation on the Council's website;
- Made copies of the AAP available to view in all local libraries, at the Civic Centre, the Planning Office, and online;
- Placed an advert in the Haringey Independent

We listened to the views of people who live in and around Wood Green, people who go there to do their shopping, people who work or run businesses there, and people who visit for other reasons. We also heard from local landowners, and local and national statutory bodies. Over 1,000 people and organisations provided feedback on the plans for Wood Green, and more than 6,500 people viewed the consultation material online or at an event or public exhibition of the plans – just under a third of the total population of Wood Green.

What were the 'hotspots'?

The draft AAP is a lengthy and detailed planning document, and sets out the proposed planning framework for the comprehensive regeneration of Wood Green. The feedback we heard was equally in-depth and covered most areas of the plans. However, there were some issues that were of particular importance to local people, and this is reflected in the large number of comments that were received about them.

The topics that attracted the highest number of comments during the consultation were:

- **The impact of traffic on Wightman Road and the Harringay Ladder** – 93 comments
- **Opposition to demolishing the Victorian terraced homes on Caxton, Mayes, and Coburg Roads** – 54 comments including a petition
- **The need for a new swimming pool and leisure centre in Wood Green** – 38 comments (plus two separate petitions with a combined 1,402 signatures)
- **The desire to see a better choice of shops, cafes and restaurants in the town centre** – 37 comments
- **Concerns about the level of new affordable housing that would be built as part of the regeneration** – 36 comments

The most commented upon Site Allocations were:

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- **WGSA10 - The Mall (East)** (52 comments) – similar concerns were expressed about the rights of residents currently living above the Mall, if this were to be demolished, and where the current Market Hall traders would be relocated to. Several people made suggestions for refurbishing the Mall, and there was a desire to see at least one cinema remain in the centre of Wood Green
- **WGSA25 - Hornsey Filter Beds** (40 comments) – many people objected to building housing on this site, which is designated as Metropolitan Open Land (similar to green belt), with some people feeling it should be preserved for wildlife
- **WGSA8 - Wood Green Library** (31 comments) – some people objected to plans to demolish the library, instead arguing for it to be refurbished or extended, while others wanted to see a replacement library built either on the same site or in an equally accessible location
- **WGSA12 - Bury Road Car Park** (24 comments) – similar concerns were expressed about the rights of social housing residents living in the flats above the car park, though there was also some support for demolishing it to make better use of the space

Area-wide issues

On the different policies proposed in the AAP for Wood Green as a whole, we heard the following feedback. A summary of the response from Haringey Council is also included, for further detail and proposed changes to the AAP, see the relevant section of the report.

Summary of Main Issues Raised	Council Response
WG1: Town Centre Uses, Boundary & Frontages	
On the whole people supported the overall aim of improving the mix and quality of shops, restaurants and cafes in Wood Green town centre, while retaining existing small and independent businesses and attracting new ones, so that the distinctive character and 'something for everyone' offer of Wood Green is not lost.	The Council agrees that it is important that the redevelopment of Wood Green benefits existing, as well as new, small as well as large, businesses. To this end there is an active attempt within the AAP to provide a range of retail premises, from market stalls, through small shops within retail terraces, to larger stores within the Central area of Wood Green.
There were some concerns that Wood Green would struggle to become a successful town centre, because people tend to shop online or go to other shopping centres for high street retailers.	The Council's evidence supports the expansion of the overall town centre offer in Wood Green, noting that retail is not the only reason people visit town centres. Wood Green will benefit from the increase in employment locally, and new retail, food and drink, and leisure uses will widen the appeal of the centre.
There was also a feeling that the town centre could be made more accessible to people with disabilities, and to older people.	All new development will be required to be wheelchair accessible, and suitable for users of all ages.

WG2: Housing	
People were keen for a decent amount of genuinely affordable housing to be built within Wood Green to avoid 'pricing out' current residents, who are generally on lower incomes.	The Council's Local Plan affordable housing policy requires that 40% of all new development is affordable. The AAP identifies all sites in line with this policy.
There was some concern about the large number of new homes being planned, and whether this would inevitably result in building tower blocks or very small homes.	Wood Green is identified in the Local Plan and London Plan as a growth area, and is expected to accommodate a significant quantity of growth, and this will mean increasing densities in the area. Some buildings, where their design can justify it in line with current policies on tall buildings in the borough, may be tall.
WG3: Economy	
People wanted to see transitional support for small businesses in the town centre to help them cope with any potential loss of income during the regeneration.	Unfortunately, this is not a matter planning policy can control. However, the Council will work with developers to try and ensure existing traders can continue to trade, where possible, through redevelopment. The redevelopment of Wood Green Town Centre is expected to increase the range of opportunities for traders within Wood Green. Where there are developments there may also be opportunities for meanwhile uses, and the Council will work to ensure that these are maximised.
They wanted to see a mix of different businesses and employers in Wood Green, not just shops.	The AAP's principle aim is to create new jobs in the town centre. Most of these are sought as being employment jobs (ie non-retail), but there will be jobs in the retail and leisure services as well.
WG4 - Wood Green Cultural Quarter	
People welcomed plans to improve this area and make it more of a place to visit	Support is noted.
Many of the artists currently renting studio space in the Cultural Quarter were keen that rents remained genuinely affordable, and were positive about Collage Arts (the organisation that currently manages the Chocolate Factory buildings) continuing to have a role in providing this space.	It is noted that on some sites, rents are rising, and this is causing affordability pressures for some occupants. The Council cannot control this using planning powers, but can create some new affordable workspace as a condition on the grant of new development. The Council will work to ensure that the full value (ie economic + social) of local enterprises is acknowledged, and to

	ensure that those making a significant contribution to the local area are retained within Wood Green.
WG5 - Wood Green's Urban Design Framework	
People were confused about where new routes through the area will go, and whether these will be for cyclists, pedestrians or road traffic.	It is acknowledged that some of the maps can be improved to make this clearer, and these will be modified for the next version of the document. The AAP and Local Plan promotes movement by foot, bike and public transport, and generally restricts parking.
There was support for improving links between Wood Green and Alexandra Park and Palace. There was also support for improving the overall appearance of streets, with more benches and sitting places and greenery, as well as more attention being paid to street cleaning and better overall quality of design than Wood Green has seen in the past.	The Council will support proposals for improving streets and public realm in Wood Green. The delivery of these actions will be identified in the Strategic Regeneration Framework.
WG6 - Local Tall Buildings and Local Views	
There was concern about the height of new tall buildings, where these would go and what their impact would be on surrounding buildings, especially homes, and the overall character of the area.	There are no building heights set out in the AAP, but concern is noted. As a growth area, Wood Green will be expected to accommodate growth, and increasing densities, and some of the buildings may be tall as Wood Green is identified as an area potentially suitable for tall buildings in the Local Plan. The scale of new developments will have to respect existing character as well, and the Council is clear that any tall buildings will need to demonstrate exceptional quality of design.
Some people also felt that tower blocks were not good places to live.	In order to meet housing need on available land parcels, buildings will need to achieve certain densities. The Local Plan: Strategic Policies identifies Wood Green as an area suitable for the development of tall buildings.
WG7 - Heritage	
There were very few comments, but more than half of those made wanted to see Victorian homes around Caxton Road preserved as a link to the area's past.	It is recognised that the buildings in question are fairly old, and a mix of qualities, from average, to fine examples of period terraced properties. There is not considered to be a case for these areas to be designated as heritage assets, either in the form of a

	Conservation Area, or as listed or locally listed buildings.
WG8 – Green Grid/ New Urban Spaces	
People liked the idea of creating more open spaces, improving walking and cycling links across the area and better access to the open space of Alexandra Park. However, they wanted some of the new space to be 'genuinely green' (parks and allotments) rather than just town squares and urban spaces.	The new pieces of urban realm in Wood Green are likely to be spaces that facilitate, serve, and offset new higher density development. There may be opportunities for them to be "green", and the Council will examine opportunities for the spaces to have both of these roles. The focus in areas such as this will often need to be on improving access between the town centre and the surrounding parks, as opportunities to create significant new open green spaces will be limited.
WG9 - Community Infrastructure	
A lot of people wanted to see a new swimming pool and leisure centre built in Wood Green.	The Council recognises that there is a need for a new swimming provision, and that the growth in Wood Green will increase this. A new leisure facility is considered to be a suitable town centre use, and could be built on a town centre site. Any investment in this use will be balanced against other competing needs.
There were concerns that the new GP surgery and primary school outlined in the plans would not be enough to meet future demand, and that the impact of a growing population on other key local services and facilities had not been accounted for.	The Council works with education and health providers to ensure that forecast AAP growth is included in their demand modelling. These inputs are then fed into the AAP and land set aside for these uses.
WG10 - Improving the Evening Economy	
People were on the whole in favour of making Wood Green a better place to socialise in the evenings, but safety and minimising the impact on local residents would be key priorities.	It is recognised that the proliferation of the evening economy comes along with a need to manage potential negative impacts. Appropriate controls can therefore be put in place to address these concerns.
WG11 - Transport	
A large number of people were concerned that expanding Wood Green town centre would funnel additional traffic along Wightman Road, exacerbating existing problems of congestion, rat running and air pollution.	It is recognised that there is a map which indicates Wightman Rd as a transport route. This is intended to show pedestrian and cycling circulation to and from the town centre, rather than vehicle transport. This will be clarified in the next iteration of the AAP.
There was a sense that within the AAP, Haringey Council should be doing more	The AAP strongly encourages cycling and walking, creating new routes through the

to encourage walking and cycling and reduce the overall amount of road traffic in the area.	centre. Some access to the centre by car will remain important to underpin shopping patterns, but this could well be less than at present. There is limited ability to change traffic that does not originate or terminate in Wood Green however.
Many people commented on the proposed new Crossrail 2 station at Wood Green, asking how much regeneration would happen if this did not go ahead.	There remains uncertainty over the funding and delivery of Crossrail 2. It is therefore not appropriate that the AAP include it as an assumption in calculating the potential development capacities for sites within the Wood Green AAP area.
Others argued that it would be better to have two stations – one at Alexandra Palace and one at Turnpike Lane.	The Council has explored this, and the single Wood Green station location has significantly greater opportunity to co-locate growth adjacent to a public transport node, when compared with the two-station approach.
People highlighted some improvements that could be made to local public transport, particularly expanding the two tube stations and making them more accessible to people with disabilities, and improving bus routes and the location of bus stops.	It is worth noting that both current tube stations are listed buildings, and any improvements will need to be considered within this context. A new Crossrail 2 station would expect to be fully disability accessible, and generally the Council will support initiatives to improve accessibility across the AAP area.
Finally, people felt that alternatives should be offered to driving and parking in the town centre – but that more disabled car parking spaces would be welcome.	Further work is ongoing to identify more opportunities to encourage alternative mode trips and to make these more attractive to car use, especially for more local trips. The overall amount of town centre parking is expected to be reduced, but there is a level of off-site parking required to support retail within the centre, and this will be identified in the transport study that will accompany the Plan. Disabled parking will need provided according to the London Plan's standards.
WG12 - Meanwhile Uses	
Among the five comments made about this policy were ideas for how temporary and pop-up spaces could help benefit existing local businesses, including a workspace 'matchmaking service'. A pop-up restaurant space would also be welcome.	The Council will continue to look at ways in which local businesses can benefit from meanwhile projects. This issue will be explored in greater depth in the Strategic Regeneration Framework.

Sub Area and site-specific issues

Summary of Main Issues Raised	Council Response
Wood Green North Sub Area	
There were concerns about tall buildings being planned for sites in This area (including the bus garage and Green Ridings House sites), which would overshadow neighbouring homes.	The policies in the document seek to manage the scale of development having regard to its surrounding context, including neighbouring properties. Higher density development is required in order to enable new employment space and a revitalisation of town centre uses within the centre, alongside providing new homes. The heights of specific developments are not set out in the AAP and it will be the applicant to demonstrate the acceptability, through a design-led approach, of any proposal that includes a tall building.
Some people questioned how compatible the bus garage was with having homes and cafes nearby.	The bus garage is a part of London's essential transport infrastructure, and there is no scope for moving it from its current site. The plan is to underground it, and create more compatible uses above it. The impact of noise on nearby properties will be examined and managed at the time of any future planning application.
People were keen to see some parts of the Civic Centre preserved, possibly for community uses.	It is noted in the policy that this site is a locally listed building within a conservation area, and any future planning application will be determined in accordance with these heritage designations.
People questioned whether an alternative location could be found for Haringey Council's offices without having to build a brand new building for this.	The decisions to relocate the Council offices is a property decision made independently from any decisions on the AAP – see the Accommodation Strategy. The Council's aim, by consolidating its functions into a single building is to improve services, by having a single point of call for Council services, save costs through efficiencies, and to release land for regeneration in the process. The AAP's aim is to establish the most suitable land uses when new proposals come forward on sites within Wood Green.
There were mixed views on knocking down the Vue cinema, with some	The Council's view is that the Vue Cinema site could make a better contribution to

people saying it was ugly and should be replaced, while others pointed out that the building is not old and the cinema is popular in the evenings.	the town centre than it does at present. It is recognised that the cinema makes a significant contribution to the centres overall leisure offer, and that this leisure offer needs to be increased, not reduced through regeneration.
People wanted to see Morrison's replaced with a comparable large, affordable supermarket prior to it being demolished, so that local residents still have a place to shop.	It is agreed that the current quantity of convenience retail provision should be maintained within the Wood Green area to ensure residents and workers have easy access and do not need to use a car to do their grocery shopping.
Transport for London noted that some sites in this area are allocated as Crossrail 2 worksites, and if this goes ahead, they will not be available to be built on until after 2030.	The Council will reflect the latest safeguarding directions and confirmed timeframes in relation to Crossrail 2.
Wood Green Central Sub Area	
A very large number of people were concerned about plans to demolish homes in this area. People wanted the Victorian homes around Caxton Road to be preserved, and to see clear guarantees that all residents moved out of the social housing above the Mall would have their tenancy rights and rent levels protected, and would be offered suitable new housing within Wood Green.	The Council has commissioned additional evidence into the costs and benefits of redeveloping the Victorian houses on Caxton, Mayes and Coburg Rds to optimise future development potential and to enable a range of new routes to connect Heartlands and Wood Green High Rd. After reviewing the findings of this study, the Council is not certain that there is a sufficient compelling case for a future compulsory purchase of these properties and, in the absence of landowner support to bring forward a development within the plan period, the site will be removed from the AAP.
	In October 2017 the Council adopted its updated Estate Renewal, Re-housing and Payments Policy, strengthening its commitment to tenants and leaseholders on estate renewal sites, and extending the offer to residents on estates which may not be in the Council's ownership, but are affected by regeneration initiatives. This applies to Sky City residences above the Mall, and Bury Rd Carpark, which ensures that residents have the right to return to the site, once redeveloped, on a comparable set of terms to which they currently enjoy. The Council considers the redevelopment of these sites as critical to the revitalisation

	of the town centre, and hopes that the existing residents will be able to share in the benefits of a more prosperous town centre.
Other people objected to the demolition of the Mall for other reasons, arguing that it could be updated instead, which would be less expensive and cause less disruption for local people and businesses.	The Council considers that there are significant drawbacks to the current design, including its car-oriented design, overbearing dominance on the central section of the High Road, and poor interface of delivery areas into the surrounding area. The redevelopment of the site offers a significant opportunity to add new retail frontages, permeability, and floorspace in a key location in the centre of the town centre.
There were also concerns about plans to demolish the library, with some people opposing it, others wanting to see it expanded, and others wanting to see a new building that was equally easy to access.	Wood Green Library is recognised as a well-used building, and the use will be retained within the town centre. The building itself is not protected, and is expected to be made available for redevelopment.
Turnpike Lane Sub Area	
Many people commented that Turnpike Lane seems to have been neglected in the AAP.	It is acknowledged that Turnpike Lane could benefit from investment. There may be a number of other interventions such as shopfront and urban realm improvements, which the AAP will support, but there is no significant land use (planning) action that is required to enable this.
Some people argued that bringing Crossrail 2 to Turnpike Lane instead of central Wood Green would help boost this struggling end of the High Road.	The Council has analysed the level of benefit that would arise from a one, or two-station Crossrail approach in Wood Green, and concluded that there is a significant regeneration benefit to having a single central station. Turnpike Lane already has excellent public transport by tube and bus.
People raised crime and safety as issues with this area, as well as its overall ‘shabby’ appearance.	It is recognised that there are pockets of crime and a perception that safety could be improved in this area. The AAP will support interventions to improve this, through the design and layout of new buildings and improvements to the public realm. Further interventions may also be advanced through the Strategic Regeneration Framework, such as CCTV coverage.

There were also concerns, as with the Mall in Wood Green Central, about the rights of residents in the Page High social housing estate above the Bury Road car park.	As with Sky City, there is considered to be significant public benefit in redeveloping this site, and residents' rights will be protected through the Council's Estate Renewal, Re-housing and Payments Policy.
There were some concerns about tall and landmark buildings being built right next to Turnpike Lane station.	It will be acknowledged that Turnpike Lane station, as a listed building, is a landmark building in its own right. Development will be required to be sensitive to this, while also fulfilling its potential as part of a growth area.
Heartlands Sub Area	
People did not want to see housing built on the Hornsey Filter Beds site, which is currently designated as Metropolitan Open Land.	The Council feel that there is significant potential public benefit in enhancing the route to Alexandra Park and Palace from the Penstock foot tunnel through this site. The Hornsey Filter Beds site is well located for improving this connection, noting that a number of the beds have already been decommissioned. At present the only way an improved connection is considered likely to go ahead is through the allocating of new housing to help fund it.
Some people wanted uncovering the underground Moselle Brook to be a higher priority for this area, and for it to be incorporated into new public spaces.	The Local Plan: Strategic Policy is clear that where rivers are currently culverted, that options for deculverting should be considered as part of new developments. The AAP is in conformity with this, but it needs to be noted that deculverting will only take place where it is feasible and viable on sites.
There were some concerns that new tall or landmark buildings would interfere with current views to Alexandra Palace.	The document identifies the designated protected views of Alexandra Palace, and seeks to ensure that they are retained.
Artists currently renting studio space in the Chocolate Factory wanted to see this area remain affordable.	Planning Policy has limited ability to require affordable workspace. The only time it can do this is when there is a planning application which includes workspace upon which a planning condition can be required. For existing workspaces, market pressures will generally set values. The Council is interested in creating an economic ecology in which new firms can start, and grow, and as such will support development that offers an element of affordable workspace.

Several local landowners and businesses questioned how their properties and activity would be affected by regeneration of the area.	The Council will engage with businesses in the local area with the aim of ensuring opportunities for firms to grow are created. Where this can feasibly be within Wood Green, the AAP will seek to ensure that new development is designed in such a way as to enable this. If this is outside of the AAP area, the Council will seek to aid the relocation of suitable businesses to new locations within the borough. Construction impacts will be managed to ensure existing businesses are not unduly adversely affected.

Section 1: Background to the consultation

Between 14th February and 28th April 2017, Haringey Council ran a public consultation on the Preferred Option draft version of the Wood Green Area Action Plan (AAP). This document, once approved by Cabinet members, will set out the planning rules that Council planning officers will follow when considering planning applications in Wood Green in future.

The Council's aim is to improve the overall quality of Wood Green as a place to live, work, shop, do business, and socialise, and the AAP will help to take Wood Green in that direction by encouraging new homes, offices, shops and facilities to be built that match this vision.

This consultation report has been produced to outline the comments received and how these are to be responded to in preparing the next iteration of the AAP.

We also heard from major landowners, and local and national statutory bodies. Over 1,000 people and organisations provided feedback on the plans for Wood Green, and more than 6,500 people viewed and/or commented on the consultation material, either online or at an event – just under a third of the total population of Wood Green.

The consultation process, and this report, meet government requirements for local councils to inform, consult with and respond to the views of local people and organisations when producing new planning documents, as set out in Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012.

In a nutshell – what is Regulation 18?

Regulation 18 is part of a set of government regulations on how local councils should write planning rules for their area (The Town and Country Planning (Local Planning) (England) Regulations 2012).

Briefly, Regulation 18 says that the Council has to:

- Inform local people, businesses and organisations that they are writing new planning rules for the area;
- Ask them for their views on what they think should be in these rules;
- Listen and respond to these views when writing the final version of the plan.

There are also some national and London-wide organisations – known as 'specific consultation bodies' – that Regulation 18 says the Council has to consult with where relevant (e.g. the Mayor of London, Environment Agency, Historic England, the Metropolitan Police). The 'specific consultation bodies' that responded to the Wood Green AAP consultation are listed in appendix 1 of this report, along with the names of all other respondents.

The full text of Regulation 18 is set out at appendix 3.

The consultation that ran between February and April 2017 – which is the subject of this report – is the latest step in a longer consultation process, which began in 2015. Two earlier rounds of consultation took place between June and December

2015, and between February and April 2016. These two consultations were both run by Soundings, an independent consultation company, on behalf of Haringey Council.

Initial consultation 2015

The aim of this first round of consultation was to better understand what people wanted to see in Wood Green, and to test out some broad ideas for how to improve it in the future. More than 800 people were involved in one of 24 different consultation events and 2 online surveys.

Soundings (the consultants) found that, with a few exceptions, people were generally positive about regenerating Wood Green, and recognised the need to improve the town centre and help it live up to its potential. Some people were unconvinced about how long the regeneration would take, how much it would cost, and how realistic the plans were. Some were concerned about the area becoming more expensive to live in and disruption caused by demolition and building work.

Most people who took part in this consultation agreed with the four objectives that were presented for the future of Wood Green, which were to:

- Improve the town centre
- Make places for people
- Create a connected place
- Develop (Wood Green as) the 'capital' of Haringey

Following this consultation, the Council's Corporate Plan was updated to include the regeneration of Wood Green, alongside that of Tottenham, as a key objective, and work began to prepare an Area Action Plan and Investment Framework for Wood Green.

Wood Green Investment Framework and Area Action Plan Issues and Options consultation 2016

Soundings carried out a second public consultation between February and April 2016. The main purpose of this was to gather opinions on four options showing different levels of change in Wood Green. This consultation followed the requirements of Regulation 18 (see box above).

Over 30 events – including workshops, meetings and door-to-door sessions – as well as 2 online surveys were used to collect the views of a broad range of local residents, businesses, traders, service providers, community organisations, landowners and public bodies, with the main activity being a public drop-in exhibition at a vacant shop on the High Road.

In total, more than 1,100 people were involved and at least 1,500 people verbally informed about the regeneration plan. More than 500 people provided feedback, including 22 written responses from public bodies and landowners.

The majority of people agreed that major change was necessary to improve Wood Green. The end result of this process was that a 'preferred option' was chosen

from among the four – option 4, which involves significant transformation of the town centre around a single central Crossrail 2 station. This is the option for which a draft Area Action Plan (AAP) was prepared.

Wood Green Area Action Plan Preferred Option consultation 2017

Due to the ambitious level of growth set out in the AAP, the potential impacts on existing communities, and Council's preference for the local of a proposed Crossrail 2 station, the Council decided to carry out an additional Regulation 18 consultation, which allowed people to see and comment on a draft version of the AAP. This draft sets out the policies for the area in more detail, and makes clearer the impacts of a high growth approach. This most recent round of consultation is the subject of this report.

The purpose of this consultation was to ensure that a meaningful number of people will have participated in the statutory consultation on the AAP draft preferred option (option 4). This consultation gave Haringey Council an opportunity to better understand the community's priorities, to help plan future social and community improvements, to gather feedback on the draft AAP and understand what changes might improve the document to ensure that it is the most appropriate plan for managing the growth of Wood Green over the coming decades.

This report sets out responses submitted as part of this most recent round of consultation, which was carried out by Public Voice between February and April 2017, as well as the Council's responses to all issues raised during the consultation.

The report focuses primarily on areas of the AAP that people were less happy with – as the consultation asked people how they would change or improve the current document. However, we also spoke to a large number of people at our pop-up exhibitions, whose views were not captured as they did not leave written comments, but who were nevertheless pleased to see that regeneration was happening in Wood Green. Many of the people whose comments are gathered together in this report also supported regeneration in principle, but had specific ideas about how the AAP could guide regeneration in a more positive way, with more obvious community benefits.

What happens next?

There will be another round of public consultation in early 2018 on an updated version of the AAP, taking on board the changes identified in this report as well as the implications of the uncertainty associated with Crossrail 2 provision serving the area. Once this has concluded and responses have been analysed, a new version of the AAP will be consulted on, with the responses - alongside the AAP, and any proposed modifications - being sent to the Planning Inspectorate for Examination in Public. Following this, the Council will need to adopt the AAP, at which point it formally becomes planning policy to be used in the determining of planning decisions in the borough.

Section 2: What we (Public Voice) did

The consultation ran from 14th February to 28th April 2017. The original consultation period, which was due to end on 31st March, was extended by 4 weeks to ensure that everybody who wanted to make a consultation response had adequate time to do so.

Because of the length and amount of information contained in the draft AAP document, we could not expect people to absorb it all and comment in one go. We followed a two-step approach:

- **Step one:** People are made aware of the AAP, where they can look for more information and how they can share their views
- **Step two:** People are given opportunities to contribute to the consultation – the majority of the comments we received were made online through the consultation website, but people also submitted feedback on comment cards, and by email/post direct to Haringey Council

What we did to make people aware of the AAP consultation

We aimed to give maximum visibility to the AAP and the consultation across Wood Green, and planned targeted engagement with certain groups, including residents whose homes would be affected.

Public Voice ran a communications campaign beginning in February 2017 to promote the consultation, and involve as many local people in the process as possible. We aimed to promote the consultation in a wide range of different ways – both online and offline – which would be seen by different audiences, to ensure that the people who responded to the consultation were as diverse as the area itself.

Our main activities are summarised here. For the full Public Voice Community Communications Plan for the Wood Green consultation, see appendix 4 of this report.

Offline communications

We used the following offline methods to let people know that the consultation was happening and about ways to get involved:

- Large posters displayed in the Mall and along Wood Green High Road
- Posters to promote each workshop displayed at the venue and (where we were trying to attract a wider audience) other community notice boards (e.g. Wood Green Library, Morrison's, both Sainsbury's)
- Distributed flyers promoting the consultation website and how to use it at consultation workshops, public exhibitions and in community venues
- Calling cards left at all addresses where door-to-door engagement was carried out with either the date of an upcoming workshop (in the case of Sky City and Page High residents) or inviting residents to arrange a private meeting with Haringey Council (in the case of residents in affected homes on Caxton Road, Coburg Road and Mayes Road)

- Materials for the workshops and exhibitions including exhibition boards, pop-up banners, maps and other prompts used in the workshop discussions

Online communications

[Infographic(s) showing reach of digital campaign]

Haringey Council communications

In addition, Haringey Council let people know that the consultation was happening in the following ways:

- An e-mail was sent on 17th January 2017 to 813 people who had taken part in the 2016 consultation and had asked to be kept updated, letting them know about the upcoming AAP consultation (See Appendix X(a));
- An e-mail was sent to everybody on the Council's consultation database, which included all local councillors, local public agencies, and specific consultation bodies (these are listed in Appendix X(b))
- A newsletter was sent out to 18,350 Wood Green addresses in the week beginning 13th February 2017 (see Appendix X(c))
- An advert was placed in the Haringey Independent on 9th February 2017 (see Appendix X(d))
- Information about the AAP and the consultation – including dates of exhibitions and open workshops, details of where to view a copy of the draft AAP, and the process for making a written representation to the Council – was available on the Haringey Council website, on both the Planning and dedicated Wood Green regeneration website pages, from 14th February to 28th April;
- On rotating boards along Wood Green High Rd (see Appendix X(e);
- Copies of the draft AAP was made available for people to read from 14th February to 28th April at:
    - www.haringey.gov.uk/localplan
    - Council's Planning Office: River Park House, 6th Floor, Wood Green, N22 8HQ
    - Haringey Civic Centre, Wood Green
    - All Haringey libraries

In addition, letters were sent to specific groups of residents whose homes may be affected:

- A letter was sent to 72 addresses on Caxton, Coburg and Mayes Roads on 9th January 2017 to let residents know their home may be affected as part of the Wood Green regeneration and inform them of the upcoming AAP consultation (See appendix X(f)). A separate letter was sent to 72 addresses on Caxton, Coburg and Mayes Roads on 16th March to invite residents to a meeting with Council officers on 29th March (an additional copy of this letter was hand delivered to all addresses) (see Appendix X(g);

- A letter was sent to all addresses in Page High and Sky City on 9th January 2017 to let residents know their home may be affected as part of the Wood Green regeneration and inform them of the upcoming AAP consultation (see Appendix X(h);
- Tbc - A letter was sent to 90 addresses in Page High to invite residents to a March meeting (See Appendix X(i);
- An e-mail was sent to 200 local Wood Green businesses on 17th March inviting them to a meeting with Council officers that was held on 27th March (see Appendix X(j)

Door-to-door engagement

The draft AAP in its current form includes plans to potentially redevelop 358 homes in Wood Green – specifically the Page High housing estate on top of the Bury Road car park, the Sky City housing estate on top of the Mall, and 65 homes on Coburg, Caxton and Mayes Roads to the west of the town centre.

Public Voice knocked on the door of each of these homes at least twice in February and March 2017, to make sure that residents were aware of the AAP, its implications for their homes, and ways that they could respond to the consultation. Calling cards were left for all residents, including those who did not answer, inviting them to a workshop or – in the case of Coburg, Caxton and Mayes Road homeowners – to contact Haringey Council to arrange a face-to-face meeting.

Location of door knocking	Dates and times of visits
Page High	Thursday 2nd March, 11am-3pm Friday 3rd March, 1-6pm Friday 10th March, 4-6pm
Sky City	Monday 20th Feb, 11am-3pm Tuesday 21st Feb, 11am-6pm Friday 24th Feb, 1pm-3pm Friday 3rd March, 1-6pm
Coburg, Caxton and Mayes Roads	Thursday 23rd Feb, 11am-3pm Wednesday 1st March, 1-4pm

A total of 180 households were spoken to face-to-face:

- Sky City – 105 households spoken to out of 201 (52%)
- Page High – 46 households spoken to out of 92 (50%)
- Coburg/Caxton/Mayes Rd – 29 households spoken to out of 65 (45%)

Two workshops were also held for Sky City and Page High residents – see below.

Exhibitions

A series of 'exhibitions' in public places across Wood Green were our main opportunity to explain the proposals face-to-face to local residents and shoppers and encourage them to feedback. At exhibitions, Haringey Council officers and Public Voice consultation staff were on hand to answer questions and talk about the information on display boards.

Approximately 840 people attended exhibitions over a six-week period; 120 people filled out a comment card there and then, while others took a comment card to return via freepost, or details about how to view the plans and comment online.

Date	Time	Location
Thursday 23rd February	4pm to 7pm	The Mall
Saturday 25th February	11am to 4pm	The Mall
Tuesday 28th February	10am to 2pm	Community Hub
Thursday 2nd March	5pm to 9pm	Community Hub
Tuesday 7th March	10am to 2pm	Morrisons
Wednesday 8th March	1.30-3.30pm	Noel Park Primary School
Thursday 9th March	5pm to 9pm	Morrisons
Saturday 11th March	11am to 4pm	Morrisons
Tuesday 14th March	10am to 2 pm	Wood Green Library
Thursday 16th March	4pm to 7pm	Wood Green Library
Saturday 18th March	11am to 4pm	Wood Green Library

Workshops

Workshops were targeted at groups of local residents who may be less likely to engage with the consultation process or who would be specifically affected if their homes were to be redeveloped. Two workshops that were open to any member of the community were also held.

At workshops, Haringey Council officers gave an overview of the AAP plans, before Public Voice led people through a more in-depth discussion of the specific policies and sites that form the AAP. Notes were taken at workshops, and key areas of feedback have been incorporated into this report. At the end of workshops, people were invited to write further comments on a comment card, or by visiting the consultation website.

In total 140 people attended workshops, the schedule for these is set out below:

Date	Time	Venue	Target group
Monday 6th March	10.30-12pm	Community Hub	Over 65s
Monday 6th March	7-8.30pm	Turkish Cypriot Community Association (TCCA)	Turkish community
Monday 13th March	7-8.30pm	Heartlands School	Parents
Tuesday 14th March	10.30-12pm	West Indian Cultural Centre	African and Caribbean community
Tuesday 14th	7-8.30pm	Shine Centre	Open workshop

March			
Tuesday 21st March	2-3.30pm	Winkfield Resource Centre	People with physical disabilities
Wednesday 29th March	10.30-12pm	Wood Green Library	Open workshop

Public meetings with Haringey Council officers

Haringey Council officers were also actively meeting with and speaking to local residents, businesses and other groups and organisations. The following meetings took place during the first 6 weeks of the consultation:

Date	Time	Location	Stakeholder
Tuesday 21st Feb	5.30pm-6.30pm	Metro bank	WG Business Forum
Thursday 23rd Feb	1.30pm-2.30pm	1 Mallard Place	Area 51
Monday 27th Feb	1pm-2pm	Clarendon Recovery College	Clarendon Recovery College
Tuesday 7th March	8pm-9pm	Eldon Road Baptist Church, Eldon Road N22.	Woodside Neighbourhood Watch group
Wednesday 8th March	1pm-2pm	River Park House	Met Police
Thursday 9th March	6pm-7pm	Morrisons	Haringey Cycle Campaign group
Saturday 11th March	2pm-3pm	Salvation Army	Team Noel Park
Monday 20th March	5pm-6pm	10 Caxton Road	Turkish Islamic Centre
Monday 20th March	7-8.30pm	Sky City Community Centre	Sky City residents
Tuesday 21st March	7pm-8.30pm	Alexandra Palace	Alexandra Palace Trust
Wednesday 22nd March	6pm-7.30pm	Green Rooms	Social Enterprise Forum
Thursday 23rd March	5.30pm-6.30pm	Studio 28 Chocolate Factory 1	Collage arts
Monday 27th March	5pm-6.30pm	Wood Green	Businesses

		Library	
Monday 27th March	7-8.30pm	Salvation Army	Page High residents
Tuesday 28th March	7pm to 8.30pm	Grace Baptist Church Hall	PMRA
Wednesday 29th March	8pm to 9pm	Community Hub (Upstairs Hall)	Coburg/Caxton/Mayes residents

What we did to gather feedback

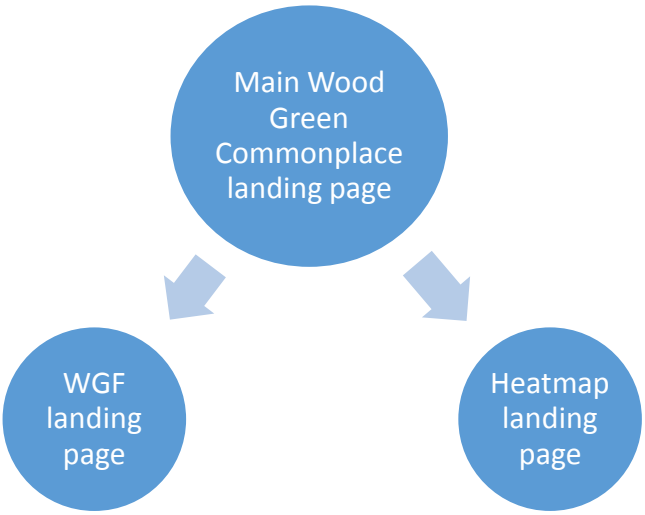
Commonplace consultation website

We worked with Commonplace - a company that builds online consultation tools - to design a website that allowed people to read more about the AAP and leave comments. Website visitors were also able to read comments that other people had written and 'agree' with these if they shared someone else's view.

There were two sections to the website:

- Wood Green's Future – an overview of all of the policies and sites that make up the AAP, with links to the relevant sections of the full AAP document, and the ability to comment on specific topics or areas; comment forms filled in at exhibitions, workshops or returned to us by post were also added to the Wood Green's Future consultation website, so that all responses could be viewed in one place
- The Wood Green Map – an interactive map that allowed people to click and comment on specific places in and around Wood Green to say what they liked and disliked about the area currently, and how they would improve it

There were 2,730 unique visitors to the Wood Green's Future section, with 390 people leaving comments. There were 2,611 unique visitors to the map, with 334 people leaving comments.



Process for making representation to Haringey Council

In addition to the consultation website, local people, businesses, landowners, public bodies were also able to submit comments in writing directly to Haringey Council, via post or e-mail. The process for doing so was explained on the consultation page of the Haringey Council website. Representations could be made to the Planning team via post or e-mail.

Altogether, 177 local residents and 45 landowners, statutory bodies and local groups and organisations submitted comments on the AAP in this way.

Who was engaged with during the consultation?

Over the course of the 10 weeks, 6,501 people viewed or commented on the AAP, either by attending an exhibition or workshop, receiving a door-to-door visit, or visiting the consultation website. Many more people will have seen posters, newsletters, social media posts and articles online.

In total, 1,056 people made comments, and 1,456 people signed a petition, and many more made comments on local blogs and forums, or on social media.

Many people took the time to write detailed and lengthy responses, which commented on more than one aspect of the AAP. To fully do these responses justice, we divided them up into multiple ‘comments’ – this is why number of comments is higher than number of people, and reflects

Consultation	Number of people engaged	Number of people who contributed in this way	Number of comments made[1]
Exhibitions	approx. 840	120	209
Workshops	140	19	50
Door knocking	180	-	-
Consultation website (Commonplace)– map section	2,611[2]	334[3]	483
Consultation website (Commonplace) – Wood Green's Future section	2,730[4]	390[5]	537
Representations made by email/ letter directly to Haringey Council	-	222	493
Additional response forms received by post to Public Voice	-	29	67
Total	6,501	1,115	1,780

In addition, four separate petitions were submitted:

- Two petitions calling for a new swimming pool in Wood Green, one from Haringey Aquatics and one from Haringey Liberal Democrats – with a combined total of 1,402 signatures
- One petition against increasing traffic on Wightman Road, organised by Living Wightman and signed by 54 people
- One petition opposing the demolition of homes on Caxton, Coburg and Mayes Roads, organised by residents in the affected homes and signed by 1,581 people

[1] Number of comments is higher due to people making multiple comments on different policy areas of the AAP
[2] Number of unique visitors to site during consultation period
[3] Number of people who wrote a comment or agreed with another person's comment
[4] Number of unique visitors to site
[5] Number of people who wrote a comment or agreed with another person's comment

Who we heard from

During the consultation, 1,115 people shared their views on the draft AAP for Wood Green, or on the area overall, through a variety of different channels – online, via post and e-mail and face-to-face.

Public Voice collected information about age, sex and ethnicity as well as other details from 936 of these people. Of the people we heard from:

- Almost half (47%) were aged 44 or under and a fifth (19%) were aged 34 or under; 15% were over 65
- 61% were women
- 45% were from an ethnic group other than White British, including 11% who were black and 4% who were Turkish, Kurdish or Turkish/Cypriot
- 12% had a disability
- 51% lived within the N22 postcode area (the main postcode for the Wood Green AAP area), 81% lived within N22 or one of the neighbouring postcode areas and 96% lived in London
- 67% described themselves as living in Wood Green, 28% said they did their shopping there, and 18% either worked or owned a business there

In comparison to the profile of the Wood Green area:

- We spoke to more older people than would be expected for the area – only 9% of people in the Wood Green area are over 65[1]
- We spoke to more non-White British people than would be expected for the area – 57% of people in Wood Green are White British, compared to 55% of the people we heard from during the consultation

Across Haringey as a whole:

- 50% of people are women – we heard from more women than would be expected
- 14% of people have a disability[2] – we spoke to slightly fewer than would be expected

Full demographic information is included in appendix 2 of this report.

[1] Based on data from the five Lower Layer Super Output Areas that correspond most closely with the AAP area boundary – Haringey 007A, 016A, 016B, 016C and 016D

[2] Source: Census 2011

Section 3: What we heard and how Haringey Council have responded

What we heard about the delivery of the AAP as a whole

The draft AAP presented a set of 12 planning policies for guiding planning decisions, as well as 25 'site allocations' that had been identified as potential locations for new buildings, in some cases replacing the existing buildings. Pages xxxx of this report look at comments received on the 12 area-wide (thematic) policies, and Haringey Council's response to these, while pages xxxx look at comments received on the different site allocations, alongside Haringey Council's response.

In all of the tables that follow, the first column presents a concise summary of what Public Voice heard during the consultation. The second and third columns set out Haringey Council's response to the issues raised by members of the public, statutory agencies, landowners and local businesses, and how the next draft of the AAP will be changed as a result.

Although the majority of comments made during the consultation were to do with a particular aspect of the draft AAP (e.g. the housing policy, or redevelopment of the Mall), we also picked up on some more general messages, recurring across the written comments posted on the consultation website and the people we spoke to at exhibitions and events. These messages were to do with the AAP overall, and exactly how the regeneration would be delivered, while others showed an appetite for change in Wood Green. They are in addition to, rather than a summary of, the comments presented in the remainder of this report.

Where the number of comments are noted, these are taken from the 156 representations made in writing or via the consultation website, which commented on overall issues to do with the AAP rather than a specific policy area or site.

- **The scale of the plans:** people expressed concerns that the current AAP is very ambitious, and involves substantial redevelopment (including demolition) of existing buildings, which would radically alter the character of the area, and cause disruption to residents, shoppers, commuters and businesses. There was concern that the demolish-and-rebuild approach also creates a risk of projects being delayed or failing, with the result that Wood Green could be left half-demolished. These risks would be avoided if the strategy was to refurbish existing buildings with less demolition, and for more small-scale projects and gradual improvements to the area (31 comments).

- **Support for regeneration in Wood Green:** Many people whose responses were captured were pleased that Wood Green would be regenerated, even where concerns or ideas were expressed for how this regeneration could happen (19 comments).

- **The role of the Haringey Development Vehicle (HDV):** Some objections were raised to the involvement of the Haringey Development Vehicle (HDV)

in the regeneration of Wood Green. On the other hand, the Greater London Authority (GLA) strongly supported this approach as it will make the overall plans easier to deliver (14 comments).

- **The extent to which the plans are reliant on Crossrail 2:** The scale of the AAP at present is largely justified by the anticipation of a new Crossrail 2 station in Wood Green acting as a magnet for shoppers and businesses. If this station is built elsewhere (for example, at Turnpike Lane and/or Alexandra Palace), not built at all or delayed for many years, then the AAP needs to make clear which projects would still go ahead (12 comments).

- **Existing communities 'losing out' in the regeneration:** The regeneration of Wood Green stands to benefit current and long-standing residents the least – as they will be the ones to suffer the disruption of demolition and building work in and around the town centre, temporary loss of facilities, demolition of homes, additional traffic, and extra demands on services. There were also fears that some current residents – who tend to be people on lower incomes – would be priced out of the area as it improves, and replaced with wealthy newcomers. In return, local residents felt that they were being offered very little to compensate them for this disruption of the additional pressure of a large influx of new residents (11 comments)

- **Lack of reference to disability in the AAP:** There is currently no reference made anywhere in the AAP to people with disabilities. The area demographics on pages 24-25 of the draft AAP document do not include numbers of people with disabilities living within the AAP area, and there is no consideration of accessibility and social inclusion for people with disabilities or older people (6 comments)

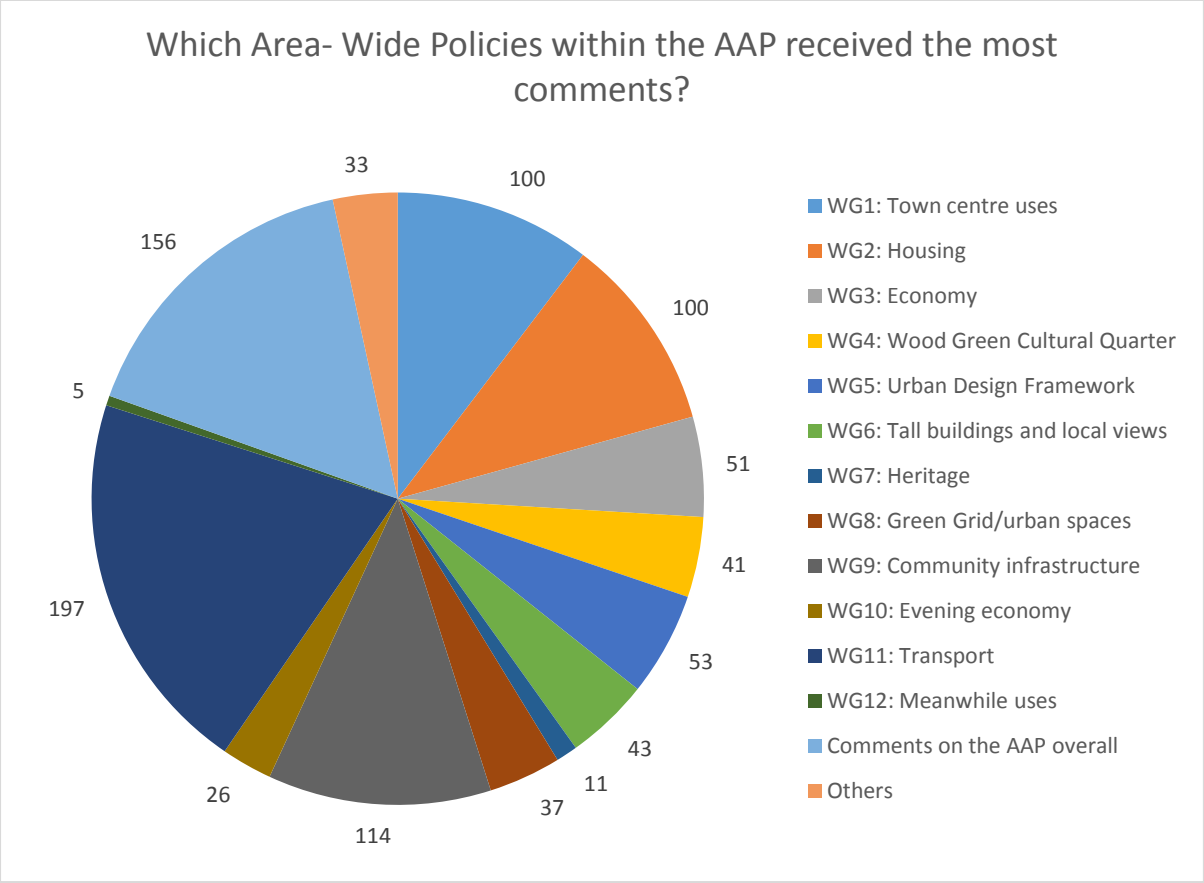
These overall messages provide some background to the comments that were made on specific points and policies – some of which also explicitly expressed these views (e.g. people commenting on the evening economy were concerned that local residents would suffer the negative effects of more pubs and bars opening in the evening in Wood Green).As we stated in section 1, we did not capture the views of every person who stopped to speak to us at an exhibition. Many people who read the exhibition boards or spoke to exhibition staff agreed that regeneration was needed in Wood Green, particularly to improve the quality of the town centre, and the overall safety and appearance of the area, but simply expressed this view and left no further written comments.

What we heard about the area-wide policies

The AAP contains 12 'area-wide policies' – together, these control the types of buildings and projects to which Haringey Council will grant planning permission when planning applications are made to the Council to build in Wood Green in future. The 12 area-wide policies combine to form a vision for how Wood Green

will change over the next 30 years – they cover topics such as housing, town centre uses, walking and cycling links, and the Wood Green Cultural Quarter. These policies are described in chapter 7 (pages 67-101) of the draft AAP document.

All comments made during the consultation that relate to the aims of particular policies are summarised below. Where people made their comments through the 'Wood Green's Future' consultation website, the policy commented on was selected by the person commenting. Where comments were made directly to either Haringey Council or to Public Voice in writing, or in consultation workshops, these have been counted under the most appropriate policy heading (see appendix 5 for full details of how Public Voice used consultation responses to produce this report).



In the following sections listing the feedback on each policy, we have described something as a 'main issue' if it received more than 5 comments, and have included the number of comments made on the topic. Where fewer than 5 comments were made on an issue, or where only 1 or 2 comments were made, this is noted in the text.

For some policies (e.g. WG12: Meanwhile uses), no single issue was raised by more than 5 people. Where this is the case, all issues have been listed, with no attempt to distinguish the main ones.

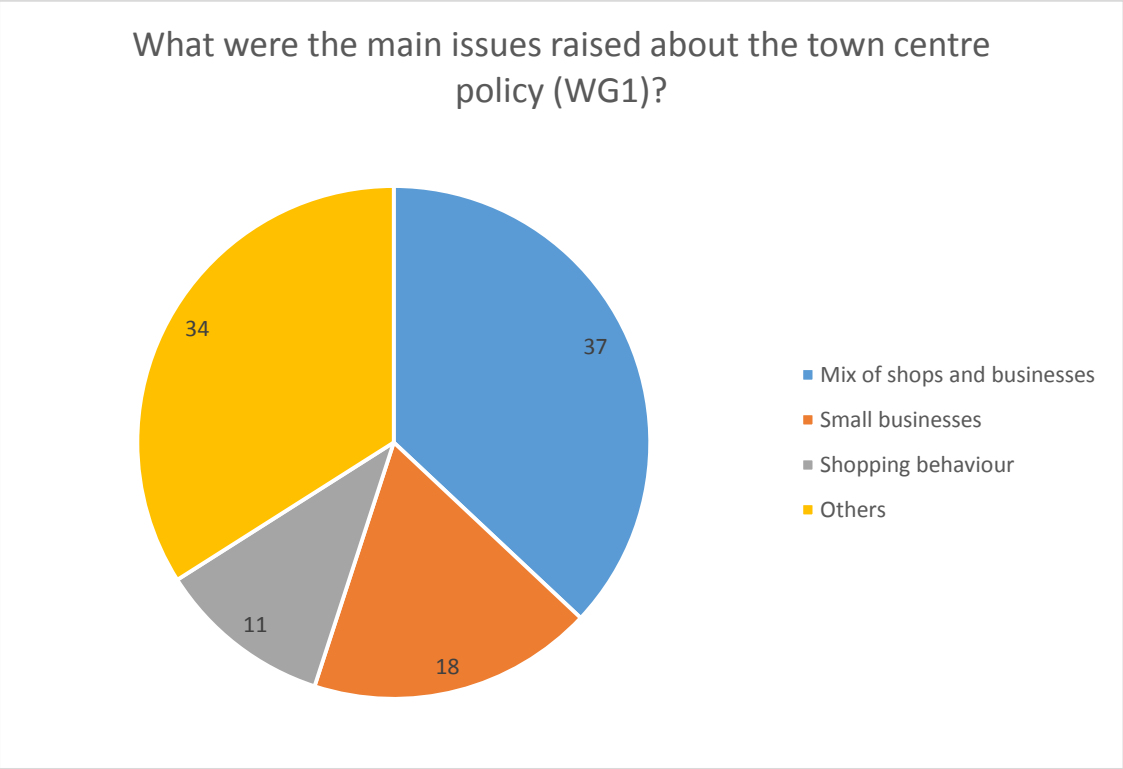
WG1: Town centre uses, boundary and frontages

100 comments were made on different aspects of this policy and how it could be improved

92 comments came from individuals

2 from landowners

6 from other groups and organisations



Issue	Council Response	Change Required
Main Issue 1.1: Improving the mix of shops and businesses in the town centre		
Wood Green is not currently seen as an attractive shopping destination, even for people who live in neighbouring areas, due to the lack of large high street retailers.	The AAP currently seeks to increase the total quantum of town centre floorspace, as well as seeking optimal floorplate sizes for high street retailers, noting that at present there is a deficiency of larger premises.	No change necessary.
Attracting large national high street chains back to Wood Green was also a key priority.		
There was concern about the proliferation of 'cheap' shops, betting shops and fast food restaurants	The Council has a policy in the DMDPD which restricts the proliferation of betting shops and fast food outlets.	No change necessary.
	The control of things being "cheap" or premium is not within the gift of the planning system.	
People who were positive about this policy expressed support for doing more to revitalise the town centre, to attract shoppers, stimulate the local economy and create jobs. Specifically, there was support for different types of cafes and restaurants in Wood Green.	Noted, this is in line with the Council's aspirations for the area.	No change necessary.
There was an appetite for street food, farmers' markets and other seasonal markets.	Noted, this is an aspiration of the AAP, with spaces identified as suitable for street traders.	Finesse the policy to make it clear the types of spaces in which temporary markets will be supported.
Main Issue 1.2: Supporting small businesses		

Issue	Council Response	Change Required
People argued that the mix of shops in Wood Green at the moment is one of its strengths, as it offers 'something for everyone', including those on more modest incomes and long-term residents.	The Council agrees that as a Metropolitan Town Centre, there should be a range of shops which meet a wide range of shopping needs. The Council cannot control who occupies a shop through planning policy, but there are interventions in the policy in the form of keeping shop fronts smaller in certain parts of the centre, including on the Terraces of Wood Green which attempt to restrict the size of retail units, thereby providing a reservoir of opportunities for smaller retail businesses.	No change necessary.
People were concerned that without support, smaller and independent local businesses might struggle to afford to rent space in Wood Green town centre in future. Without them, the town centre would lose much of its ethnic variety as well as a range of shops and market stalls that cater to those on more modest incomes and long-term residents.	The Council agrees that one of Wood Green's strengths is its diverse range of smaller and affordable retails offerings. While there is a need to expand the town centre's offer with regard larger retailers, space is also identified for smaller traders within market locations in the town centre.	No change necessary.
This was a particular concern for members of the Turkish-Kurdish community who attended a consultation workshop. They pointed out that large numbers of independent businesses in Wood Green are Turkish or Kurdish owned, particularly the Turkish restaurants that contribute to the food culture of Wood Green and Green Lanes, and the	It is agreed that there is a significant multicultural mix of businesses in Wood Green, and that the Kurdish and Turkish business community are prominent within this mix. It is considered that there are positive efforts made to meet the needs of smaller businesses	No change necessary.

Issue	Council Response	Change Required
area's distinct offer to the Turkish and Kurdish communities of North London. People did not want to see this diluted, and felt that measures to support small businesses would be of benefit to the Turkish and Kurdish community in particular.	(including the Turkish restaurant industry) by relaxing the restrictions on A1 premises in the south of the AAP area, and also by seeking to encourage additional evening economy locations. As addressed earlier, the Council is seeking to establish a range of types of retail and business spaces so that a range of different types of enterprises can operate within the centre.	
The plans should include specific support to help small local businesses remain part of the Wood Green economy. Suggestions for support that could be offered to small independent businesses within the planning framework for the area included offering them 'meanwhile space', or reduced rent or long leaseholds within new developments	It is acknowledged that regeneration can cause uncertainty for existing businesses. It is not the Council's preferred approach however, to simply replace existing businesses with new, higher value ones. Instead it is considered that the AAP creates opportunities for new, larger retail occupiers to enter the marketplace, while ensuring that there are long-term opportunities for smaller, and existing retail businesses, notably in the new market, in potential smaller market locations, and on the retail terraces of Wood Green High Rd.	The Council will consider how smaller, affordable retail premises are secured when these are lost through redevelopments.
	The provision of meanwhile spaces to local businesses is outside of the scope of the AAP but can be picked up in the Strategic Regeneration Framework.	No change necessary.
	There is limited scope for the planning	

Issue	Council Response	Change Required
	system to intervene in the length or price of retail premises in general. On new developments, it may be possible to secure an element of affordable retail floorspace, for example, when a redevelopment threatens displacement of an existing retail unit which can be considered to be "affordable" in terms of size or rental level.	
The Market Hall traders at the back of the Mall and other market traders and stallholders who operate in and around the town centre were singled out as a particular category of small businesses who should be protected. Although market spaces are supported within the policy as it stands, people wanted to see more assurance that these traders would continue to have a dedicated, high-footfall space in the regenerated town centre. There should be recognition that the Mall Market Hall traders will require replacement covered space, not street stalls.	At present there is a new market included in the centre of Wood Green, which will be the highest footfall area of the town centre.	No change necessary.
The process for allocating market stall spaces should be transparent, fair and competitive for existing stallholders, and applications should demonstrate not just that they contribute to the vibrancy of the area, but also that they meet the needs of local Wood Green shoppers (e.g. for affordable fresh fruit, vegetables and fish).	The AAP is not going to set a criteria for the allocation of market stalls. It will identify areas into which market stalls will be suitable, and seek to ensure that there is a sustainable supply of stall locations.	Identify what quantum of market stalls are provided for in the AAP and set out in the document.
Main Issue 1.3: Changes in shopping behaviour and preferences		

Issue	Council Response	Change Required
People highlighted the impact that the internet has had on shopping behaviours, with more people choosing to shop online rather than travel to shop on the high street.	It is noted that there is a move towards online shopping, and that other centres around London are growing. The Council believes that Wood Green should retain its role as a Metropolitan centre, and be enabled to provide the best possible level of service to local residents.	No change necessary.
There was also concern that an expanded Wood Green town centre would struggle to compete with nearby established shopping centres, such as Brent Cross and Westfield Stratford City, which have the advantage of large amounts of car parking space (4,500 spaces at Westfield, 8,000 at Brent Cross) In light of these changes to how and where people shop, attempting to create a new town centre in Wood Green was seen as backwards and likely to be unsuccessful.	The Council recognises that there are other growing centres around London, and that Wood Green is currently struggling to attract/retain larger high street stores. The Council do not believe that there isn't potential to change this however, which is at the heart of the AAP.	No change necessary.
	It is noted that parking is important for a town centre. As Wood Green has good accessibility by public transport the Council wants to encourage this mode, however, the transport study will identify the optimal level of car parking for the expanded retail use.	Apply the finding of the transport study to the AAP in relation to car parking space.
Some people questioned the ambition for Wood Green to become a Metropolitan Town Centre at all, when it serves – and should continue to serve – a better purpose as a local town centre, catering to a mainly local population.	Wood Green is identified in the London Plan as a Metropolitan Centre, and the Council wishes to see investment within it to ensure it functions as well as possible to the benefit of local and sub-regional visitors.	No change necessary.

Issue	Council Response	Change Required
People who expressed this view wanted to see more emphasis on small businesses, specialist shopping and leisure and entertainment within the town centre, rather than trying to make Wood Green 'just another Brent Cross'.	It is acknowledged that Wood Green has the potential to be a more varied centre, including having less car dependence, and wider range of smaller shop types than Brent Cross or Stratford. It is considered that the AAP already seeks to protect smaller shop types.	Ensure that policies protect, and create new, smaller shop types within the AAP.
2.1 Accessibility		
Fewer than five people commented on how unfriendly and difficult to move around Wood Green town centre currently is to people with young children and pushchairs, elderly people, and people using mobility scooters or wheelchairs.	The Council will continue to work to make Wood Green a more accessible location. The AAP will support improvements to this end, but further work is required to secure investment and to optimise these.	Include reference to the transport policy explicitly requiring new developments to improve the overall connectivity of the area, for all visitors to the centre, as well as supporting stand-alone accessibility improvements.
Area 51, a local charity working with young people with learning disabilities, also said that many of the young people with autism they work with find the town centre very difficult to be in due to noise and claustrophobia from looming buildings like the Mall.	Wood Green, as a growth area, is likely to become denser, and therefore have higher buildings in the future, than it has at present. This should be taken into consideration alongside the site-specific needs of the provider in the identification of the most suitable location for Area 51. An appropriate mitigation will be to identify opportunities for quiet spaces within the centre, to create opportunities to dwell away from the hustle and bustle of the town centre, and ensure that, at street-level, the development is of a	Add support for the creation of quiet spaces providing a juxtaposition to the generally high-activity Town Centre and a design requirement for a 'human scale' feeling at street-level, ensuring buildings do not create a feeling of enclosure and overbearing.

Issue	Council Response	Change Required
	human scale.	
At a consultation workshop for people with physical and sensory disabilities, the absence of fully accessible public toilets for people with complex physical disabilities was noted. The AAP will need to address how a future town centre will cater to people of all ages, and people with different disabilities, including a requirement for new shops to be fully accessible to disabled people.	It is agreed that as a Metropolitan Centre, there should be facilities that meet the widest range of accessibility needs.	Require the provision of a "Changing Places" standard toilet in the redevelopment of the Mall.
	The Council will continue to work to make Wood Green a more accessible location. The AAP will support improvements to this end, but further work is required to secure investment and to optimise these.	Include reference to the transport policy explicitly requiring new developments to improve the overall connectivity of the area, for all visitors to the centre, as well as supporting stand-alone accessibility improvements.
2.2: Saving modern buildings		
Fewer than five people suggested that demolishing relatively modern buildings in the town centre like the Mall, the Library and the Vue Cinema would have a negative impact, as they would lead to the loss of Wood Green's distinctive character, as well as negative environmental effects, such as air pollution, high carbon emissions and waste of raw materials.	It is noted that redevelopment includes a cost in terms of embodied energy, but at the strategic level this is offset by the safeguarding of open spaces including the green belt.	No change necessary.
	While it is noted that a number of these buildings are prominent in Wood Green, they are of very mixed quality, and none are considered to be heritage assets which need protecting.	
2.3: Saving Victorian homes		

Issue	Council Response	Change Required
Fewer than five people commented that the Victorian homes on Caxton, Coburg and Mayes Roads, to the west of the High Road, should not be demolished to accommodate an expanded town centre. The demolition of these homes was an extremely controversial issue within the AAP, and feedback on this aspect of the plans is covered in more detail under site allocation WG SA9: Wood Green Town Centre West within the section in this report on the Wood Green Central area.	The evidence is clear that if Wood Green is to thrive as a Metropolitan Town Centre, the range and overall quantum of town centre/ retail floorspace needs to increase. The correspondence and response to the AAP proposal to use the Caxton/Mayes/Coburg Rd residential area for part of this purpose is addressed under the relevant Site Allocation (WGSA 9).	See WGSA 9.
2.4: Crime		
Fewer than five people felt that high levels of crime and anti-social behaviour in the town centre at the moment deterred people from shopping and spending time there. There would need to be a stronger emphasis on improving public safety for the town centre to be more attractive	All development will be required to undertake "secured by design" assessments in order to ensure that they positively contribute to the creation of an ever safer environment within the centre.	No change necessary.
2.5: Deliveries		
One person wanted to see clearer plans for managing the impact of lorries and other delivery vehicles serving the town centre on surrounding residential areas.	This is an issue that will need to be addressed on a site-by-site basis having regard to the site specifics. The AAP can emphasise that access for deliveries should be minimised, and where possible achieved beneath sites rather than on-street, with yards fronting onto public routes also limited.	Make requirements for design of sites to minimise delivery space on the highway, including minimising yard spaces adjacent to public realm, and other sensitive neighbouring uses.
2.6: Pedestrianise the High Rd		

Issue	Council Response	Change Required
One person mentioned the possibility of pedestrianizing the High Road, to make it a pleasanter space for outdoor seating in front of cafes, and reducing air pollution in the town centre.	While the Council recognises the benefits of closing the High Rd to traffic, there would be significant adverse traffic impacts.	No change necessary.
2.7: Maintenance of new public realm		
One person questioned how new public spaces in the town centre, including the new Town Square, will be maintained, to ensure that their appearance does not deteriorate over time, and where the budget will come from for this.	It is agreed that a funding strategy for the maintenance of public space in Wood Green is required. This should be provided to accompany a planning application.	No change necessary.
2.8: Homes above shops		
One person felt that flats should be encouraged above shops, rather than discouraged above the terraced shops, as is currently proposed in point 4 (vi) of the policy.	It is considered that there is ample space for new homes in this Plan. The rationale for restricting uses above shops to commercial uses is to help facilitate expansion of town centre uses upwards, and also to reduce incidences of complaints over noise if the areas are to improve their offer in terms of the evening economy.	No change necessary.

WG2: Housing

100 comments were made on different aspects of this policy and how it could be improved

88 comments came from individuals

2 from a statutory consultation body (the Greater London Authority, Transport for London)

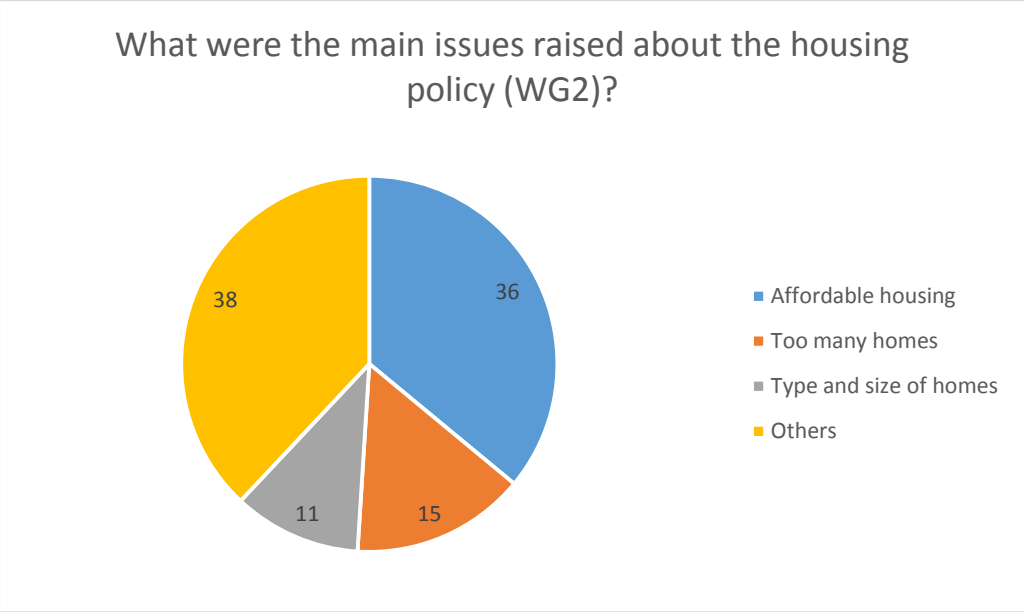
3 from landowners and

7 from other groups and organisations

A large number of comments were made against this policy on the consultation website regarding two housing-related issues – proposals to demolish homes on Caxton, Coburg and Mayes Roads, and proposals to demolish two social housing estates (Page High above the Bury Road car park and Sky City above the Mall) and relocate existing tenants and residents.

As the housing policy deals only with the type and amount of new housing that will be built in Wood Green, the concerns about potential demolitions are presented under the relevant site allocations later on in this report.

For objections to demolishing Victorian homes on Caxton, Coburg and Mayes Roads and concerns about guarantees for residents in the social housing above the Mall and Bury Road car park, please see WG SA9 on page xxxx.



Issue	Council Response	Change Required
1: Concerns about the level of affordable housing that will be built		
There was widespread concern about the amount of affordable housing that would be built in Wood Green. People expressed scepticism about whether the 40% target for new affordable housing would be achieved, as private developers (including the development partner in the Haringey Development Vehicle) would exert their influence to force this down.	The Policy is clear that there is a 40% target for affordable housing in Wood Green. This applies to all applicants, including the HDV.	No change necessary.
Some people felt that a requirement for 50% or even 60% or 70% affordable housing was more appropriate, and that affordable rented housing should be let at 'genuinely affordable' target or social rents, rather than the government definition	There is evidence to show that 40% affordable housing is the limit of what is viable on development sites in Haringey. Setting a target beyond 40% would be unsound.	No change necessary.

Issue	Council Response	Change Required
of 'affordable', which many felt would be unaffordable to the majority of local people, or to key workers in many public sector roles.		
There was concern that demolishing the flats above the Mall and Bury Road car park would lead to a net loss of social housing in the area, as replacement homes would be offered at affordable rather than social rents. This, combined with a general increase in property prices across the area, would lead to 'social cleansing' as existing residents would be unable to afford to continue living there. People wanted to see more guarantees that at least some of the homes being built would cater to the housing needs of existing and longstanding residents of Wood Green (e.g. giving priority to first-time buyers who already live in the area, and not marketing new homes outside of London)	If demolition goes ahead, policy SP2 of the Local Plan requires that the same quantity of social housing floorspace will be replaced on the redeveloped site. The Council is clear that the purpose of regenerating existing housing sites in the borough is to increase the overall stock of affordable, and social housing in Haringey, not decrease it.	No change necessary.
2: Concerns that too many new homes are being planned for the area		
People questioned why the level of new housing being planned for the area was so high, and expressed fears that this would lead to pressure on existing services and infrastructure, such as schools, GPs, hospitals and roads, loss of a sense of community in the area, and increase overcrowding.	The indicative capacities have been set according to the density guidelines set out in the London Plan. It is part of the role of the Plan to identify land for key strategic infrastructure, including health and education, which are identified in Site Allocations within the AAP.	The densities of sites included in the AAP will be determined having regard to the currently committed infrastructure I the area. With regards transport infrastructure, this does not at the time of writing include Crossrail 2, and as

Issue	Council Response	Change Required
Some people also questioned why the housing densities in the AAP are so much higher than the minimum new homes required for Haringey Heartlands/Wood Green in the most recent London Plan (1,000 homes) and Haringey Council's own Local Plan Strategic Policies, which identifies Haringey Heartlands as a Growth Area, expected to provide 5,000 new homes by 2026. Another person noted that the Indicative Development Capacities for sites in the AAP area appear to be at the upper limits of the London Plan guidance, and ignore local constraints, such as existing streets of Victorian homes.	The London Plan is referencing a historic figure which has been superseded by the Site Allocations DPD which was adopted in July 2017. There is a difference in the indicative capacities identified in the document, and this difference is due to the introduction of Crossrail into Wood Green creating additional investment certainty to justify higher employment and residential densities. The correspondent is correct in noting that these are at the maximum of the London Plan's range, but this is considered appropriate if Crossrail 2 is introduced to Wood Green.	such the densities will be reduced from the 2017 document to reflect this.
In contrast, one representation received from H Planning acting on behalf of three clients looking to develop the West Indian Cultural Centre at the bottom of Clarendon Road suggested that the wording of point 2 of the policy could be changed to state that higher densities than those indicated for particular sites will be actively encouraged, rather than 'may be acceptable in appropriate locations'.	The capacities are predicated at the maximum considered appropriate under the London Plan's density matrix. The actual density of sites will be determined having regard to the detailed designs received on each site.	No change necessary.
3: Concerns about the type and size of new homes		
People were concerned that the high number of new homes would impact on the type and size of housing being delivered, with several commenting that the target to build 7,700 new homes would only	The Council has a need to build 1,502 new houses every year, and the spatial strategy directs them to be predominantly be delivered in the borough's Growth Areas,	No change necessary.

Issue	Council Response	Change Required
be achievable by building high rise tower blocks, something that many people were strongly opposed to, viewing them as inappropriate for the area, and cautioning against the social problems of crime, isolation and poor mental health that can arise from living in high rise flats.	one of which is Wood Green. This is inevitably going to lead to increasing densities in Wood Green. In relation to tower blocks (the Council uses the term "tall buildings" to define buildings of 10 storeys+) the Council has a tall buildings policy to ensure that any new tall buildings are appropriately designed, including having regard to their surrounds. The Council does not agree that there is sufficient evidence that tall buildings create the specific effects cited. The design of buildings have the potential to create a range of impacts, including behavioural change, but it is not clear that the specific negatives are the effect of tall buildings, when other technological and lifestyle changes will also have an impact.	
People also did not want to see so-called 'rabbit hutch' developments with very small floor areas, which will also lead to stress for the people living in them. Several people noted that the majority of new homes in the town centre will be 1 or 2-bedroom flats, which will mainly be attractive to single people or couples, rather than families.	There are minimum space standards in the London Plan's design guidance which ensure all new residences are of a minimum space standard. The plan contains policy to identify areas more suitable for family housing.	No change necessary.

Issue	Council Response	Change Required
Two representations received from developers questioned how the 'area more suitable for family housing' had been arrived at. Quod acting on behalf of St William – the developer for the old Clarendon Gas Works site – objected to figure 7.7 on page 76 of the draft AAP, which identifies their site as 'more suitable for family housing', despite the policy also stating that family housing should be located 'away from mixed use developments', which the Gas Works site will become. St William also suggested it may be difficult to achieve the 1,1610 homes that are proposed, if the majority are 3 bedrooms or bigger. Similarly, H Planning on behalf of 3 clients looking to develop the West Indian Cultural Centre, suggested that all sites should be able to provide a mix of different housing types, including family housing, not just those in the designated area.	This element of the policy seeks to ensure that balanced communities are created having regard to the relatively more and less suitable locations for family housing. It is considered that generally directing family units to the quieter parts of the AAP area is a sound principle. The St. William site straddles the more and less suitable for family housing boundary, so this site should certainly provide a mix of larger and smaller residential units.	No change necessary.
4. Amenity		
Fewer than five people living next to development sites wanted to see clear policies to protect their amenity (space, light, views and privacy) from new buildings.	This is already managed through policy DM1 of the Local Plan.	No change necessary.
5. Fear of demolition		
Fewer than five people living in homes not currently included in a site allocation (or even within the AAP area) that their homes would be demolished in future (e.g. Moore House and Harvey House in Hornsey, one resident on Parkland Road, the Scotch Estate, one house at N22 7TL, and another one behind Argos), and a small number of people who felt it was not clear in the AAP which streets and	The Allocations in this plan set a clear expectation of areas that the Council would support applications for redevelopment within. There may be applications that come forward outside this area, but it is considered that by focusing redevelopment into a relatively tight Growth Area, this allows greater	No change necessary.

Issue	Council Response	Change Required
homes are in danger of demolition.	scope for limiting development elsewhere. There can never be a guarantee that any site won't be proposed for development by a landowner, but there are no proposals for development outside of the Site Allocations in the document at the present time.	
The Greater London Authority (GLA) strongly supported the level of new housing being proposed in the Wood Green AAP, but also wanted to explore the development capacity study that led to these housing numbers in more detail with Haringey Council.	We will continue to engage with the GLA.	No change necessary.
The GLA also noted that the policy should reference the requirement to provide at least the equivalent amount of affordable housing floorspace where existing housing estates are being demolished, and should also refer to the Mayor's draft Good Practice Guide to Estate Regeneration.	This is noted, a cross-reference to SP2 of the adopted Local Plan will be added.	Add cross-reference.
6. Specialist Housing		
One person noted that there is no mention of specialist housing for elderly people, or those with disabilities. Another suggested that more homes and communities should be built to Lifetime Neighbourhoods standards. A discussion on the topic of accessible housing at the consultation workshop for people with physical and sensory disabilities on 23rd March 2017 raised the question of whether the 10% target for accessible new homes would be enough to rehouse every person with a disability	It is not considered that the 10% wheelchair accessible target needs to be reviewed	

Issue	Council Response	Change Required
who is currently on the housing waiting list, or whether this target should be raised.		
One person suggested that the AAP should consider locating housing for older people within or close to the town centre, as this will provide easy access to shops and amenities, help reduce isolation, and require less space than family sized housing.	The Council will expect the housing strategy to be the principle lever in ensuring sufficient and sustainable elderly accommodation is delivered in the borough.	Cross-reference the housing strategy.
7. Equalities		
One person commented that the equalities implications of the housing proposals were not clear, and that Haringey Council should complete an Equality Impact Assessment for this aspect of the AAP.	An EQIA will be completed as part of the SEA for the next version of the Document	No change necessary.
8. Price pressure on privately rented accommodation		
One person felt that more attention should be paid within the AAP to people living in private rented homes in the area, who will see their rents go up as Wood Green becomes more attractive, and are most likely to 'lose out' from the regeneration.	One purpose of building the housing allocated is to create additional supply which will reduce price increases in the London property market overall.	No change necessary.
9. Noel Park Conservation Area		
One person suggested that planning rules in the Noel Park Conservation Area could be relaxed to allow residents to extend and adapt their homes (e.g. to allow loft conversions) to accommodate growing families.	This is an issue for the Conservation Area management plan. It is noted that there are improvements that can be made to these properties, and that the Council is working to help these proceed.	No change necessary.
10: New forms of housing		

Issue	Council Response	Change Required
A few people suggested that the possibility of using low-cost container housing should be explored.	The Council is open to ideas about how to produce greater numbers of affordable housing. This proposal is a little too detailed to be included in the AAP however.	No change necessary.
11: Solar Panels		
One person suggested that solar panels should be built on new housing developments.	There are requirements for energy efficiency and renewable energy infrastructure and requirements in the London Plan, DMDPD. There is no need to repeat this in the WGAAP.	No change necessary.

WG3: Economy

51 comments were made on different aspects of this policy and how it could be improved

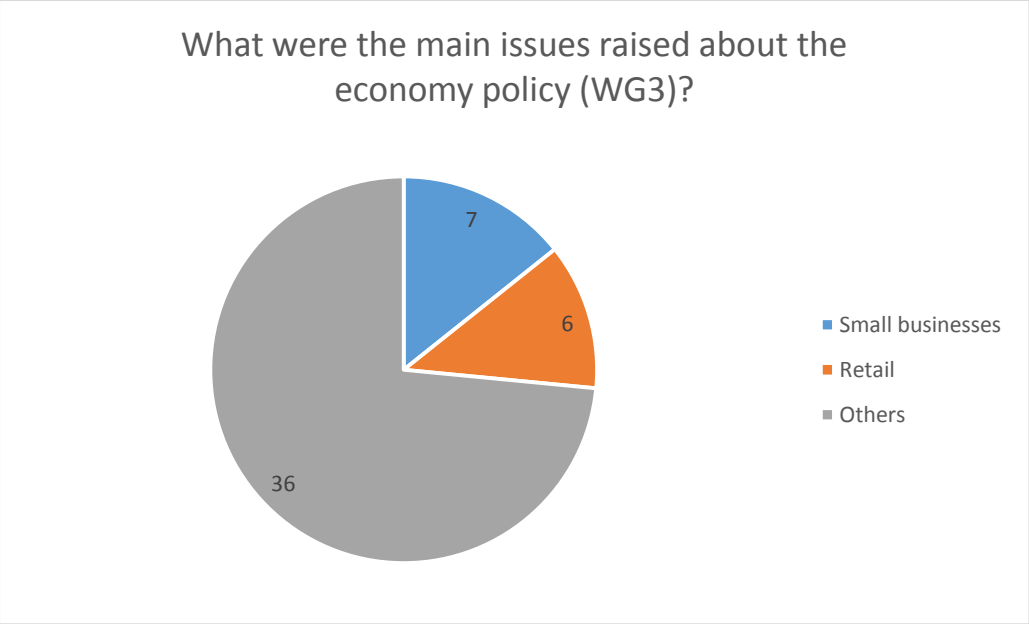
44 comments came from individuals

1 from a statutory consultation body (Transport for London)

4 from landowners

2 from other groups and organisations

Responses to this policy were scattered, with no single issue or issues dominating. On the whole, people were positive about creating jobs and boosting the local economy in Wood Green to help the area become more prosperous, but had questions about how exactly this was to be achieved, and safeguards that they would like to see in place to protect existing businesses and give local residents a stake in Wood Green's future economy.



Issue	Council Response	Change Required
1. Transitional arrangements and support for existing small businesses		
Several people noted that existing small businesses and organisations would be affected the most by the regeneration activities in the town centre, as they will be least able to afford the costs of relocation and potential loss of income. One person wanted to see more detail about the transitional arrangements that would be in place, and several others wanted to see more measures for supporting the growth of current small businesses, rather than focusing exclusively on attracting new (larger) businesses to the area. The Market Hall traders currently operating in the back of the Mall were singled out as	The Council is carrying out an audit of existing businesses in the AAP area, including what locational needs they have, and how this might interface with the redevelopment of the area.	Potential influences on the design of new developments to accommodate the long-term needs of local businesses will be included as development guidelines in Site Allocations.
	The Council considers that there is a significant emphasis on creating development which allows for a wide	No change necessary.

Issue	Council Response	Change Required
a valuable local asset, who should be offered specific protections.	range of businesses in Wood Green in the document.	
	A new market location, plus new opportunities for market spaces on laneways and the Civic Boulevard are already proposed in the document.	No change necessary.
2. Concerns about the wisdom of a retail-led approach to economic growth		
Several people questioned the perceived reliance on retail employment to boost the economy of Wood Green. This was linked to comments made under the town centre policy (WG1: Town centre uses, boundary and frontages) about the shift away from high street shopping to online shopping, which makes expanding town centres a dangerous strategy.	This is not correct. The capacity identified for new commercial space has a 101:72 split compared to gross new town centre uses, only some of which will be retail. It is recognised that online shopping is changing shopping trends, and that is why the town centre uses are identified as "town centre uses" not simply retail. People will increasingly visit centres for their range of food and drink and leisure opportunities, as well as retail.	No change necessary.
Other commenters suggested that gearing the Wood Green economy around low-cost start-up and co-working space for creative and technology companies, or self-employed people, would be a better approach, and make the local offer more distinctive.	The Council agrees that there is significant opportunity for growth in sectors linked to these uses, and consider the Plan seeks to exploit this opportunity.	Be more specific about the types of employment space that will be acceptable on development sites in Wood Green.
3. How was the 4,000 new jobs figure arrived at?		
Fewer than five people questioned how the 4,000 new jobs figure had been arrived at, and others commented on the nature of the jobs to be created.	The Council expects that the 101,000m^2 of new commercial floorspace will create at least 4,000 new jobs within the centre.	No change necessary.

Issue	Council Response	Change Required
People wanted to see jobs that were paid a fair wage (London Living Wage or above), and at least some of which were targeted at the skills mix within the local population. One person also wanted to see apprenticeships and work experience opportunities offered to local young people.	The retail jobs will be in addition to these jobs.	
Transport for London (TfL) suggested that Haringey Council include some of the assumptions TfL have made about the economic benefits that Crossrail 2 will bring to Wood Green (e.g. shorter journey times, more travel options, a wider catchment area for potential employees) in the reasoned justification for this policy.	This is agreed.	Proliferate the reasoned justification to include the benefits identified by Transport for London.
4. distribution of different types of employment space across the AAP area		
Workspace (the owners of the Chocolate Factory and surrounding buildings) objected to sites that provide an 'incubatory function' (for start-up businesses) being required to offer affordable rents, arguing that it is unclear what exactly an 'incubatory function' is or what the evidence is that affordable business space would be needed. Similarly, LaSalle Investment Management (acting on behalf of the long leaseholders of 1-3 Guillemot Place and 1-4 Bittern Place) suggested that the wording of the policy should be amended to say that new affordable and creative workspace will be created 'where feasible and viable'.	It is accepted that affordable rents will only be achievable in certain instances, and will be subject to viability.	Clarify that affordable rents will be sought only where viable on sites, in accordance with the DMDPD.
	The Council sees Wood Green as a location in which premises should be able to provide spaces in which businesses will form, and grow. This is an incubatory function.	Offer greater clarity about the reasons for "incubatory" employment floorspace.

Issue	Council Response	Change Required
LaSalle, and also St William (developers of the Clarendon Gas Works site) and U + I Plc (owners of the Mecca Bingo site) commented on figure 7.8 on page 78 of the draft AAP, which suggests a blanket approach to where office/retail space and workspace will be provided across the area. St William requested clarity on what exactly 'workspace' means, and all three asked for the AAP to make it clearer that a mix of different types of business and employment space will be encouraged across all areas. St William suggested this figure be deleted.	It is agreed that greater clarity can be provided on this topic. New evidence is being sought that will help to set out the design implications of commercial development within the AAP area.	Offer greater clarity on the definitions of "office" and "workspace" including the types of each that will be expected in the Heartlands and High Rd sub-areas.
5. Locally-owned businesses should be given preference for space in the new town centre.		
One person suggested that locally-owned businesses should be given preference for space in the new town centre.	The needs of existing businesses will be looked into, to ensure that where appropriate new development is designed to accommodate their needs. It is not possible within the planning system to guarantee specific businesses space within new developments, however the Council may be able to play a coordinating role in this matter.	Be clearer on the design requirements of site allocations to support economic growth, including amongst existing businesses.
6. Commercial price rises		
One person wanted to see projections for how rents, business rates and affordability generally were likely to increase in Wood Green in future (for both businesses and residents).	It is not possible to forecast with certainty how prices will change. The affordability of prices is a step more difficult as what may be affordable for some will not be affordable for all.	No change necessary.
7. New housing spurring the economy		

Issue	Council Response	Change Required
One person felt that the new housing being built in the Heartlands area, on the site of the old Clarendon Gas Works, and the influx of new residents to these homes, would be enough to boost the economy of Wood Green and attract new retailers into the town centre, without any other measures being necessary.	Undoubtedly it will have an effect, but unless spaces are built into the new development to capture that income, growth is unlikely to happen.	No change necessary.
One person questioned what would happen to the light industrial businesses currently located in the Heartlands area, and the jobs that these provide. This person argued that the AAP should seek to provide a mix of jobs of different skill levels, appropriate to the skills mix within the local population.	The Council is commissioning work to better understand the types of businesses in the Wood Green area, and how they contribute to the local economy. The Council will seek to retain as many uses locally as is feasible within the regeneration, and if relocation is necessary, try where possible to keep them within the borough.	Include reference to the findings of the local employment study.
8. Better Mix of businesses		
Several other comments were made that reflected the desire to see a better mix of shops and businesses – especially cafes and restaurants – in Wood Green, already discussed under policy WG1 earlier in the report.	It is noted that a wide range of town centre uses will be planned for in Wood Green.	No change necessary.

WG4: Wood Green Cultural Quarter

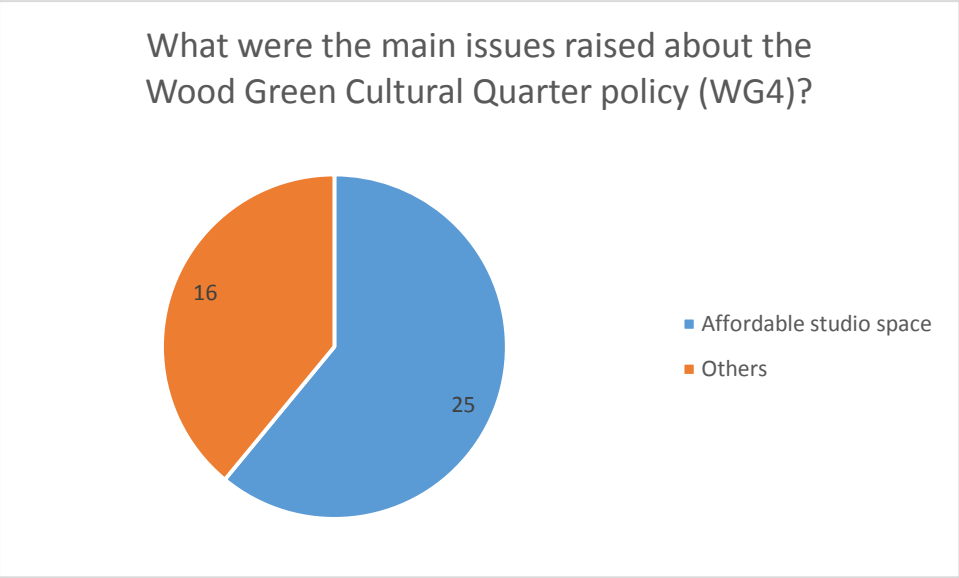
41 comments were made on different aspects of this policy and how it could be improved

38 comments came from individuals

2 from landowners

1 from other groups and organisations

Although there were a range of positive comments about the focus on developing the Cultural Quarter, increasing the number of people who work in the area, and opportunities for small businesses, these were mostly mixed in with concerns about what would happen to the existing artistic community occupying the Chocolate Factory buildings under the Collage Arts umbrella. The overwhelming concern was about whether this space would continue to be affordable to artists and other creative people currently renting studio space in the building.



Issue	Council Response	Change Required
1. Maintaining affordable studio space for artists		
The biggest area of concern regarding this policy was that the cost of renting studio space in the Cultural Quarter would go up, and this would have the effect of forcing out the community of artists already established there, and preventing new artists and companies from setting up in Wood Green.	The Council notes that rental price is an issue for the creative community. The Council will be undertaking an assessment of the existing businesses in the Cultural Quarter, to understand the potential options with regards the designing of new employment spaces.	Refer to the emerging employment study.
Many of the artists who responded were keen to emphasise that they had started out in Wood Green, and had chosen to remain in the area where they provided employment and education opportunities to local people, paid taxes and attracted visitors to the area, including some high-profile clients.	The Council agrees that the artistic community have a value to the local area, and will be commissioning evidence to understand how this can be optimised through new developments.	Refer to the emerging employment study.
Some people asked that when Workspace take over responsibility for renting out space in the Chocolate Factory, Collage Arts (the current landlord) should be provided with its own purpose-built building.	It is not within the scope of planning to ensure that one landowner is prioritised for new space. The AAP can seek particular sizes of units however, and the need for these will be evidenced through the emerging employment study.	Refer to the emerging employment study.
One person stated that when starting out only very basic space is required, and there should not be a temptation on the part of developers to offer more upmarket spaces in order to charge higher rents. Another person said that rents for artists space should be capped.	Noted. The Employment study will evidence the types of space that are appropriate for new commercial developments.	Refer to the emerging employment study.
2. Improve the Cultural Quarter's appearance		

Issue	Council Response	Change Required
Fewer than five people were supportive of making the Cultural Quarter a more welcoming, safe and family-friendly place to visit, with better lighting, more greenery and public spaces, and better signposting from the town centre.	The Council will work with landowners and partners in this area to create a high quality urban realm in this area.	No change necessary.
3. Definition of "culturally-oriented commercial floorspace"		
Workspace (owners of the Chocolate Factory buildings), in their response, questioned what is meant by 'cultural-oriented commercial floorspace' and how the planning system can control this.	It is considered appropriate that the "cultural" element of the requirement is included as part of the policy for the Cultural Quarter. The maximum amount of employment floorspace is clearly definable.	No change necessary.
4. Access to Guillemot Place		
LaSalle Investment Management (representing the long leaseholders of two sites in the Cultural Quarter, at Guillemot Place and Bittern Place) asked that it be made clear in the AAP that other commercial uses (such as cafes, restaurants, leisure facilities and different types of shops) will also be allowed. LaSalle also objected to the planned location for the new town square in the Cultural Quarter, as this would be at the only vehicle access to Guillemot Place. As the town square spans multiple site allocations and landowners, a Masterplan is needed to make sure that the landowners and developers co-ordinate their efforts, and do not do anything on their own sites that makes this new public space more difficult to build elsewhere.	Agree that a masterplanned approach will be necessary to ensure the area is optimized. This should have regard to ensuring that existing uses remain viable in the near term.	Ensure masterplan requirement references need to ensure existing businesses remain viable.
5. Consultation with Artists		

Issue	Council Response	Change Required
Several people commented that the existing artists working in the Cultural Quarter should be consulted on any plans for the Cultural Quarter. One person suggested that the policy for the Cultural Quarter should be to allow Collage Arts to apply for grants to develop the area on its own, rather than have regeneration 'engineered' from outside.	The AAP will not set a restriction on who can bring forward designs for sites, it will only seek to ensure that an appropriate mix of uses is identified.	No change necessary.
6. Preferential rates for local people		
One person suggested that local people should be given preferential rates when renting studio space.	This is not an issue, the AAP.	No change necessary.
7. Public Art		
One person suggested that space could be created for local artists to create and display public art, similar to the Fourth Plinth in Trafalgar Square.	This is a sensible suggestion.	Make reference to policy supporting public art projects in this area.
8. New Theatre		
One person requested that a theatre be built as part of the regeneration of the Cultural Quarter – something that is already mentioned in the draft AAP.	The Policy supports this use.	No change necessary.
9. Objection to tall buildings		
One person objected to tall buildings (10 stories or more) being built in the Cultural Quarter, as this would block the view between Alexandra Palace and the High Road.	This will be managed through the Local Views Policy, and the Tall Buildings policy.	No change necessary.

WG5: Wood Green's Urban Design Framework

54 comments were made on different aspects of this policy and how it could be improved

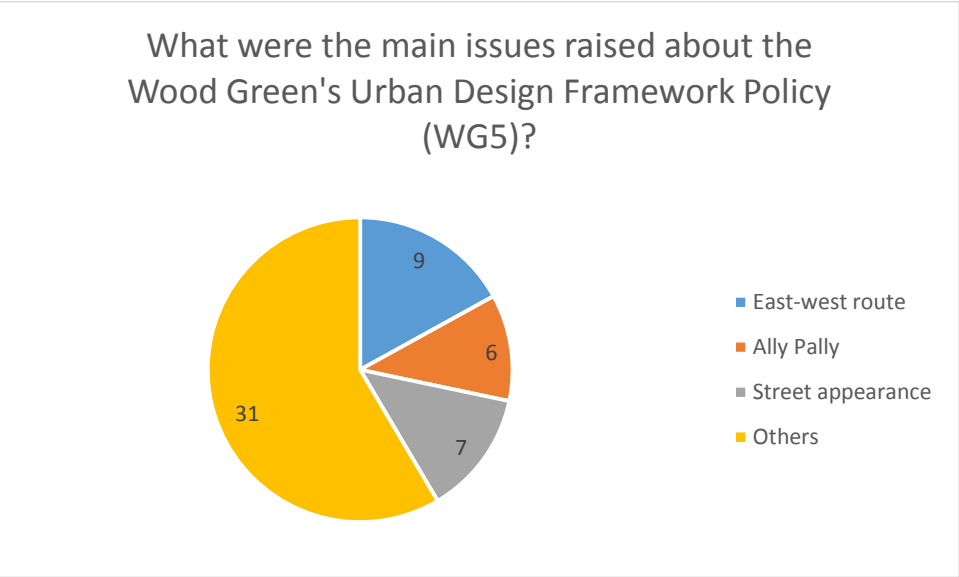
44 comments came from individuals

1 from a statutory consultation body (Historic England)

3 from landowners

6 from other groups and organisations

The majority of comments on this policy focused on plans to create new principle East-West and North-South routes through the area, around which there was some confusion, particularly the exact location of the East-West route and the implications for Noel Park, and what is meant by a new 'link' to Alexandra Park and Palace.



Issue	Council Response	Change Required
1. Concerns about the location of the new East-West route		
A number of objections were made to Moselle Avenue in Noel Park becoming part of a new East-West route for traffic. These objections seemed to stem from figure 7.10 on page 84 of the draft AAP, which shows a green arrow running along Moselle Avenue. People objected to this on the basis that Moselle Avenue is a narrow, residential road in a conservation area, and is not suitable as a 'through route' for traffic. Lordship Lane was suggested as a much more suitable main route for traffic coming into Wood Green from the east.	It is acknowledged that the map on p84 creates a misleading indication of the Council's ambitions for the Noel Park Conservation Area. What it is supposed to convey is that the area has an important role to play in connecting the east of the borough to Wood Green town centre via its quiet, pedestrian and cycle-friendly streets.	Modify the map to show the area as being generally suitable for pedestrian and cycling connections, clarifying that it is suitable for his use, not increased car movements.
One person was keen for easy pedestrian access from the High Road to Noel Park to continue, and for Noel Park to not be 'shut off' from improvements in the town centre.	This is agreed.	
Capital and Regional (the owners of the Mall) expressed support for a new east-west route, but were keen that there should be a flexible approach to the exact route and design of this.	It is important that policy provides a clear steer for future development of the town centre. There are relatively few routes where the east-west connections can go, and these will be identified in the AAP.	Identify the potential, and preferred location for an east-west connection.
2. Support for better access to Alexandra Park and Palace, but confusion around what exactly is intended		
People expressed support for creating better access to the green spaces of Alexandra Park across the railway line to the west of Wood Green. However, there seemed to be some confusion over the way in which this would be achieved.	Support for better access is noted. Alexandra Palace is a key open space asset for residents of Wood Green, and the values from the growth in Wood Green should in part be spent on improving this asset to make it more robust and better able to serve Wood Green's growing population.	The Wood Green Development Infrastructure Investment Strategy will identify what funding could be sought for improvements to the Park.

Issue	Council Response	Change Required
Two people objected to creating a 'link' to Alexandra Palace, arguing that this is an expensive, unfunded project, which would be harmful to the nature reserve and is being used to justify the expansion of the town centre. These commenters may be confusing the improved east-west walking route to Alexandra Park with plans mentioned elsewhere in the draft AAP to explore 'alternative methods to transport visitors up the hill from Alexandra Palace station to Alexandra Palace' (p64), and imagining a tram or cable car. One person said that the plans appeared to suggest the Penstock foot tunnel under the railway line would be part of a 'new primary route' for traffic, when this will only serve cyclists and pedestrians.	To clarify, there isn't a proposal to open the Penstock foot tunnel up to vehicular traffic. Nor is there any indication that a tram or cable car is planned. It is considered that the Penstock tunnel could act as a better connection into the Park from Wood Green if it was straightened through the Hornsey Filter Beds site. This would potentially form part of a network of cycle and pedestrian routes connecting Wood Green with places in the west of the borough.	Identify the agreed routes to and through the Park as part of an improved set of network maps in the next version of the Plan.
The Alexandra Park and Palace Charitable Trust welcomed the plans, but stated that the layout of paths in the Park do not encourage people to travel further west on to Muswell Hill, and they currently have plans to change the layout of these paths.	The Council will engage with the Trust concerning the optimal routes to, and through the Park.	Identify the agreed routes to and through the Park as part of an improved set of network maps in the next version of the Plan.
Several people suggested making more of existing routes that connect Wood Green to the west, including Station Road, the footbridge at Alexandra Palace station and the Hornsey Railway Bridge, as well as the Penstock foot tunnel.	It is agreed that there are a number of potential connections to the west of the borough to/from Wood Green. These will be identified in more detail in the next version of the AAP.	Identify the agreed routes to the west of the borough as part of an improved set of network maps in the next version of the Plan.
3. Support for improving the overall appearance of streets		
Many people wanted to see greener, pleasanter streets in Wood Green, with more benches, greenery, hanging baskets and trees. Fountains, roof gardens, space for street performances and games like giant chess and table tennis were all also	Improved space for visitors to the centre to dwell, and an improved public realm overall is a key aim of the Local Plan. The Council is in the process of developing	Identify outcomes from the Design Code to be put into the AAP.

Issue	Council Response	Change Required
mentioned as ideas that should be considered by the planners. The idea of having places to sit and rest, eat lunch, or for children to run around and play in were all seen as positive features of the Urban Design Framework, which would encourage more community interaction and create a healthier, more relaxing environment. People also wanted to see better street cleaning, and better overall quality of design.	a design code for Wood Green which will set out principles for the inclusion of street furniture into the centre. The maintenance of the public realm is beyond the scope of the AAP, but the town centre BID may be a vehicle to address this point.	
The online consultation 'map' asked people what would help improve the area currently. The one thing that people most wanted to see change was the general appearance of streets, to make Wood Green a more attractive place to spend time. The top three reasons that people gave for feeling negative about the area currently were that it was unattractive (88 comments), badly designed (75 comments) and unwelcoming (72 comments). On the other hand, the top things people felt would improve the area were cleaner, pleasanter streets (122 comments), street planting (79 comments), making it easier to walk and cycle (75 comments), better pedestrian links (72 comments) and better designed buildings (69 comments).		
4. Historic England on Landmark Buildings		
Historic England welcomed the Urban Design Framework policy, but felt that the definition of a 'landmark building' should be expanded to make it	The Council is in the process of producing a design code for Wood Green.	Incorporate a design code into the next version of the AAP.

Issue	Council Response	Change Required
clear that any new 'landmarks' must fit into the local and historical context. They also suggested that the Council consider drafting design codes for each of the four subareas within Wood Green to promote high quality design, and maintain a distinct identity for each area, where old and new buildings possess shared characteristics.	Further detail could be added to the landmark locations to cement their role in making a place.	Consider adding more detail into the landmark buildings policy, particularly having regard to their function, and local character implications.
5. Landmark buildings		
Two landowners/developers – Workspace and three clients bringing forward development of the West Indian Cultural Centre site – also commented on the plans to create new landmark buildings in the Wood Green area. Workspace felt that figure 7.12 on p87 should distinguish between existing landmark buildings (like the Chocolate Factory) and locations for potential new ones – they identified the Parma House site as one possible location.	This is agreed, existing heritage buildings are important landmarks in their own right and will be added to this map.	Add heritage buildings to the landmark buildings map.
6. Landmark Building (Clarendon Rd South)		
The West Indian Cultural Centre consortium suggested that the wording of point 2 of the policy be changed to say that landmark buildings should emphasise the major points of arrival *into the AAP area*, rather than into the town centre. The West Indian Cultural Centre site would be a potential gateway site into the AAP area that could accommodate a tall/landmark building.	The AAP area and the Town Centre are different things. Whereas the Council does feel there is value in helping to mark the entrance to the town centre, it is not clear why the entrance to the AAP area would be of significance.	No change necessary.
7. Accessibility		

Issue	Council Response	Change Required
Fewer than five people wanted the Urban Design Framework to include accessibility requirements for the town centre, such as wheelchair-accessible shops and toilets, flashing fire alarms for deaf people, mobility scooter and wheelchair lanes, mobility scooter hire points, etc. Toilets should be designed to the Changing Places standards.	It is considered appropriate that all new development should be wheelchair accessible. It may be possible for additional guidance that helps disabled visitors navigate around the centre could be produced.	Potentially create a disabled access map.
8. North-South Route		
Fewer than five people were concerned that the proposed North-South route would channel more traffic along Wightman Road, which appeared to be a 'new primary route' in some of the maps (e.g. figure 7.10). This was a major objection to policy WG11: Transport, and is covered in more detail within that section later in the report.	It is noted that the map is misleading, the "primary route" is supposed to indicate pedestrian and cycling load around the town centre, not vehicle traffic.	Make clearer modal maps for the next version of the document.
9. Preserve Historic Buildings		
Fewer than five people expressed support for preserving as many historical buildings and features as possible – including the Victorian terraced housing around Caxton Road. Several other comments suggested reframing the Urban Design Framework policy to make it more about building on the existing character of Wood Green, rather than all about new buildings.	Heritage assets are identified in the AAP, and the urban design framework references the character areas into which site allocations fall into, so that they pay reference to their surroundings. It is considered that the detail on the character areas could be greater in the policy.	Expand on the detail included as detail of each character area in the policy.
	The properties on Mayes and Caxton Rd are not considered to be of significant heritage value. They are part of the existing character of the area, and as such any development on or adjacent to these streets should reflect the character of the	No change necessary.

Issue	Council Response	Change Required
	area.	
10. Respect the existing and historic layout of paths and the character of open spaces		
Two people asked for cycle and other planned transport routes to respect the existing and historic layout of paths and the character of open spaces, such as Wood Green Common and Avenue Gardens.	The Council's policy is that cycle and pedestrian routes should connect local open spaces. Baring this in mind it is logical that non-motorised transport routes should traverse through open spaces. This should always we respectful of the character of the existing park, and should be seen as improving the quality of the park, not being of detriment to it.	Create modal maps of transport flows in Haringey, and identify where and how impacts on parks need to be managed.
11. Cycling connections		
The Haringey Cycle Campaign noted that the upgraded LCN 54 east-west cycle route will need to have dedicated cycle lanes to keep pedestrians and cyclists separate. Not all cycle routes in the area will need to be 'bike-only', but planners will need to think about how cycle routes intersect with other routes (pavements and main roads) so that cyclists can move freely around the area. They were also supportive of the aim to open up new connections across the area.	It is agreed that an audit of the cycle, vehicle, and pedestrian routes within the area should be mapped so that the opportunities for dedicated, or non-dedicated cycle routes can be identified.	Create modal maps for the Wood Green AAP.
12. Pedestrianise the High Road		
Two comments recommended pedestrianising the High Road.	The stopping up of the High Rd to traffic is not considered to be a realistic intervention due to the significant transport impact this would have on the north London road network.	No change necessary.
13. Widen Pavements		

Issue	Council Response	Change Required
Two comments expressed support for widening pavements throughout the area	The width of pavements will be identified through the provision of a design code within the next version of the document.	Incorporate a design code into the next version of the AAP.
14. Improve lighting & security		
One person suggested improvements to lighting and security within the design of the town centre.	This is agreed.	Make mention that proposals which support improved lighting and security/ safety will be supported.

WG6: Tall buildings and local views

43 comments were made on different aspects of this policy and how it could be improved

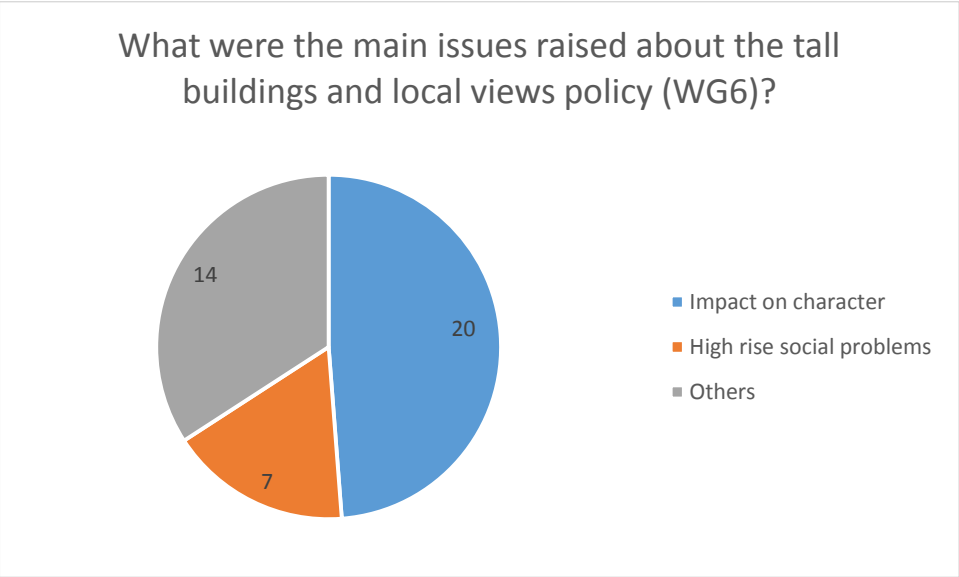
35 comments came from individuals

2 from statutory consultation bodies (Historic England, Greater London Authority)

3 from landowners

3 from other groups and organisations

This policy attracted a large number of objections, as many people were strongly opposed to the idea of 'tall buildings' (seen as any building above 10 stories) in Wood Green. Concerns were also raised about the intention of having public viewing platforms at the top of some of these buildings.



Issue	Council Response	Change Required
1. Objections to tall buildings due to negative impact on the character of the local area		
The majority of people commenting on this policy strongly disagreed that Wood Green is a suitable location for tall buildings. These were seen as out of proportion with existing buildings in the area, none of which are taller than 10 stories, and as harmful to the character and appearance of the area.	The DMDPD establishes Wood Green as an area potentially suitable for tall buildings. The WGAAP is required to be in conformity with other Local Plan documents.	No change necessary.
Other commenters felt that tall buildings would have a direct negative impact on the surrounding physical environment, including loss of privacy and light for surrounding buildings including existing homes, the creation of wind tunnels, and overshadowing of the new public spaces and café culture that the AAP aims to create in the town centre.	The potential negative impacts of tall buildings are identified, and a policy basis for examining and mitigating the impacts is established in Policy DM7. These will be managed on a case-by-case basis.	No change necessary.
LaSalle Investment Management, which represents the leaseholders of two sites in the Heartlands area, requested that a clause be added to this policy to ensure that any tall/landmark buildings do not make neighbouring site allocations less attractive to developers.	The potential negative impacts of tall buildings are identified, and a policy basis for examining and mitigating the impacts is established in Policy DM7. These will be managed on a case-by-case basis.	No change necessary.
Historic England, in their response, claimed that the current AAP in its draft form does not contain measures to counteract the negative impact of tall buildings, including the cumulative effect of many tall buildings on the area and on its historic buildings. No maximum heights or parameters are set for the new tall buildings; this will need to be addressed in the Tall Buildings Supplementary Planning Document (SPD). The Strategic Environmental Assessment (SEA) of the	The potential negative impacts of tall buildings are identified, and a policy basis for examining and mitigating the impacts is established in Policy DM7. These will be managed on a case-by-case basis.	No change necessary.

Issue	Council Response	Change Required
Sustainability Appraisal will also need to consider the significance of heritage assets and settings.		
2. Objections to high rise residential buildings for social reasons		
Another set of objections focused on the social problems caused by living in high rise tower blocks, including depression and anxiety, alienation and crime. People felt that tower blocks did not foster a sense of community or good mental health, and should be avoided.	It is not considered that there is a clear consensus that living in a tall building creates the effects identified. These potential effects have many causes, and while the architecture of new buildings can have some effect, it is not simply that buildings are tall which create the effects stated.	No change necessary.
3. Views of Alexandra Palace		
Fewer than five responses welcomed the emphasis on protecting views of Alexandra Palace, and creating new ones. However, the Alexandra Park and Palace Conservation Area Advisory Committee expressed concern that existing viewing corridors to the Palace had not always been observed in recent developments.	Support is noted, and the AAP cannot be implemented retroactively.	No change necessary.
The Friends of Alexandra Park requested that the open outlook from the lower part of the Park should also be taken into account when buildings are being planned in the Heartlands area.	As the Park is part of the Alexandra Palace Conservation Area, the outlook from within it will be considered when considering planning applications on nearby sites.	No change necessary.
4. Viewing Platforms		
Fewer than five people questioned whether it was either realistic or desirable to have public viewing platforms at the top of tall buildings. St William (the developers for the Clarendon Gas Works site) strongly objected to including viewing platforms	The provision of top-floor uses for public value is considered to be a sound aspiration, and in line with London Plan policy. The location of Wood Green to the north of the City, and close to Alexandra	Clarify that viewing platforms will be supported, as an aspiration, and subject to viability and feasibility.

Issue	Council Response	Change Required
with public access in residential buildings, due to privacy and security concerns. Another commenter also felt that residents in 'luxury flats' would not want people travelling up and down in the lifts to and from the top floor.	Palace offers a unique opportunity to have a top-floor use celebrating this situation. It is however recognised that it may not be appropriate in every single tall building.	
One person suggested that a viewing platform could be built on top of the Mall (instead of demolishing it), to create the desired rooftop views, and another suggested that the policy could pay more attention to creative use of low rise buildings and rooftop spaces.	The owner of the Mall has indicated that the site is available for redevelopment, and the Council agrees that it would be in the best interests of the town centre to redevelop it.	
The Greater London Authority (GLA) was supportive of a design-led approach to new tall buildings that considers each one on a case-by-case basis. However, they recommended that the next draft of the AAP should include a 'massing model' to show how tall buildings might be distributed across the area, for the benefit of the local community.	There is already a visual massing model in the document.	Update the Visual Image of potential development.
5. Objection/clarification of the new view to Alexandra Palace		
The response submitted by Workspace (owners of the Chocolate Factory) questioned how the view corridors in figure 7.13 on p89 of the draft AAP had been arrived at, and what criteria planning applications for new buildings will be assessed against – particularly for the new local view that is being created from Wood Green High Road/the town square to Alexandra Palace, as this does not exist yet.	The existing viewing corridors are identified in Policy DM5. The new view is a Policy aspiration to establish a visual connection between the High Rd and Alexandra Palace in the heart of the town centre.	No change necessary.
6. Justification for landmark buildings		

Issue	Council Response	Change Required
One person asked for justification of why certain locations had been chosen for landmark buildings, as the current explanation that they 'mark something' is too vague.	The current set of landmark buildings was established to mark key thresholds of new pieces of public realm within the AAP area. These are supposed to help draw visitors through the area.	Further clarity to be provided as to the definition or applicability of a 'landmark building'
One person said that any new tower blocks in the area should be high quality, secure for residents, and sit well within the surrounding area and community, enhancing it rather than separate from it.	This is in conformity with the existing Policy on tall buildings in the DMDPD.	No change necessary.
7. Support for statement buildings		
One person was positive about statement buildings and interesting architecture in the area.	Noted.	No change necessary.

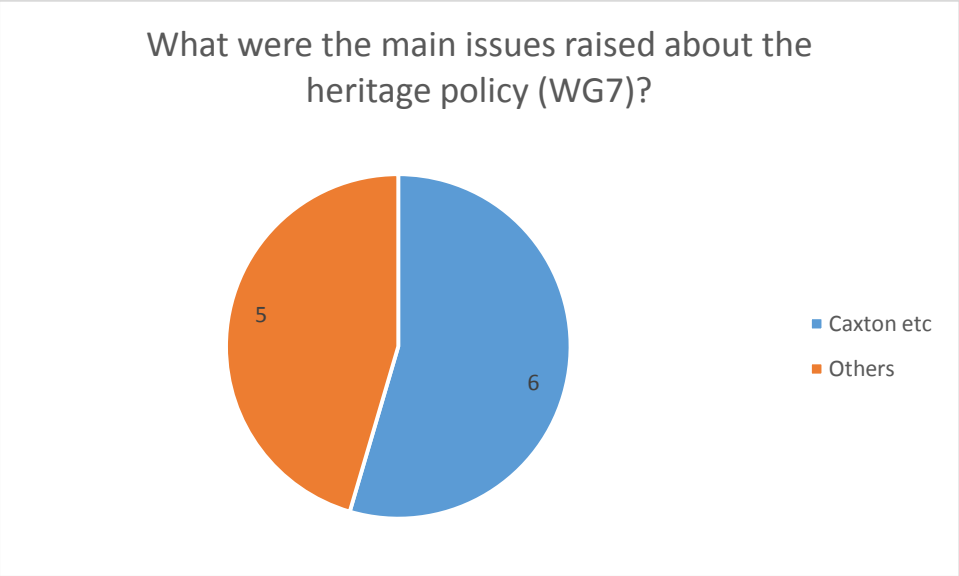
WG7: Heritage

11 comments were made on different aspects of this policy and how it could be improved

10 comments came from individuals

1 from a statutory consultation body (Historic England)

Only a handful of comments were made that referred specifically to the heritage policy. However, protecting the heritage and culture of Wood Green was a cross-cutting theme that featured strongly in comments made across many other policies and topics, such as maintaining the diversity and sense of place in the town centre, not demolishing streets of historic housing and not allowing new tall buildings to dominate neighbouring heritage areas. Whilst there was general support for the heritage policy the comments are generally negative, neutral or mixed on the basis that in many places the AAP as a whole did not appear to reflect this policy.



Issue	Council Response	Change Required

Issue	Council Response	Change Required
1. Maintaining a sense of history and place		
There was strong support for maintaining a sense of history and place at street level, including preserving historic buildings and mixing them in with newer ones. Of the eleven comments received on this policy, six mentioned the homes around Caxton Road and opposed their demolition. One person commented that allowing buildings like these, as well as the Civic Centre and Wood Green Library, to be demolished appeared to completely contradict the aims of this policy.	The Council agrees, and where existing buildings make a particularly positive contribution to the town centre, both in terms of design and use, they are proposed to be retained, notably the terraces of Wood Green along the high Rd. The Heartlands area is proposed for more comprehensive redevelopment, but particularly good examples of industrial architecture are proposed to be retained, including the Chocolate Factory Buildings 1 & 2.	No change necessary.
	There is not considered to be a significant heritage value to the properties on Mayes and Caxton Rd, or in the case of the Wood Green Library building. The Civic Centre building is a locally listed asset, and as such there needs to be a clear justification that the benefits of any redevelopment would be higher than the cost accorded to the loss of the asset.	
2. Conservation-led regeneration		
One person argued that heritage and conservation should be the focus of regeneration, rather than an afterthought.	Heritage and conservation is an intrinsic part of planning, and as such will be included as a consideration as part of the creation of any planning document.	No change necessary.
3. Green Rooms a positive example		
One person highlighted the Green Rooms Hotel on Station Road as a good example of bringing a historic building back into use, at a very low cost.	Noted. The AAP references the refurbishment of existing heritage assets in Part 2 (C) of the policy. These will be	List heritage assets and include a map.

Issue	Council Response	Change Required
This should be encouraged for other buildings on the High Road.	mapped and listed in the Reasoned Justification in the next version of the document.	
4. Alexandra Palace is an asset		
One person suggested that Alexandra Palace should be seen as a heritage asset belonging to the area, and the policy should look at how to encourage better use of the land and buildings.	The Palace has its own masterplan to ensure the best use is made of the buildings and parkland within its grounds. The AAP supports this by controlling viewing corridors and improving access between the Park/Palace and Wood Green.	No change necessary.
5. Archaeological remains		
Historic England requested that a sentence be added to point 1 of the policy to state that 'the preservation and improved public understanding of significant archaeological remains affected by development will be required'. All undesignated heritage assets, including known sites of archaeological significance, within the area should be listed in the 'Portrait of the area' section of the AAP.	Agreed.	Amend portrait of the area, and part 1 of the policy as suggested.

WG8: Green Grid/New Urban Spaces

37 comments were made on different aspects of this policy and how it could be improved

31 comments came from individuals

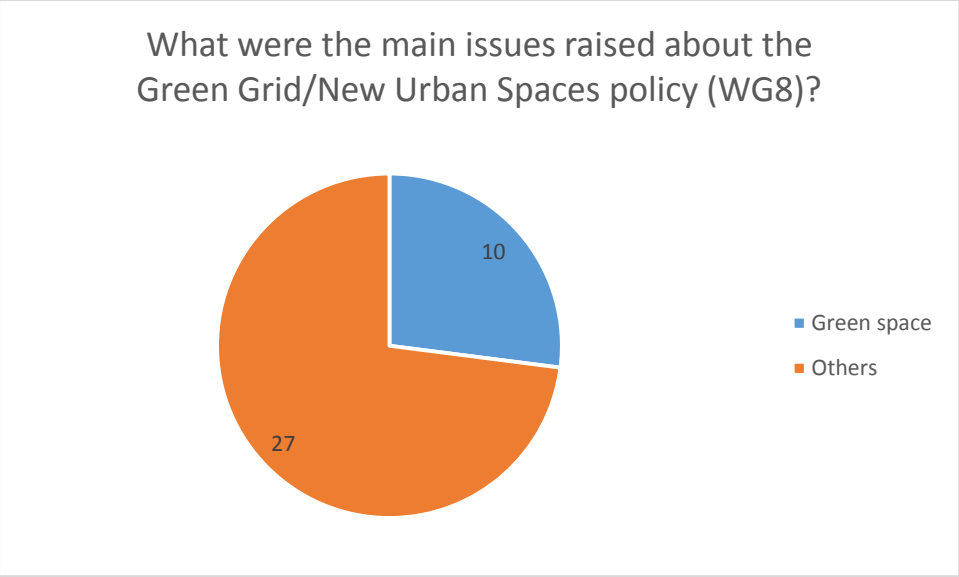
1 from a statutory consultation body (Environment Agency)

1 from landowners

4 from other groups and organisations

This policy was generally welcomed – people liked the idea of more open spaces, particularly green spaces and greenery generally, and better access to the open space of Alexandra Park, which it was acknowledged is currently underused by people living in and around Wood Green. There was also support for improving cycling and walking links across the area. However, there was a sense that this policy could be more ambitious, and long-term investment would be needed to prove that the new spaces would not be created and then left to decline.

Some comments made here crossed over with policy WG5: Wood Green's Urban Design Framework and echoed concerns about the extent to which 'new urban spaces' were being created at the expense of existing local character and historic architecture. These have already been covered within the Urban Design Framework section.



Issue	Council Response	Change Required
1. Increasing the amount of green space overall		
The creation of new open spaces was welcomed, but people particularly wanted to see new green space ('pocket parks' and allotments), rather than simply town squares and other urban spaces. The Parkside Malvern Residents Association requested that the map for this policy (figure 7.17 on p94) distinguish between 'new open space' and green space, to make this difference clearer.	There are limited opportunities to create new additional open space, due to Wood Green's location as a built up town centre, and its designation as a growth area. The only significant piece of new open space is likely to be the Moselle River park in the Clarendon Rd site.	The map will be updated to identify the new open space.
Several people raised concerns about the current deficiency of open space in the AAP area, particularly in the west, which is noted within the draft AAP. As the large influx of new residents will place even more demand on available open space, this policy will need to demonstrate that the	There is some deficiency of open space in the AAP area, and the new open space in the Clarendon Rd site will help to address this. Due to Wood Green's designation as a growth area, and it being predominantly previously developed, opportunities for	No change necessary.

Issue	Council Response	Change Required
increase in open space will match the increase in demand, and not make this deficiency worse.	new significant open spaces are limited. The alternative is to make better use of existing open spaces, and improve access to them.	
At a minimum, several people wanted to see an addition to this policy committing to preserve all existing green spaces.	This is provided in policy DM20.	No change necessary.
2. Deculverting		
Both the Environment Agency and the charity Thames21, as well as local residents, argued strongly in favour of deculverting, or 'daylighting' the River Moselle, which currently runs underground through Wood Green. The Environment Agency were disappointed that their comprehensive response, submitted during the previous round of consultation, had not been picked up in the draft AAP. Although they welcomed references made in the draft to 'opportunities to celebrate the Moselle Brook', they asked that this be made more prominent, for example with the Brook marked on maps such as figures 5.1 and 5.5, with the New River more clearly labelled on figure 5.1 as well.	Deculverting is supported by Local Plan Policy SP5, and will be referenced appropriately in the Policy. This has to be considered in light of the feasibility and viability of delivering this on a development site.	Ensure SP5 is appropriately referenced in all Site Allocations.
One person highlighted the Woodberry Down estate regeneration at Manor House as a good example of where developers have worked with environmental charities to create open spaces that benefit both people and wildlife. This person felt that a similar approach could be adopted to the New River, to create a 'green link' to Alexandra Park. Thames21 argued that any new spaces created along rivers could be used to host markets and events, as well as	Noted, this is one of the aims of the Hornsey Filter Beds site.	Ensure the approach advocated is integrated into the relevant policy and site allocations.

Issue	Council Response	Change Required
provide a new space for people to spend time and relax.		
One person commented that the rivers in Wood Green needed to be cleaned up, and the Environment Agency with their response included the two Water Framework Directives that are currently in place for the AAP area – one for the New River and one for the Moselle Brook. These set out actions to improve the quality of both waterways, which should be incorporated into the AAP.	These documents will be investigated for opportunities to improve watercourses in the borough. The Local Plan already has a Strategic Policy identifying that opportunities to improve water quality will be supported.	Check to see what schemes could be incorporated into the AAP.
3. Improving existing open spaces		
Fewer than five people questioned what money would be available to upgrade, improve and maintain existing and new green and open spaces. There were concerns that without careful management, some spaces would become hotspots for crime and drunken antisocial behaviour, particularly where these back on to residential streets and gardens (e.g. behind Bradley Road). People suggested that set opening and closing times, and a nature hut like the one in Railways Fields further down Green Lanes with volunteers to manage it, could be appropriate ways of looking after the space.	There may be £CIL revenues that can be spent on improving, and improving access to open spaces in Wood Green. Decisions regarding this will be explored through the Wood Green Development Infrastructure Investment Strategy.	Identify opportunities in the AAP, with costings identified in more detail in the Development Infrastructure Investment Strategy.
4. Tackle traffic to improve open spaces		
Fewer than five people felt that additional steps would need to be taken to tackle traffic and air pollution for people to be able to truly enjoy open spaces in the centre of Wood Green. These issues	Noted, they are addressed in response to WG11.	No change necessary.

Issue	Council Response	Change Required
are covered in more detail within the comments on policy WG11: Transport.		
5. Objection to "Town square"		
One person felt that the proposed new 'town square' would turn out to be a generic pedestrianised shopping street, and suggested scrapping this idea and instead pedestrianizing Station Road to support the café culture in that area.	Station Rd is an important transport route linking the Underground Station with Alexandra Palace rail station. Removing it from having a traffic-carrying function would have significant implications for the surrounding road network (and bus network)	No change necessary.
	The purpose of allocating a town square is to create a new piece of urban realm which will stand apart from the High Rd, which will continue to be a shopping street. The new square will add places to stop and dwell, as well as a range of town centre uses surrounding it.	No change necessary.
6. Indigenous plants		
One person wanted to see a replanting programme for indigenous trees and wildflower species across Wood Green.	It is considered that instead of prescribing particular types of plants, the AAP should identify the opportunities for improvements to open spaces, and the types of plants should be identified at the detailed design stage.	No change necessary.
7. Higher priority for environmental considerations		
One person wanted to see environmental considerations given higher priority throughout the AAP.	There are existing environmental policies in the Local Plan: Strategic Policies, and Development Management DPD.	No change necessary.

WG9: Community Infrastructure

114 comments were made on different aspects of this policy and how it could be improved

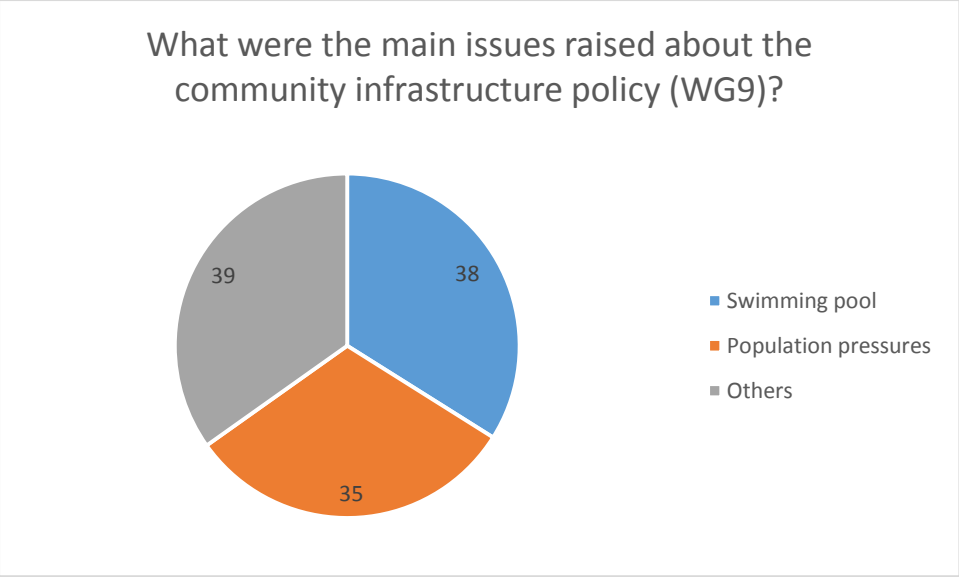
100 comments came from individuals

1 from a statutory consultation body (Environment Agency)

1 from landowners

12 from other groups and organisations

Responses to this policy were dominated by calls for a new swimming pool and leisure centre in Wood Green – of the 113 comments made about this policy, 38 (roughly a third) directly mentioned a swimming pool, while a further 5 requested a 'leisure centre' without specifically mentioning a pool. In addition, over a thousand people signed petitions asking Haringey Council to build a new swimming pool in Wood Green.



Issue	Council Response	Change Required
1. Support for a new swimming pool in Wood Green		
A campaign, led by Haringey Aquatics, attracted huge support for a new swimming pool to be provided as part of the overall regeneration of Wood Green. In addition to the 38 comments made via Commonplace or in writing to Haringey Council, 1,402 people signed one of two separate petitions calling for a new swimming pool in Wood Green. The desire for a new swimming pool was also mentioned – unprompted – in four of our nine consultation workshops. Support for a new swimming pool in Wood Green was also strong on the online consultation 'map'. Ten comments expressing support for a new swimming pool attracted 63 agreements. The Morrison's site was	The Council notes that there is a currently unmet need for additional swimming lanes in the centre of the borough. This will be referenced in the AAP. It is considered that there is a sufficient quantum of town centre space to accommodate a new swimming facility within the AAP at present.	The need for additional swimming capacity will be identified in the AAP, and proposals supported. Funding for a new swimming facility will be considered having regard to the other types of infrastructure required in Wood Green.

Issue	Council Response	Change Required
suggested as a good location for this. One other comment (with 9 agreements) suggested that the new pool could be at the Civic Centre.		
Supporters of a new swimming pool drew attention to the fact that Haringey currently only has two swimming pools, both of which are overcrowded, and this prevents more people from adopting an active, healthy lifestyle. The pool could also contribute to the target for 4,000 new jobs in the local area, and fits with Haringey Council's health and wellbeing agenda to tackle obesity.		
The new pool should be able to support competitive swimming and water sports, but also provide an affordable leisure space for the whole community. The Morrison's site was identified by some people on the Commonplace map as a potential location for the new pool. Others suggested that a lido pool for outdoor swimming could be created on the Hornsey Filter Beds or in Lordship Recreation Ground. One person suggested bringing the Decorium back into use as a swimming pool.		
Several people noted that a swimming pool had been requested by local residents during the 2016 consultation, and was also identified as a need in Haringey Council's own infrastructure assessment in 2013.		
2. General concerns about pressure from a growing population		
People raised a wide range of concerns about how the influx of new residents to Wood Green would impact on local services and facilities, including health services (GPs, hospitals and mental health	Concern on this issue is noted. The Local Plan is supported by an Development Infrastructure Investment Strategy which identifies all of the planned infrastructure	Land will be identified where necessary in the AAP. Infrastructure arrangements requiring

Issue	Council Response	Change Required
services), schools, children's centres, nurseries, the emergency services, outdoor space, parking spaces, public transport and bin collection. People were concerned that the full impact had not been fully quantified or outlined in the AAP, and as a consequence felt that the single two-form entry primary school and new GP surgery specified in the policy would be insufficient.	improvements across Haringey, particularly the education and health needs arising from new development. Other infrastructures such as the police and emergency services have a requirement to provide adequate services to growing populations and do not fall under the Council's control. In these sectors we will work with partners to ensure that land is identified as necessary to accommodate future need.	funding will be co-ordinated through the Development Infrastructure Investment Strategy.
North Middlesex University Hospital NHS Trust felt that further detailed scoping work was needed to understand what impact the increase in population would have on local hospitals and mental health services, as well as GPs. Others echoed this, asking for more specific details about the numbers of new facilities that would be provided, and proof that this would be enough to cope with demand.	The Council has been working with the NHS CCG to ensure that adequate local premises are provided to meet health needs. The Council urges the North Middlesex Trust to ensure that it's concerns are included in the NHS's local planning inputs into the plan.	No change necessary.
3. Secondary School Provision		
Fewer than five people questioned why Haringey Council did not expect there to be any need for a new secondary school. Heartlands School is already oversubscribed, and the Council should not be planning for secondary school age pupils to be travelling longer distances across the borough to go to school, putting more pressure on already overcrowded buses and stopping children and young people from feeling a sense of connection to their local community.	The Local School Place Planning Report has not identified any unmet need for secondary school provision in the borough over the Plan period.	No change necessary.

Issue	Council Response	Change Required
Parents who attended a consultation workshop on 13th March 2017 highlighted this as a particular area of concern, and a way in which the AAP plans could potentially negatively impact on children and families.	An Equalities Impact Assessment will be carried out as part of the Sustainability Appraisal into the Plan.	No change necessary.
4. New Facilities		
A range of other suggestions were made for facilities that could be provided to the local community under this policy. These included an ESOL English language college, a soft play area, outdoor play areas and an outdoor gym, sports facilities, youth clubs, a day care centre, bike parking, a community garden and allotments. One person suggested that free public wifi should be offered, like in Islington.	There are a number of small language schools in Wood Green, and the plan allocates significant, flexible office space that these centres can operate from.	The plan should reference the need to appropriately design office space so that it can cater for (predominantly privately operated) educational uses.
	Bike Parking standards are set in the DMDPD.	No change necessary.
	Opportunities to improve existing open spaces will be developed in the Local Plan. There is limited scope for creating new open spaces such as sports pitches and allotments in the AAP area, sue to the already built-up nature of the area. It is possible for the Plan to support investigating opportunities for new sports provision on the roofs of new developments however.	Ensure that more detail is added to show the types of improvements that will be actioned in the borough's local open spaces. Add reference to supporting the investigation of opportunities to provide leisure/ sports uses on top of new developments.
	Free WiFi will be considered through the Development Infrastructure Investment Strategy, as it is not directly a planning	Investigate the benefits of free town centre wifi in the Development

Issue	Council Response	Change Required
	matter. Policies already support providing infrastructure for improved telecommunications infrastructure.	Infrastructure Investment Strategy.
5. Something for people of all ages		
There should be something offered to all age groups – from families with young children, teenagers and younger people to the older generation. People who attended our 'over 60s' consultation workshop on 6th March 2017 asked for more attention to be paid to the needs of older people within the community infrastructure policy.	The Council will engage to understand what the specific needs of older people are that could be transposed and delivered through the AAP.	Consider whether policies or site allocations require further requirements to meet older persons needs.
6. Disabled toilets		
People with physical and sensory disabilities who attended a consultation workshop called for more disabled facilities to be provided within the town centre – particularly public disabled toilets, as there is currently only one, in Wood Green Library. At least one toilet should be provided that meets the Changing Places standards for people with more complex disabilities, for a whom a standard disabled toilet would not be suitable.	It is agreed that as a Metropolitan Town Centre, that the widest range of disabled facilities should be provided.	Include reference to the need for a Changing Places facility in the community infrastructure policy, as well as WG SA9.
7. Wheelchair accessibility		
At this workshop, it was also noted that the current council offices are not easily accessible to wheelchair users, and this should be addressed in the design of the new council offices.	All new civic buildings are required to be wheelchair accessible by building regulations.	No change necessary.
8. Community Centres		
Catherine West, MP for Hornsey and Wood Green, wanted to see a firmer commitment made within the AAP to keeping good quality and good sized	The Council is undertaking a community buildings review to ensure that critical facilities are not lost.	Include the results from the community building review.

Issue	Council Response	Change Required
community centres within Wood Green.		
9. Civic Offices		
Fewer than five people objected to plans to build new council offices in the new Civic Square. Although one person acknowledged that the current offices could be better located, they also questioned whether money should be spent on this in the context of wider cuts to spending on services. Defend Council Housing also agreed that this money should be spent on services.	The purpose of redeveloping the Council's offices is to make the most efficient use of the Council's land, thereby freeing up money to be spent on other services, in the context of reduced grant from central Government.	No change necessary.
10. Timing of infrastructure		
Parkside Malvern Residents Association requested that infrastructure be put in place before people begin moving into new houses, rather than afterwards.	There is always an aim for infrastructure to be delivered at the point of occupation of new developments, to seek to ensure that it is provided in the most cost-effective manner. Delivering too early would be inefficient.	No change necessary.
11. Environmental Infrastructure		
The Environment Agency suggested that the policy should include an aim to improve environmental infrastructure, such as local waterways and flood defences.	This is in line with Policy SP5 of the Local Plan: Strategic Policies.	Add aspiration to improve waterways (New River & Moselle)
12. Area 51		
Area 51, a local education charity working with young people with learning disabilities, requested that it be named an education provider or provider of community facilities in the AAP, as other organisations currently are, and asked to form part of a new multi-purpose community facility like the	It is recognised that Area 51 provide an important service meeting needs across London. The Council does not what to see developments reduce capacity of existing infrastructure, but additionally it cannot protect a specific business, as it only	Include requirement to ensure reprovision of community uses prior to redevelopment.

Issue	Council Response	Change Required
one being planned at the West Indian Cultural Centre site.	controls the use of buildings, not the users. The relevant Site Allocations will include reference to requiring the reprovision of community infrastructure uses prior to redevelopment of relevant premises, in line with SP16.	

WG10: Improving the Evening Economy

26 comments were made on different aspects of this policy and how it could be improved

23 comments came from individuals

1 from a statutory consultation body (Metropolitan Police) **2** from other groups and organisations

People were on the whole in favour of attempts to make Wood Green into a better place to socialise in the evenings, and references were made to its legacy as an entertainment and live music destination for people of all ages. However, concerns were expressed about safety at night, and managing the impact of growing numbers of pubs, bars and clubs on neighbouring homes and residents.

Issue	Council Response	Change Required
1. Support for the aim of the policy		
There was a fair amount of enthusiasm for more efforts to bring evening entertainment to Wood Green. Live music, in particular, would be welcomed. One person suggested that this should reflect the area's cultural diversity, with a focus on world music. This could help differentiate the entertainment offer in Wood Green from other areas. There were also calls for more 'trendy' modern, better quality pubs and bars that support local breweries – the newly reopened Prince pub on Finsbury Road was seen by one person as a good example of the kind of place that there should be more of. Other attractions people mentioned that should be retained or encouraged within Wood Green included at least one cinema, a community theatre and comedy venue, art galleries, a bowling alley, themed bars (e.g. crazy golf and table tennis)	It is agreed that Wood Green's leisure offer needs to be larger, and more diverse. The examples offered here are all suitable potential uses within Wood Green, and a policy which permits them will be created.	Add a target amount of leisure floorspace into the Plan.

Issue	Council Response	Change Required
and pop-up restaurants. All of these things would stop people from travelling out of Wood Green for a night out, and instead encourage them to spend their money in the local area.		
2. Entertainment aimed at older people		
People who attended an 'over 60s' consultation workshop on 6th March 2017 asked for some evening entertainment to be provided that is targeted at an older age group, such as a jazz club.	It is possible for the policy to give support for leisure uses which cater for a wide demographic range.	Add a supporting statement that leisure use should be designed to be available for a wide range of users, throughout the day.
3. Potential negative impacts		
Despite the requirement for planning applications to include a management strategy showing how they will keep disruption to a minimum, concerns were expressed about how more businesses with late-night opening hours, such as pubs, bars and clubs, would impact on surrounding residential areas (e.g. noise, vermin, litter, drunken and anti-social behaviour, public urination). One person requested that no bar licenses be granted next to residential streets. Another person requested that the night time economy be properly regulated so that noise ended early enough for residents to be able to sleep. One person asked for public toilets to be provided in the town centre that are open at night. One other person suggested that the Mall, instead of being demolished, could be used as a venue for live music and evening entertainment, as it is enclosed, and has specific entry and exit points, which would keep disturbance to a minimum.	The evidence is very clear that Wood Green suffers from a poor night time economy, and that steps need to be taken to encourage a wider range of uses. It is considered appropriate that management plans which seek to reduce negative externalities linked with these uses are required.	No change necessary.

Issue	Council Response	Change Required
4. Safety & Security		
Night time safety in Wood Green was highlighted as a significant concern, with several people saying that they would need to feel safe getting home from Wood Green after a night out. One person suggested grouping bars, restaurants and pubs that open in the evening all together in one location, which will be busy with people at night and will have transport access right outside – this would prevent the need to walk along the High Road past rows of closed shops after dark.	This makes sense, but also, if there is a wider mix of uses across Wood Green, the effect of walking past closed shops could be reduced. It is certainly hoped that Station Rd and the Wood Green Underground area will become a significant evening cluster.	Reinforce that Station Rd/ Wood Green Underground should be a significant evening location within the town centre.
A few people expressed the view that boosting the evening economy (particularly opening more pubs, bars and clubs as opposed to restaurants) in Wood Green would make existing problems of crime and anti-social behaviour in the town centre worse, and were opposed to it on this basis.	The evidence is very clear that Wood Green suffers from a poor night time economy, and that steps need to be taken to encourage a wider range of uses. It is considered appropriate that management plans which seek to reduce negative externalities linked with these uses are required.	
5. Secured by Design		
The Metropolitan Police (Met), in their response, echoed some of these concerns, and suggested that proper planning and design of any new licensed premises would be needed to avoid creating an additional burden on the police. A requirement for early consultation, with local residents and with the Metropolitan Police, should be written into the AAP, and all new licensed premises should comply with the Secured by Design Licensed Premises guide currently being drafted by the Met, to be published in autumn 2017.	This is already required in SP2.	No change necessary.

Issue	Council Response	Change Required
6. Greater pub/bar variety		
Fewer than five people said that the current pubs and bars felt very male-dominated, and that there was a need to attract more places that are female-friendly. An LGBT bar was also suggested, but again, one that is welcoming to both men and women.	This is agreed. One measure of the AAP as drafted is to relax restrictions on changing A1 retail to A3/A5 café/drinking establishments.	No change necessary.
One person did not want to see both cinemas in the town centre demolished.	It is agreed that as a Metropolitan Centre, Wood Green should continue to have a cinema within its leisure offer. Indeed, this could increase instead of decrease as a result of new development.	Add a target amount of leisure floorspace into the Plan.
7. Pedestrianizing Station Rd		
One person recommended pedestrianizing Station Road to support more of an outdoor café culture in this area.	While it is accepted that Station Rd can be improved, Pedestrianisation would have significant adverse impacts.	No change necessary.
8. Green Lanes		
One person pointed out that the impact of improving the evening economy in Wood Green on surrounding areas that already have a thriving evening economy (such as Green Lanes) should be taken into account.	The Council welcomes the spread of Green Lanes' evening economy into the southern Wood Green area. We consider that the decision to protect retail terraces in the southern end of the High Rd will create conditions in which these types of businesses can form and thrive.	No change necessary.

WG11: Transport

197 comments were made on different aspects of this policy and how it could be improved

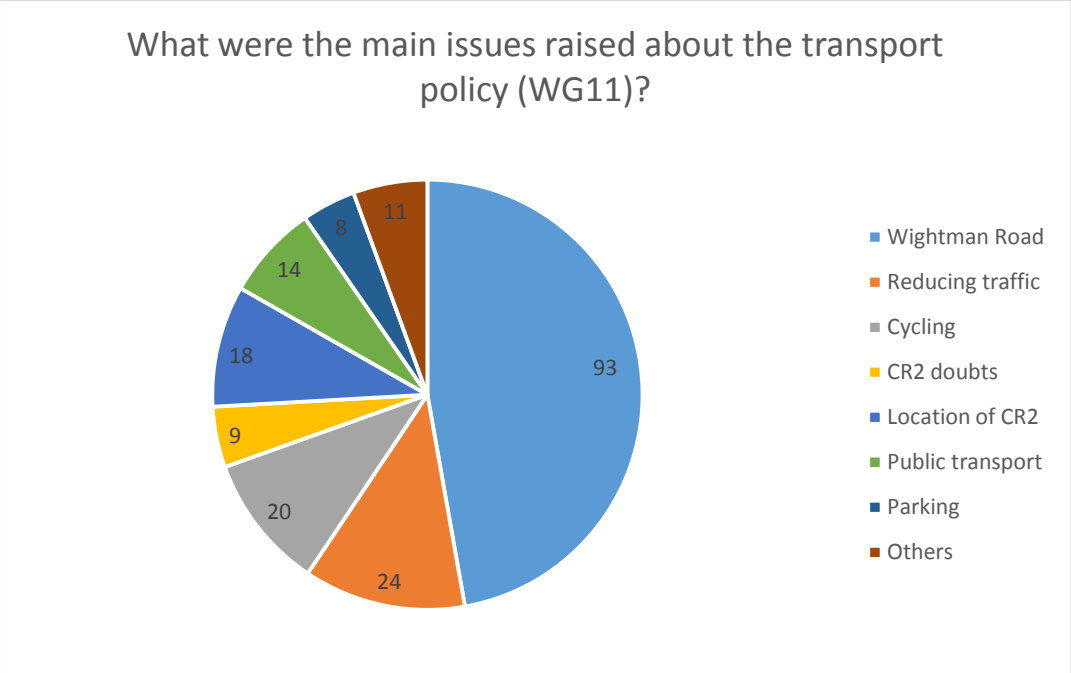
182 comments came from individuals

10 from statutory consultation bodies (Greater London Authority, Transport for London, Enfield Council, Highways England)

1 from landowner/developers

5 from other groups and organisations

The transport policy attracted the second highest number of comments (after housing) of any policy area in the AAP, and a significant proportion of these were critical. A campaign led by the Living Wightman group led to a large number of concerns being raised about how the growth of Wood Green would impact on traffic along Wightman Road and the rest of the Harringay Ladder.



Issue	Council Response	Change Required
1. Traffic on Wightman Road and the Harringay Ladder		
93 comments (half of all comments made about the transport policy) directly mentioned either Wightman Road and/or the Harringay Ladder roads. This set of comments objected to what appears to be the intention to make Wightman Road into a New Primary Route into the AAP area – for example in figure 7.6 on page 74 of the current AAP. A joint response from the three Harringay ward councillors asked for the next draft of the AAP to make clearer whether or not this is the case (including in maps).	It is noted that many comments were received regarding the perceived substantial increase in vehicular traffic planned for Wightman Rd as it is identified as a "primary route" In this case a "primary route" related to the use of these streets within the centre as principle pedestrian and cycling routes. This will be made more clear in the imagery and text of the next version of the document.	Revise mapping, and re-cast the hierarchy of streets to show which transport modes will be prioritised.

Issue	Council Response	Change Required
If the plan is to channel more traffic onto Wightman Road, this was strongly opposed, as air pollution and traffic are already very high on this road, while parked cars along both sides make it narrow and dangerous for all road users.	This is not the plan. Generally the aim is to minimise any increases in vehicular traffic through the area, although it is noted that there are already significant flows which neither originate nor terminate in the AAP area.	No change necessary.
Instead, people suggested that Wightman Road should be closed to cars, or have traffic restricted, and become primarily a route for walking and cycling. One person suggested that the Harringay Ladder roads too should become paved shared spaces, with street planting used to encourage drivers to slow down. Any changes to traffic that are proposed in the Wood Green AAP should complement the recommendations of the Green Lanes Area Traffic Study, which aims to reduce pressure on Wightman Road rather than increase through-traffic. People wanted to see evidence of a more joined-up approach to thinking about traffic management in and around Wood Green.	This concept has been explored through the Green Lanes Area Transport Study, which has recommended that any closure of Wightman Rd would have significant adverse transport impacts on the surrounding area.	No change necessary.
Some comments argued that the overall aims of the AAP are flawed, and that Haringey Council should not be trying to make Wood Green into a Metropolitan Town Centre, as this will negatively impact on residents in surrounding areas by attracting more traffic to residential roads that are already busy, congested and polluted.	Wood Green is already a Metropolitan Town Centre, and the strategic decision to retain and grow the centre is consistent in the Local Plan: Strategic Policies and the London Plan.	No change necessary.
2. Strategic planning to reduce road traffic		

Issue	Council Response	Change Required
A large number of comments expressed concern that the current transport policy is not robust enough to tackle the scale of existing traffic problems in the area, including congestion, air pollution, traffic noise, rat running and overcrowded public transport – and will in fact make these problems worse by building more homes and bringing more people to live, work and shop in Wood Green.	The limiting of parking spaces in new development will minimise any increase in vehicular transportation arising from the Plan. It is noted that traffic is currently an issue in the area, but that much of this neither originates nor terminates in Wood Green, meaning there is limited scope for changing it through the AAP.	The Plan will identify mitigation actions to reduce the number of trips starting or ending in the town centre by virtue of achieving mode split to more sustainable modes of transport, as identified in the Transport Study.
The majority of these comments felt that the correct approach for the area should be to reduce road traffic overall, and plan for a significant shift to more sustainable modes of transport, such as walking and cycling. There were concerns that the assumption behind the policy still appears to be that cars and motor traffic will remain dominant, with policies elsewhere in the AAP (WG5: Wood Green's Urban Design Framework) appearing to plan for an increase in road capacity to accommodate this.	The Plan supports the use of more sustainable forms of transport, and identifies opportunities for improving cycling and pedestrian connections, while limiting parking in new developments (through the DMDPD).	Actions identified through the Transport Study will be incorporated into the next version of the Plan.
Some specific suggestions for how reducing traffic could be achieved included: more use of traffic filtering, not allowing parking and loading on Turnpike Lane during busy hours to improve bus services, reducing the amount of parking in the town centre (perhaps making this disabled only) and regularly closing the High Road to all traffic except cyclists and pedestrians. A few people also pointed to evidence that shows that strategically closing off roads leads to 'traffic evaporation' (i.e. people changing their behaviour so that they make fewer journeys by car).	A suite of potential transport improvements will be looked at in the Transport Study which will accompany the next version of the Plan.	Examine what mitigations are possible having regard to the transport study.

Issue	Council Response	Change Required
Overall, people wanted to see a comprehensive traffic study looking at the likely impact on the area and a plan for traffic management with the primary aim of reducing traffic. Haringey Cycling Campaign suggested implementing the Healthy Streets for London approach[3], which would have the added benefits of stimulating footfall and economic activity. It would also create more pleasant environments for people to sit outside.	A transport study is being completed with these aims.	Examine what mitigations are possible having regard to the transport study.
3. Cycling		
People were positive about initiatives to encourage cycling, but felt that for these to be truly successful, there would need to be more specific proposals within the AAP for improving the capacity and safety of the cycle network.	Noted.	We will seek to identify a more comprehensive map of existing and enhanced routes by mode in the next version of the document.
Haringey Cycling Campaign also noted that no new cycle routes are being created, and the cycle routes shown in figure 7.19 on page 99 of the AAP only mark out existing, poor quality routes.	The existing routes, noting that they may be in poor condition have an important role to play in the provision of a cycle network in Wood Green.	
There were a number of demands for high quality, protected cycle lanes, to join up with cycle networks that are being created in Hackney and Enfield; the mini-Holland scheme in Waltham Forest was mentioned by a few people as a good example for Wood Green to imitate.	Noted, the routes in Wood Green will not link up directly as the areas are not contiguous, but will plumb into the same overall network.	Identify opportunities for the Wood Green cycle network to align with surrounding strategies.
These cycle lanes should follow direct routes between homes, shops, schools, workplaces and leisure spaces so that people use them as part of		

[3] Healthy Streets for London: Prioritising walking, cycling and public transport to create a healthy city, Mayor of London and Transport for London, February 2017, http://content.tfl.gov.uk/healthy-streets-for-london.pdf [accessed 5th July 2017]

Issue	Council Response	Change Required
their day-to-day travel (one person commented that the 'quietways' shown in figure 7.19 are non-direct routes that would not be used by commuters). Cycle lanes should be allocated from roads and not from pavement space. There would also need to be protected crossings on main roads like Bounds Green Road and the High Road, and cyclists should have right of way at junctions (the junction of Turnpike Lane and Wightman Road was mentioned as particularly dangerous for cyclists).		
4. Extent to which the AAP is dependent on Crossrail 2		
Several people picked up on the reference to a new Crossrail 2 station within this policy. Various comments pointed out that it is currently uncertain whether the Crossrail 2 project will go ahead at all, as it was not included in the Government's 2017 Spring Budget statement, and even if it does, there is no guarantee that the chosen route will come anywhere near Wood Green.	The Council's preferred position is that there is a Crossrail station at Wood Green, however, we note that this is not confirmed or funded at this point. As such densities will be adjusted to reflect this position. In order to present a flexible plan, increased densities will be encouraged as and when Crossrail is confirmed.	Amend densities and make existing densities "aspirational linked to Crossrail 2".
As already discussed in the 'what we heard overall' section of this report, the reliance of the AAP in its current form on Crossrail 2 was a critical issue in the consultation, and there was very strong demand for some form of 'plan B' that sets out what will happen in Wood Green without Crossrail.		
The Greater London Authority (GLA) requested that the AAP clearly acknowledge that Crossrail 2 is not yet a confirmed project. It should also be referred to throughout the AAP as 'Crossrail 2' rather than 'Crossrail' to distinguish it from the Elizabeth Line.	The latest position on Crossrail 2 will be reflected in the AAP.	Adjust the AAP as necessary to reflect the latest position on the development of Crossrail 2.

Issue	Council Response	Change Required
People wanted to know what would happen if there was no new Crossrail station, for example what contingency plans there were for improving local transport links to accommodate the extra residents and workers.	The Council will negotiate with TfL to establish what contingency plans are in place if Crossrail is not confirmed.	Dependent upon discussions with TfL.
Transport for London (TfL) were particularly keen for the AAP to identify which schemes will not go ahead without confirmation on Crossrail 2, in order to help them quantify the benefits that Crossrail 2 would bring to Wood Green. TfL want to align their business case for Crossrail 2 with the Wood Green AAP, so would like the AAP to make clear how Crossrail 2 has influenced housing targets, employment targets and development capacities of different site allocations (i.e. set out a 'with' and 'without' Crossrail 2 scenario for each site allocation and policy). TfL would welcome the opportunity to work closely with Haringey Council on this, and particularly to explore their aspirations for a second station entrance at the Wood Green Library site, and how this would affect regeneration in the area.	The Council will seek to understand what developers will bring forward their development schemes without the benefit of a new Crossrail Station. In addition to re-establishing the certainty around individual sites, densities will be altered as a result of there not being a Crossrail intervention.	Amend site allocations and densities dependent upon Crossrail 2 decision.
5. Alternative preferences for the location of Crossrail 2		
There was support for the original Crossrail 2 route with two stations – one at Alexandra Palace and one at Turnpike Lane (as well as a few people who felt it should just be at one or the other of these), rather than Haringey Council's preferred location in the centre of Wood Green.	It is noted that there is a section of the community which prefer Turnpike Lane/ Alexandra Palace as the preferred Crossrail 2 stations for Wood Green. The Council's position is that there is only a limited justification for this in transport terms (only the Bowes Park line would be connected to a Crossrail station additionally, compared to mainline, and	No change necessary.
Those who argued that Crossrail 2 should have stations at both Alexandra Palace and Turnpike Lane pointed out that this route was favoured by the		No change necessary.

Issue	Council Response	Change Required
majority of people in the 2015 Crossrail 2 consultation. One person felt that this was more likely to be the favoured route anyway, as it was better for commuters from Hertfordshire. Another person said that this route would help develop Alexandra Palace Station as a rail interchange. Several people felt that as there was already a tube station at Wood Green, building a Crossrail station there too would have minimal benefit to the town centre, and as both Alexandra Palace and Turnpike Lane are within walking distance of the town centre, these would still be close enough to support the high street.	Piccadilly connections in either scenario), and that the opportunity to create regeneration from a Turnpike Lane/ Alexandra Park layout are significantly less than in a central Wood Green (and importantly New Southgate) layout. The business case for Crossrail depends partially on securing land-use benefits tied to regeneration, and as such the Council's preferred option of having a central Wood Green Crossrail Station maximises the chances of Crossrail being delivered by maximising the land use benefits identifiable. This is due to the land parcels in close proximity to Wood Green and New Southgate stations being generally larger, and more developable than those in close proximity to Turnpike lane and Alexandra Palace stations.	
Several people who argued in favour of a station at Turnpike Lane pointed out that there is more space here, and that having a station at the weaker end of the High Road would rejuvenate the whole high street, rather than allowing Turnpike Lane to be neglected.	There is relatively limited space for redevelopment at this end of the High Road, however it is recognised that there are opportunities for investment in this area.	The Council will investigate opportunities for investments at the Turnpike Lane end of the High Rd.
One person who argued in favour of a station at Alexandra Palace felt that this would help attract visitors to the Wood Green Cultural Quarter and to Alexandra Palace itself, which could make a similar contribution to the local economy as the O2 Arena does in Greenwich, but is held back by poor	The Council agrees that it is important to help support visitation to the Palace, and there are many interventions in the AAP which help to facilitate this including improving Station Rd, and creating a new East-West route to the foot of Alexandra	No change necessary.

Issue	Council Response	Change Required
transport links.	Palace Park.	
Others objected to the town centre location for Crossrail 2 due to lack of space, and the need to demolish existing buildings like the Library. One person suggested Crossrail 2 should be built on the brownfield site at the former Clarendon Gas Works.	The Council has identified Wood Green as a growth area, and as such the demolition of some buildings is required to create new uses. There is a need to establish a connection with the Piccadilly line, and mainline services, so the Clarendon Gas Works site is not feasible.	No change necessary.
The GLA, Enfield Council and the Mall owners, Capital and Regional, were all strongly in favour of a central Wood Green location for Crossrail, as this would allow the biggest potential for growth and regeneration. Enfield Council wanted to see more evidence about the anticipated growth in town centre and employment floorspace that is expected off the back of this. Fewer than five commenters on Commonplace also expressed support for the central location.	Support is noted. The Council has published retail evidence as part of its evidence base, and Capital & Regional have also published their evidence to support a significant growth in town centre floorspace. As a Metropolitan Centre, the London Plan supports growth in town centre uses here.	No change necessary.
A few people were opposed to a Crossrail ventilation shaft in Downhills Park (it is unclear exactly where the idea of a ventilation shaft has come from as it is not mentioned in the current draft of the AAP). One person objected to the disruption that would be caused by building Crossrail 2 in the centre of Wood Green.	This is outside the scope of the AAP, and representations on this topic have been received and have been responded to as art of the Crossrail 2 route consultation.	No change necessary.
6. Improvements to public transport network		

Issue	Council Response	Change Required
Several people felt that the two existing tube stations should be expanded and improved with additional entrances built to cope with the volume of passengers. Another person wanted to see the station buildings renovated and restored to their former glory. And yet another person felt that lifts or escalators from street level needed to be provided at Turnpike Lane station, to make it easier for people with disabilities, or anyone travelling with heavy baggage, to use the station. People with physical and sensory disabilities who attended a disability consultation workshop on 23rd March 2017 noted that travelling to and from Wood Green with a disability is currently very difficult, as neither of the two tube stations are wheelchair accessible.	The Council would support opportunities to increase capacity of existing stations. These would likely be delivered through TfL improvement schemes. The Council would support heritage-led improvements to safeguard and enhance the significance of these heritage assets. It will be expected that the new Crossrail station will be step-free.	Include reference to these improvements in the AAP and Development Infrastructure Investment Strategy.
A few people wanted to see bus routes better managed, and traffic flow improved to help buses reach stops more easily. Specifically, one person asked that the bus stop on Lordship Lane next to Mecca Bingo should be removed, as it is too close to the next bus stop, which causes confusion, bottlenecks and accidents. One other person commented on bus stops currently being located too close to major junctions.	There may be opportunities to optimise the bus network through the development of sites on the bus network. These include those on the High Rd/ Green Lanes, Station Rd, Lordship Lane, and Turnpike Lane.	Include opportunities for bus stop optimisation in relevant Site Allocations. Note that this will need to be in consultation with TfL Buses and bus operators.
Arriva would like to be involved in discussions about any changes to bus standing facilities, and how traffic flow will be managed during the construction period.	Noted.	No change necessary.
7. Town centre parking		

Issue	Council Response	Change Required
Several solutions were put forward that would help reduce the demand for town centre car parking spaces. These included a Park and Ride/shopping shuttle bus – which another person felt could be extended to carry visitors between Turnpike Lane, Wood Green tube, Alexandra Palace Station, and up the hill to the Palace itself.	It is considered that public transport access to Wood Green is already excellent without the need for these additional modes.	No change necessary.
One exception to the overall reduction in town centre parking was the need for more disabled parking spaces. This should be genuinely accessible for both disabled passengers and drivers, allowing extra space for a ramp or tailgate at the back of the car, easy to reach by wheelchair (i.e. no steep inclines or uneven pavements) and available for longer than regular parking spaces to allow for the extra time it takes somebody with a disability to move around while doing shopping. There should also be a designated town centre bus stop for Dial-a-Ride. These suggestions were all put forward by people who attended a dedicated consultation workshop for people with physical and sensory disabilities on 23rd March 2017.	The need for disabled parking spaces as part of the town centre parking provision will be identified in the transport study.	Identify the quantum and preferred locations for disabled and non-disabled parking in Wood Green.
One person wanted to demolish the car parks around the Mall to make this area feel less deserted and threatening at night. Another person suggested moving car parking underground.	These methods are supported by the Council.	Identify suitable locations for new parking.
In contrast to the majority view, that parking should be reduced to encourage people to use their cars less, some people were concerned that reducing the amount of parking in the town centre would lead to more cars being parked on residential side streets.	There is a need for some town centre parking, in order to encourage people to visit the centre. This should be restricted to encourage mode share to other uses, but enough to support the needs of town	The Transport Study will identify the appropriate amount of town centre parking.

Issue	Council Response	Change Required
One person felt that private car owners were going to be penalised under the draft AAP proposals.	centre operators.	
8. Rat running		
The acknowledgement in paragraph 7.80 on page 100 of the AAP that rat running is an issue that needs to be addressed was supported by comments made during the consultation. People wanted to see current rat runs eliminated and new ones prevented in future road layouts.	The Transport Study will investigate the potential impacts of reducing rat runs, having regard to the local benefits and wider road transport impacts.	Update from the Transport Study.
Specific 'rat runs' that were mentioned as problematic included: • Watsons Road, Ringslade Road and Cumberland Road between the High Road and Station Road • Selbourne Road and Wolseley Road between Bounds Green Road and Park Avenue • Alexandra Road between the High Road and Turnpike Lane (one person suggested that a roundabout at Turnpike Lane tube would help improve this by making it easier for people to turn right from the High Road onto Turnpike Lane) • Palace Gates Road between Bedford Road and Alexandra Park Road		
Transport for London (TfL) welcomed the transport study that will support the next version of the AAP, and encouraged Haringey Council to use TfL's suite of strategic models to support this. They would also welcome discussion with the Council around the	Noted and agreed	No change required

Issue	Council Response	Change Required
scope of the study.		
9. Improve High Rd crossings		
Some of the people who attended our 'over 60s' workshop on 6th March 2017 pointed out that the junction and crossings outside Wood Green tube station are currently very confusing and unsafe for elderly and disabled people to cross, and the layout should be improved.	Noted. This junction will be designed to be accessible to all sections of the community.	No change necessary.
10. **Comments from the GLA**		
The Greater London Authority (GLA) recommended that the draft AAP make it clear that only one Crossrail 2 station entrance is currently planned if the central Wood Green location is confirmed – on the Vue site. Maps and text should make it clear that the second entrance on the site of the library is aspirational. The vision for the Wood Green North and Wood Green Central areas should be changed accordingly.	The Council will continue to negotiate with TfL/ DoT to ensure that the maximum amount of public benefit is created from the Crossrail intervention. It is hoped that this includes ensuring that access to the centre of the High Road is delivered.	State that the second Crossrail entrance is an aspiration rather than a confirmed project at the current time.
The GLA also recommended including a map in the AAP that shows all of the sites that have been safeguarded for Crossrail 2 construction, as this will help inform the timing and delivery of some sites, which will not be able to be built on until after Crossrail 2 is finished (after 2030).	This will be added based on the latest safeguarding.	Add a map of the Crossrail 2 safeguarding areas.
The AAP should look at how the bus network and pedestrian movement will be affected if Crossrail 2 is built, to ensure that appropriate services are provided, and changing between different transport modes (e.g. Crossrail 2 and bus) is as easy as	The AAP will incorporate measures from the Transport Study. There is an aspiration to create a new bus route along Mary Neuner Way/ Western Rd, and the Council will seek to discuss whether this is an	Add measures from the Transport Study.

Issue	Council Response	Change Required
possible. Paragraph 4.35 should say that bus journeys will be 'extended' not 'spread' as this gives the misleading impression that buses will be diverted away from the High Road.	extension or a spread with TfL.	
The GLA asked that planning policy documents follow the Mayor's Healthy Streets for London approach to encourage walking and cycling.	Measures suggested in this strategy that are appropriate for Wood Green will be included in the long list of potential interventions in the Transport Study.	Add measures from the Transport Study.
The GLA suggested that the AAP should include a strategy for taxis and other private hire vehicles, as the night tube is likely to increase demand for late night taxi travel in the area. The next draft should acknowledge the four existing 24-hour taxi ranks in Wood Green and consider how these and other taxi ranks can be accommodated in future.	The next draft will acknowledge the existing and potential future opportunities for taxi ranks in Wood Green.	The next draft will acknowledge the existing and potential future opportunities for taxi ranks in Wood Green.
The GLA noted that crowded pavements at the Turnpike Lane end of the High Road are noted as an issue in paragraph 4.46 of the draft AAP. This issue should be specifically addressed in the transport policy.	This is agreed.	Note that actions to better manage the crowded pavements at the Turnpike Lane end of the High Rd should be included in the Transport policy.
11. Highways England		
Highways England responded to the consultation to say that they had no comments to make on the AAP overall – no traffic issues were raised by them.	Noted.	No change necessary.
12. Deliveries		
One person asked that the policy be amended to include managing the impact of delivery lorries to the town centre. The GLA also noted that services and deliveries to new shops will increase traffic in the town centre, and recommended that the AAP	Development guidelines will be tailored to suggest that the deliveries are to discreet, non-pedestrianised sections of the centre, while also reducing yard spaces, which create blank frontages within the centre.	Tailor development guidelines.

Issue	Council Response	Change Required
look at how to manage this, including identifying potential places for dedicated delivery areas.		
13. Change the High Rd back		
One person wanted the High Road to be reconfigured to how it was.	It is considered that the plan can only seek to make conditions better based on the current uses as a starting point.	No change necessary.
14. Pedestrianise the High Rd		
Another person suggested pedestrianizing High Road, making it open to cyclists and emergency vehicles only, and with a tram or shuttle bus running between Wood Green and Turnpike Lane tubes; another suggested creating an underpass for vehicles.	This is not considered a feasible option, as evidenced by the Green Lanes Area Transport Study.	No change necessary.
15. Bike/ Scooter rental facility		
One person suggested having a bike, trike and scooter rental facility in the town centre.	The Council's Transport Strategy will look into this.	No change necessary.
16. Scooter/ motorbike facilities		
One person requested more facilities for motorbikes and scooters (e.g. parking space and at least 400 ground anchors), pointing out that this is a form of transport that should also be encouraged, as a 10% switch of road users from car to motorbike or scooter has been shown to reduce road congestion by 40%. Motorbikes and scooters should be able to share cycle lanes, as is the case in cities like Melbourne and the Hague, and the Urban Motorcycle Design Handbook from Transport for London (TfL) should be referred to when designing junctions.	Parking Standards as per the London Plan will be used.	No change necessary.
One person wanted to know how the impact of construction traffic and road closures – including the impact on air quality – would be managed during	As the details of each development are not known at this stage, these will be managed on a site-by-site basis, and controlled by	No change necessary.

Issue	Council Response	Change Required
demolition and building work in and around the town centre.	conditions on planning applications.	
One person wanted to see the awkward road layout of Clarendon Road, Western Road and Mary Neuner Way sorted out.	The Council will investigate whether this is a significant issue in the Transport Study.	Add measures from the Transport Study.
17. Primary route along Lymington Avenue		
One person objected to the new primary route, which is shown on figure 5.1 on p55 of the AAP as running along Lymington Avenue, on the grounds that there should not be a major road running through a Conservation Area.	This is not planned as a major new car route, but as a cycle/ pedestrian link between the Town centre and the east of the borough. The mapping will be updated to make this more clear in the next version of the document.	Update mapping to make more clear the preferred routes through the centre.

WG12: Meanwhile uses

5 comments were made on different aspects of this policy and how it could be improved

5 comments came from individuals

Only a handful of comments were made specifically about the 'meanwhile uses' aspect of the AAP, but these comments were by and large positive, with two suggestions that these temporary spaces and uses should benefit existing local businesses first and foremost.

Issue	Council Response	Change Required
1. Support for Blue House Yard		
Two people welcomed the timber work sheds, offices and studios at the Blue House Yard. One person felt it was important to encourage these sorts of 'meanwhile projects' in order to build up momentum.	No change necessary.	No change necessary.
2. Local business matchmaking service		
One person suggested a 'matchmaking' service, where small, local businesses can request the kind of space they are looking for and Haringey Council can ensure that temporary workspaces are tailored to their unique requirements.	This is a fine suggestion. The creation of a matchmaking service will be considered by the Council, although attempts at retaining businesses and reproviding locations within the borough are already underway.	AAP: No change necessary. Council more widely: Consider the creation of an online tool for advertising meanwhile opportunities.
One person felt that meanwhile spaces could be allocated to established local businesses who would be displaced by the demolition of their current buildings in and around the town centre. These would be rented to them at the same price as the space they previously occupied, and would allow them to continue to operate while new permanent spaces are being built. Another person, similarly, felt that preference should be given to local		

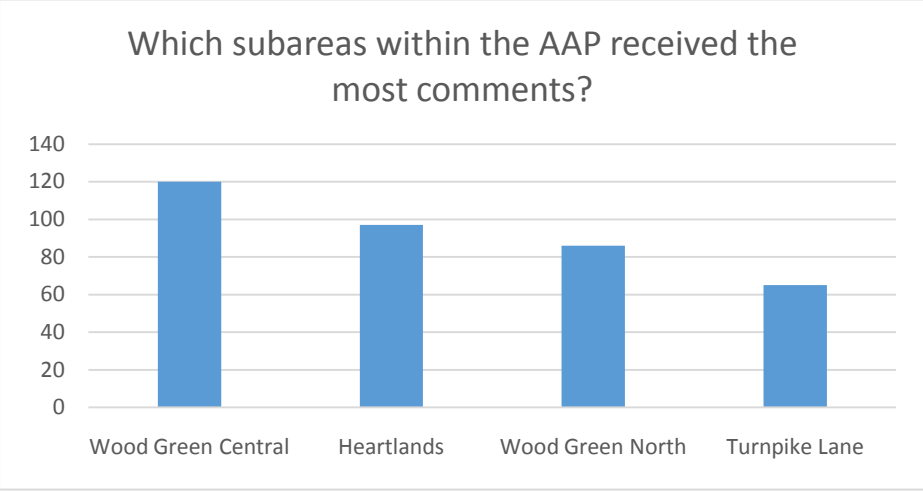
Issue	Council Response	Change Required
residents and businesses when allocating 'meanwhile' spaces – possibly as commercial space to the craftspeople and artists in the Chocolate Factory.		
3. Pop up restaurants		
One person suggested that a space for pop up restaurants would be a good meanwhile use.	The Council notes this suggestion. The choice of uses will be determined on a site-by-site basis.	No change necessary.

What we heard about the site allocations

The AAP currently contains 25 ‘site allocations’ – buildings or areas that have been earmarked for possible demolition or repurposing. These are spread across 4 distinct subareas within the area covered by the AAP – Wood Green North, Wood Green Central, Turnpike Lane and Heartlands.

What is expected on each of the site allocations is described in Chapter 8 (pages 102-161) of the draft AAP report.

Any comments made during the consultation that relate to a particular area or site allocation are presented in the following sections. The Wood Green Central subarea received the highest number of comments, while Turnpike Lane received the fewest.



Statutory and other comments relevant to all site allocations

Several statutory consultation bodies – the Greater London Authority (GLA), the Environment Agency, the Metropolitan Police and Thames Water – made suggestions for additional points that should be considered for all site allocations.

Issue	Council Response	Change Required
Environment Agency		
The Environment Agency - in addition to comments on specific site allocations – noted that opportunities were being missed within the AAP as a whole to tackle poor water quality and improve sustainable drainage measures within Wood Green, to enhance the Moselle Brook and to promote green infrastructure. They asked for the infrastructure improvements listed on page 63 of the AAP to include those relating to flood risk and Water Framework Directive action measures, and for all site allocations to show an awareness of groundwater Source Protection Zones and Flood Zones. Lastly, they asked for an 8 metre buffer zone to be established around the underground Moselle Brook – whether this remains covered over or is uncovered – to create new green space and to provide access for any future work to uncover the river.	Regarding development above or adjacent to a watercourse is already managed through Policy DM28.	Cross reference relevant sites to DM28.
	The Council will consider the appropriateness of including flood risk and WFD action measures within the list of infrastructure improvements, having consideration to site allocations as well as other improvement considerations	Add relevant infrastructure improvements as identified by the EA
Greater London Authority		
The Greater London Authority (GLA) recommended that – similar to key diagram figure 5.1 – the AAP should also include diagrams illustrating what all the major site allocations may look like in future, taking into account any existing planning permissions. This will help the public to visualise how Wood Green may look in future.	It is considered that this could in effect pre-determine the decision on future planning applications. The Council is keen that the Policy establishes the principles of development, but not the detailed design.	No change necessary.

Issue	Council Response	Change Required
Metropolitan Police		
The Metropolitan Police (the Met) requested that when applying for planning permission all developers must consult with the Met's Designing Out Crime officers, and comply with the Secured by Design scheme that helps new buildings achieve high standards of security and crime prevention.	The requirement to engage with the Designing Out Crime principles is already included in Policy DM2 of the Local Plan.	No change necessary.
Thames Water		
Thames Water welcomed the standard development guideline included in all site allocations that requires developers to consult with Thames Water when preparing a planning application. However, they suggested that this should go further and text should be added to say that developers will need to demonstrate that there is adequate water supply, wastewater capacity and drainage to cope with the extra demand from anything they wish to build without causing problems for other users. This may involve commissioning studies from Thames Water, which can take up to 3 months to complete, so time should be allowed for this. If water services cannot cope with the predicted demand, developers will need to set out what upgrades are needed and how these will be provided (Thames Water provided suggested text for this development guideline in their response).	The time implications of this are noted. While it is practicable to put an overarching comment in the infrastructure Policy, adding this additional text to each Site Allocation would be quite repetitive.	Add additional guidance into the infrastructure policy regarding the need to consult with Thames Water, and the timeframes for this.
St. William		
St William (who have planning permission to build on the former Clarendon Gas Works site) asked whether the meaning of certain terms used in the	Definitions will be added to the glossary. For clarity here, commercial generally refers to job-generating B-class uses, while	Add definitions to the Glossary.

Issue	Council Response	Change Required
AAP ('commercial floorspace' and 'town centre uses') could be made clearer to avoid any ambiguity.	town centre uses generally cover retail (A class) and leisure/ community (D class uses).	
LaSalle Investment Management		
LaSalle Investment Management – which acts on behalf of the long leaseholders of two addresses in the Heartlands area[4] - suggested that site allocations should only state the overall amount of new floorspace that should be created on the site, not what type of floorspace this should be.	The aim of the AAP is to ensure that a sustainable mix of floorspace types is created in new developments. Not stating what the mix would be would be counter to this outcome.	No change necessary.

[4] 1-3 Guillemot Place and 1-4 Bittern Place

Wood Green North

[Eamonn – include figure 8.2 from the AAP here showing site allocations in Wood Green North]

91 comments were made on different aspects of this area and its site allocations and how these could be improved

81 comments came from individuals

5 from statutory consultation bodies (Environment Agency, Historic England, Transport for London, Greater London Authority)

2 from landowner/developers

3 from other groups and organisations

Comments on the Wood Green North area overall

Issue	Council Response	Change Required
1. Extension of the AAP Area		

Issue	Council Response	Change Required
Two people noted that since the 2016 consultation phase a new area of residential streets and green spaces[5] in Wood Green North has been added to the AAP area (the Alexandra Palace Station character area), with no explanation or justification. There are no site allocations within the newly included area, and many of the streets are within conservation areas. The people who raised this issue asked for this area to either be excluded from the AAP area or offered specific protections as the Mayes Road and Hornsey Park Road areas currently are in paragraph 3.53 of the draft AAP. They also asked that it be made clearer that only the section of Station Road that falls within the town centre boundary should be developed, as the rest of it is residential and not suitable for other purposes.	The purpose of the inclusion of the additional area in the north Wood Green is to include the open spaces of Nightingale and Trinity Gardens within the AAP area. This was done in order to establish the link between growth in the AAP area, and the opportunities to improve open spaces so that they are better able to support the growing population. It is noted that this area is in part a Conservation Area, and that there are no identified development opportunities within it. It is agreed that further detail can be added to the "Boundary of the area" section, including wording that supports the continuation of this use as a predominately residential area.	Add additional text to the Boundaries of the area section setting out that the Alexandra Palace Station area, while remaining as a residential area, is included to ensure parks can be planned in a co-ordinated manner.
2. Wood Green Common		
Two people asked that the AAP should emphasise the positive features of Wood Green Common, and offer protection to the space that supports its status as a conservation area.	It is agreed that Wood Green Common has an important role to play as the centre of a Conservation Area, and an open space. The Spatial Development Strategy for Wood Green Common is to improve its quality to better serve the area, although this will need to be within the context of it being the centre of the Conservation Area.	No change necessary.

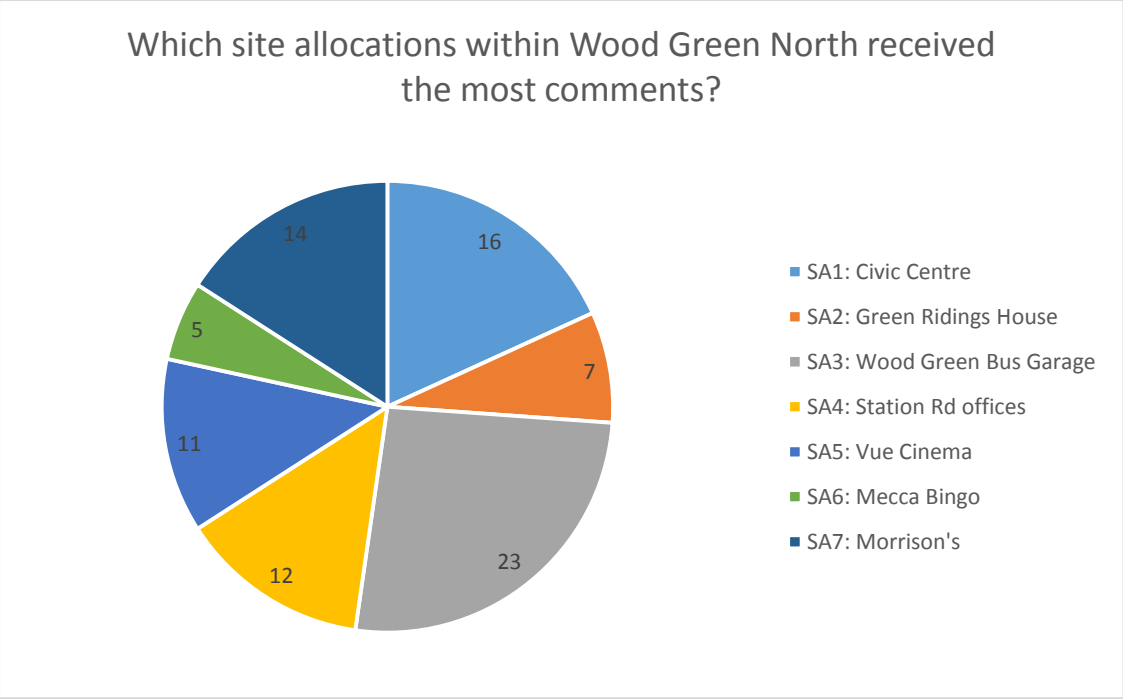
[5] Station Road north of junction with Mayes Road, Barratt Avenue, Bradley Road, Park Avenue, Cumberland Road, Wolseley Road, Ranelagh Road, Selborne Road, Warberry Road, Ringslade Road, Avenue Gardens, Nightingale Gardens, Trinity Gardens, Wood Green Common

Issue	Council Response	Change Required
3. Drainage		
The Environment Agency asked that a sentence be added to the vision for Wood Green North on page 56 of the AAP saying 'New development champions a sustainable approach to the risks of surface water flooding by using sustainable drainage measures and green infrastructure'. Wood Green North falls within a Critical Drainage Area, and the risks of surface water flooding should be factored into the SWOT analysis for the sub-area on page 33 of the AAP, as both a weakness and as an opportunity (for new sustainable drainage approaches).	Wording to reflect the aspiration to improve drainage in the area will be added.	Wording to reflect the aspiration to improve drainage in the area will be added.
Transport for London (TfL) noted that Green Ridings House, part of the bus garage and the Vue cinema site are all potential Crossrail 2 worksites, and suggested that the AAP specifically mention that Crossrail 2 could act as a barrier to any building work on these sites until after the construction of Crossrail 2 (post-2030). Following construction, Tfl/Crossrail 2 will own these sites, and TfL would welcome discussions with Haringey Council in due course about how to develop them.	The AAP will reflect the latest safeguarding position for Crossrail 2.	Update the document to reflect the latest safeguarding position for Crossrail 2.
4. Support for food and drink area		
One person was broadly in agreement with the ambition for Wood Green North to become a 'food and drink' area.	Noted.	No change necessary.
8. Vision for Station Rd		

Issue	Council Response	Change Required
Fewer than five comments were made on the Station Road area more generally, rather than specifically on any site allocation. These included concerns that boosting the night time economy on Station Road would lead to more crime and disturbance for residents. Another person was opposed to increasing traffic on Station Road and Alexandra Park Road. Two people expressed support for improving Station Road, saying that this was necessary and long overdue.	There is no plan to increase traffic along Station Rd.	No change necessary.
	Wood Green town centre currently has a relatively low quantum of leisure and food and drinks uses, and Station Rd presents a particularly choice location suited to it providing a key pedestrian route between Wood Green Station and Alexander Palace.	No change necessary.

Wood Green North contains 7 site allocations:

- SA1: Civic Centre
- SA2: Green Ridings House
- SA3: Wood Green Bus Garage
- SA4: Station Road offices
- SA5: Vue Cinema
- SA6: Mecca Bingo
- SA7: Morrisons



Comments that were made about each of these individual sites are listed below.

SA1: Civic Centre

Issue	Council Response	Change Required
1. Objection to demolition		
Many people were opposed to the potential demolition of this building, as it is a listed building and part of the heritage of Wood	It is acknowledged in the Policy that this building is a locally listed heritage asset.	No change necessary.

Issue	Council Response	Change Required
Green. One person noted that this appeared to contradict the aims of the WG7: Heritage policy. Others objected to the Civic Centre being transferred from public ownership into the Haringey Development Vehicle.	The transfer of land into the Haringey Development Vehicle is not a planning issue.	No change necessary.
One person was happy for the Civic Centre to be converted into luxury apartments, as long as it was not demolished	There is no policy aimed at creating "luxury" housing. All new housing will be expected to address housing need, including affordable housing need.	No change necessary.
2. Retain as Council offices		
A few people wanted the Civic Centre to become the main council offices (instead of building a new office in the Heartlands), while River Park House could be sold off and the land ring-fenced for building affordable housing.	The existing Civic Centre building is not suitable for use as the Council's main offices, as in its current configuration it is too small, and not appropriately designed. While it may be feasible to expand the site to include more Council offices, the Council feels that locating the offices in the centre of Wood Green would improve its accessibility to the public more widely, as well as facilitate development to the west of Wood Green High Rd.	No change necessary.
3. Use as public building		
Others wanted the Civic Centre to be used for other community purposes, such as an art centre and theatre, or leisure centre.	If the Civic Chamber building is preserved, it is accepted that uses such as a theatre would be suitable.	Include text for the optimal use of the Civic Centre if the chamber is preserved.
	The travellers site (a residential use) is considered to be an appropriate neighbouring use for new residential and commercial development.	No change necessary.
4. Partial demolition only		

Issue	Council Response	Change Required
One person felt that some parts of the building could be demolished (the north wing and committee rooms), while other parts were upgraded (the Council Chamber and registry office area). The remaining building could become an art centre and meeting space, while a new extension could form the new council offices. Housing, a hotel and private offices could also be included to help fund the council and community spaces.	This view is noted, and it is agreed that the chamber is the most significant part of this site. The proposed uses are too detailed for a Site Allocation. There is scope for a hotel and commercial space within the site, and the allocation would permit this.	No change necessary.
Another person was keen for as much of the Civic Centre to be preserved as possible, but recognised that the current building needs improvement. This person suggested that the front part of the building could be preserved for community use, while new housing could be built at the back.	It is agreed that tat the car park area of the site is suitable for development with or without demolition of the existing Civic Centre.	No change necessary.
5. Local Democracy		
One person felt that the Council Chamber plays a vital role in local democracy by allowing the public to attend Council meetings, and so should be retained.	There are requirements that the public are able to view and attend public meetings in future, and this will be designed into any future democratic space. This could include the use of technology where appropriate to enable a wide population to view public meetings.	Ensure that reference to local democracy and availability for all to view public meetings is included in the narrative for the new Council building.
6. Change of wording		
Heritage England expressed concern that the statement 'any comprehensive redevelopment requiring demolition would need to justify that the replacement building would make a significant contribution to the Trinity Gardens	This change is agreed.	Change wording to reflect Historic England's advice.

Issue	Council Response	Change Required
Conservation Area' may not comply with National Planning Policy Framework (NPPF)[6] guidance on 'Conserving and enhancing the historic environment'. They recommended rewording this section (and the site requirements) to say 'demolition can only be considered if the wider public benefits demonstrably outweigh the significance of the heritage asset' in a way that meets the tests for doing so set out in the NPPF.		
7. Trinity Primary Academy		
Trinity Primary Academy objected to the redevelopment of the Civic Centre car park, as this shares a wall with the school's infants playground. Demolition and building work would pose a danger to children using the playground entrance, health risks from dust and noise, and any new buildings would potentially overlook the playground, which creates a safeguarding risk.	The construction statement for any future development will ensure that risk is appropriately managed.	No change necessary.
	Building residential adjacent to educational uses is now quite common in London, and will be a factor in how the site is designed. This will be managed using Policies DM1 & DM2.	Include a development Guideline regarding respecting the safeguarding of children in the adjoining school site.
8. Objection to tower blocks		
One person objected to tower blocks on this site, saying that it created the wrong 'feel' for the area.	Policy DM6 manages proposals for tall buildings. It is noted that this site is in a Conservation Area, and as such any proposals will need to be designed having regard to this.	No change necessary.

SA2: Green Ridings House

[6] Department for Communities and Local Government, *National Planning Policy Framework*, March 2012, https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6077/2116950.pdf [accessed 6th July 2017]

Issue	Council Response	Change Required
1. Objection to tall building on this site		
Two people objected to a tall building on this site, which would overshadow neighbouring Victorian homes. One person said the new building should be no taller than the current one.	The height of any future development will be determined at the point of a planning permission, and determined using Policy DM6.	No change necessary.
2. New Council Offices		
One person wanted to see this building used as the new council offices, rather than building new offices in Heartlands.	The Council does not own this land, therefore there is limited opportunity to propose new Council office on this site.	No change necessary.
3. Concern from nearby houses		
One person was concerned that adequate stress testing be carried out on local homes before any demolition or building work, pointing out that when the Leverton Close flats were being built, some houses in the surrounding area suffered cracks in walls and ceilings, with one ceiling collapsing.	This is a detailed matter that will be managed through any future planning application.	No change necessary.
4. Need for new homes		
One person said that they did not object to this building being demolished, as long as it was replaced with homes.	The Council's view is that a mix of new homes and jobs would be optimal on this site.	No change necessary.
Another person said that this site would be a good location for new housing, but is not suitable for high rise, due the surrounding buildings (church, existing houses).	The Site Allocation acknowledges the adjacent Trinity Gardens Conservation Area.	No change necessary.
This person also commented that no more shops were needed on this site, but a café and offices would be good.	The evidence is clear that the overall town centre floorspace needs to increase if Wood Green is going to remain a viable Metropolitan Centre. In this area, the offer will be more leisure and food and drink orientated	No change necessary.
5. Crossrail Works Site		

Issue	Council Response	Change Required
Transport for London (TfL) noted that if this site (along with the Bus Garage and Vue Cinema site) become Crossrail worksites, then Crossrail 2 and TfL will jointly own them after work is complete, and will look to develop them. TfL's Commercial Development Planning team have already carried out feasibility work, and this should be referenced in the AAP. The AAP should also be corrected to say that this would not happen until after 2030, rather than 2027.	Noted, however the timing bar stating "after 2027" includes development after 2013.	No change necessary.

SA3: Wood Green Bus Garage

Issue	Council Response	Change Required
1. Objection to tall buildings		
Most comments on this site were objections, largely on the grounds that tall buildings are planned, which would overshadow neighbouring homes leading to loss of light and privacy. New buildings would also impact on surrounding homes through noise pollution and loss of character. One person was also concerned about vibrations from the buses using the underground garage.	The height of any future development will be determined at the point of a planning permission, and determined using Policy DM6.	No change necessary.
	Impact on adjacent properties of any future development will be managed using Policy DM1.	No change necessary.
	Potential underground vibrations will be an issue for consideration at the planning application stage.	No change necessary.
2. Increased bus provision		
One person questioned whether this was an appropriate location for a public square, or for homes, as presumably the rebuilt bus garage would need to be expanded with more frequent buses, due to the increase in demand.	The proposed development is for a new urban square above the bus garage, which would in effect be underground. There is potential, when including the Station Rd site, for the site to be expanded to accommodate greater bus stabling.	No change necessary.

Issue	Council Response	Change Required
3. Relocate the bus garage		
A few people felt that the bus garage should be moved away from this site, to reduce the number of buses using the High Road, the associated air pollution, to avoid clashes between buses pulling out of the bus garage and people walking up the High Road, and to create a better environment for restaurants with outdoor seating.	There is no scope for the bus garage facility to be moved. The crossroads of two routes and next to a tube station are ideal from a network and staff commuting perspective.	No change necessary.
4. What is a "podium"		
One person wanted more explanation of what is meant by a 'podium level' (on top of the new bus garage).	Podium Level in this instance relates to the creation of a new "ground" floor above an underground bus garage.	No change necessary.
5. Leneves		
Fennels Bays Services Ltd pointed out that this site is not actually under single private freehold, as stated in the AAP, as they own Ashley House separately from the bus garage. This creates an opportunity to develop the site in phases, and this should be allowed for in the site allocation. Fennels Bay support a mix of land uses on the site allocation, but suggested that offices should be built in the central and western parts of the site, while housing should be built on the eastern side of the site to avoid the impact of high rise flats on neighbouring homes. Fennels Bay Services felt that their part of the site (Ashley House) could accommodate a tall building of up to 20 stories, and suggested this be made more explicit in the wording of the site allocation.	It is noted that there is more than one ownership on this site.	Change description of the site to "mix of private freeholds"
	There is no justification for moving all of the offices to the office uses to other parts of the site on adjacency grounds. The two uses are fine neighbours.	No change necessary.
	The height of any future development will be determined at the point of a planning permission, and determined using Policy DM6.	No change necessary.
6. Arriva		

Issue	Council Response	Change Required
Arriva London welcomed recognition in the AAP of the need to keep the bus garage operational, and would welcome discussion with Haringey Council about optimal entry and exit routes.	Noted.	No change necessary.
Transport for London (TfL) asked that the AAP clarify whether the assumption is that the bus garage will remain on the same site, as elsewhere it talks about considering redeveloping the site.	The AAP is clear that the site can be redeveloped, but that the bus garage needs to be accommodated on the site.	No change necessary.
7. Wider pavements		
One person felt that pavements in this area would need to be widened.	The ideal width of all pavements will be identified through the Wood Green Design Guide.	Amend based on the findings of the Wood Green Design Guide.
8. Currently an eyesore		
One person was supportive of the plans, as the current bus station is an 'eyesore'.	Noted.	No change necessary.

SA4: Station Road offices

Issue	Council Response	Change Required
1. Objection to tall buildings		
Echoing concerns expressed about the bus garage site, people objected to having a tall building on this site, which would overlook nearby homes and make parking issues worse.	The height of any future development will be determined at the point of a planning permission, and determined using Policy DM6.	No change necessary.
2. Support for conversion		

Issue	Council Response	Change Required
One person objected to demolishing the council offices at River Park House, suggesting instead that if there is excess space due to smaller numbers of council staff, then the upper floors could be converted into flats, while the ground floor is converted into shops.	The Council believes that the conversion of the existing offices into flats would not be compatible with the aim of creating exemplar design for new homes in the borough.	No change necessary.
3. HDV		
One person objected to these offices being transferred from public ownership into the Haringey Development Vehicle.	The transfer of land into the Haringey Development Vehicle is not a planning issue.	No change necessary.

SA5: Vue Cinema

Issue	Council Response	Change Required
1. Objection to demolition of the cinema		
There were several objections to the demolition of the Vue Cinema building – one person felt that it was a waste of money to demolish a building that has only built relatively recently, another noted that this would undermine the evening economy policy, and one other person noted that this is currently well-used.	The current site includes a significant amount of "dead" space within it, and a redevelopment creates an opportunity to increase, rather than decrease the overall town centre offer on this site, including the contribution it makes to the evening economy.	No change necessary.
	With regards timeframes, this site is likely to come forward alongside Crossrail 2, as a works site to create an interchange station at Wood Green.	No change necessary.
2. Provision for a replacement cinema		

Issue	Council Response	Change Required
One person did not mind the Vue cinema being knocked down, but asked that there was provision elsewhere in the plans for a good quality replacement cinema to be built.	It is agreed that there needs to be an appropriate balance of leisure uses in Wood Green.	Include reference to ensuring there will remain a suitable quantum and mix of leisure uses in Wood Green when proposals that include the potential loss of an existing asset come forward.
3. Objection to tall building		
One person objected to a tall building on this site	The height of any future development will be determined at the point of a planning permission, and determined using Policy DM6.	No change necessary.
4. Upgrade the Vue		
One person wanted to see the 'ugly' metal front of the Vue removed and replaced with brickwork, and a bowling alley, bar and eating area added.	These uses are supported by the planning framework.	No change necessary.
Another person commented that the whole Vue complex is 'awful' and needs replacing with something impressive, which could include housing.	This is noted.	No change necessary.
5. Support for new plaza		
Another person wanted to see more open spaces and meeting places like the new spaces around King's Cross Station.	Support for the principle of a plaza/ urban realm space is noted.	No change necessary.

SA6: Mecca Bingo

Issue	Council Response	Change Required
1. Litter		
One person was concerned that replacing Mecca Bingo with businesses with late opening hours, such as bars and restaurants, would increase litter in the town centre.	This is potentially an issue with all development sites, and ultimately an issue for licensing.	No change necessary.
2. Objection to redevelopment		
One person objected to the Mecca Bingo building being demolished.	The reason for the redevelopment of this site is that it is making a poor use of the site, being a single storey building with little or no architectural merit, and a large surface car park.	No change necessary.
3. Urban realm improvements		
One person wanted to see this area become more family-orientated with playgrounds, nicer shops and cafes, and trees planted along Lordship Lane and outside Wood Green tube station.	There may be opportunities for the development to facilitate an improvement to the piece of Lordship Lane outside it. This is the same as for any redevelopment site, and will be picked up in the Urban Design Framework Policy.	Add detail about how sites can contribute to their surrounding road layout in the Urban Design Framework Policy.
4. Owner's Issues		
The owners of the Mecca Bingo site – U + I Plc – supported developing this site as part of the town centre along Lordship Lane, but wanted to see more flexibility in the type of buildings that would be permitted – not just shops. The type and amount of office floorspace required on different sites should also remain flexible. They agreed that this area was less appropriate for family housing, but felt that it could accommodate a tall building as a key arrival point into the town centre. U + I also felt that the requirement for the heights of new buildings to rise	Noted.	No change necessary.

Issue	Council Response	Change Required
from east to west to match the heights of buildings on either side was too restrictive, and should be removed.		

SA7: Morrison's

Issue	Council Response	Change Required
1. Loss of existing facility		
Several people objected to Morrison's being demolished, as it is currently the only large supermarket in Wood Green. People were concerned about where local residents would shop during and after the regeneration of this site, and that a replacement supermarket would be more expensive to shop at, and further away, forcing people to travel by car and increasing road traffic. One person commented that based on the plans to increase the population of Wood Green, Morrison's should either be expanded or new large supermarkets built – rather than knocking down an existing one. Another person noted that Morrison's currently contains a pharmacy that is open till 9pm, and this would be missed if Morrison's closed. One person noted that a decent-sized affordable replacement supermarket with enough parking should be built, as the other supermarkets in Wood Green are not big enough for a weekly shop.	It is important that there is a sufficiency of convenience retail provision in the town centre, including whilst regeneration is ongoing. Policy WG1 will make reference to this.	Include reference in WG1 to ensuring there is a sufficiency of convenience retail prior to the loss of an existing convenience retail asset.
2. High Rd alignment		

Issue	Council Response	Change Required
One person questioned whether it would be physically possible for a new supermarket to be built on this site to line up better with the High Road as suggested in the policy, given that only a small amount of the site borders the High Road at present.	There is certainly an opportunity for the new development to better address the High Rd than the current entrance does. This is currently referenced in the Policy.	No change necessary.
3. Access to the supermarket		
Two people noted that the site allocation does not mention transport or access to the new supermarket, including car parking and where the car park entrance will be, and whether or not a hopper bus will be provided for.	The Transport Study will determine the most appropriate quantum of town centre car parking for the centre as a whole.	Include reference to the Transport Study's findings.
4. Potential for new open space		
Two people asked that instead of – or in addition to – housing, this site looks to provide green spaces, and a square with shops or cafes.	It is agreed that due to the size of the site, that an element of public realm could be provided on this site.	Add reference to the potential to create a new element of public urban realm on this site.

Wood Green Central

121 comments were made on different aspects of this policy and how it could be improved

110 comments came from individuals

1 from a statutory consultation body (the Greater London Authority)

3 from landowner/developers

7 from other groups and organisations

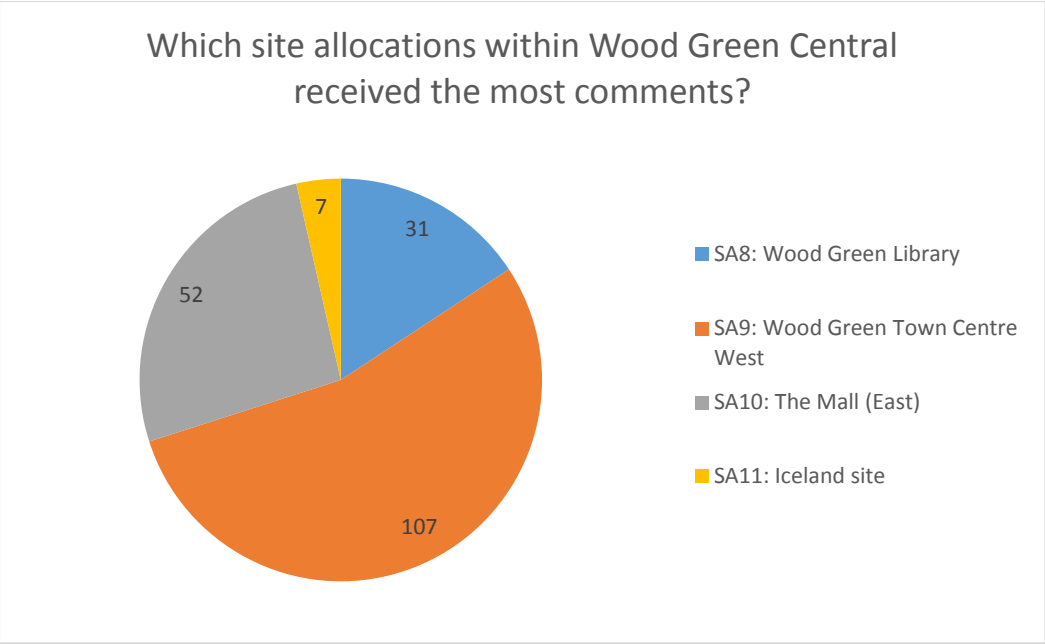
Comments on the Wood Green Central area overall

Issue	Council Response	Change Required
1. General Comments		
All except one of the comments made about this area were about one of the four site allocations. One person commented more generally that the town centre needed to become more 'modern and sophisticated' with lots of plants and greenery, art and a water feature, to draw people back to the high street and improve mental health. This person also wanted to see many more different leisure and entertainment options within the town centre, including workshops, a fitness studio, spa, swimming pool, games arcade and ice cream parlour, to create a sense of fun and excitement.	There are undoubtedly opportunities to make Wood Green more green, and a more pleasant destination.	Explore opportunities for supporting "green" interventions in the Wood Green Urban Design Framework policy.
	It is recognised that a significant improvement in the quantum and range of leisure uses is required in Wood Green. The Policy WG1 will be modified to support a greater range of leisure uses, while also allowing retail uses to be supported in the centre.	Modify WG1 to provide greater support for leisure uses.

Wood Green Central contains 4 site allocations:

- SA8: Wood Green Library

- SA9: Wood Green Town Centre West
- SA10: The Mall (East)
- SA11: Iceland site



Comments that were made about each of these individual sites are listed below.

WG SA8: Wood Green Library

Issue	Council Response	Change Required
1. Objection to demolition of the existing Library building		
A large number of people objected to the current library building being demolished. Different arguments were made to support this view,	This building falls some way short of being a building with the significant design interest of heritage significance for	No change necessary.

Issue	Council Response	Change Required
including: Wood Green Library is already a distinctive, landmark building and should become a feature of the newly created town square, it was not built that long ago and demolishing it would be a waste of money, it is currently well-used and in a convenient central location, and a different less well-used building further back from the High Road could be demolished to create a new town square.	preservation.	
	The redevelopment of this building, in the context of creating developable land for new uses, including affordable housing, is not considered to be a waste of money.	No change necessary.
	The Library is in a convenient location, and it is agreed that its replacement should be accessible also. The proposal to move it into the Heartlands sub-area is not considered to be a conflict in this regard, when associated with improved pedestrian routes.	No change necessary.
2. Retain the library on this site		
A smaller number of people did not object to the current building being demolished, but wanted to see it replaced on its current site rather than moved away from the High Road, where it is easy for older people and people with physical disabilities to walk to from bus and tube stops. Another person said that bus routes would need to be carefully planned so that the new library and other civic buildings were easy to reach by bus.	The Library is in a convenient location, and it is agreed that its replacement should be accessible also. The proposal to move it into the Heartlands sub-area is not considered to be a conflict in this regard, when associated with improved pedestrian routes, and proposed modification to bus routes.	No change necessary.
3. Make new building accessible		
Another person simply commented that the replacement library would need to be accessible.	It is a requirement of new development that it is accessible. This is controlled by nationwide building standards.	No change necessary.
4. Potential for partial demolition		

Issue	Council Response	Change Required
Some people felt that parts of the library complex could be demolished – such as the shopping arcade – while the main library is refurbished with more greenery on the front, the Customer Service Centre located elsewhere and additional floors built on top of the current building to create more space.	This building falls some way short of being a building with the significant design interest of heritage significance for preservation.	No change necessary.
5. Wider range of uses		
A few people wanted to see the library building fulfil a wider range of functions. One person suggested turning it into a leisure centre, combining a library with a café, gym and swimming pool, or alternatively a community arts centre, with an art-house cinema, theatre, gig venue and performing arts classes. One person wanted to see it better used as an education centre, where people can access different training courses and classes.	All of these uses are suitable for a town centre, but the AAP has no requirement to identify that specific buildings have these specific uses. Instead a flexible stock of town centre floorspace will be allocated which enables a sufficiency of overall town centre uses to be delivered.	No change necessary.
6. Objection to tall building		
One person did not want to see high rise buildings on this site.	The height of any future development will be determined at the point of a planning permission, and determined using Local Plan Policy DM6.	No change necessary.
7. HDV		
Two people objected to the Library being transferred from public ownership into the Haringey Development Vehicle.	The HDV is not the subject of this consultation.	No change necessary.
8. Town Square		
The Mall owners, Capital and Regional, did not support the plan to create a single, large town square, and would prefer to see a series of smaller public spaces connected by streets.	This is noted. The Council's view is that there is a need for a focal point for the town centre, and that the proposal would dilute this.	No change necessary.

WG SA9: Wood Green Town Centre West

Number of comments: 107

Issue	Council Response	Change Required
1. Objections to demolishing Victorian homes on Caxton, Coburg and Mayes Roads		
Number of comments: 55		
A very large number of objections were made to the proposals to demolish Victorian terraced homes as part of site allocation WG SA9: Wood Green Town Centre West. A co-ordinated campaign, led by affected residents, attracted wider support from local people and both Haringey MPs. This issue dominated the Commonplace heat-map, where 8 of the 10 'most agreed with' comments all concerned these homes, attracting 138 agreements in total.	It is acknowledged that there is significant objection.	The Council has commissioned additional evidence into the costs and benefits of redeveloping the housing on Caxton, Mayes, and Coburg Rds. After reviewing this information, the Council does not believe that there is sufficient justification to allocate these buildings that would robustly meet the requirements of a compulsory purchase argument, and as such, they will be removed from the next version of the AAP.

Issue	Council Response	Change Required
Objections were raised on the grounds that these are attractive buildings, part of the historic character of the area, meet a need identified elsewhere in the AAP for family-sized housing and support a thriving mixed community. Some people argued that these homes should be offered Conservation Area status to protect them from future demolition.	It is noted that the houses in question are of fine quality, being of a typical type and quality for Wood Green/ Haringey more widely. They are not special however, and while they do form part of the historical urban grain of Wood Green from the past 100 years, they are not of such a high quality that they need to be preserved as heritage assets. Nor do they have the consistency or quality required for this area to be granted a Conservation Area status.	No change necessary.
Several people suggested that the east-west route and the new town square proposed in this area could be repositioned. Representation made on behalf of affected residents living in the homes that would be demolished argued that the new east-west shopping street could be located further south, to avoid the need to demolish these homes. Others felt that the town square was not needed at all, particularly if a new Crossrail 2 station was not opened in Wood Green. One person suggested that Mayes Road could be improved as an east-west link instead.	The alternative route options provided by the community in their representation has been analysed by independent consultants, creating a comparison of what the developmental benefit would be for the loss of each residential parcel.	After the removal of the residential properties from the document, additional pedestrian pressure will fall on Brook and Coburg Rds. The northern route to/from Wood Green Underground station from the Cultural Quarter will also rise in importance.
The Greater London Authority (GLA), in their response, did not object, but questioned the proposal to demolish these homes, as they add value to the urban landscape and show the history of the area. The GLA would like to explore with Haringey Council options for keeping these buildings, while also achieving the overall aims of	The Council will continue to discuss this with the GLA.	No change necessary.

Issue	Council Response	Change Required
the site allocation.		
2. Guarantees for residents in social housing above the Mall and Bury Road car park		
Number of comments: 33		
Although fewer objections were made to the demolition of the two social housing estates in the town centre – Sky City above the Mall, and Page High above the Bury Road car park – there were a large number of concerns expressed, including from tenants themselves, about what would happen to current residents, and what guarantees would be offered to them. Local residents, and groups such as Defend Council Housing, requested that a public policy should be adopted alongside the AAP, guaranteeing that all affected tenants and leaseholders would be rehoused in suitable replacement homes within the AAP area, with the same tenancy rights, at equivalent rent levels, and that displaced residents would have first choice of new homes.	The Council is consulting on its guarantee for residents who are affected by estate regenerations, including those whose estates are managed by Housing Associations. This includes a guarantee that they will be found a new home which meets their needs, at a price no higher than they already pay. Haringey Local Plan Policy SP2 requires any housing estate renewal to replace the existing amount of social housing floorspace as part of any development.	Continue to progress the Council's commitment on council led estate renewal schemes to Housing Association tenants, and appropriately reference in the AAP.
The consultation received 5 written responses from residents of Page High (4 of which directly related to the issue of demolishing Page High), and 13 from residents of Sky City, including a formal response from the Sky City Tenants Association. All 4 residents from Page High objected to their	These objections are noted, and the Council acknowledges that there are a range of views on each estate about how to take forward redevelopment in the centre. While there is widespread concern about	No change necessary.

Issue	Council Response	Change Required
flats being demolished. Among Sky City residents, only 2 responses outright objected to the flats being demolished, with one of these going on to ask for a legally binding transfer guarantee for residents if the demolition did go ahead.	tenancy guarantees, there is seen to be a mixed view about whether a redevelopment is desirable from a resident's perspective, ranging from those who understandably do not want the redevelopment to go ahead, to those who may wish to have a new home on this or another local site.	
Some people felt that there had been a lack of information and consultation with residents in these flats about plans to demolish their homes, and that strong engagement with residents would be necessary as the plans continue to take shape.	The Council has gone to significant lengths to consult affected residents through this process, going beyond what is required statutorily, and in the Council's SCI. We will continue to engage with affected residents, and have organised regular meetings to this end.	No change necessary.
3. Alternative uses for the Mall		
Several people objected to the demolition of the Mall for reasons other than the impact on Sky City residents. These people argued that knocking down the Mall was a waste of money when it was still a useful building that could be updated and made into a trendy urban space. People were also concerned that demolishing the Mall would be disruptive to local businesses – with the Market Hall stallholders being mentioned particularly – and the local economy, as it could lead to the loss of some of the	The Mall's owners are of the view that the redevelopment of this site makes sound financial sense from an investment point of view.	No change necessary.

Issue	Council Response	Change Required
current national retailers who occupy this space. Ideas for the Mall included: a slope or escalator to an upper floor entrance, adding more windows, creating a new public space on the west side of the top floor of the Mall with a picture window and views to Alexandra Palace, halving the width of the bridge and making it into a glazed walkway, covering some of the walls with plants, and using the Mall for evening events.	Clearly, the redevelopment of the Mall will affect existing businesses. The AAP sets out a plan which will increase opportunities within the Town Centre overall, however, including for existing stallholders, through the provision of a new market square.	No change necessary.
4. Mosque		
A few people asked for more information on how the Fatih Mosque and Efdal Community Centre would be affected by the plans.	There is a need to replace community assets through redevelopment.	Add a site requirement to this Site Allocations stating that the community uses need to be adequately reprovided prior to demolition.
5. Retention of the bridge		
A few people suggested that the bridge over the High Road should be kept as it provides a safe pedestrian crossing over the busy High Road, encourages people to visit shops on both sides of the road, and is a good location for a café with a view over the road.	It is not considered that the bridge makes a significantly positive impact on the central stretch of the High Road, and on balance its removal would be appropriate. On the issue of crossing the High Rd, it is noted that crossings should be improved through new development, rather than worsened, and this should be a requirement of the policy.	Add reference to the redevelopment of the site ultimately improving pedestrian crossing of the High Rd rather than worsening it.
6. Need to improve maps		
One person commented about the lack of detail in the maps in the draft AAP. This currently makes it difficult to understand where exactly new routes will go, and to judge the implications of this.	The AAP will not set out detailed proposals for where each route will go, instead it will establish the principles under which planning consents will be granted. It is	Review maps for clarity.

Issue	Council Response	Change Required
	good practice to ensure maps are as clear as possible however, and they will be reviewed with this in mind.	
7. More outdoor seating		
One person was keen to see more outdoor seating and rest spaces encouraged within this site allocation.	It is agreed that this is something that needs improving in Wood Green.	Include reference to increasing outdoor dwell space in the urban design framework policy.
8. Privacy for surrounding residential properties		
One person suggested a change or addition to bullet point 5 of the Development Guidelines for this site allocation to say that privacy of residential buildings on Parklands and Mayes Road should be respected, as well as amenity, when considering the heights of new buildings.	The development guideline is consistent with those included on other Ste Allocation in the Local Plan.	No change necessary.
9. Noise		
One person was concerned about noise and disruption caused by deliveries to shops and markets in the town centre.	It is likely that more of the deliveries to the redeveloped shops will be underground. This matter will be considered at the planning application stage.	No change necessary.

WG SA10: The Mall (East)

Number of comments: 52

Issue	Council Response	Change Required
1. Refurbishing the Mall		

Issue	Council Response	Change Required
Many of the comments made on this site allocation echoed those made about the west side of the Mall covered in the previous site allocation: a preference for refurbishing and repurposing the Mall, and attracting better quality shops (though some people disagreed and were happy to see it demolished), the need for the Market Hall traders to be offered new space, concerns about what protections would be offered to Sky City tenants who would need to move, and concerns about how the demolition would impact on local businesses and the local economy.	It is noted that there are a range of views over the suitability of the Mall for its current use in future. It is the Council's view that it's redevelopment offers the best opportunity to reinvigorate the Town Centre.	No change necessary.
	It is considered that the amount of space for market traders will be increased through the redevelopment.	No change necessary.
2. Preference for covered Mall		
In addition, two people expressed a preference for covered shopping in Malls, as it is better for pedestrians and keeps the weather out.	It is considered that the benefits of opening up the area with a collection of permeable shopping streets will exceed those of keeping the weather out. New sites will be designed with opportunities to shelter.	No change necessary.
3. Cinema provision		
One person wanted to see at least one new cinema opened in Wood Green if both the Cineworld in the Mall and the Vue are potentially going to be demolished. The cinemas are one of the few things that currently attract people to Wood Green in the evenings.	Finding the appropriate balance of leisure uses is important in a Town Centre. At present Wood Green's leisure offer is relatively poor compared to other equivalent town centres, and new proposals should seek to improve this, not reduce it, including cinema provision.	Include reference to requiring an overall increase in the leisure offer of the centre.

WG SA11: Iceland site

Number of comments: 7

Issue	Council Response	Change Required
1. Landowner Response		
Austringer Capital Ltd – who have planning permission to build on this site – welcomed it being designated as less suitable for family housing and building heights not being capped, and supported a mix of uses on the site. However, they believed that the indicative capacity for number of new homes on the site could be increased to 160-70, while conversations with the NHS suggested that the floorspace for the new health centre could be reduced.	The indicative capacities identified are not prescriptive, but are designed to explain the overall growth and infrastructure provision over the whole plan.	No change necessary.
2. Support for retaining Iceland		
Meanwhile, two people did not want to lose the Iceland shop, as it is useful for residents' shopping.	The Council is seeking to increase retail provision in Wood Green, including the provision of convenience retail. It is recognised that there is a need to ensure sufficiency of convenience retail provision.	Include a section in Policy WG1 that ensures that there is adequate convenience retail provision in the centre when an existing asset is lost.
3. Objection to height proposed		
One of these people also objected to the height of the new buildings being proposed.	The height of any future development will be determined at the point of a planning permission, and determined using Policy DM6.	No change necessary.
4. Not suitable for health centre		
One person felt that this site was unsuitable for a health centre as it is not currently well-connected	The Iceland site is a suitable town-centre location for a health facility. Pedestrian	No change necessary.

Issue	Council Response	Change Required
to local bus routes. This would cause more people to drive to the health centre, and create traffic and parking issues. They suggested that a better place for this would be in the Heartlands area, with a temporary health facility provided as a short-term measure.	connections to the High Street (where the buses are) will be improved as part of the development of surrounding sites.	
5. Affordable Housing		
One person wanted to see 50% of new homes on this site offered at social/target rents.	The Council's target is for 40% affordable housing on all sites of 10 units or more.	No change necessary.

Turnpike Lane

65 comments were made on different aspects of this policy and how it could be improved

58 comments came from individuals

2 from statutory consultation bodies (Historic England, Transport for London)

4 from landowner/developers

1 from other groups and organisations

Comments on the Turnpike Lane area overall

Around a third of all the comments made on the Turnpike Lane area (18 out of 65 comments) were to do with the area overall rather than any one specific site allocation, and mainly reflected issues around transport and the general neglect of the area (at present and in the AAP) compared to other parts of Wood Green.

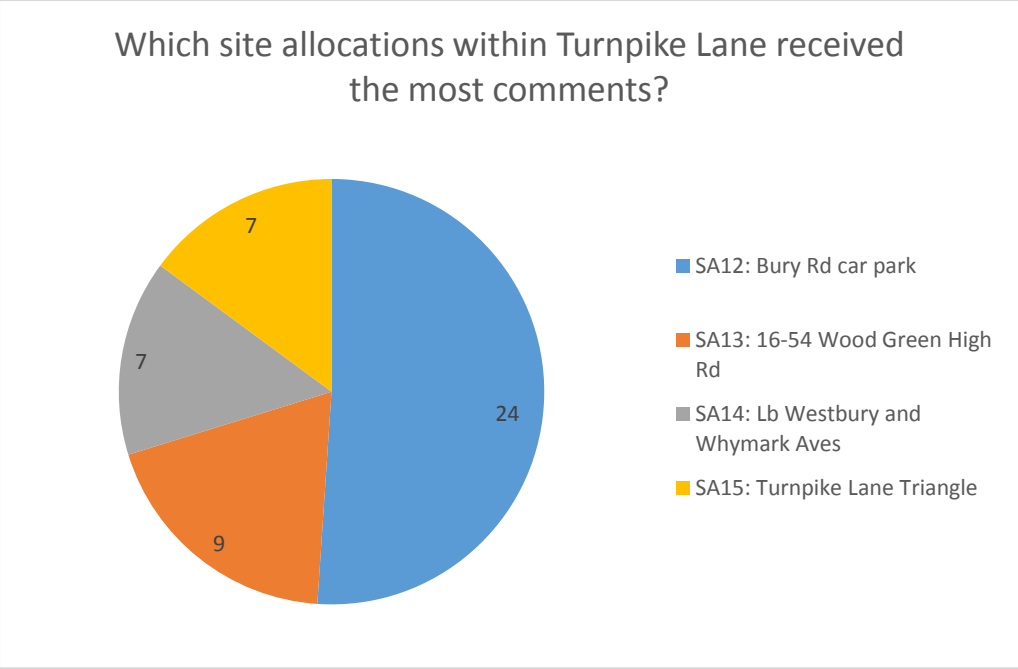
Issue	Council Response	Change Required
1. Turnpike Lane being neglected in the document		
The general theme of comments about Turnpike Lane overall was that this area is currently being neglected, and more attention should be paid in the AAP to improving the physical environment. On the consultation map website, a comment about the poor mix of shops and general appearance of the Turnpike Lane end of the High Road was the second most agreed with comment, attracting 35 agreements.	Turnpike Lane itself doesn't have any significant redevelopment parcels, and as such there are no site allocations in this area. The Council support investment in the street as a whole, but this is not a land use issue that requires an intervention in the AAP.	No change necessary.
2. Transport		

Issue	Council Response	Change Required
Most comments about the Turnpike Lane area centred on transport, and echoed feedback on the WG11: Transport policy. Two people expressed the view that there should be a Crossrail 2 station at Turnpike Lane to 'lift' this end of the High Road as well as the town centre. Two people wanted to see improvements to the station building itself, including cleaning it and making it more accessible for people with disabilities, pushchairs or heavy cases. Two people highlighted the poor junction design at Turnpike Lane, which was described as 'complicated and dangerous' especially for pedestrians trying to cross; the junction should favour pedestrians, cyclists and buses. Another person was concerned about the way Turnpike Lane narrows as it approaches the traffic lights, which is dangerous for cyclists. Two people wanted to see a cycle lane along Turnpike Lane. When addressing the issues raised under the WG11: Transport policy, Haringey Council should ensure that equal attention is paid to all four subareas within the AAP, including Turnpike Lane.	The Council does not believe that there is any significant development opportunity at this end of the High Street which is comparable to the development likely at the northern end, and for this reason will continue to support a single central Wood Green CR2 station option.	No change necessary.
	The AAP will support improvements to the junction of Turnpike Lane/ Westbury Ave and Wood Green High Rd.	Ensure that opportunities to improve major junctions, and transport interchanges within the AAP area are supported.
3. Crime & Security		
Several people raised the issue of crime and security in this area, with drug dealing, violence and homelessness all mentioned as issues that can make the area feel intimidating for residents and visitors. One person blamed this on the casino and betting shops at this end of the High Road, which should be closed as they attract 'shady characters'. Another person highlighted Frome Road as a	Many of these issues are beyond the remit of the planning system. There is already a policy governing the control of betting shops in the borough.	No change necessary.

Issue	Council Response	Change Required
particular trouble spot for crime and anti-social behaviour.		
4. Improving general appearance		
Finally, there were a set of comments that focused on improving the general appearance of the area, particularly along Turnpike Lane, which is currently a 'mess'. Buildings need to be improved, better quality shops and restaurants encouraged, and rubbish tidied up. One person also wanted to see the area immediately outside of the tube station improved, with better shops, trees and benches. One person requested more improvements to open spaces, such as Ducketts Common.	It is noted that Turnpike Lane can be improved, including the area around Wood Green Station.	Include a policy aimed at supporting investments around Turnpike Lane.

Turnpike Lane has 4 site allocations:

- SA12: Bury Road car park
- SA13: 16-54 Wood Green High Road
- SA14: Land between Westbury and Whymark Avenues
- SA15: Turnpike Lane Triangle



Comments that were made about each of these individual sites are listed below.

WG SA12: Bury Road car park

Number of comments: 24

Issue	Council Response	Change Required
1. Objection to demolition		
One current Page High resident objected outright to the demolition of the car park with the Page High estate on top.	This objection is noted. The Council will continue to engage with residents of Page High.	No change necessary.

Issue	Council Response	Change Required
Comments and concerns about the rights of social housing tenants currently living in the Page High flats above Bury Road car park noted under site allocation WG SA9 will also need to be considered under this site allocation.	This is addressed in relation to Policy WG SA9.	
2. Support for demolition		
However, two other people agreed that the car park should be demolished, as the space could be much better used for shops, offices and homes with more public space. Getting rid of the car park would also make the area look nicer and make it easier to get to the High Road from Wood Green.	Noted.	No change necessary.
3. Family homes on the High Rd		
One person objected to family homes not being built on town centre sites like this one, as this may mean that families who move out of the Page High flats above the car park will not be able to return to such a central location. Families should be free to choose whether they are happy to live above shops in the town centre.	The Council is in the process of guaranteeing the right of return to all residents affected by regeneration projects. AS such the design of the flats, including bedroom numbers of the new stock, will be in consultation with existing residents. The Council does not feel that the current place principle that the most suitable locations for family housing are away from the High Street is incorrect.	Amend the policy to reflect the design of this and the Mall West as being redesigned such that it has the potential to accommodate all existing residents who wish to return to the site.
4. Snooker Club		
Longmead Capital, who own the old snooker club within the car park building, felt that they would need to better understand Haringey Council's plans for the car park before they could decide on the potential for the snooker club space.	Noted, the Council will continue to engage with local landowners.	No change necessary.
5. Document is unclear		

Issue	Council Response	Change Required
One person commented that the language used to describe the changes to this site seemed to be deliberately unclear.	The document has been written in as plainer English as possible, and the Council will continue to try and improve upon this.	Ensure plain English is used wherever possible.

WG SA13: 16-54 Wood Green High Road

Number of comments: 9

Issue	Council Response	Change Required
1. What does the Site refer to?		
Many people responding to the consultation seemed confused about exactly which stretch of shops this site allocation refers to, with one person asking whether the photo shown on page 134 of the draft AAP was of the shops in the site allocation or ones further up the High Road. As a result, several comments are not connected to this site allocation – one person wanted the Big Green Book Shop to be preserved, and another said that the parade of shops with the old Gaumont cinema building in between them should be listed and not demolished.	The picture is of WG SA 12, not WG SA 13	Change the picture.
	This allocation has nothing to do with the Big Green book shop, which does not have a site allocation.	No change necessary.
	The Gaumont Cinema is a listed building, and the terraces of Wood Green are preserved in as separate policy.	No change necessary.
2. High Rd Layout		
Two people commented on the High Road layout more broadly, with one person requesting more pedestrian crossings, and another asking for the High Road to be closed to all traffic except buses and bikes.	It is not possible to close the High Road due to the significant adverse impacts it would have on the surrounding road network. Improved pedestrian and cycling connectivity will be supported however.	Include mitigations from the Transport Study into Policy WG11.
3. Lazari (BHS landowner) response		

Issue	Council Response	Change Required
Lazari, the freehold owners of 26-42 High Road, welcomed the allocation of this site for comprehensive rebuilding with more and taller buildings, and agreed that this should be for a mix of uses. However, they felt the focus should be on both retail and other town centre uses at ground floor level, and residential and town centre uses on the upper floors. In particular, they felt their site was appropriate for a new hotel, which would help create new jobs in the area. Lazari agreed that there was potential for new shopfronts along Whymark Avenue, but not along the new laneways, which would have lower footfall and would not be seen as an attractive location to prospective retailers. They suggested residential mews housing could be built along laneways instead.	The Council will support proposals for hotels where they demonstrate that they will benefit the town centre to a greater extent than the residential and/or commercial use that it is displacing.	
	The Council is aware of the need to increase, not decrease the number and range of town centre uses within the centre. The promotion of laneways will help to achieve this, as well as providing a breaking up of the currently overly long and monotonous retail frontages on the eastern side of the High Rd in this area.	No change necessary.
4. Longmead (snooker club leaseholder) Response		
Longmead Capital, the leaseholder for 16-54 High Road, questioned the need to rebuild these shops, as the ones that are there are already suitable for national retailers – and indeed are already occupied by two of these, Sainsbury's and Peacocks.	It will be important that through future redevelopments, the functioning of existing and/or retained premises is considered. This will be achieved through detailed design proposals.	No change necessary.

Issue	Council Response	Change Required
Demolishing the building would mean that these shops may move out. In Longmead's view, there is limited potential for alternative town centre uses or office space on the first floor of new or existing buildings on this site, and low demand for office space in Wood Green generally. They were concerned that access to the back of Sainsbury's should be maintained during work in the town centre, and that flats or offices above the existing shops would occupy space currently used as the Sainsbury's stock room, and would also eat into the area of the supermarket, as an entrance and stairs would need to be added.	The Council will work with commercial investors to promote Wood Green as a commercial investment destination.	No change necessary.
5. Sainsbury's response		
Sainsbury's themselves also pointed out that their shop at 54-58 Wood Green High Road attracts shoppers to this part of the town centre, and stated that they would like to continue to operate a supermarket at this location in future. They asked that the site requirements should include a replacement space for a supermarket in the same location.	The site requirement will not be so specific as to require replacement "supermarket" provision, but there will be an addition to Policy WG1 to identify the need to replace any convenience retail lost as part of redevelopments.	Ensure retention of convenience retail floorspace is included in Policy WG1.

WG SA14: Land between Westbury and Whymark Avenues

Number of comments: 7

Issue	Council Response	Change Required
1. Support for retaining these buildings		

Issue	Council Response	Change Required
Two people felt there was no need to do anything with these buildings, as there is nothing wrong with them, they fit well with the buildings around them and are well-used. On person noted that Turnpike Lane station is already a listed landmark building, so another one is not needed on this site, especially not a tall one, which would be out of keeping with the area and would dominate the station building.	There is an opportunity to improve the outlook of Wood Green to visitors arriving from Turnpike Lane Station.	No change necessary.
	It is noted that Turnpike Lane is a listed building, which acts as a landmark in its own right.	Remove reference to a landmark building on this site.
2. Height parameters		
Heritage England also commented that allowing landmark buildings with no height parameters to be built next to a heritage asset (Turnpike Lane station) will create 'a challenging design environment' on this site allocation and the next one, WG SA15: Turnpike Lane Triangle. They suggested that the site allocations should more clearly define an appropriate scale for new buildings next to the station.	It is noted that Turnpike Lane is a listed building, which acts as a landmark in its own right.	Remove reference to a landmark building on this site.
3. Support for Crossrail 2 station		
Two people thought there would be a stronger argument for demolishing these buildings and improving this end of the High Road, if Crossrail 2 were to come to Turnpike Lane.	The council does not support the Turnpike Lane option for a Crossrail 2 station as the land use benefits are too small compared to the Wood Green Central option.	No change necessary.
4. Significance of Westbury Avenue?		
One person questioned why the Westbury Avenue approach to the town centre was being given more attention than Turnpike Lane itself, which is currently very run down and gives a poor first impression of Wood Green when travelling from Hornsey and the west. This person thought that focusing on Turnpike Lane instead of Westbury	This is noted, a new Policy for the shopping promenade on Turnpike Lane itself will be drafted in the next version of the document.	Add new policy enabling investment on Turnpike Lane.

Issue	Council Response	Change Required
Avenue would make more sense for improving the town centre.		
5. Whymark House (Poundland) Landowner Rep		
The owners of Whymark House, at 12-14 Wood Green High Road (currently occupied by Poundland) support replacing the existing buildings on this site, but suggest the wording – particularly of paragraph 8.27 – is changed to make it clear that other town centre uses will be considered on upper floors, not just flats. The owners of this building feel it would be a good location for a hotel, and note that currently none of the proposed site allocations specifically indicate where hotels would be suitable. The owners also strongly support a phased approach to replacing buildings on this site, as different buildings are owned by different people.	The Policies support other town centre uses such as offices and retail uses above ground floor level. Determination on the suitability for hotel use will be based on the impact on delivering other uses such as housing and office, and the need for hotels in the town centre.	Quantify the need for hotels in the town centre.

WG SA15: Turnpike Lane Triangle

Number of comments: 7

Issue	Council Response	Change Required
1. Objection to tall buildings		
Of these 7 comments, two objected to tall buildings being built on this site. New buildings should respect the current low-rise human scale of this area.	The height of any future development will be determined at the point of a planning permission, and determined using Policy DM6.	No change necessary.
2. Support for improvement		

Issue	Council Response	Change Required
Others expressed more general support for improving this triangle of shops, with one person asking for the Tennessee Chicken building to be demolished. Another person felt these shops currently give a poor first impression of the area when walking out of Turnpike Lane tube.	The standard of food at Tennessee Chicken is not a planning matter, but the Council's view is that the site could make a better first impression for entrants to the Town Centre from the north.	No change necessary.
3. Bring forward sooner		
One person noted that this site is relatively out-of-the-way and suggested that work here could be brought forward from the third phase of works to the first or second.	Noted, the Council is open to this, but the timing of development is in part down to the owner of the site, and at present we do not have an indication that the site will come forward in the first five years.	No change necessary.
4. High Quality Design needed		
This person said that they did not object to a new landmark building, but asked that the council spend time and money on a building that is well-designed and well-built, and will not age badly as other landmark buildings in London have.	All buildings will be built to a high quality, as required by Policy DM1.	No change necessary.

Heartlands

99 comments were made on different aspects of this subarea and how it could be improved

72 comments came from individuals

4 from statutory consultation bodies (Environment Agency, Historic England, Metropolitan Police, Greater London Authority)

13 from landowner/developers

10 from other groups and organisations

Comments on the Heartlands area overall

There were a handful of comments that related to multiple site allocations, or to the vision for the subarea overall. As in the Turnpike Lane subarea, some people made comments about specific site allocations that were actually intended as more general comments about the Heartlands area, or the regeneration of Wood Green as a whole. Issues that have not already been covered elsewhere in the report and relate to the Heartlands area are described here.

Issue	Council Response	Change Required
1. Celebrating Rivers		
The Environment Agency wanted to see a more explicit focus on not just celebrating but deculverting the Moselle River within the Heartlands area, and asked that a sentence be added to the final bullet point under Haringey Heartlands on page 66 within the Spatial Development Strategy chapter of the AAP to read 'The deculverting of the Moselle Brook to make this a feature of the open space with improved habitat enhancement will be a key aim'.	The Council's existing Policies support deculverting rivers wherever possible. This will be supported, subject to viability and feasibility on all relevant sites.	Ensure comment is added seeking deculverting where possible and feasible.
2. Local spending of CIL		

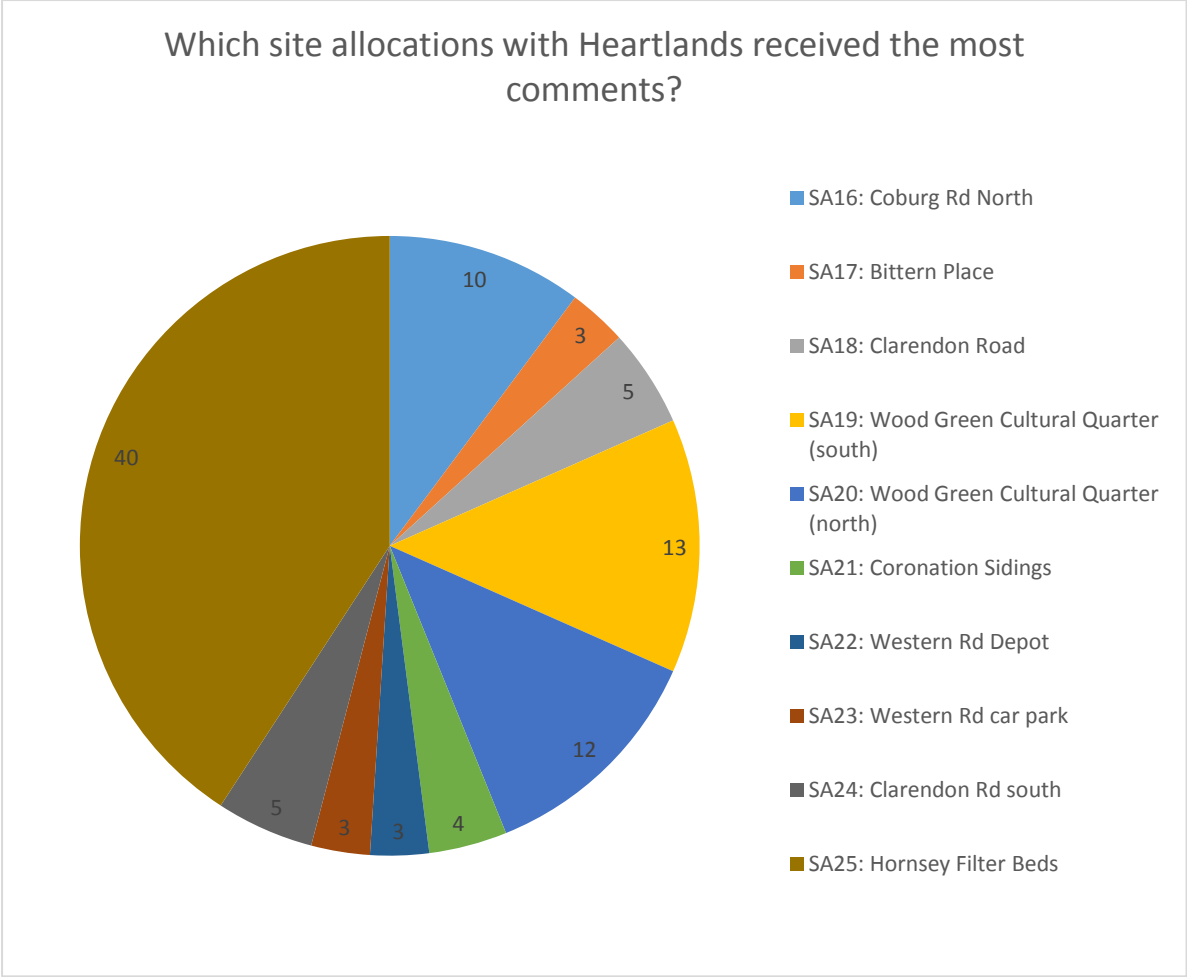
Issue	Council Response	Change Required
Parkside Malvern Residents Association felt that specific measures were needed in the AAP to allow Community Infrastructure Levy (CIL) money to be spent on maintaining residential streets in the west of the AAP area as distinct from the town centre – for example creating barrier spaces such as a 'pocket park' on Alexandra Road, and restricting traffic on residential roads.	CIL revenue is to be spent on infrastructure that supports growth. The creation of a new element of parkland as part of the Clarendon Rd development is supported. CIL could be spent on transport improvements, but these are realistically most likely to be ones which support mode shift to pedestrian, cycling, and public transport.	Include where feasible transport improvements from the Transport Study's recommendations.
3. CIL for Alexandra Palace Park?		
Alexandra Park and Palace Charitable Trust also asked to be involved in planning discussions around how CIL money from new developments in the Heartlands area could be spent on improving Alexandra Park.	Alexandra Palace Park represents a key piece of open space infrastructure for Wood Green residents, and as such it is logical that CIL revenues arising from growth in Wood Green should be directed in part to improving Alexandra Palace Park.	This relationship will principally be established through the Development Infrastructure Investment Strategy.
4. Finsbury Park as an example		
One person drew attention to the small-scale regeneration of the area behind Finsbury Park station, based on the Park Theatre and other local arts buildings. They felt that this successful strategy could be replicated in the area around the Chocolate Factory.	The Council welcomes this as an example, and will seek to introduce other community regeneration projects through the Strategic Regeneration Framework and AAP.	Add reference to supporting community infrastructure projects in Policies WG9 and WG12.
5. Support for cultural activities		
One person was pleased that the aim of the AAP appeared to be to foster a more cultural and alternative vibe in the Heartlands area, as the town centre appeared to be destined to become more mainstream. This person also wanted to see better	Noted.	No change necessary.

Issue	Council Response	Change Required
links between the town centre and the Cultural Quarter, as very few people visit it at present.		
6. Confusion		
One person was unclear whether the plans for this area included demolishing the main Chocolate Factory building or the homes on Caxton Road (which they objected to), and was frustrated with the confusing language and lack of plain English in the consultation draft of the AAP.	The Chocolate Factory is not envisioned to be demolished as it is a locally listed building.	
	Every effort has been taken to write the document in an accessible way, and we will continue to do so. There is a need in part to use technical language, so as to ensure appropriate planning decisions are made.	Continue to make policy documents as accessible as possible.

The Hornsey Filter Beds site received three times the number of comments of any other site allocation within this area – almost all of these were objections.

Heartlands contains 10 site allocations:

- SA16: Coburg Road North
- SA17: Bittern Place
- SA18: Clarendon Road
- SA19: Wood Green Cultural Quarter (south)
- SA20: Wood Green Cultural Quarter (north)
- SA21: Land adjoining Coronation Sidings
- SA22: Western Road Depot
- SA23: Western Road car park
- SA24: Clarendon Road South
- SA25: Hornsey Filter Beds



Comments that were made about each of the individual site allocations are listed below.

WG SA16: Coburg Road North

Number of comments: 10

Issue	Council Response	Change Required
1. Objection to tall buildings		
Two people objected to new tall blocks of flats on this site, on the grounds that these would overlook neighbouring homes on Mayes Road, lead to overcrowding in the area, putting pressure on services and facilities and would spoil the view from Alexandra Palace.	The height of any future development will be determined at the point of a planning permission, and determined using Policy DM6.	No change necessary.
2. Replacement community facilities		
Both the Board of Governors of Area 51 Education, and a separate person who commented on the consultation website, requested that a suitable building be provided for Area 51 (which currently leases a building in Mallard Place, off Coburg Road) to continue – ideally, this would be a new purpose-built building.	The use here is noted, including its social value as an education provider across north London. The Council will seek to ensure that this use is appropriately reprovided prior to redevelopment of the current premises.	Add development guideline stating that the existing education use will need to be adequately reprovided prior to redevelopment.

WG SA17: Bittern Place

Number of comments: 3

Issue	Council Response	Change Required
1. Objection to Council Offices here		
Two people objected to new council offices being built on this site, suggesting that it would be more cost-effective to refurbish the existing offices, with savings spent on more affordable housing. One person felt it was inappropriate for the council to spend money on building itself new offices, when local services are being cut.	The benefit of locating the council's offices on (this)single site, is that it frees up multiple other sites in Wood Green to create new jobs and homes. This is also in the benefit of the public purse by reducing ongoing maintenance costs.	No change necessary.
2. Long Leaseholder Response		

Issue	Council Response	Change Required
LaSalle Investment Management – acting on behalf of the leaseholders of 1-3 Guillemot Place and 1-4 Bittern Place – reiterated their concern that the requirement to provide office space for small businesses and start-ups could be prohibitively expensive, and developers should be freer to offer a mix of appropriate uses, including town centre uses as this site falls within the town centre boundary. LaSalle also asked that the part of point 4 under the development guidelines that says Brook Road would need to be kept open as an access road should be removed, as there is no justification for it and it would again make the site less profitable to developers. They also recommended that a Masterplan should be drawn up for the new 'civic square' in this area, as this covers multiple sites and landowners, and will need to be well co-ordinated.	An element of town centre floorspace is already included in the indicative capacity for this site.	No change necessary.
	The Policy aim is for the site to accommodate a mix of commercial (B-class) uses in addition to the town centre (A class) and residential uses. The site is in a Regeneration Area, and as such this is in conformity with the rest of the Plan.	No change necessary.
	It is considered that Brook Road will need to be open to vehicular traffic to serve this site, the Iceland Site, and Clarendon Road site.	No change necessary.
	The Council support the principal of working with landowners to co-ordinate masterplans.	Work with landowners to establish masterplans where necessary to bring forward allocated development.

WG SA18: Clarendon Road

Number of comments: 5

Issue	Council Response	Change Required
1. Landowner Response		
St William – the developers for the Clarendon Gas Works site – were concerned that a number of new site requirements have been added to the AAP, which were not in the planning permission they have already been granted. These include the decentralised energy hub, supported housing with a new adult day centre,	The Council's view is that it wants the redeveloped site to offer as much benefit to the local area as possible, and as such will seek to explore all avenues to maximise benefit in the development.	No change necessary., albeit if a new planning application is determined, the allocation will be updated to reflect it.

Issue	Council Response	Change Required
replacement community space for the Asian Centre (now known as the Community Hub) and a huge increase in the amount of commercial and town centre floorspace required on the site. St William are concerned that the new requirements are not realistic and have been added without justification. In addition, they noted that planning permission has also been given for tall buildings on this site, and this should be reflected in the site allocation.		
2. Deculverting the Moselle		
One person expressed support for the idea of uncovering the Moselle Brook where it flows underground through this site, and making this into an attractive feature in the area.	Existing Local Plan policies support deculverting the Moselle, where it is feasible and viable.	No change necessary.
3. Development should be sensitive to the Park		
The Alexandra Park and Palace Charitable Trust noted that any landmark buildings on this site would need to be sensitive to the Palace, its conservation area and local viewing corridors.	There is already reference to the views from within the Park, and of the Palace.	No change necessary.

WG SA19: Wood Green Cultural Quarter (south)

Number of comments: 13

Issue	Council Response	Change Required
1. Artists being priced out		
Most of the comments on this site allocation echo those already made under the WG4: Wood Green Cultural Quarter policy – fears that the existing creative community managed by Collage Arts in the	The Council are looking into the benefits that come from having a local concentration of artists, and what preconditions may be needed to ensure	Include the findings of the emerging Employment Study in relation to balancing affordable

Issue	Council Response	Change Required
Chocolate Factory will be dispersed, that studio space will no longer be affordable, that artists are not being consulted and that their unique needs are being ignored by planners and developers were all expressed.	they remain in the area. Planning policy will seek to provide a range of types of spaces, for a range of types of users, and part of this could be providing workshops for artists.	workspace for artists, as well as the need for new employment space for small and larger businesses.
2. Landowner Rep		
Workspace – the owners of the Chocolate Factory buildings – questioned why the amount of floorspace required within this site allocation has more than doubled between the January and February versions of the AAP, and why the floorspace figures do not match with pre-application discussions they have already had with Haringey Council. Workspace also asked that point 7 of the site requirements should be removed, as the conditions for demolishing Parma House are too vague and providing new buildings for the existing Parma House tenants is not a planning matter.	The AAP is seeking to create employment-led regeneration in Wood Green. As this site is in a Designated Employment Area, it is logical that it should make a significant contribution to the overall employment offer in the area. Where there is an agreed employment figure between the applicant and the Council, it will be included in the AAP document. At the time of writing there is not.	The quantum's will be balanced across similar sites in the next version of the document.
3. Support for improving urban realm		
One person supported improving the appearance of the area around the Chocolate Factory, making it greener and more pleasant.	The Council would support proposals generally which improve the appearance and sustainability of local areas.	No change necessary.

WG SA20: Wood Green Cultural Quarter (north)

Number of comments: 12

Issue	Council Response	Change Required
1. Objection to tall building		

Issue	Council Response	Change Required
Alexandra Park and Palace Charitable Trust welcomed the development guideline which states this site is not considered suitable for a tall building, due to the potential impact on views to Alexandra Palace	The height of any future development will be determined at the point of a planning permission, and determined using Policy DM6.	No change necessary.
2. Cambridge House		
Historic England noted that this site allocation includes Cambridge House, which is a locally listed building. The site allocation should clarify that this building is excluded from any works.	The allocation is next door to Cambridge House.	Ensure that the setting of Cambridge House is responded to in the development guidelines.
3. Use on Workspace site		
Workspace (the owners of the Chocolate Factory) noted that the site requirements for this site allocation seemed to suggest a preference for business premises and public space over affordable housing, and stressed that there was a need for all schemes to be mixed and balanced.	Existing policies acknowledge that all sites providing residential accommodation should be seeking to make an affordable housing contribution. As this site is within a designated Regeneration Area, Policy DM38 is clear that it should also be seeking to maximise employment floorspace.	No change necessary.
4. Landowner Rep (Guillemot Place)		
LaSalle Investment Management – whose clients own units within Guillemot Place – asked for paragraph 8.39 of the site allocation to include a reference to 'mixed use development' for this site, and for the site commentary to mention that homes would also be built on this site. LaSalle also had a number of objections to the draft site allocation including: the requirement for a new pedestrian and cycle route through Guillemot Place (the development guideline	This site is a Regeneration Area, and as such mixed use development is acceptable in principle throughout.	No change necessary.
	The requirement for the route to connect the Cultural Quarter with Wood Green Common to the north is considered to be a necessary intervention to enable the precinct to succeed as a mixed-use location.	No change necessary.

Issue	Council Response	Change Required
that specifies this exact route should be removed), vehicle access to the site being from Mayes Road and Western Road (current access from Clarendon Road should be maintained) and the potential for early building work by other landowners within the site allocation to negatively affect the attractiveness of their own property to developers. They also felt that the requirement to find a new building for the Jobcentre should be the responsibility of the owners of the current building, rather than a requirement of any landowner or developer within the site allocation. Finally, LaSalle noted that Heartlands is identified as a Tall Buildings Growth Area, and so the development guidelines for this site should not say that tall buildings are unsuitable, just that buildings would need to be designed so that they did not impact on protected views.	It is agreed that the duty to reprovide the jobcentre use is the responsibility of the owner of that site, and not others within the allocation. It is however, considered to be necessary to have a co-ordinating site allocation.	No change necessary.
	It is agreed that the Development Guideline is overly prescriptive. Development should be guided having regard to the proximity of the site to the Wood Green Common Conservation Area and the viewing corridor to Alexandra Palace.	Amend Development Guideline to reflect the need to respond to Wood Green Conservation Area and views to Alexandra Palace, rather than excluding a tall building.

WG SA21: Land adjoining Coronation Sidings

Number of comments: 4

Issue	Council Response	Change Required
1. Penstock Foot tunnel		
Two people, as well as the Alexandra Park and Palace Charitable Trust, welcomed aspects of this site allocation, with one person and the Trust welcoming improvements to the Penstock foot tunnel, which is currently scary to walk through, and another	Support is noted.	No change necessary.

Issue	Council Response	Change Required
describing building on this land as a good use of space to provide much needed affordable housing. Improvement to the Penstock foot tunnel were also welcomed on the online consultation 'map'. Nine comments were made about the tunnel, attracting 37 agreements between them. Everyone who commented wanted the tunnel to be improved to make it feel safer, including better lighting, fewer fences around it so that it feels less enclosed, redesigning the tunnel so that the end can be seen when entering it, and generally keeping it clean and tidy.		
2. Sensitivity to the Palace		
Alexandra Park and Palace Charitable Trust also noted that a landmark building on this site would need to be sensitive to the Palace, its Conservation Area and local viewing corridors.	While no landmark building was proposed for this site, there is already a site requirement aimed at ensuring any design on this site respects the setting and context of the Alexandra Palace and Park Conservation Area.	No change necessary.
3. Potential for a new school		
Electoral Reform Services, a company currently based within the WG SA24: Clarendon Road South site allocation, argued that this site would be a better location for a primary school than their own.	It is not clear on what basis this recommendation is made. The Clarendon Rd South site has the benefit of helping to alleviate place planning pressure in the Harringay area as well as catering to the growing needs of Wood Green. The Council will however, continue to explore all options to ensure that the demand for school places is met in full.	No change necessary.

WG SA22: Western Road Depot

Number of comments: 3

Issue	Council Response	Change Required

Issue	Council Response	Change Required
1. Recycling needed		
Two people wanted to see the current Reuse and Recycling Centre on this site reprovided locally. One of these people noted that the Centre will soon be the only one in the borough, and questioned how realistic it was for the Centre to serve the whole of Haringey on a smaller site than it currently has, to allow space for homes and offices. The other commenter was keen to see Haringey Council work with Veolia to come up with innovative solutions that tackle the issues of fly tipping and rubbish collection around the borough.	The aim of this site is not to reduce the recycling capacity, but to enable an additional use above it.	No change necessary.

WG SA23: Western Road Car Park

Number of comments: 3

Issue	Council Response	Change Required
1. Patrol Base next door		
The Metropolitan Police (Met) noted that there is a police patrol base immediately next to this site allocation. The Met would need to be made aware at the earliest possible opportunity of any planning applications made within 150m of the base to make sure that security levels can be maintained.	This is noted. We will make a requirement of redevelopment of this site that the infrastructure use has adequately been reprovided prior to any redevelopment being granted planning permission.	Add a condition that the police response use is adequately reprovided.

WG SA24: Clarendon Road South

Number of comments: 5

Issue	Council Response	Change Required

Issue	Council Response	Change Required
1. Secondary Provision?		
One person welcomed the new primary school planned for this site – though questioned why a new secondary school was not also included in the draft AAP, given that there will be an increased demand for school places for older children as well.	There is not an identified need for additional secondary school provision at the area at the current time.	No change necessary.
2. Objection to new primary School provision		
However, three local businesses and landowners objected to the new primary school being located in this area: Cengiz Rifat, the owner of Unit 2, 25-27 Clarendon Road, argued that he would like to be able to put in a planning application on his own site in future and the	The employment function on this site is valued, and it is hoped that any redevelopment will be able to increase, and not decrease the number of jobs in the local area. The policy as written seeks to create additional employment floorspace.	No change necessary.

Issue	Council Response	Change Required
requirement for a school would prevent this. He suggested the school should be located within the new housing being built on the former Clarendon Gas Works site instead. Hertie Ltd, the owner and freeholder of Unit 1, 25-27 Clarendon Road, agreed that this would be a better location for the new primary school. Electoral Reform Services, a company that employs between 200 and 250 local people at any one time and is located at 33 Clarendon Road, objected on the grounds that relocation would be extremely disruptive to their business and cause them to lose work.	The Council will carry out further work to identify whether this site is suitable for provision of a primary school. It is certainly located in an appropriate location to meet need arising in both the AAP area and in Harringay.	After further investigation, the Council is proposing to change the preferred location of new primary school provision to extend Alexandra Primary School.
3. Landowner Rep (WICC)		
Three organisations who are promoting the redevelopment of the West Indian Cultural Centre and surrounding buildings, were supportive of a new primary school in principle, but alongside this wanted to see the number of homes specified for this site allocation increased to a similar density as in the WG SA18: Clarendon Road site allocation. That would mean more than 500 homes instead of 298. They also wanted to see the site allocation designated	The capacities included are indicative, with the actual quantum's determined at the time of granting planning consent, based on detailed designs. It is considered appropriate that densities should decrease with distance from the centre of a regenerated Wood Green.	No change necessary.

Issue	Council Response	Change Required
as 'central' not 'urban' due to the Heartlands area being given Opportunity Area status within the London Plan. And lastly, they felt that the Tall Buildings SPD (Supplementary Planning Document) should explore potential for buildings on this site that are taller than 14 stories.		

WG SA25: Hornsey Filter Beds

Number of comments: 40

Issue	Council Response	Change Required
1. Objection to building on the Filter Beds		
Of the 39 comments made on this site allocation, 27 objected outright to any new building on the Hornsey Filter Beds, which are currently designated as Metropolitan Open Land. A number of arguments were made to support this position, including: the London Plan states that Metropolitan Open Land should be given the same level of protection as Green Belt, new buildings would impact negatively on wildlife habitats and natural drainage systems, it would impact negatively on people's enjoyment of walking through this area and into Alexandra Park, and there is already an acknowledged lack of open space in the western part of the Wood Green AAP area – building on the filter beds would make this problem worse. Others pointed out that this site is not part of Wood Green and questioned why it had been included in the Wood Green AAP.	It is acknowledged that the site is on Metropolitan Open Land. The Council will continue to discuss this point with the GLA, who are the responsible authority for allocating MOL.	No change necessary.
	The site is currently concrete and buildings, as such any redevelopment has the potential to improve how the local area operates from a drainage perspective.	No change necessary.
	The site at present does not contribute to useable open space in the borough, indeed the redevelopment proposed increases open space, and access between open spaces.	No change necessary.
	This site has the potential to benefit the current and future residents of Wood Green significantly, by improving their access to open space. This is why it is included in the Wood Green AAP.	No change necessary.

Issue	Council Response	Change Required
The Greater London Authority (GLA), in its response, noted that building housing on this site would be in conflict with London Plan Policy 7.17, which protects the openness of Metropolitan Open Land. The GLA acknowledged that improving access to the open space of Alexandra Park would be a benefit, but would welcome further discussion with Haringey Council on this site allocation.	The Council will continue to discuss this point with the GLA, who are the responsible authority for allocating MOL.	No change necessary.
2. Make into a wetland		
A few people felt that the filter beds should be converted into additional wetland wildlife refuge, and used for wildlife purposes only. Others felt that 50% of the site should be used for habitat creation to compensate for any building or other works.	The Council expects that the northern edge of the site should have a use complementary to the adjacent reservoir. This should have a biodiversity benefit, as well as improving connections to open space, and potentially creating an improved edge to the open space.	No change necessary.
3. Resident Objection (amenity)		
Two current residents of the New River Village objected to any new buildings that would increase noise and traffic congestion, restrict light to current flats, put pressure on local services and damage the peace and quiet of the area with building works.	All development will be met with appropriate infrastructure, and designs will be in accordance with Policy DM1, which ensures that an impact to surrounding properties is adequately managed.	No change necessary.
4. Concern from Alexandra Palace Trust		
Alexandra Park and Palace Charitable Trust had concerns about building new homes on the Filter Beds, as this area currently acts as a buffer to the Park and enhances the nature conservation area, though they did not completely object, as long as the type and scale of new housing could be made to complement the aims of nature conservation and improved public access to the Park through the Penstock foot tunnel.	It is agreed that this site should form an appropriate edge to the Park. The Council consider that works to the site could mean that it makes a better, more useful, more natural edge to the park than what is on the site at present.	No change necessary.
	The Council agrees that there is an interesting challenge regarding the improvement of access and managing of	No change necessary.

Issue	Council Response	Change Required
	biodiversity and openness, as well as how any other development would be designed. The Council is developing a design brief for the western end of the Penstock foot tunnel which will investigate the options in this issue.	
5. Objection from Conservation Area Advisory Committees		
In contrast, both the Alexandra Park and Palace Conservation Area Advisory Committee and the Friends of Alexandra Palace did object – with the Advisory Committee noting that this site was not included in the Site Allocations DPD (Development Plan Documents) and seemed like a "hasty addition" to the AAP which would reduce the amount of open space in the area, something that is already in short supply. The Friends added that 300 new homes are not needed to pay for works to improve the foot tunnel.	The site has been included as it represents a unique opportunity to improve connections between Wood Green and the west of the borough, access to the Park, and amenity of the reservoir.	No change necessary.
	If this site is to go ahead, the number of homes will be determined at the time of planning application, according to how much development is possible, as well as what is needed to create the openness, access, and biodiversity outcomes sought.	No change necessary.
6. Change the Conservation Area boundary		
The Hornsey Conservation Areas Advisory Committee requested that the northern part of the Water Works and Filter Beds Conservation Area should be added to the Alexandra Park and Palace Conservation Area, while the southern part (excluding the New River Village) should be added to the Hornsey High Street Conservation Area. The Committee had no objections to building new housing on this site, as long as views to and from Alexandra Palace and Park are protected, no buildings are taller than 3 stories, and some clarification is provided on road access to the new homes and how traffic will be managed.	The AAP will not be the vehicle for changing Conservation Area boundaries.	No change necessary.
	The height of any future development will be determined at the point of a planning permission, and determined using Policy DM6.	No change necessary.

Issue	Council Response	Change Required
7. Landowner Rep (Support)		
Kennet Properties Ltd – a subsidiary of Thames Water that promotes surplus land to developers – currently owns part of the Hornsey Water Treatment Works. They see this site as having the potential for new building, as it was previously built on and serves no Metropolitan Open Land function. However, they asked that the number of new homes expected be expressed as a range rather than a single number; 250-350 was considered a sensible range.	Noted.	No change necessary.
8. Improve Penstock tunnel		
A few comments expressed support for improving the Penstock foot tunnel, with bins and lighting a particular priority, on the proviso that this is used by pedestrians and cyclists only and does not become a vehicle route.	Noted, there is no scope to turn this into a motorised vehicular route.	No change necessary.
9. Deculvert the Moselle		
Two people also used this as an opportunity to highlight support for deculverting the Moselle Brook.	Existing policies support deculverting the Moselle wherever possible and feasible.	No change necessary.

Appendices

Appendix 1 – list of all representations made to Haringey Council planning department

Responses received from the following 9 specific consultation bodies – these are organisations the local planning team are legally obliged to seek representation from, according to the Town and Country Planning (Local Planning) Regulations 2012:

Enfield Council

Environment Agency

Greater London Authority (GLA)

Highways England

Historic England

Metropolitan Police

Natural England

Thames Water

Transport for London (TfL)

In addition, representations were made directly to Haringey Council by the following 176 individuals, groups and organisations:

11 Pemberton Road

90 Mayes Road

A N Xiaxiguris

A S Grieve

Aboli Naleye

Achet Feisal Coowar

Adrian Chapman

Affected residents (Caxton Road, Mayes Road and Coburg Road)

Aggie Mackenzie

Alex Georgion

Alex King

Alexandra Park and Palace Charitable Trust

Alexandra Park and Palace Conservation Area Advisory Committee

Alice DeVille

Alison Johnston

Alison Woodcraft

Allan Davies

Andy and Claire Ayres

Anita Chudasama

Ann Anderson

Annabel Gregory

Anne Green

Annette Johnson

Anon

Anthony Roberts

Area 51

Arriva

Artemis ArtemiouBarton Willmore on behalf of Capital and Regional

Barton Willmore on behalf of Workspace

Bee Peak

Bella Powell

Ben and Steph Williams

Beryl White

Beth Procter

Boady Shouls

Brigid McKevith

Bsrat Yemane

Caroline Beattie-Merriman

Catherine West MP (2 representations)

Cengiz Rifat

Ceri Williams and Richard Hawkins

Cihan Altan

Clare Napthine and Graeme Dunn

Cliff Brown

Cllr Charles Wright (2 representations)

Constance Ryland

Councillor Charles Wright

Daniel Jaeggi

Daryl Moody

Dave Kingett

David Cassidy

David Jones

Debra and Ann Thompson

Deepa Shah

Defend Council Housing (Haringey)

Diana Wolzak

Dick Harris

Dominic O'Neill

DP9 (On behalf of Austringer Capital Ltd)

Edel and Dominic Brosnan

Edward Dewhirst

Elaine Thompson

Elizabeth and Patrick Adams

Emma Louise Ryan, Massimo Ferrara, Sarah Mittica

Emma Saunders

Eva Hanson

Fred Asquith

Frederick Guy

Frederike Luepke

Friends of Alexandra Park

Friends of the Earth (Tottenham & Wood Green)

G P Lorimer

G S Rounce

Gemma Jarman

Gerald Eve (On behalf of Lazari)

Grant Gahagan

H Planning LTD (On behalf of 3 clients)

Haringey Aquatics (including a petition for a new swimming pool signed by 1,198 people at time of writing)

Haringey Cycling Campaign

Haringey Liberal Democrats (including a petition for a new swimming pool signed by 241 people)

Harringay Ward Councillors

Hayri Ucar

Heather Tarrant

Hertie Ltd

Hornsey Conservation Areas Advisory Committee

Hornsey Pensioners Action Group

Iceni (On behalf of Longmead Capital)

Indigo (On behalf of Sainsbury's)

Indra Turner

Jack Lane

James Powell

James Rowe

Jan Bolla

Janet Brewer

Janet Shapiro (2 representations)

Jason Hetherington

Jason Williams

Jean Smith

Jennifer Cooper

Joanna Bornat

John Fazakerley

Joseph Nicholas

Judith Fairlie

Julia Smith

Julie Bartley

Julie Crouch

June Louch

Juoizh Grieve

Karen and Mark Alexander

Karen Smith

Kaye De Moura Castanheira

Keshavlal K Raval

Kubilay Ozpalas

Ladder Community Safety Partnership

Laura Haynes

Leila Sellers

Leo Zancani

Libby Blackett

Linda Samworth

Lisa Stockley

Living Wightman petition to reduce traffic on Wightman Road (signed by 54 people)

Lukas Lehmann

Madeleine Dewhirst

Maggi Machado

Margaret Macrory (2 Representations)

Marie Carr

Mark Trafeli

Mary Cayhill

Mary Fabin

Mehrat Neguse

Mel Dymond

Mel Perkins

Metin Boyraz

Michael Proctor

Middlesex County Amateur Swimming Association

Mikail Serttokat

Montagu Evans (on behalf of Fennels Bay Services Ltd)

Mr and Mrs Lambrou

Mr and Mrs M J Fox

Mr and Mrs Ouilliec

Mr and Mrs P Ortiz

Mr and Mrs Rock

Mr P Rossetti

Mrs J Geoghegan

Mrs M Lane

Ms C S Stanley

Mustafa Korkmaz

Natasha Sivanandan

Neil Harlan

Nicholas Ruddick

Nick Rau

Nick Vallaris

Nigel Errington

Noel Park Primary School

North Middlesex University Hospital

Our Tottenham

Øyvind Aamli

Panayi family

Paul Higgins

Parkside Malvern Residents Association (2 representations)

Penny Andrews

Peter Chalk

Peter Corley

Peter Holtby

Phil Mongredien

Planning Co-operative (On behalf of Electoral Reform Services)

Planning Potential (On behalf of owners of Whymark House)

Polly Betton

Quentin Given

Quod (on behalf of St. William)

Quod (on behalf of U + I Plc)

R Roberts

Rachel Booth-Clibborn

Rapleys (on behalf of LaSalle Investment Management)

Richard Matz

Rod Wells

Rose and Robert Berni

Roslyn Byfield

Ruma Nawaz, Mrs H Nawaz

Russell Thomas

Saba Choudhury

Sabrina Osbourne

Saeed Rahim

Samantha Harvey

Sandra Felix

Sandy Schofield (2 representations)

Sara Verghese (2 representations)

Sarah Stubbs

Savills (On behalf of Kennet Properties Ltd)

Semiha Korkmaz

Sharon Lukom

Sheena Patel

Shomesh Chowdhury

Simon Fedida and Colin Kerr

Simon Garner, Anne Geraghty and Milo Garner

Sky City Tenants Association

Sophia Butler

Stella Embliss

Steven Burrows

Sue Leveson (2 representations)

Susan Backhouse

Susan Rosenberg

Therese Delbarny

Tim Foskett

Tim Ireland

Tony Hopkins

Trinity Primary Academy

Ursula Riniker

Victoria Jolliffe

Yildiz Aslan

Yonas Eshetu Tesfaye

Yvonne Brogan

Zoe Hart

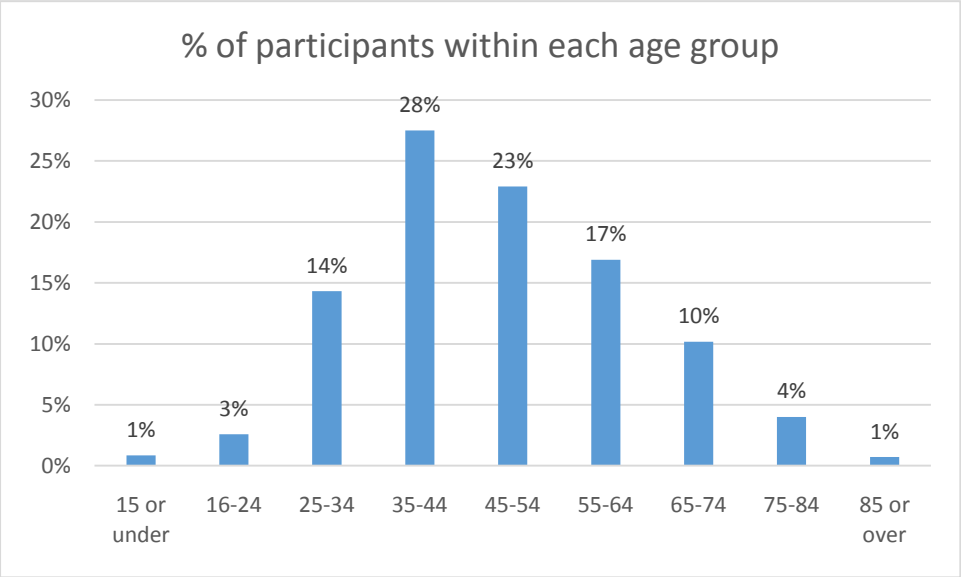
Appendix 2 – full demographics

Note on compiling the demographic information

Public Voice collected demographic information from people who attended consultation workshops. In addition, users who registered on either part of the consultation website (the 'map' or the 'Wood Green's Future' platform for feeding back on the AAP policies) were asked to provide some demographic data. Although not complete (as some people opted not to share demographic information with the consultation team, or shared some information but not others), in total we gathered at least some information from 936 individuals.

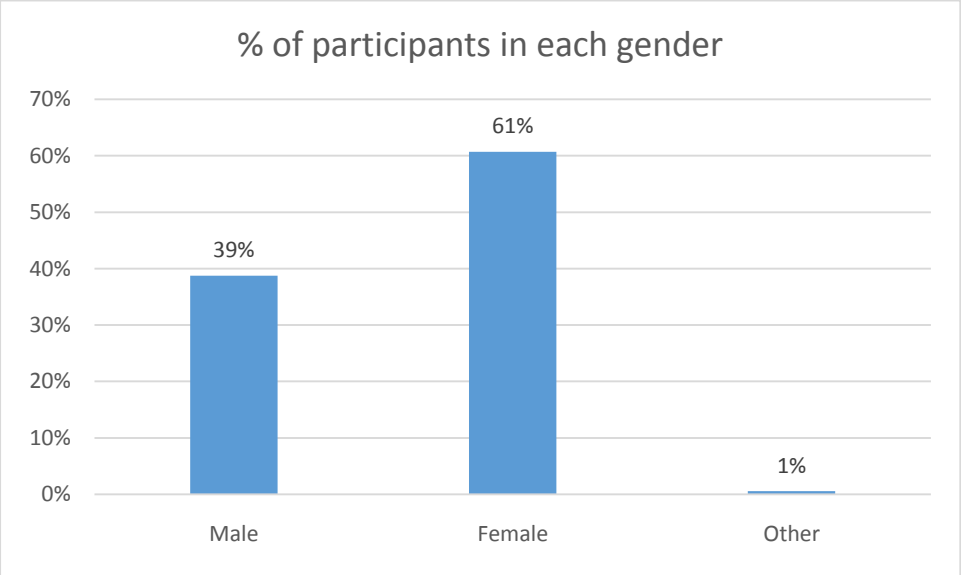
- Public Voice removed 121 duplicates from the demographic data, where people had either registered on both parts of the consultation website and provided this information twice, attended more than one consultation workshop, or attended a workshop and also contributed online – these duplicates were identified by Commonplace unique ID number, name or e-mail address, where this was possible.
- Where additional demographic information was provided in one of the duplicates, the two sets of information were combined to give the most complete possible data. Where a person had provided different information in one duplicate to the other, the information from the Commonplace consultation website was used.
- However despite these precautions, a small number of duplicates may still remain, as there was not always enough information to identify where two contributors were the same person. This especially applied where registered website users had not provided a name or e-mail address and where there were spelling mistakes in one copy of the name or e-mail address, which could only be spotted by eye.

Age group



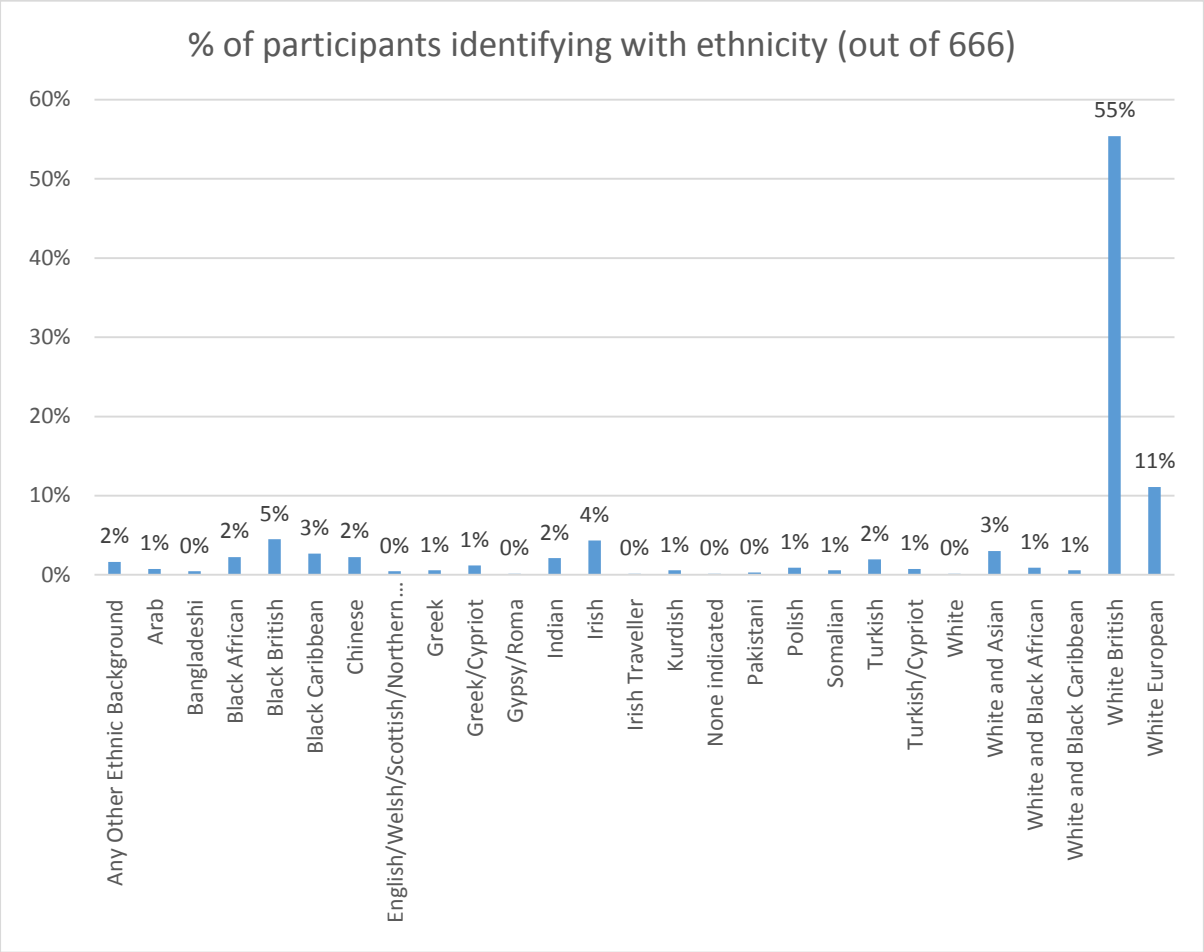
Total participants: 698 [238 missing data]

Gender



Total participants: 710 [226 missing data]

Ethnicity

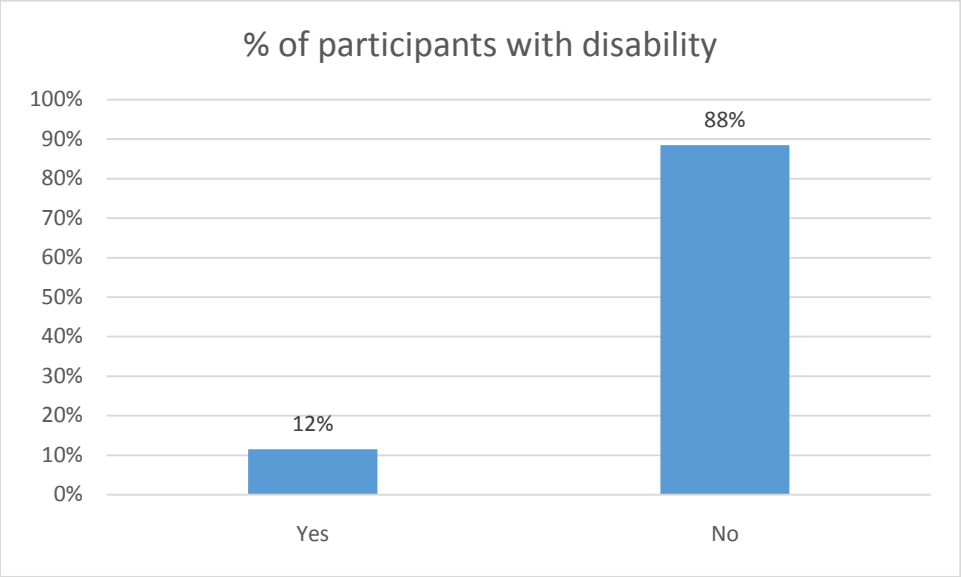


Total participants: 666 [270 missing data]

In total, 45% of respondents came from black and minority ethnic (BME) backgrounds:

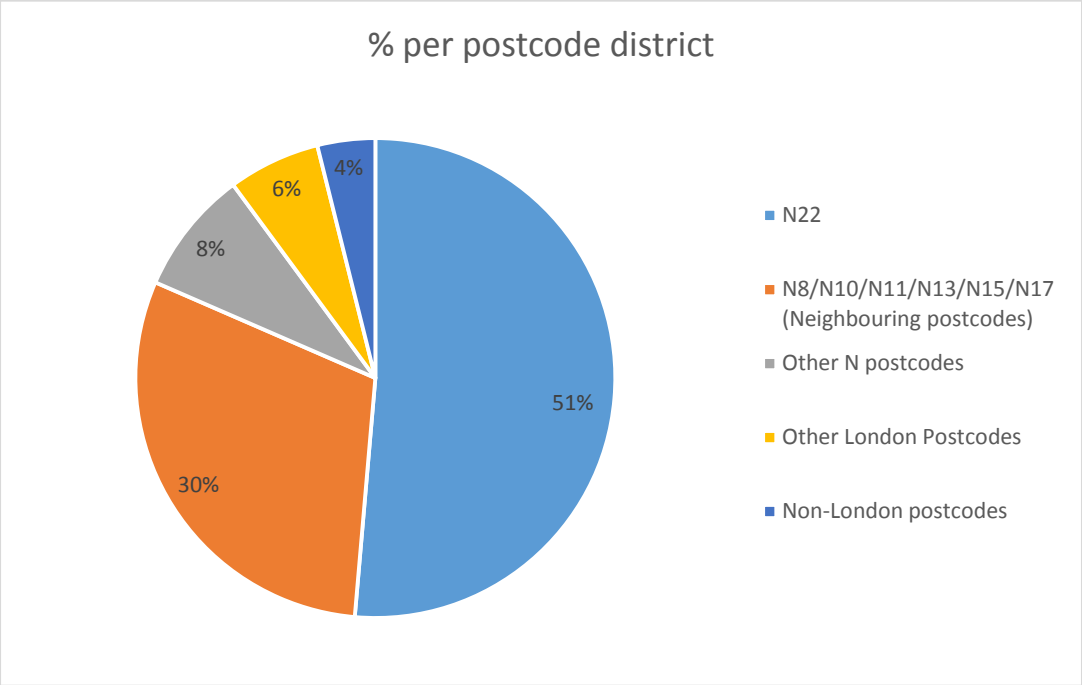
- 12% of respondents were black, or white and black African/Caribbean
- 12% were Polish or White European
- 6% were Turkish, Kurdish, Turkish/Kurdish, Turkish/Cypriot or Greek/Cypriot

Disability



Total participants: 669 [267 missing data]

Postcode



Total participants: 693 [243 missing data]

Connection to Wood Green

Total participants: 722 [214 missing data]

	I live here	I work here	I own a business here	I study here	I'm just visiting	I do my shopping here	Other
%	67	14	4	1	5	28	14

Appendix 3 – Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012

Preparation of a local plan

18.—(1) A local planning authority must—

(a)notify each of the bodies or persons specified in paragraph (2) of the subject of a local plan which the local planning authority propose to prepare, and

(b)invite each of them to make representations to the local planning authority about what a local plan with that subject ought to contain.

(2) The bodies or persons referred to in paragraph (1) are—

(a)such of the specific consultation bodies as the local planning authority consider may have an interest in the subject of the proposed local plan;

(b)such of the general consultation bodies as the local planning authority consider appropriate; and

(c)such residents or other persons carrying on business in the local planning authority's area from which the local planning authority consider it appropriate to invite representations.

(3) In preparing the local plan, the local planning authority must take into account any representation made to them in response to invitations under paragraph (1).

The full Regulations can be viewed at http://www.legislation.gov.uk/uksi/2012/767/made.

Marketing plan and schedule

Week one – 13 to 19 February 2017

- Soft Launch
- Newsletter in circulation (digital and print).
- General posters promoting the main URL displayed on High Road.
- General posters promoting the main URL displayed in The Mall.
- General posters promoting the main URL displayed in Libraries.
- Exhibition displayed in The Podium at River Park House.
- Tweets to promote Commonplace and Wood Green URLs.

Week two – 20 to 26 February 2017

- Exhibition displayed at The Mall.
- Tweets to promote exhibition at The Mall.
- Tweets to promote Commonplace and Wood Green URLs.
- Door to door engagement with Sky City and Page High residents (Monday to Friday).
- Direct workshop marketing to Sky City and Page High residents.

- Exhibition information with dates, venues and feedback options shared digitally (for cascading) with:
  - Parkside Malvern Residents Association
  - Community Impact Bulletin (Bridge Renewal Trust)
  - Noel Park Big Local
  - Team Noel Park
  - Noel Park Net
  - Local Schools
  - Haringey Advice Partnership
  - Haringey Over 50's Forum
  - Public Voice Mailing List (500 local people)
  - Libraries
  - Friends of Alexandra Park
  - Harringay Online
  - OpinioN8
  - Alexandra Park Neighbours
  - Bowes & Bounds Connected
  - Healthwatch Haringey
  - Local Ward Councillors

- Workshop posters (printed) and info sheets (digital) distributed to workshop venues:
  - Community Hub, N22 6TB
  - Turkish Cypriot Community Association (TCCA), N8 0SD
  - Heartlands School, N22 7ST
  - West Indian Cultural Centre, N8 0DJ
  - Shine Enterprise Centre, N8 0DY
  - *Sky City Community Centre*, N22 6SR
  - Winkfield Resource Centre, N22 5RP
  - Wood Green Library, N22 6XD
  - Salvation Army, N22 6JA

- Resident workshop publicity posters (printed) displayed in and around Sky City and Page High.

- Targeted workshop marketing to older people via:
  - Community Hub (venue)
  - Local churches
  - Haringey Over 50s Forum (postal mail out to full mailing list)
  - Haringey Advice Partnership Coffee mornings
  - Haringey Advice Partnership Coffee & Computers sessions
  - Friends of Alexandra Park
  - Local Lunch Clubs

- Targeted workshop marketing to the Turkish community via:
  - Turkish Cypriot Community Association (venue)
  - Local mosques
  - Harringay Online
  - Turkish restaurants in Wood Green

Week three – 27 February to 5 March 2017

- Exhibition displayed at the Community Hub.
- Tweets to promote exhibition at the Community Hub.
- Tweets to promote Commonplace and Wood Green URLs.
- Door to door resident engagement (Monday to Friday).
- Direct workshop marketing to Sky City and Page High residents.
- **01/03/17:** Parents coffee morning with exhibition at Noel Park School.

- Targeted workshop marketing to local parents via:
  - Heartlands School (venue)
  - Parents coffee morning at Noel Park School
  - Noel Park School
  - Alexandra School
  - St Paul's Catholic School

- Mailchimp (direct mailing to schools)

Week four – 6 March to 12 March 2017

- Distribution of 15k to 20k leaflets, further promoting ways to feedback and the final exhibitions at Morrisons and Wood Green Library.
- Exhibition displayed at the Morrisons.
- **06/03/17:** Older People's Workshop at the Asian Centre/Community Hub.
- **06/03/17:** Turkish Community Workshop at the TCCA.
- Tweets to promote exhibition at Morrisons.
- Tweets to promote Commonplace and Wood Green URLs.

- General marketing to community groups, community networks, and schools promoting 'open door' workshops at the Shine Enterprise Centre and Wood Green Library for those unable to attend the other workshops.

- Targeted workshop marketing to the African and Caribbean community via:
  - West Indian Cultural Centre (venue)
  - African and Caribbean Leadership Company
  - Marcus Garvey Library
  - Bernie Grant Arts Centre
  - Local Churches
  - Chestnuts Community Centre

- Targeted workshop marketing to physically disabled people via:
  - Winkfield Resource Centre (venue)
  - Physical Disabilities Group
  - Wheelchair Users Forum
  - Personal Budget Holders Forum
  - HAIL
  - Markfield Project

Week five – 13 March to 19 March 2017

- Exhibition displayed at Wood Green Library.
- **13/03/17:** Parents Workshop at the Heartlands School.
- **14/03/17:** African and Caribbean Community Workshop at the West Indian Cultural Centre.
- **14/03/17:** 'Open door' community evening workshop at the Shine Enterprise Centre.
- Tweets to promote exhibition at Wood Green Library.
- Tweets to promote Commonplace and Wood Green URLs.
- Further engagement Sky City residents if upcoming workshop is not fully booked.

- Targeted workshop marketing to the Polish community via:
  - Salvation Army (venue)

- Polish and Eastern European Community (PEEC at the Irish Centre)
- Salvation Army – Polish Parent and Toddler Group
- Polish services at local Catholic Churches
- Zloty Deli (146 High Road, Wood Green)

Week Six – 20 March to 26 March 2017

- **20/03/17:** Workshop for Sky City Residents at Sky City Community Centre.
- **21/03/17:** Workshop for people with physical disabilities at the Winkfield Resource Centre.
- Further engagement with Page High residents if upcoming workshop is not fully booked.
- Final call for 'open door' workshop.

Final days – 27 March to 31 March 2017

- **27/03/17:** Workshop for Page High Residents at TBC.
- **29/03/17:** 'Open door' community morning workshop at Wood Green Library.
- **29/03/17:** Workshop for the Polish Community at Salvation Army.
- Final call to action for anyone who may not have provided their comments and feedback.

People, responses and comments

At the beginning of the report, we presented the number of people we heard from during the consultation. This is the number of people who came to workshops and exhibitions, the number of individual people who wrote a letter or e-mail to Haringey Council and the number of individual users who left feedback (a comment or an agreement) on the consultation website.

However, as some people wrote more than one letter, or posted multiple times on the consultation website, we have also counted number of individual responses (i.e. the total number of separate communications we heard from people and organisations). This number was higher than the number of people who responded.

Within responses, many people commented on multiple areas of the plan. We have split these up into comments, so that we could more easily count the number of comments made about different policies or sites within the AAP.

So for example, where one person wrote a letter to Haringey Council to support attracting a better range and quality of shops in the town centre, oppose the demolition of the Library and ask for more green space in Wood Green, this was divided into three comments – on shops, the Library and green space. This example would be counted as one person, one response, three comments.

Throughout the report, we have referred to the number of comments made on different topics rather than the number of people who commented. When counting up comments on a policy, we cannot claim that this is always the same as the number of people who commented, as some people may have made multiple

comments on the same policy area (e.g. commenting on both Crossrail 2 and cycle lanes within the transport policy).

Assigning policies, site allocations and topics to comments

The 'Wood Green's Future' consultation website allowed users to select which policy or site allocation they wanted to comment on. Wherever possible, we tried not to change how people had categorised their own comments when counting up comments on different policies and sites, even when the section under which the comment was made was not quite the best fit for the content or theme of the comment.

The three exceptions to this were:

- When longer responses were divided into multiple comments – these subdivided comments were assigned to the policy, site allocation or sub-area considered most appropriate to the comment
- When comments from comment cards were transferred onto the consultation website, these were also assigned to the policy, site allocation or sub-area considered most appropriate to the comment
- When comments had been posted by website users to a particular policy or site allocation but were actually more general comments about the AAP as a whole

Comments made in writing to Haringey Council were also assigned to the policy or site allocation most appropriate to the comment, including some that were categorised as 'overall' comments and are covered at the beginning of Section 3.

The policy or site allocation was chosen on the basis of which bit of the AAP would need to change as a result of the comment.

Glossary

This list explains the meaning of some of the technical words and expressions used in the AAP and in this consultation report:

AAP (Area Action Plan) – the Wood Green Area Action Plan (AAP) is the document that this consultation is about. It sets out the planning rules that will guide what buildings Haringey Council allows developers to build in future. Local councils need to prepare an AAP for any area that is being regenerated. Where we refer to 'the draft AAP' in this report, we are talking about the Wood Green AAP, which is being rewritten through consultation with local people, businesses and visitors to the area.

Amenity, loss of amenity – amenity is something positive in the physical environment, such as light, space, greenery or the way that different buildings complement each other. Loss of amenity can happen, for example, when new buildings restrict the light or space of nearby buildings and homes.

Biodiversity: Biodiversity encompasses the whole variety of life on earth (including on or under water) including all species of plants and animals and the variety of habitats within which they live. It also includes the genetic variation within each species.

Census: A ten-yearly comprehensive nation-wide sample survey of population, housing and socio-economic data. The latest one was conducted in 2011.

Commercial uses – use by any kind of business that sells goods or services (e.g. shop, restaurant, business offices)

Community Infrastructure: Facilities and services including health provision, green infrastructure, early years provision , schools, colleges and universities, transport, community, cultural, recreation and sports facilities, policing and other criminal justice or community safety facilities, children and young people's play and informal recreation facilities. This list is not intended to be exhaustive and other facilities can be included as social infrastructure. Also referred to as "Social and Physical Infrastructure".

Community Infrastructure Levy (CIL) – a charge that developers must pay for each square metre of new building – the money goes towards paying for new or improved facilities for local people

Conservation Area: Area designated by the Council under the Town and Country Planning (Listed Buildings and Conservation Areas) Act 1990 as possessing special architectural or historic interest. The Council will seek to preserve and enhance the character and appearance of these areas.

Deculvert, culvert – deculverting means uncovering a river or stream that currently runs underground. A culvert is the man-made covering that is built over a river or stream to turn it into an underground stream

Density, housing density – the amount of new building space that will be created within a specific area. High density building can either mean lots of buildings close to each other, or tall buildings

Developer – a company that buys land, builds and sells new buildings

Development – new buildings, either on empty land or replacing existing buildings, which may include homes, shops, business space, social and community spaces and open space

Development Management (formerly Development Control): These are the policies which are required to ensure that all development in the borough meet the spatial vision and objectives set out in the Local Plan Strategic Policies 2013.

Development Plan Documents (DPD): Statutory planning documents that form part of the Local Development Framework including the Local Plan Strategic Policies 2013, Development Management DPD and Sites Allocation DPD.

Floorspace – the overall amount of floor area that will be created in new buildings, across all floors (not just the ground floor); this may have a dedicated use such as residential floorspace (homes) or commercial floorspace (shops, offices and other money-making businesses)

Greater London Authority (GLA): The GLA is a strategic citywide government for London. It is made up of a directly elected Mayor and a separately elected Assembly.

Growth Area: Specific areas for new residential development to accommodate future population growth. In Haringey, there are two including Tottenham Hale, Opportunity Area, and Haringey Heartlands, Area of Intensification

Infrastructure – all physical facilities and services that help communities to run smoothly, including public services like GPs, schools and hospitals, community centres and leisure venues, as well as roads, open space, street lighting, plumbing, sewers and phone lines

Landmark building – an interesting or attractive building that stands out from those around it

Leaseholder – person or organisation who has permission to use a building for a fixed period of time; the leaseholder buys this permission from the freeholder or landlord

Local Plan: The plan for the future development of the local area, drawn up by the local planning authority in consultation with the community. In law this is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004. Current Local Plan Strategic Policies and other planning policies, which under the regulations would be considered to be development plan documents, form part of the Local Plan. The term includes old policies.

Local Plan: Strategic Policies: (formerly Core Strategy): This is a Development Plan Document setting out the vision and key policies for the future development of the borough up to 2026.

London Plan (The Spatial Development Strategy): The London Plan is the name given to the Mayor's spatial development strategy for London.

Masterplan – a plan that sets out how a specific site will look in future

National Planning Policy Framework (NPPF): Sets out the Government's planning policies for England and how they are expected to be applied. The NPPF replaced 44 planning documents, primarily Planning Policy Statements (PPS) and Planning Policy Guidance (PPGs), which previously formed Government policy towards planning.

Opportunity Area - London's principal opportunities for accommodating large scale development to provide substantial numbers of new employment and housing, each typically more than 5,000 jobs and /or 2,500 homes, with a mixed and intensive use of land and assisted by good public transport accessibility.

Planning – the planning system is how local councils shape what their areas will look like in future, by following a set of planning rules or policies. These act as guidelines that the council will follow when deciding whether to give 'planning permission' to developers who approach them to ask for permission to build.

Pocket park – small area of public space containing plants and trees that people can spend time and relax in

Podium level – a level within or around the base of a building that is raised above 'street level'

Policy – in the context of the AAP, a policy means a set of rules that describe what kinds of new building or refurbishment the council will support, and what kinds they will not allow. In this way, planning policies 'describe' the kind of area that the council would like to see in future.

Protected view – a legal requirement to preserve the view of one specific place of interest (e.g. a historic building) from another specific place

Redevelopment – new building on a site where there are already buildings, usually involving demolishing the existing buildings

Regeneration: The economic, social and environmental renewal and improvement of an area

Representation – written feedback on a planning document that is being consulted on sent directly to the local council; this can be in the form of a letter or e-mail, and is known as 'making a representation'

Site allocation – an area within a defined boundary that the council has identified as having potential for new buildings

Spatial Vision: A statement of long term shared goals for the spatial structure of an area

Strategic Environmental Assessment (SEA): an assessment of the environmental impact of policies, plans and programmes, as required under European Union (EU) law

Supplementary Planning Document (SPD) – a planning document in addition to the policies in Development Plan Documents (such as an AAP) that deals in more detail with a specific policy or issue such as tall buildings. They do not form part of the DPDs and are not subject to independent examination

Sustainability Appraisal (SA) – an ongoing assessment of all the potential social, environmental and economic effects of strategies and policies contained in the DPDs, which complies with the EU Directive for Strategic Environmental Assessment

Statutory (or specific) consultation body – organisations that the local council has to consult with where relevant when preparing a planning document like an AAP (e.g. Historic England, Thames Water, Highways England)

Town centre uses – any use of a building that allows shoppers and visitors to go in and buy something (e.g. a shop, restaurant, hotel, cinema), but not offices or other spaces that are closed to the public, or spaces where money is not exchanged (e.g. community centres, churches).

Urban realm – the physical environment of streets and public spaces within towns and cities; creating a new 'piece of urban realm' means creating a new public space within a town or city

Viability – how profitable a new building project will be (e.g. how much money will be made when new flats are sold off). If a developer feels a project is not viable enough (e.g. because planning policy says it needs to contain too much space that will not make them any money), they may choose not to go ahead with the project

LONDON BOROUGH OF HARINGEY

Wood Green AAP

A Local Plan Document

Regulatory committee version

Regulation 18 Preferred Option Consultation Draft 2018 Version

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Cabinet Member Introduction

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

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

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

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

(C) Crown copyright. All rights reserved 1000019199 (2014)

1. Introduction

Why prepare an AAP

Wood Green is allocated as a Growth Area in The Local Plan: Strategic Policies (2017), and as a potential Opportunity Area in the London Plan (2015). The submitted Site Allocations DPD (2016) confirms the spatial distribution and quantum of growth anticipated to come forward within the Growth Area, identifying the potential for 4,300 net additional residential units, 47,000m^2 of new employment floorspace, and 17,000m^2 of new town centre floorspace.

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

The Council has adopted its Strategic Regeneration Framework for Wood Green which sets out short term goals as well as the long term aspirations for the area. This document will act to spur investment in the area, including co-ordinating and influencing the plans of major landowners, including the Council, and local businesses, as well as serving as a charter of the benefits that the Council expects to benefit local residents and businesses.

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

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

Aims and objectives of this AAP

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

To achieve this, actions within this document will improve opportunities for businesses to form and grow within Wood Green, including those already existing in Wood Green, those yet to be created, and those seeking to relocate to a new area of London. The centre will be a thriving location for

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

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

1. A bigger Metropolitan Town Centre with more employment space, delivering 4,000 new jobs
2. A well-connected, lively destination which draws people from Haringey and beyond
3. 7,000+ new homes of varying rents and values in high quality, low carbon neighbourhoods
4. Maximise opportunities for local residents through education, training, skills, employment
5. Celebrate and build on Wood Green's heritage so people are proud of their diverse communities
6. Secure investment in social and community infrastructure, including parks and a new library
7. A place where new businesses will set up, existing ones will grow and people will be proud to live
8. Make Wood Green a destination of choice, with a strong cultural offer both day and night
9. An accessible urban environment with welcoming spaces where people will enjoy spending time

Purpose and Scope of this document

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



Figure 1.1: Wood Green AAP Area

Previous Consultation Outcomes – Issues & Options Consultation 2016

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

General

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

Transport and circulation

Respondents were supportive of the potential arrival of Crossrail 2, with many seeing the transformative potential of a central Wood Green Station as being a positive. There was support for the establishment of a strong east-west connection between the High Rd and the cultural quarter/ Heartlands area, and many respondents were supportive of the removal of the Mall in favour of a more permeable street-based network. Managing traffic in the area is recognised as being a significant issue. The Council has subsequently

commissioned pieces of work to understand how a new central area of Wood Green could work, including implementing a new pedestrian network at the Mall site, and a high quality east-west route. A transport study into the preferred option will be carried out to ensure that the most appropriate decisions are being made with regards management of the road network.

Housing

Most respondents appreciate the need for new homes to be created in the area, however there was some concern about the affordability of new homes that will be created. There was qualified support for rehousing existing/affected residents in an improved standard of accommodation, however some residents were concerned that they could become priced out of the area. Existing planning policies will be used to ensure that an appropriate proportion of new homes are affordable, and that affordable stock levels are increased through new development.

Social Infrastructure

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

Employment

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

Retail/ Town Centre Uses

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

Accessibility and Inclusion

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

Environment and sustainability

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

Local distinctiveness and culture

There is support for well designed buildings which create new public spaces, and make Wood Green a more attractive destination. Respondents recommended that the Cultural Quarter could be a greater asset and a key character area, but there is concern that existing artists are being priced out of the area. There was a strong feeling that removing the Mall could create opportunities to create a more harmonious and visually pleasing High Rd. The Council will engage with the owners of the Mall to investigate the full range of possibilities for the future of this site.

Short-term projects

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

Previous Consultation Outcomes – Preferred Option Consultation 2017

Between 14th February and 28th April 2017, Haringey Council ran a public consultation on the draft version of the Wood Green Area Action Plan (AAP).

Over the course of the 10-week consultation period, the Council and the council's independent consultation consultants Public Voice:

- Held 11 exhibitions of the plans in public places around Wood Green;
- Ran 9 workshops to invite different sections of the community to come and discuss the plans in more detail;
- Knocked on the doors of all homes that are included within Site Allocations in the plans, left information with all of these, and spoke directly to 180 residents;
- Set up a consultation website where people could read about the plans and leave comments;
- Advertised the consultation on posters along the High Road, through e-mails to relevant contacts, on social media and in local press;
- Sent newsletters to over 18,000 addresses in Wood Green to notify them about the consultation;

- Sent letters to local residents whose homes are proposed to be included within Site Allocations;
- Sent letters to local businesses;
- Held 14 meetings with local businesses, residents, interest groups and statutory agencies;
- E-mailed/sent letters to all organisations and individuals on the Local Plan consultation database, including over 800 people who took part in the previous round of consultation in 2016;
- Advertised the consultation on the Council's website;
- Made copies of the AAP available to view in all local libraries, at the Civic Centre, the Planning Office, and online;
- Placed an advert in the local newspaper.

We listened to the views of people who live in and around Wood Green, people who go there to do their shopping, people who work or run businesses there, and people who visit for other reasons. We also heard from local landowners, and local and national statutory bodies. Over 1,000 people and organisations provided feedback on the plans for Wood Green, and more than 6,500 people viewed the consultation material either online, or at events, workshops, or drop-ins – just under a third of the total population of Wood Green.

The topics that attracted the highest number of comments during the consultation were:

Concern over the impact of traffic on, and improving air quality on Wightman Road and the Harringay Ladder

93 comments were received concerned that the proposals within the AAP would create additional traffic along Wightman Road, and consequentially within the Harringay Ladder. While it is acknowledged that there will inevitably be some transport impact from new development, the Council has commissioned a Transport Study which identifies that this will not be significant (due principally to the requirement for predominantly car-free new developments), and also identifies mitigation measures to encourage mode split to less congestive uses such as bicycle and walking.

There was particular attention drawn to Figure 7.6: "Map of new routes in the town centre" which identified a new primary route connecting Alexandra Palace Station, Wood Green Common, the Cultural Quarter, the Clarendon gasworks site, and Clarendon Rd into Wightman Rd. To clarify, this route is set out in numerous policies, and is envisioned as one of two new pedestrian and cycle-friendly routes through the revitalised town centre, rather than a new vehicular route, or an attempt to increase traffic in any area. The maps in this version of the document will be improved to clarify the Council's proposals in this regard.

Opposition to demolishing the Victorian terraced homes on Caxton, Mayes, and Coburg Roads

54 comments (plus a petition signed by 1,581 people) were received objecting to the inclusion of residential properties on Caxton, Mayes and Coburg Rds for potential redevelopment

as a part of draft Site Allocation WGSA9. In response to this, the Council commissioned a study analysing the relative costs and benefits in terms of loss of existing residential properties and the new development that would be created. The conclusion of this is that the Council does not consider the case for redevelopment to be strong enough to confirm this allocation, and as a consequence the draft allocation has been amended in this version of the document to exclude this part of the site.

The need for a new swimming pool and leisure centre in Wood Green

38 comments (plus two separate petitions with a combined 1,402 signatures) were received concerning the lack of intention to provide a new swimming pool/ leisure centre in Wood Green. The Council acknowledges that there is a currently unmet need for swimming space in Wood Green, and this is set out in the District Infrastructure Funding Strategy. There is considerable land allocated for town centre uses within the AAP, which could potentially accommodate a swimming facility. Funding for a new swimming facility will be considered over the plan period within the context of other competing infrastructure demands.

The desire to see a better choice of shops, cafes and restaurants in the town centre

37 comments supported the AAP's intention to increase and proliferate the range of uses within Wood Green, and secure investment for the development of these.

Concerns about the level of new affordable housing that would be built as part of the regeneration

36 comments were received concerned about the affordability of new housing included in the proposals. The Council's policy is established in the Local Plan: Strategic Policies, that 40% of all new housing should be affordable (with 60~% of that being socially rented housing, and 40% intermediate products such as shared ownership). This is the limit of what new development can generally afford to pay for, having regard to the costs of redevelopment, and housing prices.

WGSA9 - Wood Green Town Centre West

107 comments were received, mainly objecting to the allocation of Victorian homes on Caxton, Mayes, and Coburg Rds. This is dealt with in Para X.X above.

Additionally, alongside a small number of objections to the redevelopment, there was concern about the rights of residents of Page High and Sky City, which are located above Bury Rd Car Park and the Mall (west side). The Council has strengthened its Housing Estate Renewal, Re-housing, and Payments Policy to include a guarantee of right to return for affected residents, or a comparable rent in a nearby site.

WGSA10 - The Mall (East)

52 comments were received in regard to what should happen to the Mall itself. The views were mixed, with some supporting the retention of an indoor shopping offer. The Council's and the landowner's view are that the only way the

central section of Wood Green High Rd can proceed and create real change is by the demolition and redevelopment of the Mall.

WGSA25 - Hornsey Filter Beds

40 comments concerned the potential impact any redevelopment of this site would have on the openness and aspect from Alexandra Palace Park, as well as the potential impact on biodiversity. The Council notes that the site lies within an area of Metropolitan Open Land, but considers that the potential benefits of undertaking a redevelopment of this piece of previously developed land should be considered due to the potential accessibility, biodiversity, leisure, and housing benefits that the site could achieve.

WGSA8 - Wood Green Library

31 comments were received on this allocation, with the main issues being how the current stallholders would be safeguarded through the development, and some support for the retention of the Library building itself. The Council does not believe that there is significant heritage value in this building, and consider that its redevelopment can play an important role in the regeneration of the central part of the High Rd. Regarding market stalls, the number of stalls in the centre will be increased through redevelopments, rather than decreased.

WGSA12 - Bury Road Car Park

Similarly to WGSA 9, 24 comments mostly concentrating on the rights of residents affected by the proposal, with limited numbers of objections to the development itself were received.

Consultation – Views sought and how to respond

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

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

Consultation is open between 7th February – 24th March 2017. Hard copies of this document are available for inspection and short term loan from all local libraries in the borough. Copies are also available at the Council's offices and in the Civic Centre. Addresses for these are:

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

Civic Centre
Wood Green High Rd
Wood Green
N22 8LE

Additionally a number of drop-in sessions will be held in Wood Green during the consultation period. These include: Comments on the document can be made in the following ways:

Email: localplan@haringey.gov.uk
Post: Planning Policy
Level 6, River Park House
225 High Rd
Wood Green
N22 8HQ

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

Next Steps

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

Stage of Plan preparation	Date
Reg 18 Preferred Options consultation	February-March 2018
Proposed Submission (Reg 19) consultation	June-July 2018
Submission to Planning Inspectorate	August 2018
Examination in Public	October-November 2018
Receipt of Inspector's Report	December 2018
Adoption by Full Council	January 2019

2. Policy Context

National Policy

The adopted Local Plan: Strategic Policies (2017), and Local Plan: Site Allocations (2017) are both in conformity with the National Planning Policy Framework (NPPF). The NPPF sets out the Government's planning policies for England and how these are expected to be applied. It reiterates that planning decisions must be made in line with the Development Plan, which this AAP will form a constituent part of. It establishes three mutually dependant roles that policy must fulfil to deliver sustainable development: economic, social, and environmental.

The NPPF contains a number of themes that are relevant to the preparation of an AAP for Wood Green:

- Making it easier for jobs to be created in cities, towns and villages;
- Moving from a net loss of bio-diversity to achieving net gains for nature;
- Replacing poor design with better design;
- Improving the conditions in which people live, work, travel and take leisure; and
- Widening the choice of high quality homes.

Regional Policy

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

A key driver in bringing forward the AAP is to give effect to the future designation of the Wood Green area as an Opportunity Area in the next iteration of the London Plan (currently programmed for 2020). Currently the London Plan designates Haringey Heartlands/ Wood Green as an area of Intensification with the potential to deliver up to 2,000 new jobs and 1,000 net additional homes as part of a mixed use redevelopment.

Specifically, in relation to the Haringey Heartlands/ Wood Green Intensification Area, the London Plan (at Appendix 1) states that:

> *A range of development opportunities on the railway and former industrial lands to the south-west of Wood Green town centre with significant potential for improvement building on the area's industrial heritage. Phases of residential and mixed-use development at Hornsey waterworks sites have been completed. Other key sites with development potential include the 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 bought forward in this area must avoid adverse effects on any European site of nature conservation importance (to include SACs, SPAs, Ramsar, proposed and candidate sites) either alone or in combination with other plans and projects.

The London Plan provides a spatial framework which underpins a number of the policies in the Adopted, or submitted Local Plan documents.

Haringey's Local Plan

The Local Plan is the development plan for Haringey, and covers the period 2011-2026, and was adopted in 2017. The Local Plan: Strategic Policies identifies the Haringey Heartlands/Wood Green Metropolitan Town Centre area jointly as a Growth Area capable of accommodating 4,300 new homes. The sites allocated to deliver this quantum of growth are identified in the Site Allocations DPD. Wood Green, along with Tottenham Hale and North Tottenham, are identified as the three growth areas in the borough capable of accommodating the majority of the borough's growth over the plan period.

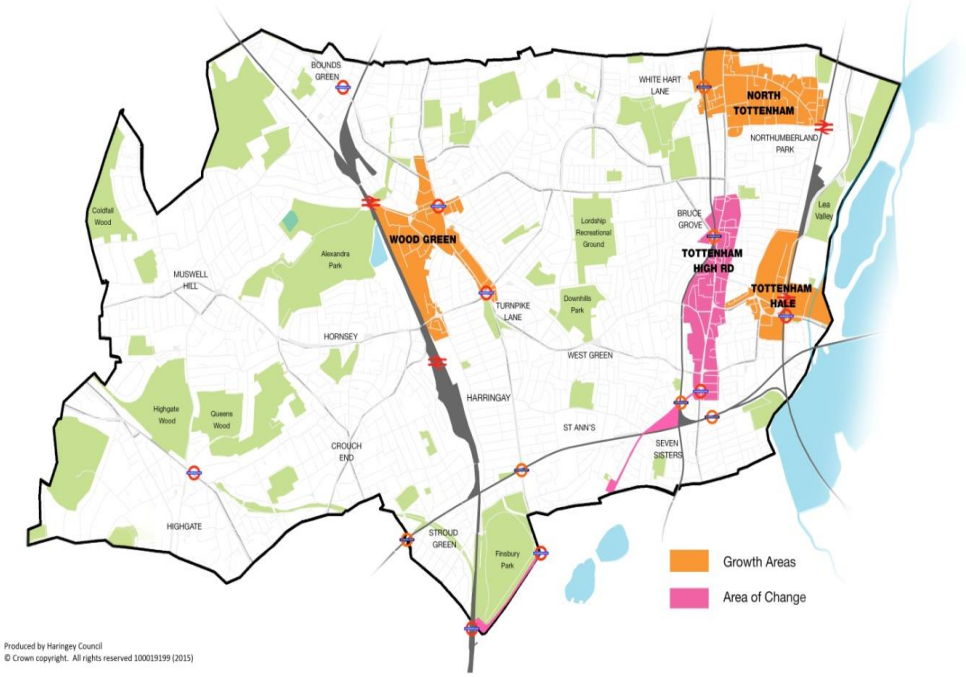


Figure 2.1: Local Plan growth distribution (Local Plan: Strategic Policies SP1)

There are also other policy documents in the Local Plan, including guidance documents in the form of SPDs. All of these should be read alongside this AAP when considering the merits of a development. The full suite of Local Plan Documents is shown below.

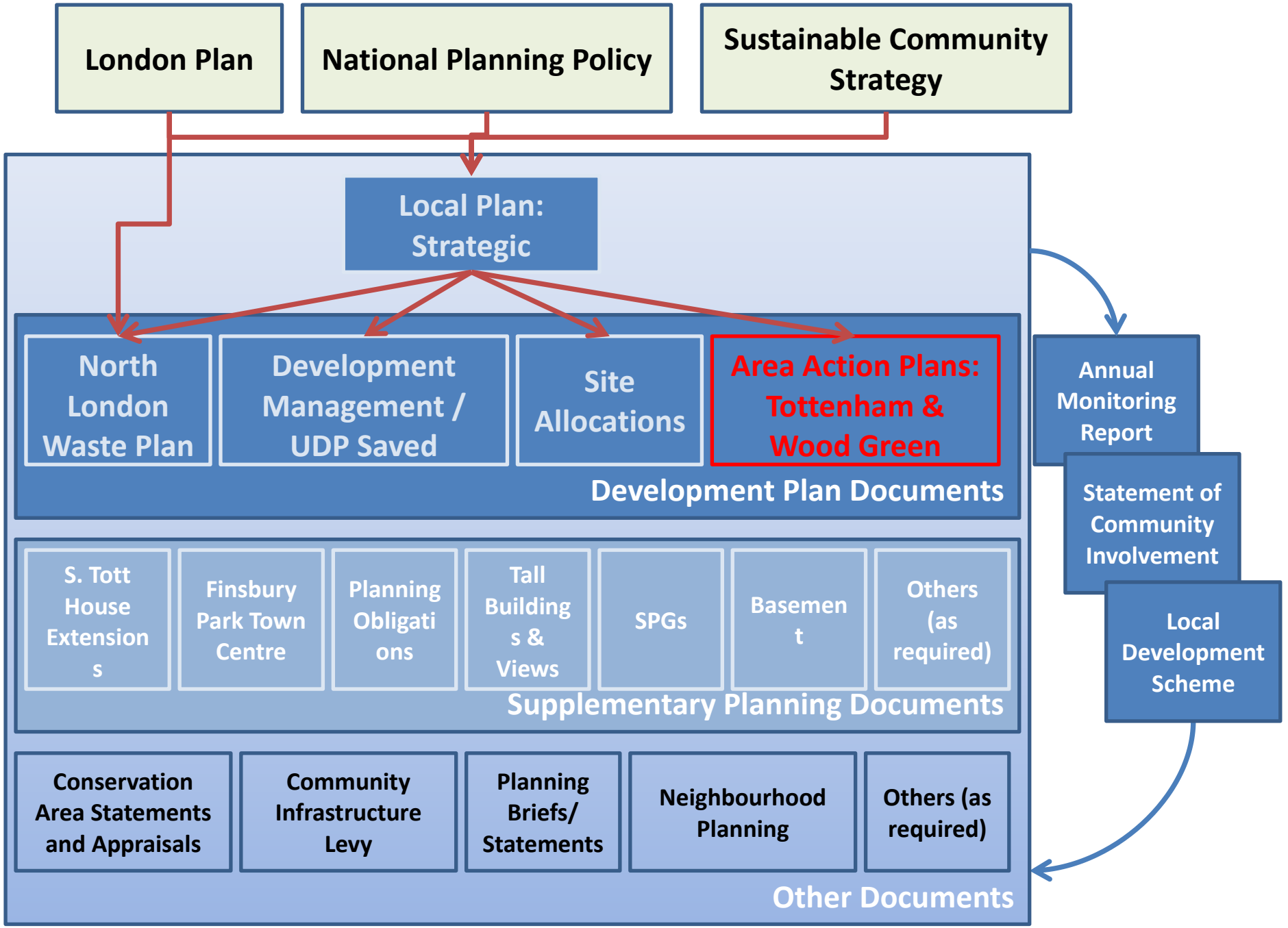

London Plan
National Planning Policy
Sustainable Community Strategy
Local Plan: Strategic
North London Waste Plan
Development Management / UDP Saved
Site Allocations
Area Action Plans: Tottenham & Wood Green
Development Plan Documents
S. Tott House Extensions
Finsbury Park Town Centre
Planning Obligations
Tall Buildings & Views
SPGs
Basement
Others (as required)
Supplementary Planning Documents
Conservation Area Statements and Appraisals
Community Infrastructure Levy
Planning Briefs/ Statements
Neighbourhood Planning
Others (as required)
Other Documents
Annual Monitoring Report
Statement of Community Involvement
Local Development Scheme

Fig 2.2 Local Development Framework

The Site Allocations DPD includes 20 sites within the AAP area, establishing the baseline quantum of development in the area, and the site requirements and land uses of all the sites coming forward on each. The AAP will build on these assumptions, but replace the Wood Green Site Allocations with those included in this document.



Figure 2.3: Existing designations in the Local Plan

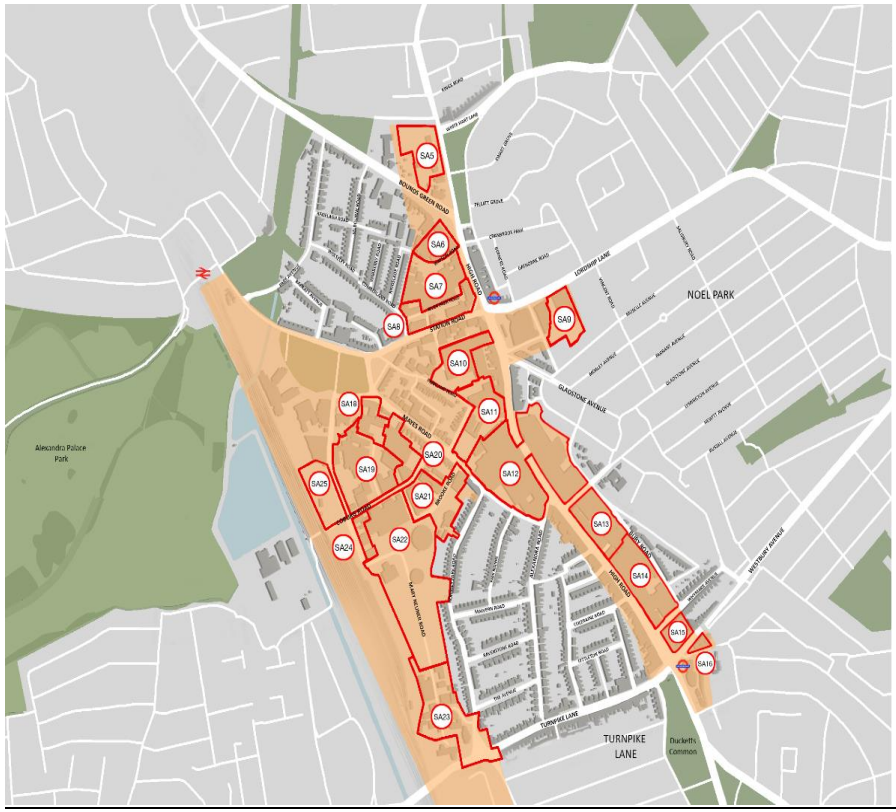


Figure 2.3: Existing designations in the Local Plan

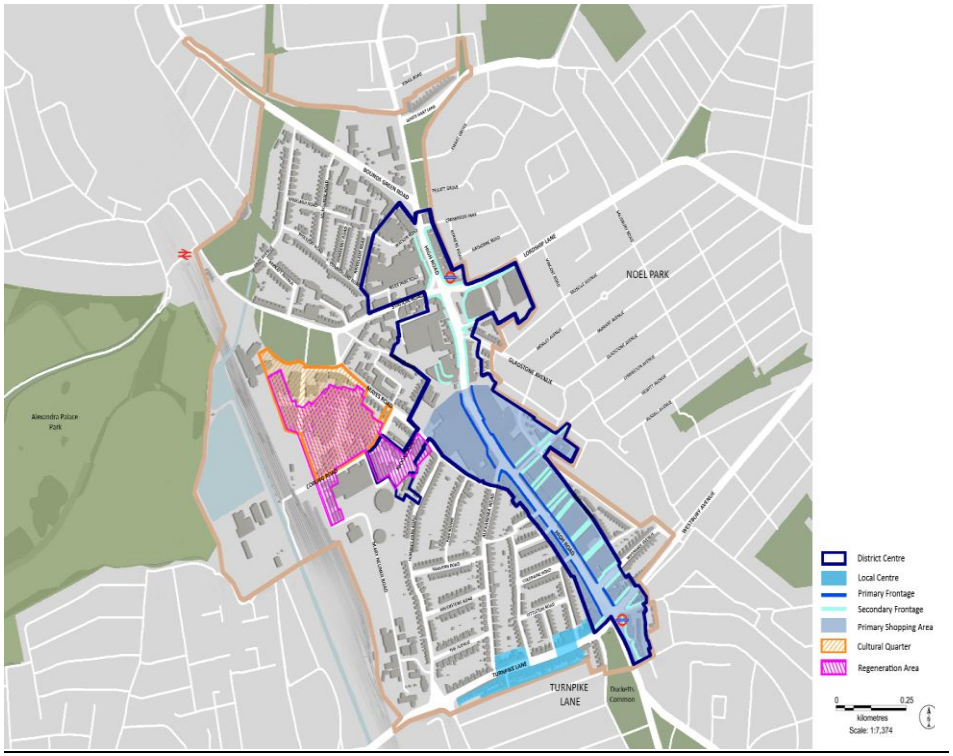


Figure 2.3: Existing designations in the Local Plan

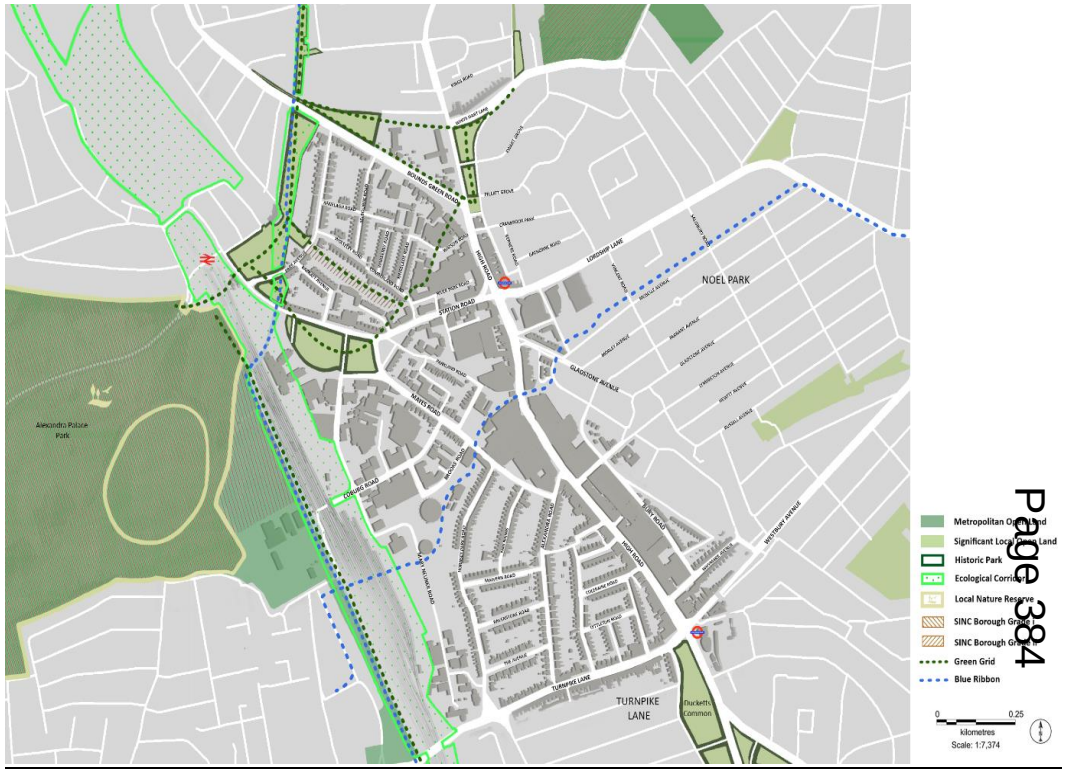


Figure 2.3: Existing designations in the Local Plan

Other Plans & Policies

Haringey Corporate Plan

Haringey's Corporate Plan for the period 2015-2018 sets out the vision for the borough as: *To work with communities to make Haringey an even better place to live*, and the approach: *To encourage investment and create opportunities for all to share in*. It sets out five key targets:

- Every child and young person is able to attend a good or outstanding school or early years setting;
- To deliver £1 billion of inward investment into the borough;
- Increase average household earnings in Haringey to align with the London average by 2030 and to have made clear progress towards that goal by 2018
- Ensure that people are able to have as much social contact as they like, reducing the number of people who feel isolated to less than 12% which is the current national average
- Increase the number of people satisfied with the area as a place to live to more than 80% compared with the current national average of 75%

Haringey Economic Development and Growth Strategy

The Haringey Economic Development and Growth Strategy has twin objectives stating:

Our long-term aim for the borough is to ensure that, by 2030, we are: A Fully Employed Borough, by which we mean:

- 75% of Haringey's working age population is in work;
- Residents' full time earnings are in line with London averages for bottom quartile and median earners;
- The proportion of working age residents qualified to NVQ Levels 3 and 4 is increased from 65% (2013 figures) to 70%.

A More Dynamic Borough, by which we mean:

- The number of jobs in Haringey has increased by 20,000 from the 2011 London Plan baseline position;
- The profile of Haringey-based jobs changes so that retail and public sector employment are less dominant, and there is a better range of jobs, including a greater proportion of jobs in more highly skilled sectors, such as sustainable technology, digital design and skilled/craft manufacturing;
- The number of jobs per square metre of employment land has increased by 20%, reflecting a shift to more intensive and productive employment.

The strategy identifies that Haringey has the size of a small city, but it's location within London means that it is traditionally considered to be a dormitory area, with a mix of lower-value industrial/warehousing uses. It focuses on using the borough's strategic location to secure investment in sectors that will drive up the number of high skilled and well paid jobs, while helping to build local residents' skills to enable them to access both these new jobs, and those available across London.

3. Portrait of the area

Land uses and urban character

History

Wood Green began as a small hamlet at the base of Tottenham Wood in the 13th Century. It is centred on a route (originally a drover's road) into Central London, principally the site of what is now Smithfield market. In the 17th Century the New River was constructed through the area to bring fresh water to London from the Hertfordshire area.

The road pattern that exists today was laid out at the beginning of the 19th and 20th centuries, with the establishment of the railway network (Great Northern rail line, Palace Gates line, and later the Piccadilly tube line) bringing factories and homes to the area. These are still visible today in the form of Victorian housing, much of which consists of terraced workers cottages, particularly the Noel Park estate, but also with some grander villas and semi-detached properties.

While the industrial areas in the west of Wood Green continued to renew themselves for principally employment uses, the second wave of development in Wood Green stemmed from the closure of the Palace Gates rail line, local governmental changes, and the advent of the car as a mode of transport. New, ambitious projects were commissioned, with the office buildings along Station Rd, Shopping City (now the Mall), Bury Rd Car Park, and the Sandlings housing estate being examples of large floorplate developments built in the second half of the 20th Century.



Fig 3.1 Historic Development of Wood Green (1864)

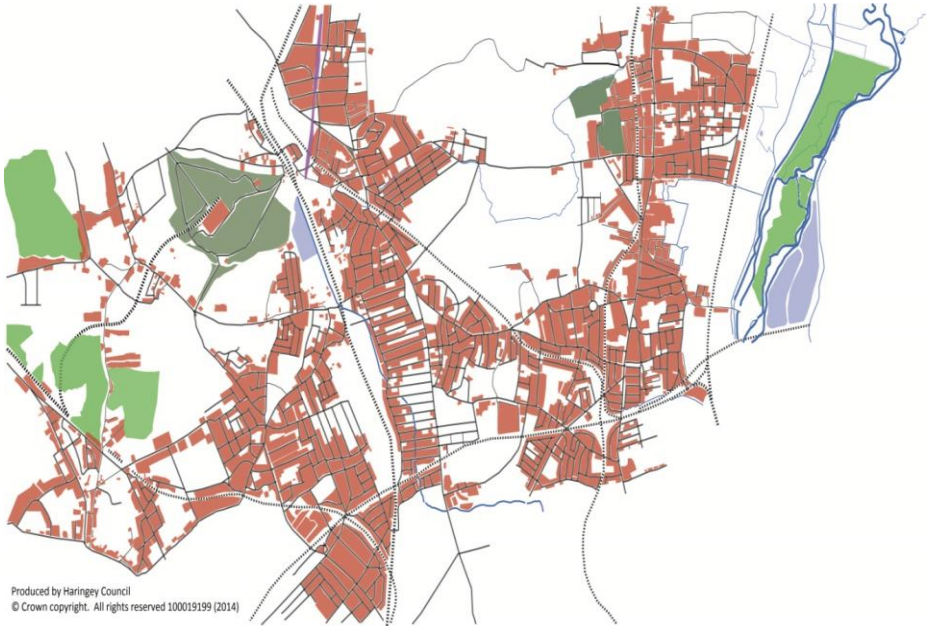


Fig 3.1 Historic Development of Wood Green (1890)

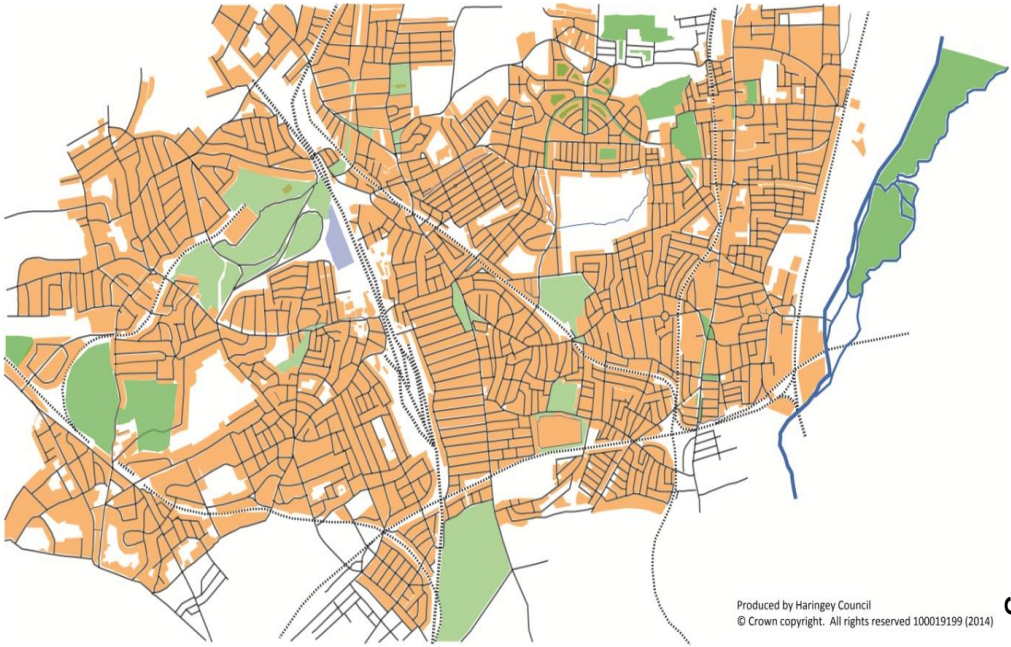


Fig 3.1 Historic Development of Wood Green (1935)

Land Use, Urban Structure and morphology

The main urban feature in Wood Green is the High Rd, which has a combination of large floorplate buildings and terraces which front the High Rd. These are quite mixed with terraced retail parades and residences sometimes sitting cheek by jowl with large post-war developments. These buildings generally face the High Road, and often “turn their back” to the residential hinterlands behind them on both sides.

The residential hinterland around Wood Green generally consists of Victorian and Edwardian terraced properties,

often with an easily navigable street pattern, with the Noel Park estate being a particularly good example of purpose-built workers cottages.



Figure 3.2 Land Uses in Wood Green

There is an identifiable industrial area in the west of the area, currently known as “Heartlands”, which contains a disused gas works, and the Wood Green Cultural Quarter. These places have, and continue to offer employment in the area, but tend to obstruct connectivity within the area, and do not present a consistent urban form with either its retail or residential neighbours.

Metropolitan Town Centre

Wood Green is identified as a Metropolitan Town Centre in the London Plan, one of only 13 across London. In keeping with this, it serves a wide catchment for a range of shopping and other retail services. The focus of this is Wood Green High Rd which includes a mix of period terraced retail properties, as well as the more modern Shopping City. Together these provide a range of retail premises providing significant opportunities for a mix of retail businesses including national comparison retailers, smaller local chains,

independent traders, and market stallholders.

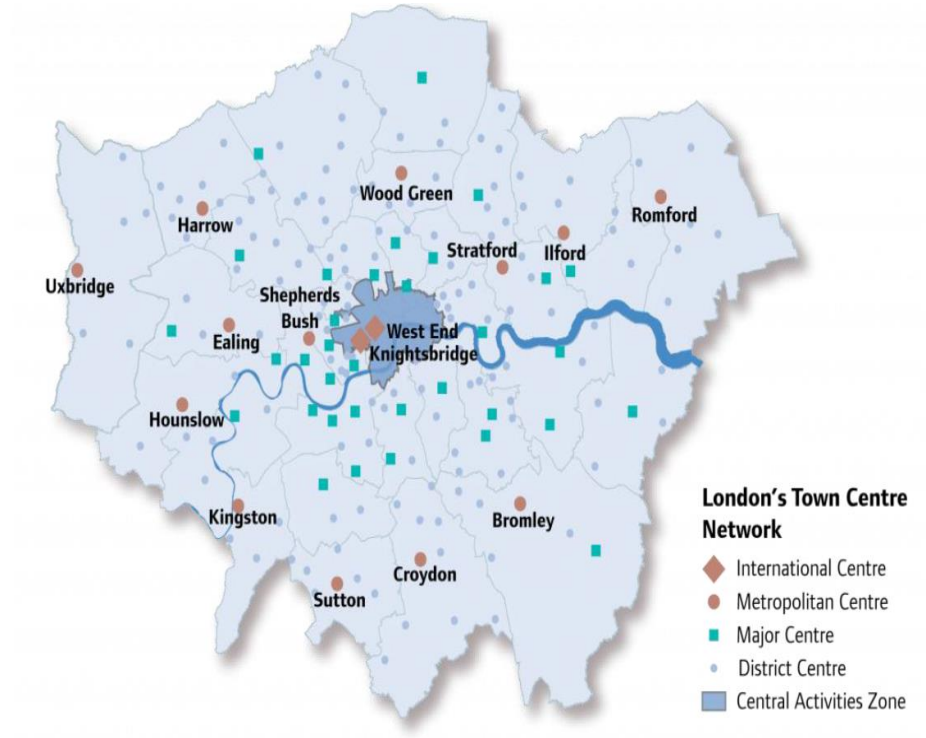


Fig 3.3 London's town centre network

Green Spaces and Waterways

Wood Green has a number of open spaces, most of which are located around the edge of the AAP area. The most prominent are Wood Green Common and Ducketts Common, which both close to the Town Centre, and are open spaces of a significant scale. Nightingale, Avenue, King George VI Memorial, Crescent and Trinity Gardens, along with the New River reserve and former rail line stretching between Station Rd and Park Avenue create a contiguous network of green spaces in the north of the area. There are large, high quality open spaces further distant, but still close to the AAP area in the form of Alexandra Palace, White Hart Lane Recreation Ground, Lordship Rec, and Downhills Park. Other smaller, but locally significant open spaces in the wider Wood Green area include Russell Park and Belmont Recreation Ground.

The New River and (culverted) Moselle River both run through the area. While the New River is visible in part, and has sections which are parkland above its alignment, the Moselle is not visible, and it's alignment, while influencing land use patterns above ground, is not easily identifiable by visitors to the area.



Figure 3.4: Wood Green's green spaces & waterways

Public Spaces

This diagram illustrates all public space, including green space, in Wood Green. The High Road is congested, both in terms of traffic, and pedestrian footfall, creating an environment in which it is not comfortable to dwell for any significant length of time. Where there is greater depth outside HollyWood Green, and the Library, frontages are poor and the opportunities are not optimised.

There is little depth to the High Rd's public realm, and therefore few opportunities to sit away from the busy High Rd exist in the centre. Creating a greater depth and variety of spaces would be appropriate to a Metropolitan town centre.

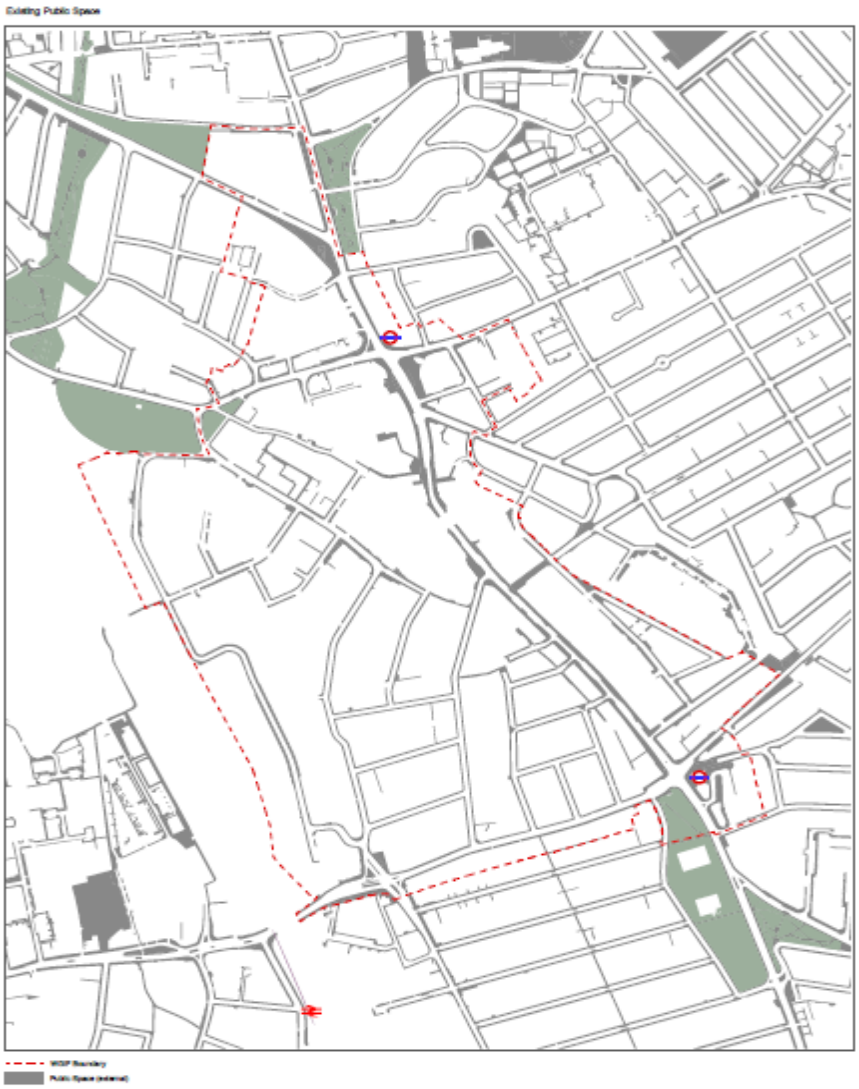


Figure 3.5: Public Space in Wood Green

Active Frontages

The active, and importantly, blank/inactive frontages in Wood Green are shown in this diagram.

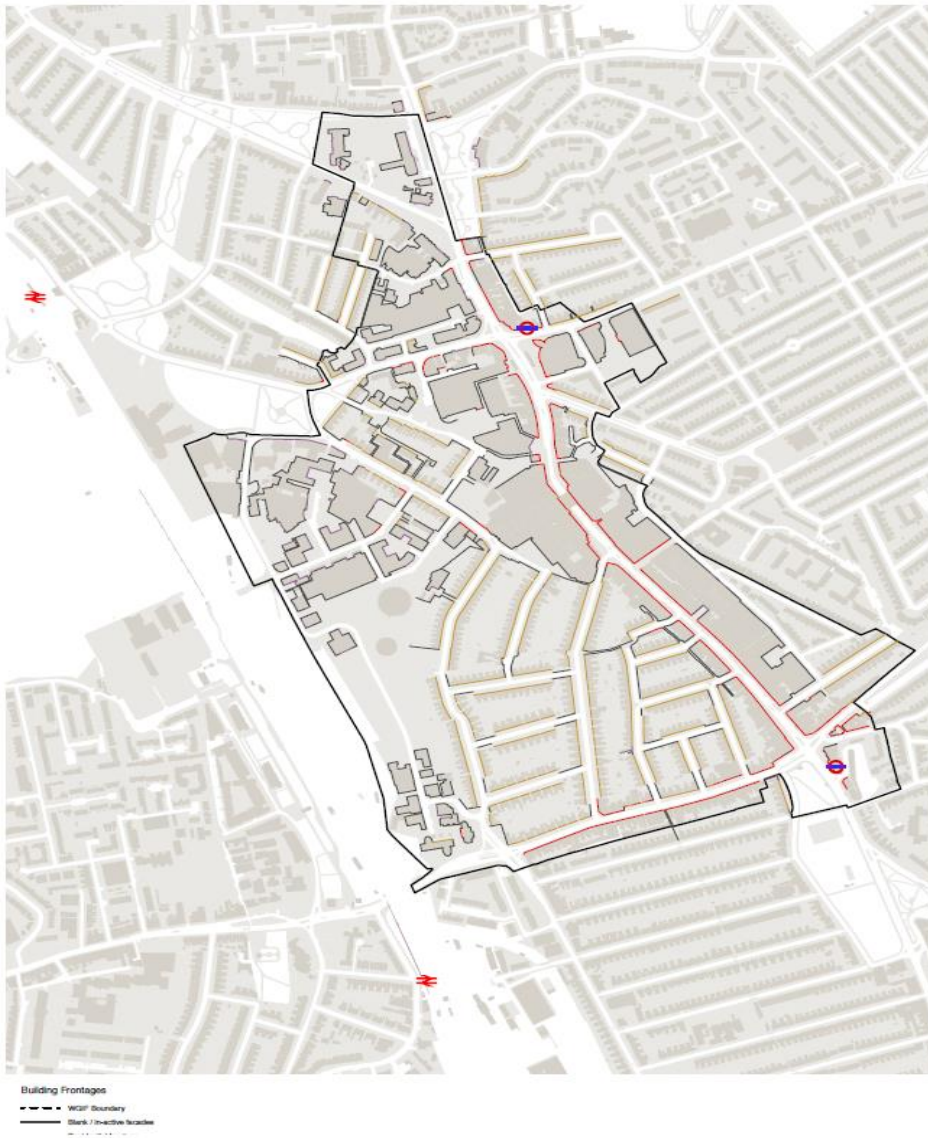


Figure 3.6: Frontages in Wood Green

The vibrant High Rd and more locally oriented Turnpike Lane represent the only consistently active frontages in the area. There are some small active uses away from these frontages, notably Karamel Restaurant and the Duke of Edinburgh Pub, but these assets are hidden from the visitor to the High Street. There are many examples of sites having a significant commercial frontage, notably along Station Rd and in Heartlands, but the relationship between the building and the street is often poor.

Views and Vistas

A number of buildings offer visual reference points in the area. Buildings which make a particularly positive impression include St. Michael's Church, which is prominent on the approach up Wood Green High Rd from the south. The Chocolate Factory building is prominent, particularly from Western Rd.

There are numerous views of Alexandra Palace through the AAP area, however views towards Alexandra Palace are restricted locally, particularly from the High Rd. The railway embankment and railway development also block views from some western parts of the area. The Mall presently marks the centre of the shopping area, while River Park House, at 11

storeys sits opposite Wood Green Underground station. Both buildings are visible from around the AAP area.

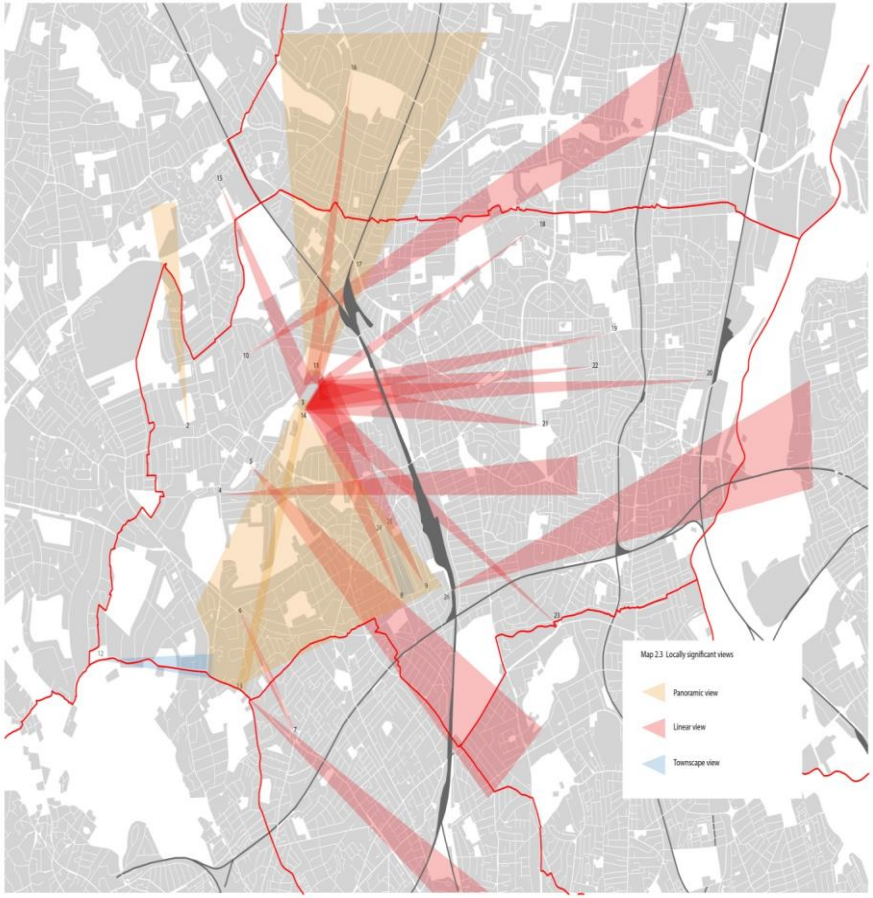


Fig 3.7: Map of designated views in Haringey

Heritage Assets

The AAP area is home to 10 listed buildings, and includes or is adjacent to four Conservation Areas.

The Gaumont Cinema is Grade II* listed, and fronts the High Rd with a traditional stone and brick frontage, but has a particularly significant interior. Its rear and side elevations, which were typical of this period of theatre design, now offer large, and largely blank facades. St. Michael's Church, the Obelisk within Trinity Gardens, the War Memorial in King George V1 Memorial Garden, and 7&9 Bounds Green Rd have significance when considering development opportunities in the north of the AAP area. The two Charles Holden-designed tube stations at Wood Green and Turnpike Lane stations are part of a series of stations designed by Charles Holden for the Piccadilly Line, and are proximate to development sites.

Conservation Areas influencing the AAP are Wood Green Common, Trinity Gardens, Noel Park, and across the railway line Hornsey Filter Beds & Alexandra Palace. Wood Green Common includes the Common itself, and a number of characterful buildings surrounding it, dating to the Victorian period. Trinity Gardens covers much of the northern part of the AAP area, and forms a number of interlinked open spaces, with a mix of buildings including the Civic Centre, the Trinity Primary Academy, and residential properties on the north side of Trinity Rd. The Noel Park estate lies to the

immediate east of the AAP area, and some buildings within the AAP area were constructed as part of the estate, including some High Rd frontages. The Alexandra Palace and Hornsey Water Works and Filter Beds Conservation Areas lies across the railway line to the west, but will be important factors in determining how the AAP developments forge a relationship with areas to the west.



Figure 3.8: Heritage assets in Wood Green

Buildings of value and local assets

There are many notable, but not statutorily listed buildings within the AAP area. A number of these are along the High Road, including the Civic Centre and sections of terraced shop frontages, including the former Empire theatre frontage. There are three particularly characterful pubs within the town centre in the form of Goose, the Jolly Angler, and the Duke of Edinburgh.

Land ownership

The Council has significant landholdings within Wood Green. These include parts of the Station Rd offices site, Wood Green Library, and the Civic Centre. Additionally there are a number of sites which the Council has either freehold or leasehold interests on. The Council intends to leverage the value of these land parcels to catalyse regeneration within the centre. Existing civic functions will need to be replaced, including Council services, both front office such as customer services, back office functions, Council meeting spaces, and Wood Green Library.

Wood Green, as would be expected as a metropolitan centre, has a number of institutional investors with interests in larger land parcels. The Council is seeking to engage with all landowners within the centre, to agree the objectives of the AAP and Investment Framework.

Heartlands, as an industrial area has coarser grain of land ownership, with larger parcels held by private investors. The

former Clarendon gas holders site is by far the largest single parcel in this area.

Outside of the Metropolitan Centre, Wood Green's residential hinterland is a mix of private freehold properties, principally terraced houses, sometimes split into flats, and Council-owned residential stock (such as the Noel Park estate).

Transport and movement

Public Transport

Wood Green is well served by public transport. In addition to the two tube stations at Wood Green and Turnpike Lane, which provide a high frequency service to the West End in 20 minutes. Alexandra Palace and Hornsey stations provide regular services to Moorgate via Finsbury Park, Highbury & Islington and Old St. There are 12 bus routes operating on Wood Green High Rd. Services west and east go along Lordship Lane, Turnpike Lane, Station Rd, and Westbury Avenue, intersecting the High Rd at the two tube stations.

Piccadilly line services into central London are congested in peak periods with passengers standing south of Turnpike Lane station but with trains increasingly overcrowded into central London.

A similar pattern exists for rail services from Alexandra Palace station with high levels of overcrowding from Finsbury Park into central London. This station is on the mainline into Kings Cross from Edinburgh, and the frequent express services pass through at high speed, causing noise impacts for areas close to the rail line, but also offering glimpses of the borough to a large numbers of train passengers.

Bus speeds are typically around 8mph in the peak periods in the Wood Green area.

There is potential for Crossrail 2 to be introduced in to the area in the future. At the current time, a route is proposed, but not committed or funded. AS such the requirements to safeguard land will have a material planning impact, but the density increases expected to be justified by the improvement in transport connections are not included in the is document.

Traffic Movements

Vehicular traffic is heavy along Wood Green High Rd, typically 30,000 vehicles a day. Lordship Lane, Turnpike Lane and Station Rd also carry high flows. This creates significant transport pressure at the junctions at either end of the Wood Green High Road. There is an identified issue of rat running along Watsons Road/Ringslade Road/ Cumberland Road as drivers seek to avoid the Wood Green station junction. Conversely, Clarendon Rd/Mary Neuner Way currently has spare capacity.

As might be expected with high volumes of traffic, journey times are unreliable particularly on Wood Green High Road.

Pedestrian and cycle movement

There is very high pedestrian footfall within the town centre. On an annual basis there are more than 2.5 million pedestrians using the High Road. Annually there are more than 100,000 cyclists using the High Road in the morning peak period. There is an east west cycle route across the High Road but overall there are few cycle facilities within the AAP area.

Air Quality

Air quality is poor on Wood Green High Road. TfL has identified this as an air quality hotspot. Buses and HGVs cause almost three quarters of emissions of nitrogen oxides.

Demographics

The Demographic information below is based on the collective data for 5 Lower Layer Super Output Areas (Haringey 007A, 016A, 016B, 016C, and 016D), which together closely align to the AAP boundary. For the purpose of this section these will be termed *the study area*.

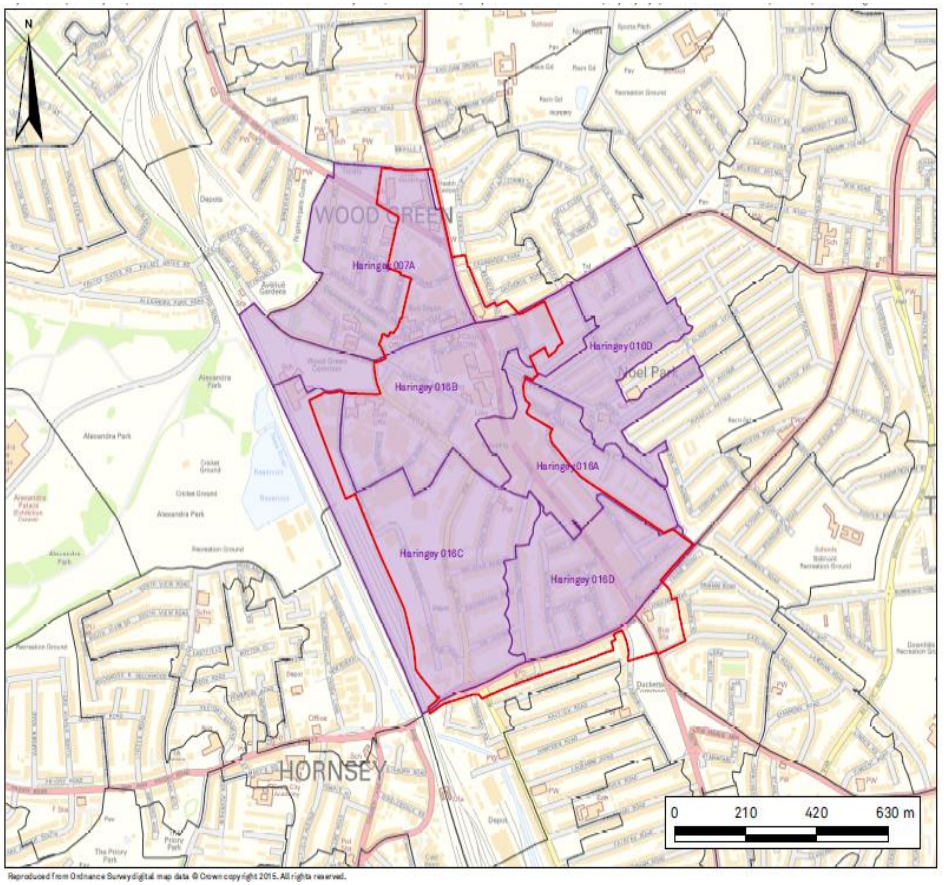


Figure 3.9 Output Areas forming the Wood Green Study Area

Population

The study area has a population of approximately 14,500 (GLA Mid-year projections 2014).

Age Structure

The study area has an above average proportion of working age population (74%) when compared with the London (69% and England (65%) averages.

Conversely the study area also contains a below average proportion of children (17%) as well as people aged 65 and over (9%) when compared to London and England ‘s averages.

Marital Status

At 55% the majority of the study area’s residents are classified as single, which is significantly higher than the London (44%) and higher than England (47%) averages.

The number of married people (28%) is significantly lower than the London (40%) and England (47%) averages.

Ethnicity

Wood Green’s population is very diverse. The 2011 census showed that the largest ethnic group of Noel Park ward was Other White, 27%, followed by 25% White British, demonstrating the significant Turkish and other European and Middle Eastern communities in the area. The study area contains a broadly similar proportion of people of a white ethnic background (57%) when compared to London (60%), significantly below that of England overall (85%).

Religion

The religious identity of Wood Green is relatively diverse. The proportion of Christians residing within the study area (46%) is below that of London (48%) and England (59%). The Muslims population of Wood Green (18%) is generally higher than in London (12%) and England (5%).

Household Composition

Aligning with the marital demography above, the study area contains a relatively high proportion of one person households (36.4%), the majority of which are under 65. This accounts for the area’s below average proportion of family households (45%), compared with London’s 53.2%.

Housing Tenure

Of the 3,477 households in the study area, a significantly lower proportion are owner-occupied households (27.8%) compared to London (48.3%) or England (63.3%). There is a higher than average proportion of shared ownership households however (4%).

Qualifications

At 37.4% the study area contains a relatively strong proportion of highly qualified people (having a qualification equal to NVQ4 or above), in line with London (37.7%), and higher than England (27.4%). At 19%, the proportion of people with no qualifications is slightly higher than the London rate (17.6%), but lower than for England (22.5%).

Industrial Structure

Forming the largest employment sector, 13.2% of the Study Area population work in the wholesale and retail trade, broadly in line with London's average.

A significant proportion of people are also employed in accommodation and food service activities (11.7%), significantly higher than that in London (6.3%) and England (5.6%). Education (11%) and human health/ social work (10.1%) also have a significant presence in Wood Green.

Occupations

37% the Study Area contains a relatively high proportion of people in highly-skilled managerial and professional occupations (NVQ4+), which is broadly comparable with the rest of London (34%).

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

Relationship with surrounding areas

Wood Green is located in North London at the heart of the borough of Haringey. With central London a 15 minute journey away via Kings Cross on the Piccadilly Line, and Moorgate 21 minutes away from Alexandra Palace station by rail, it is a well connected part of the city.

An established high street (Wood Green High Rd), boasting a large retail footprint servicing shoppers from the neighbouring areas, has led to the designation of Wood Green as a Metropolitan Centre in the London Plan. Wood Green is also the civic hub of the area, housing public services and the Council's offices. As such it has a regional draw from surrounding suburbs.

To the east of Wood Green is Tottenham, connected by Lordship Lane, Westbury Avenue, and West Green Road. Due to the two settlements being on separate radial train routes, the centres share a large hinterland, with Wood Green being the higher order retail centre, thus enjoying a net inflow from Tottenham in terms of jobs and retail spend.

To the north lie the increasingly suburban areas of Bounds Green, Palmers Green, Winchmore Hill, and Southgate, in the boroughs of Barnet and Enfield. Wood Green acts as an important day-to-day shopping location for these areas.

The urban centres of Muswell Hill, Crouch End, and Hornsey lie across the Great Northern rail line to the west. Each of these provide a local retail and leisure offer in their own right, and Wood Green has an opportunity to increase its attractiveness to the residents of these areas.

Harringay lies a short distance to the south focusing on Green Lanes, and is a thriving district centre which shares many similarities to Wood Green as a multicultural High

Street based centre, but is smaller in size, so does not compete for retail sub-regionally. This area has undergone a successful trader-led regeneration recently, and offers a positive example for how some of Wood Green's terraced retail properties can benefit from regeneration.

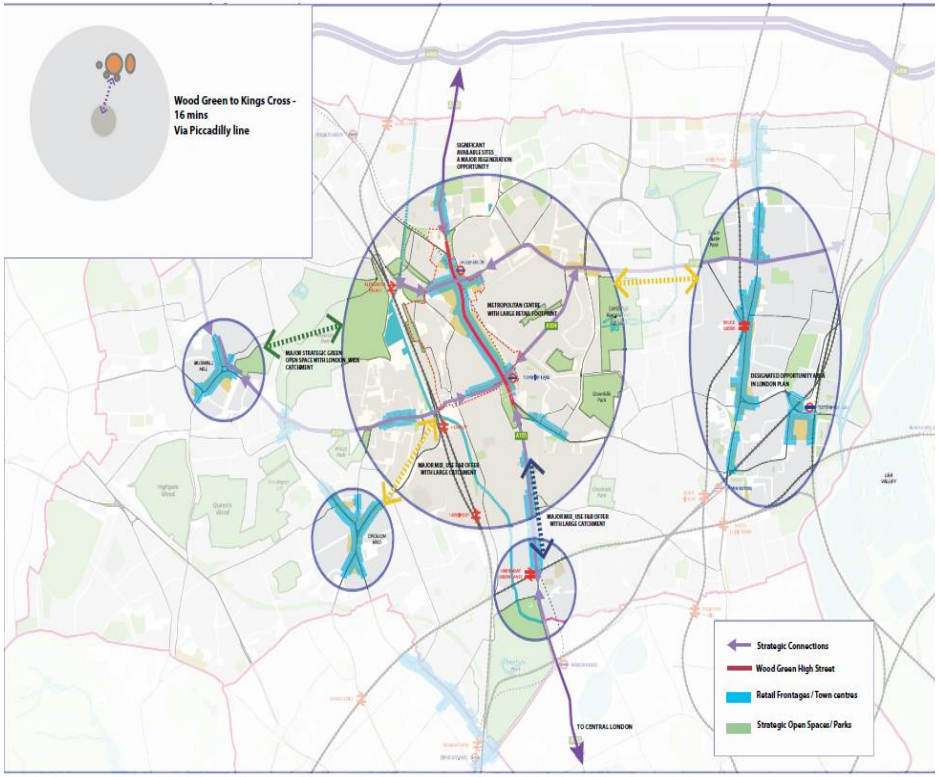


Fig 3.10 Wood Green's Surrounding areas

Boundaries of the area

The most obvious boundary in Wood Green is the Great Northern rail line which separates Noel Park and Woodside Wards from Alexandra and Hornsey wards. While Alexandra Palace is outside of the AAP area, it is important to note that the regeneration occurring in Wood Green will benefit, and complement, the enhancement of uses, and use of the Palace and Park grounds. Similarly, other green spaces surrounding the study area will be able to positively contribute, and benefit from the regeneration of Wood Green, principally through improvements to their interconnectivity, and quality of open space they offer.

Turnpike Lane and Westbury Avenue form a distinct boundary at the southern end of the area. The Noel Park estate and other residences interface with the AAP area to the east and north. It is noted that while the Mayes Rd and Hornsey Park Rd areas are within the AAP area, these will, with the potential exception of the area around Caxton Rd, remain as they currently are, and the amenity of existing residents in the area will be protected using existing Local Plan policies.

Defining the Wood Green AAP area

There are a number of existing designations within the Wood Green area, as shown on the map below. The AAP boundary has been selected to include all the potentially developable land parcels within the area within the boundary.



Figure 3.11: Wood Green AAP area

SWOT for the AAP Area

Strengths	Weaknesses
• Low vacancy rates • High footfall • Many small retail units • Council services present • Excellent public transport connections • Alexandra Palace • Existence of creative community • Characterful shopping terraces	• High Rd dominated by traffic • Pinch points on footways on the High Road • Limited supply of larger shopping units • Lack of connectivity beyond the High Rd • Fear of crime • Underutilised green spaces • Poor quality “alleyway” routes through the centre
Opportunities	**Threats**
• Establish Wood Green as a centre for innovation and entrepreneurialism • Improved streetscape in the town centre • Increase and improved mix of town centre uses • Relative lack of planning constraints • Celebrating a mix of cultures • Creation of new homes and jobs in and around the Centre • Improve, and improve access to open spaces	• No Crossrail 2 • Reputation of Wood Green as a comparison retail investment location worsens • Other centres continue to grow and “out compete” Wood Green • Loss of local employment floorspace damaging local retail economy • Departure of Mountview Theatre School from cultural quarter

• Improve link between Heartlands and High Rd, and beyond	• Loss of existing character/ impact on heritage assets

Character/ Sub-Areas within Wood Green

A number of character areas have been identified within the AAP area that offer different qualities of space, history, urban form and land use patterns. Initial impressions of a retail dominated High Road do not do justice to the range of types of area in Wood Green that can be experienced once departed from the High Road itself.

There are considered to be 13 character areas within (or which overlap) the AAP area, and these can be arranged into four sub-areas, which are the foci of growth in the AAP. The character areas are overviewed here, and the strengths, weaknesses, opportunities and threats of each sub-area are discussed later in the document.

Sub Area	Wood Green Tube Area (Wood Green North)	Wood Green Central
Character Areas	1. Civic Centre & Trinity Green 2. Alexandra Palace Station 3. High Rd North 4. Lordship Lane	5. Parkland & Morrison's 6. The Mall & Wood Green Library 7. Noel Park

Sub Area	Turnpike Lane	Haringey Heartlands
Character Areas	8. High Rd South 9. Turnpike Lane Station, Westbury Rd, and Ducketts Common 10. Turnpike Lane	11. Wood Green Common 12. Wood Green Cultural Quarter 13. Clarendon Rd 14. Parkside Malvern 15. Hornsey Reservoirs & Filter Beds



Figure 3.12: Character Areas

Sub Area 1: Wood Green Tube Area (Wood Green North)

1. Civic Centre & Trinity Green

Picture here

The locally listed Civic Centre sits within the Trinity Gardens Conservation Area at the northern most end of the AAP area. This area is generally slower paced and more suburban in setting that the rest of the AAP area, albeit still heavily affected by traffic. It contains two listed buildings and a monument, the War Memorial on the eastern side of the High Rd. There are significant chains of green spaces in the area, but these often do not connect, and are adjacent to busy roads which adversely affect their user's amenity. A key view is afforded towards St. Michael's Church from the south, and is clearly visible as you approach Wood Green tube from the south along the High Rd.

2. Alexandra Palace Station

Picture

Alexandra Palace station currently provides a key east-west connection between Wood Green and Alexandra Palace/ Muswell Hill by foot and car. While providing stopping and semi-express services, this is an underused local asset with regards drawing people to Wood Green, particularly from the north. This area is personified by a mix of pleasant open spaces and Victorian terraced streets. Part of the Wood Green Conservation Area, Station Rd is the main route through the area, and contains a small parade of commercial premises next to the rail station.

3. High Rd North

Picture

A key arrival point to Wood Green, this area sits around two key arterial routes, the High Rd, and Lordship Lane/Station Rd. Lordship Lane is the key route linking Wood Green and Tottenham, while Station Rd is at present the most direct route from Wood Green underground station to Alexandra Palace. The High Rd frontage in this area is predominantly made up of Victorian terraced shop frontages, although there are some larger floorplate buildings such as the HollyWood Green, and others which although they have High Street entrances, contain larger buildings behind the High Rd (Gaumant Theatre, Morrison's). HollyWood Green and River Park House are striking buildings that are highly visible when emerging from the tube, and neither currently offer a welcoming active frontage, and as such could be improved. Further north on the High Rd, and on Station Rd there are large buildings which provide important functions (offices, bus garage), but do not create welcoming streetscapes within the centre. Station Rd has a mix of buildings, with some good quality local assets, but generally poor frontages.

4. Lordship Lane

Picture

Lordship Lane is a key arrival point by car, foot and bus from Tottenham, and the shared residential hinterland between Wood Green and Tottenham. Historically there was a tram connecting the two areas. Residential units form the primary street frontage, while there are newer developments and a short, but lively parade of terraced retail shops closer to Wood Green Underground station. Wood Green Crown Court is also on Lordship Lane, and is one of the most visible buildings in the Wood Green area.

SWOT for Wood Green Tube area (Wood Green North)

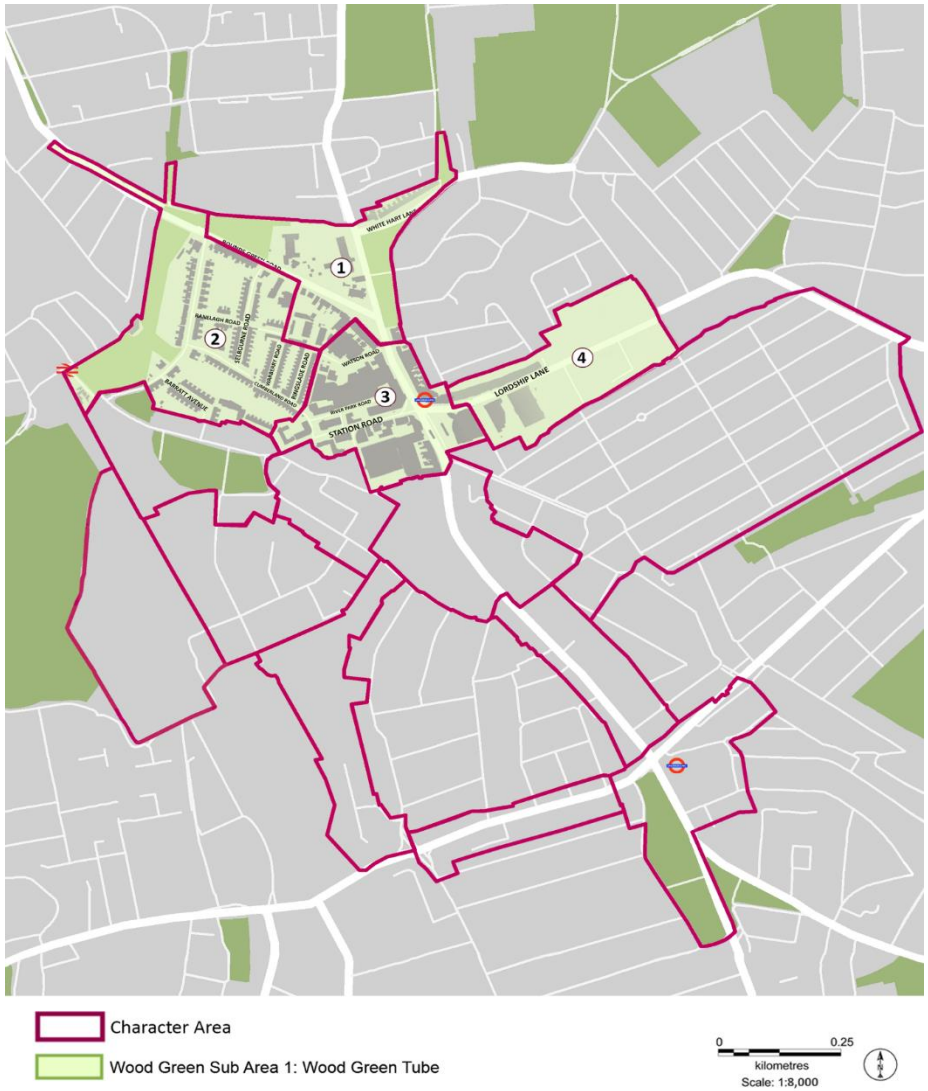


Fig 3.13: Wood Green North Sub-Area

Strengths	Weaknesses
• Significant sources of employment in the borough • Wood Green underground station creates a clear focus for the area • St. Michael's Church • Development parcels generally outside of local views corridors to/ from Alexandra Palace • Some characterful local terraces of shops • Civic hub at the Civic Centre and on Station Rd • Connects to a network of open spaces	• Many office buildings address the street very poorly on Station Rd • Bus garage impact on pedestrian footpath • Junction of High Rd/ Lordship Lane/ Station Rd congested with road safety issues • Rat running through Ringslade/ Watsons Rds • Significant amount of surface car parking • Open space not always of a high quality • Many rear parts of sites of poor quality
Opportunities	**Threats**
• Significant intensification potential on Mecca Bingo, Morrison's, and Bus Garage sites • Review of bus services to best meet local demand • Improve quality, and knowledge of/ access to existing green links • Rationalise town centre car parking • Add depth to the High Rd town centre offer • Large land parcels create opportunities for comprehensive development • Improve how buses integrate with the High Rd in this area • Improve how Station Rd operates as a link between Wood Green and Alexandra Palace stations • Opportunities to add depth to, and behind the High Rd	• Potential loss of employment floorspace in Station Rd offices • Worsening of congestion at the key High Rd/ Lordship Lane/ Station Rd junction. • Area "getting left behind" if Crossrail 2 doesn't come to Wood Green • Impact on sensitive local users (travellers site) • Potential impact on town centre car parking of regenerating Morrison's • Need to decant bus stabling to fulfil Bus Garage redevelopment opportunity

Sub Area 2: Wood Green Central

5. Parkland Rd

Picture

This area lies between Wood Green Underground station, Alexandra Palace station, Wood Green Cultural Quarter. It is however, home to a number of back sides of large floorplate buildings, including delivery yards and surface car parking. The remodelling of these spaces could benefit local residential properties in this area. In particular, the road layout makes the area difficult to navigate, with a range of passageways which do not create a sense of safe space. There are some characterful Victorian residential buildings in the area, as well as the Duke of Edinburgh Pub which has the potential to contribute significantly to the area.

6. The Mall & Wood Green Library

Picture

Built in the late 1970's, the Mall occupies the site of the former Noel Park and Wood Green railway station. It is the most visible focal point within the town centre, and anchors the centre in terms of retail floorspace. According to a GLA healthcheck, the Mall and the High Rd attract 220,000 visitors each week. The Mall is split by the High Rd, and linked by a bridge over it, which in combination create a cavernous and intimidating stretch of the High Rd. The distinctive Southwater brick was selected to blend in with the surrounding streetscape, but the scale of the Mall creates the impression of significant blank facades within the site. The single largest use within the site is multi-storey car parking, with retail uses on the ground floor, and maisonettes on the building's roof. There are some ancillary food and drinks uses, leisure, offices, and a cinema. Importantly, the site also houses a thriving multicultural market hall which at present is hidden away at the back of the Mall.

7. Noel Park

Picture

Noel Park Estate is a unified, largely publicly-owned, conservation area-designated, estate to the east of Wood Green High Rd. It consists of 2,200 dwellings build between 1883-1907 by the Artizans, Labourers, and General Dwellings Company, and is easily identifiable by its red brick, turreted gables, and generous gridded street layout. The residences are not generally very large, and a regeneration programme to bring the buildings up to modern standards is underway. While the buildings are of a good quality, the interface between the Conservation Area and more recent developments such as the Mall is poor in places.

SWOT for Wood Green Central

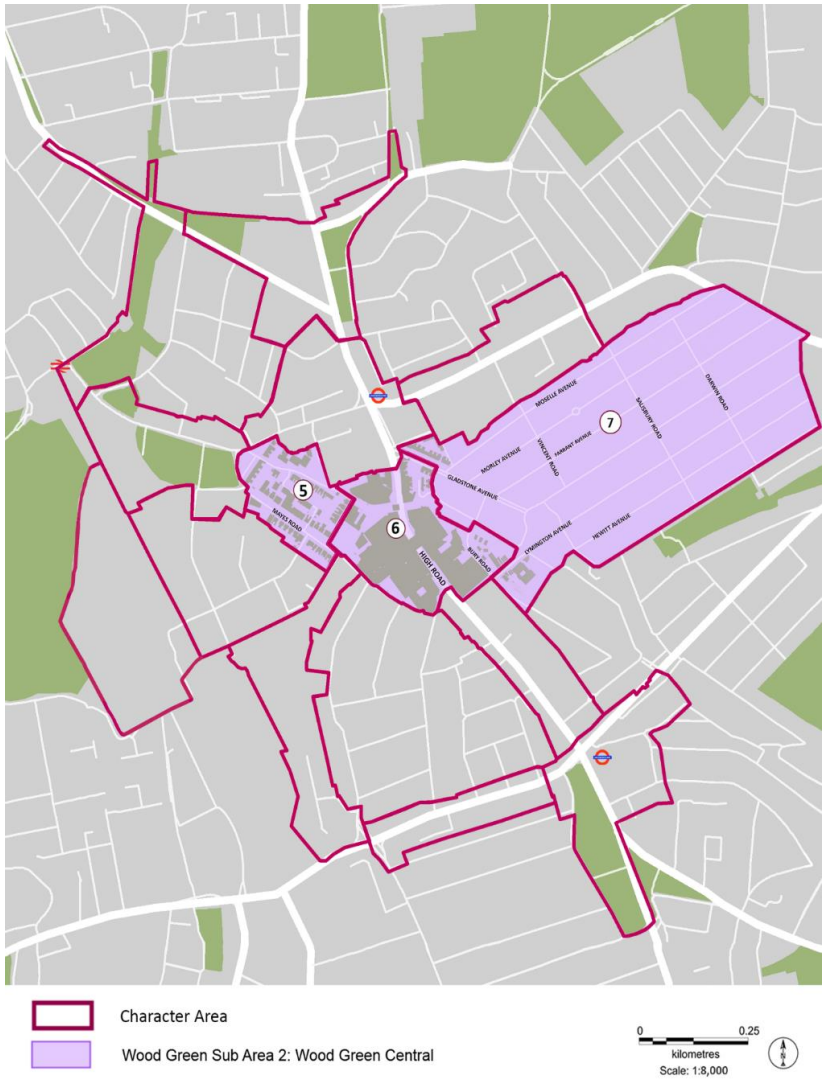


Fig 3.14: Wood Green Central Sub-Area

Strengths	Weaknesses
• Major draw on the High Rd • Hosts a number of community groups • Market traders • Wood Green Library • Vibrant restaurants on High Road • Good quality, historically significant Noel Park estate	• Roads behind the High Rd don't have active frontages • High Rd congested with footways narrow and crowded in places • The Mall and its bridge create an oppressive environment on the High Rd • Market stalls & food court hidden away • Lack of diversity in good quality places to eat and socialise
Opportunities	**Threats**
• Existing east-west cycling route can be improved • Improve the experience of walking down the High Rd in this area • Some public ownership of sites • Create a state of the art new library as part of a new civic	• Redevelopment of the Mall risks affecting a large portion of the High Rd • Potential impact on town centre car parking of regenerating The Mall • Council may need to acquire property • Redevelopment of the Mall may involve

area for Wood Green • Potential to celebrate the Moselle River (culverted at present)	disruption to residents on the site.

Sub Area 3: Turnpike Lane

8. High Rd South

Picture

The majority of this stretch of the High Rd is terraced Victorian High Street typology. Many of these are in good condition, and provide relatively small, but prominent locations for small and independent traders. Some have been merged into larger units, but generally these units lack the depth to accommodate national comparison retailers. This changes on the eastern side towards Turnpike Lane where the typology drastically switches to larger floorplate retail units. Behind the eastern side of the High Rd is Bury Rd Car Park, which is similar in design to the Mall, and exhibits similar urban design issues associated with how it interfaces with its surroundings. The former Empire Theatre frontage is still visible on the High Street frontage, and provides an important link to the areas past.

9. Turnpike Lane Station, Westbury Rd, and Ducketts Common

Picture

Tube and bus stations reflect the importance of this location as a local transport hub, and sitting on the confluence of Westbury Rd and Green Lanes/Wood Green High Rd, it is a key node in the north London area, with traffic towards Wood Green, Islington/Hackney, Enfield, Tottenham and Hornsey/Muswell Hill meeting. Interestingly, although the station provides a fine entrance to the area, the surrounding streets do not function particularly well as a destination, with no buildings suitably marking the arrival into Wood Green when looking from the station. Ducketts Common is adjacent to the junction, and represents a significant and historic open space asset for the AAP area. The park contains a number of well-used sports facilities, grassed open space, and mature trees.

10. Turnpike Lane

Picture

Identified as a local shopping centre in the Local Plan, Turnpike Lane is a traditional Victorian terraced street layout, serving a range of local retail functions. Commercial units are generally found at ground floor level, with residential above and behind. This is the main road route between Tottenham and Hornsey, and there is significant traffic as a result. Some units are set back from the road, and take advantage of the

presence of forecourts, while some are in residential use which breaks up an otherwise continuous retail frontage.

SWOT for Turnpike Lane area

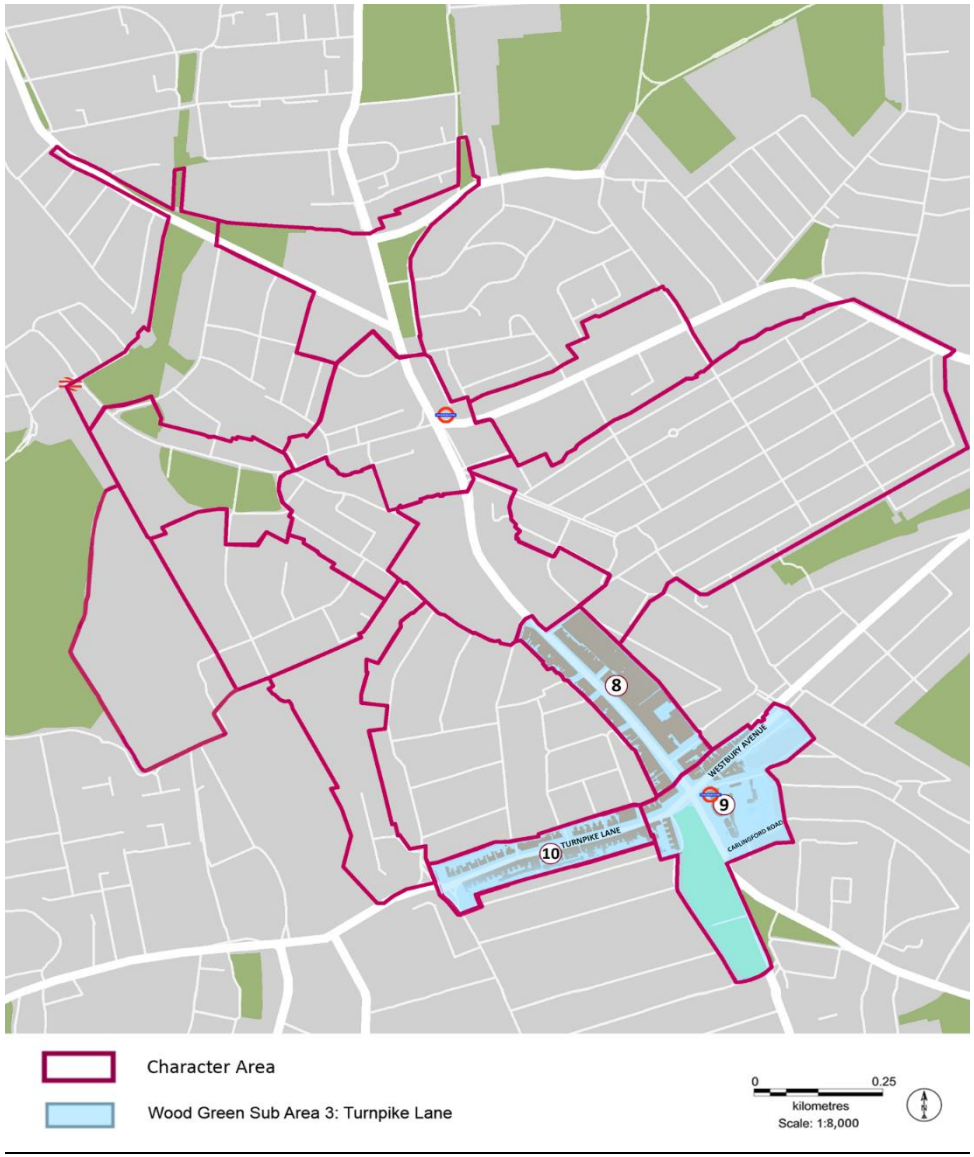


Fig 3.16: Turnpike Lane Sub-Area

Strengths	Weaknesses
• Many characterful shop terraces containing a number of independent traders • Turnpike Lane underground station creates a clear focus for the area • Well used and high quality park at Ducketts Common • Low vacancy rates • Potentially increasing spending power	• Areas to the rear of the High Rd do not contribute sufficiently to the Centre • Relatively narrow pavements create congestion • Dovecote Avenue is blocked by Bury Rd Car Park • Congestion, traffic dominance, and road safety issues at High Rd/ Turnpike Lane junction
Opportunities	**Threats**
• Creation of new streets perpendicular to the High Rd could add vibrancy and new retail opportunities • Improve Duckett's Common as a local open space asset. • Establish a set of smaller, more artisan/ independent set of shops. • Establish an improved entrance to Wood Green from the south/east/west at Duckett's Common & Turnpike Lane station. • Transport interchange creates recognition of the place.	• Potential impact on town centre car parking of regenerating Bury Rd Car Park • Council may need to acquire property • Potential impact of new investment in the area could price out local independent traders • Redevelopment of Bury Rd car park may involve disruption to residents on the site.

Sub Area 4: Haringey Heartlands

11.Wood Green Common

Picture

This open space represents the most significant open space asset within the AAP area. It has an associated Conservation Area, and is located broadly between Wood Green underground station, Wood Green Cultural Quarter, and Alexandra Palace station. Despite its good location, it currently provides a relatively local function, and is not as prominently connected to its surroundings as it should be. The Common itself is generally underused as an open space. It is formally treated, but lacks seating and leisure uses within it.

12.Wood Green Cultural Quarter

Picture

The Wood Green Cultural Quarter was first designated in the 1998 Unitary Development Plan as an area that could support employment space, create jobs, and improve links with the surrounding area. The area was once home to Barratt's sweet factory, which moved out in 1980. The locally listed Chocolate Factory building on Clarendon Rd is one of the area's key buildings. There are a range of small businesses operating within the buildings in the area, but it is recognised that not all of the employment buildings are of the highest quality, and connections through the site could be improved. The Mountview theatre school has recently signalled its intention to move out of the area, which will create a vacant building, and a need to consider the future cultural offer within the area. It is also home to the Western Rd reuse and recycling depot, as well as the Metropolitan Police's borough-wide vehicle park and associated offices to the western side of Western Rd. These uses are hard against the embankment of the Great Northern railway line, which brings with it significant noise pollution.

13.Clarendon Rd

Picture

This area is predominantly covered by a disused gas works site, with some surrounding industrial uses. It has been defined as a growth area since before the 2013 Strategic Policies were adopted, and currently holds planning consent for mixed use regeneration to create a new mixed use area surrounding a new local open space. It is anticipated that a new application will come forward to make comprehensive use of the area. Mary Neuner Rd was built in 2008 to connect the southern end of Clarendon Rd with Western Rd, and open up the Heartlands area. This sub-area also includes further active commercial premises on Clarendon Rd, as well as the Westpoint Apartments, a 7 storey residential complex which closes off the end of Clarendon Rd, requiring the existing convoluted junction at Hornsey Park Rd/ Clarendon Rd/ Turnpike Lane. Beside this junction at present is the West Indian Cultural Centre.

14.Parkside Malvern

Picture

Parkside Malvern sits in the south of the AAP area, and is surrounded by the Mall, High Rd, Clarendon Rd, and Turnpike Lane. This is predominantly a residential area, and residents often associate themselves with Hornsey instead/ in preference to Wood Green. There are not many significant development opportunities within this area, but due to its location, the consideration of other development areas will need to consider their impact on properties in this area. It is characterised by late 19th Century 2 storey terraced housing in a coherent inflected grid of mostly quiet residential streets. Hornsey Park Rd itself carries the vast majority of traffic between Wood Green and Wightman Rd. The Mall turns its back on the northern part of this sub-area.

15.Hornsey Reservoirs & Filter Beds

Picture

Hornsey Filter Beds and Reservoirs lie on the path of the New River, at the foot of Alexandra Palace Park, to the west of the Great Northern railway line. The filter beds and reservoirs are in active use, although it has been identified that several of the filter beds are surplus to requirements for this function. Both the reservoirs/ filter beds, and Alexandra Palace are the focal points of their own Conservation Areas, and any development in this area will need to show how it benefits the setting, or justifies harm. At present the Filter Beds does not facilitate positive routes through the area, including access to Wood Green from the west of the borough via the Penstock foot tunnel.

SWOT for Heartlands area

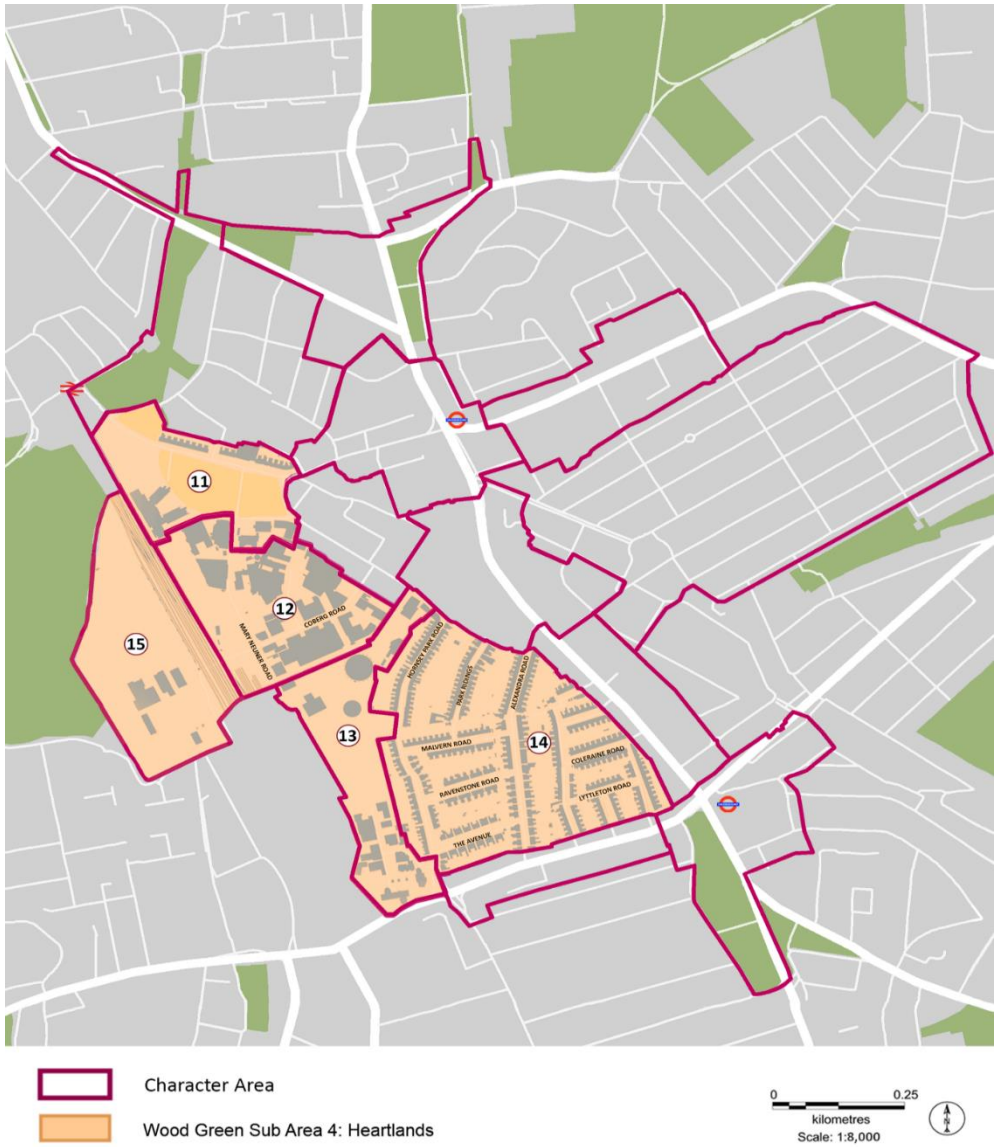


Fig 3.17: Heartlands Sub-Area

Strengths	Weaknesses
• Source of jobs in the local area • Creative communities present here • Existing permission in place at Clarendon Square	• Cultural Quarter not achieving its potential • Lack of local green spaces • Lack of street activity due to B2/B8 uses • Vacant sites do not create positive sense of place • Adjoining train line and Coronation Sidings • Penstock foot tunnel can feel unsafe
Opportunities	**Threats**
• Improved east-west route can be established linking the High Rd with Alexandra Palace Park through Penstock foot tunnel. • New pieces of urban realm can be created at the Chocolate Factory and Clarendon Square	• Potential loss of jobs locally • Loss of Mountview • Impact on views to/from Alexandra Palace from new development • Impact on existing businesses in the area • Impact on Wood green Common

• Creation of new employment space to attract new businesses into the area • Large land parcels create opportunities for comprehensive development • Potential to establish a more equitable share of traffic through the area. • Potential to celebrate the Moselle River	Conservation Area of new development

4. Key Issues, Challenges and Drivers

Economic growth

Potential for growth

There is significant potential for a growth in local businesses, and an expanded economy in Wood Green. This is based on three main drivers:

- Continued price increases in the Central London commercial property market driving firms outwards in their search for affordable commercial floorspace;
- Expansion of the digital technology sectors driving the market for new start-up and grow on business spaces;
- Growth of maker economy, with a number of small maker firms already based in Wood Green's Cultural Quarter;

The Council has set out its objectives to grow the number and range of businesses in the borough in the Economic Development Strategy, and this plan represents a key opportunity to create improved conditions in which firms will be attracted, and new businesses will set up, and existing businesses will grow.

At present Wood Green's stock of employment floorspace is quite old, and has often been subdivided to accommodate smaller firms seeking relatively low rents. In order for Wood Green's economy to grow, new high-quality floorspace will need to be created capable of drawing new firms into the area, as well as enabling existing small firms to grow. The Council recognises that there is a tension between creating this new floorspace and the potential displacement of businesses that currently occupy the older, more affordable stock. It will be important that a pipeline of supply of affordable, as well as new higher quality employment floorspace is created in and around the centre to satisfy both of these markets.

Cultural quarter

The development of this area offers potential to improve the overall animation of the area, particularly if some of the 'making' activities currently hidden away can be showcased in new developments.

Council activities

The overall numbers of council employees are likely to decline, but a large workforce with relatively high spending power for the area can be expected to remain in Wood Green. As council space needs change over time, there is the potential to offer up the space released in Council buildings to support start-up enterprises.

Office market

Wood Green's office offer is currently poor – with stock having been progressively depleted through change of use and in generally poor condition or outdated in form. An

improved office offer would serve to support the general health of the town centre by increasing weekday spending power and hence the market for both food and drink and for comparison goods.

Need to improve the daytime economy in Wood Green

It is important to increase the number of people working in Wood Green, as well as the number of people living here. This is both a good in itself, because it will increase the vibrancy of the area, as well as being critical to the future health of Wood Green as a Metropolitan retail centre. The improvement in the retail and leisure offer in Wood Green will also be important to creating the amenity that businesses will be drawn to, to influence them to locate in Wood Green.

Town centre vitality

Wood Green is the borough's sole Metropolitan Town Centre, and plays a valuable role as a place residents visit to meet their shopping needs. When benchmarked against other Metropolitan Centres in London, and Metropolitan town centre thresholds as set out in the London Plan, it can be shown that Wood Green generally meets the specified criteria, but not in all categories, and is at the bottom end of the range for many indicators. While meeting targets is not the principal aim of this AAP, the interventions planned for will help to push relevant levels up against these indicators.

Quantity & type of retail floorspace

Wood Green ranks 10th out of 13 Metropolitan Town Centres in London for total amount of town centre floorspace. There has been a 3% fall in the total town centre floorspace in Wood Green between 2007-2012, possibly as a result of the economic downturn over that period. Interestingly 8 out of the 13 other Metropolitan Town Centres grew over the same period, showing Wood Green falling relatively behind on this measure. Particularly, Wood Green has a minimal quantum of total and comparison retail for a Metropolitan Centre, as well as for comparison retail as a percentage of overall retail.

Core indicator	Metropolitan Town Centre thresholds	Wood Green
Total Town Centre floorspace (m^2)	100,000-500,000	120,757
Total Floorspace (m^2)	85,000-500,000	90,397
Comparison Goods retail floorspace (m^2)	65,000-500,000	68,702
Convenience Goods retail floorspace (m^2)	75%-100%	76%
Convenience Goods floorspace as % of total retail floorspace	5%-15%	17%
Leisure Services (m^2)	20,000+	25,471
Office floorspace (m^2)	7,000-10,000,000	N/A (does not rate)
Zone A Rents	£3,000-£4,000	c£1,500

Public Transport Accessibility Level (PTAL)	5-6	6
Source: GLA Town Centre Health Check 2014		

Between 2012 and 2015 the number of comparison shop units reduced by 28 outlets, with the number of vacant units increasing by 10 units. The number of units in all other sectors has increased slightly, which suggests Wood Green has diversified slightly away from comparison retailing to other food and service uses. This is not unhelpful, as an increased A3/A4/A5 offer will help to address the issue of retail premises within the centre closing relatively early in the evening.

Type of unit	Units 2012	Units 2015	% of Units 2015	
			Wood Green %	UK Average
A1 Comparison Retail	182	154	44.5	35.8
A1 Convenience Retail	30	36	10.4	8.4
A1 Services	31	35	10.1	12.3
A2 Services	27	37	10.7	12.3
A3 Restaurants/ Cafes	26	29	8.4	9.0
A4 Pubs/ bar	7	8	2.3	4.5
A5 Takeaway	23	26	7.5	5.9
Vacant	11	21	6.1	11.8
Total	337	346	100.0	100.0
Source: Experian GOAD 2012 & 2015				

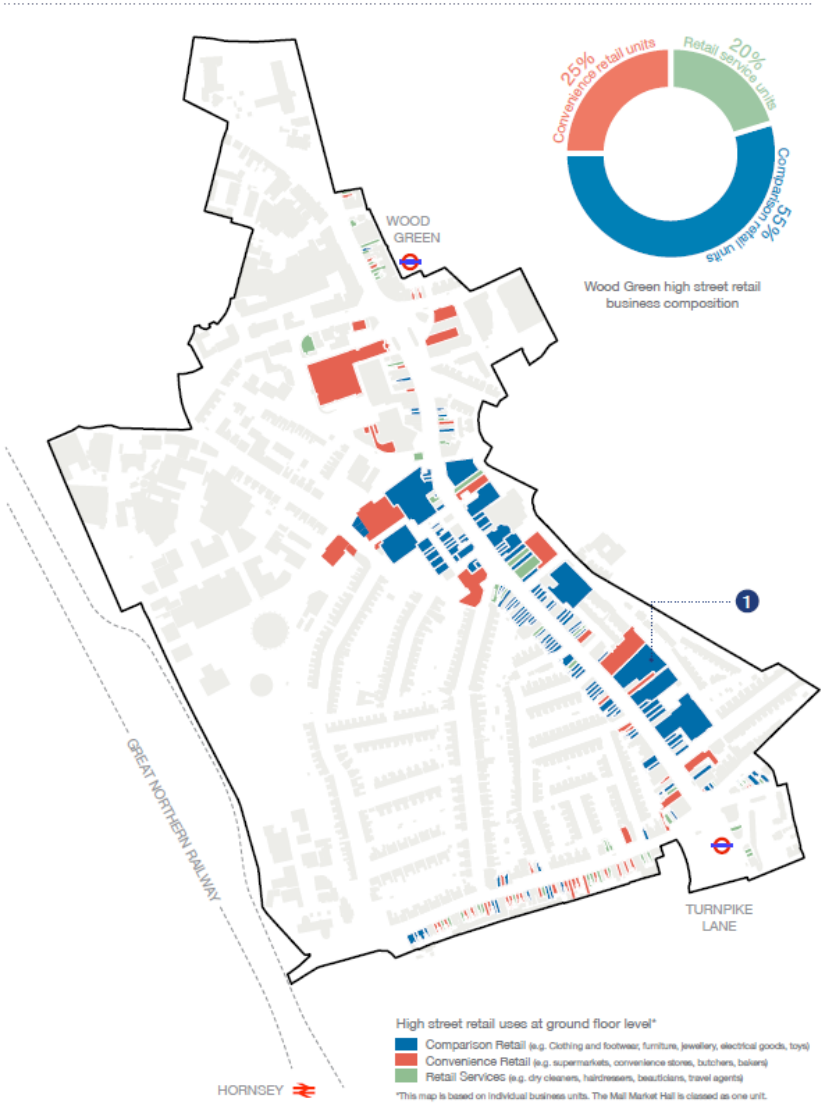


Fig 4.1: Retail uses in Wood Green (2015)

The Wood Green Retail Capacity Study identifies a need for a 20,000m^2 (minimum) increase in comparison retail floorspace in Wood Green, based on increasing local population and spending power. There is a requirement for approximately 5,000m^2 of new convenience retail uses in the town centre. As such there can be seen to be a need to increase the total quantity of retail floorspace within the AAP area, with the majority of this coming forwards as comparison (rather than convenience) retail. It is preferable that the total amount of convenience retail floorspace, which acts as a significant attractor of visitation to the centre, should be retained, with any losses through redevelopments being replaced across the AAP area. The increase in total and comparison retail should be accommodated on allocated developments sites.

Diversification of retail units to uses which will positively benefit the evening economy, such as food and beverage and bars will have beneficial effects on addressing the relatively poor night-time economy in the centre. The loss of comparison retail to create this should be closely monitored however to ensure that the desired overall quantum of comparison retail is being provided across the AAP area.

Small Retail Unit Sizes

Below is a map showing the range of retail unit sizes in Wood Green. It is clear that there is a significant supply of smaller,

terraced-style retail units, particularly on Wood Green High Rd. These provide a good supply of units for small firms who need a relatively affordable property in a high footfall location. Conversely, these units are not suitable for multiple comparison retailers who generally need units in excess of 6,000ft^2 (approx. 550m^2).

As such there is a need to increase the number of larger, high quality, retail units within the area. The Council believe that wherever possible this growth should not come at the expense of terraced properties along Wood Green High Rd, which provide an important function in offering independent retailers the opportunity to offer a diverse range of goods and services within the centre.

High Road Dominance

Currently Wood Green's town centre offer is heavily focused on Wood Green High Rd. While these units are generally occupied, and fulfilling their purpose, if Wood Green is to fulfil its potential as a Metropolitan Town Centre, there needs to be an expanded set of routes and spaces in which town centre uses can be visited.

Opportunities to create additional town centre uses include:

- The creation of new streets to the west of the High Rd, on and behind the site of The Mall;
- Increasing the depth of the High Street itself by creating town centre uses on perpendicular routes;
- Activating Station Rd as part of the town centre offer;
- Providing complementary spaces and uses in the Heartlands sub-area;
- Redesigning currently underused sites such as Morrison's and Mecca Bingo.



Figure 4.2 Retail Unit Sizes in Wood Green (2015)

Low Rental Values

Rental values for retail units in Wood Green are generally low, when compared with other Metropolitan Town Centres. While this provides opportunity for small firms to enter the marketplace, rental values are in part a product of profitability of the retail unit, and low rental values suggest relatively low levels of spend, and hence retail revenues within the centre. It is anticipated that the introduction of additional residential units into the centre will spur retail revenues, and drive up rents, which will in turn attract larger national comparison retailers to come to Wood Green. The Retail Capacity Study (2016) suggests that an additional 20,000m^2 of net additional retail floorspace should be added to the centre.

The Council sees low rental values in some instances as being helpful in supporting entrepreneurialism in the borough. The provision of a large supply of affordable town centre units will reduce the barriers to entry to independent traders “setting up shop” in the Centre, and providing access to a wide range of goods and services, in keeping with the multicultural, and entrepreneurial nature of the area.

Poor Night time economy

Wood Green has a high proportion of shops that close by 7pm in the evening. While it is normal to expect retail premises to close between 7pm-9pm, Wood Green, particularly away from the Underground stations, has a particularly high prevalence of early closures. Part of this

issue can be attributed to a food and drink offer which is generally smaller than other metropolitan centres. An increase in these uses could help to provide greater activity during the evening, although it is important that any loss of retail is carefully monitored against changes on other sites.

Built Environment

Wood Green does not at present make the best use of all of the land within the Town Centre. While there is significant concentration of people on Wood Green High Rd, the areas to the west of the High Rd are generally vacant, and often occupied by delivery yards, and half-empty car parks.

There is a lack of dwelling space in Wood Green. Seating levels are poor, and often privately-controlled. This creates an unwelcoming environment, particularly for those less able to remain standing for long periods or for people with younger children needing a safe place. An improvement in the comfort of the town centre would encourage visitors to stay for longer, and potentially engage with a larger range of shops during their visit.

At present there is a vibrant set of markets which are hidden away in the back of the Mall and Wood Green Library buildings. These traders are an important part of the fabric of Wood Green, but deserve a better location than they currently occupy.

Pictures of Negative uses and spaces within Wood Green

Negative impact streetscape

While Wood Green is generally a very busy centre, which is in many ways positive, there are a number of buildings, uses, and spaces which create a negative impact on the streetscape within Wood Green. Examples of buildings making a negative impression on the urban realm are the oppressive architecture of The Mall (particularly where the bridge crosses the High Rd), and vacant yards to the rear of shops within the centre. There are examples of buildings failing to create an aspirational impression upon entrance to the area by the tube at Wood Green and Turnpike Lane station entrances. Additionally there are sections of footways within the High Rd that are frequently overcrowded, and ones in Heartlands which are so quiet that they can feel unsafe.

The level of interconnectivity is often poor, with large blocks failing to facilitate safe and direct routes between parts of the AAP area.

Housing need

The AAP area's housing stock is characterised as being a mix of late Victorian and Edwardian terraced housing, with later in-fill development which includes a range of typologies, including high-rise tower blocks. There has been an increase in density of development around Wood Green High Rd, with

new flatted developments and conversions of existing terraced stock in the second half of the 20th Century.

Haringey's housing target, which will contribute to the completion of housing which meets London-wide housing need, is 1,502 net additional homes per annum, as set out in the London Plan 2015.

The Council's Strategic Housing Market Assessment identifies that 1,345 new homes are required to be built in the borough each year in order to meet local housing need.

The existing spatial pattern for the borough as identified in the Local Plan: Strategic Policies, is for housing growth to be directed to the borough's growth areas (Tottenham Hale, North Tottenham and Wood Green). Through the Site Allocations, sites within Wood Green are allocated to accommodate 4,300 new homes.

Growth Areas have been selected due to their locational strengths, being located close to public transport, having good levels of local services, being in or close to town centres, and having a number of sites capable of accommodating new development. It is therefore appropriate, and in line with adopted Local Plan policy, to accommodate the maximum amount of growth, so far as design considerations can accommodate it.

Housing Mix/ Unit sizes

Due to the town centre, opportunity area, and Growth Area designations for Wood Green, new housing developments are likely to be delivered at relatively high densities, with a high proportion of smaller (1 & 2 bed) units. While it is appropriate to maximise housing delivery in a highly sustainable location, it is important that a mix of family, and particularly affordable family-sized units are produced within the area. There is a need to guide the market regarding the locations more and less suitable locations for family housing within Wood Green.

Decanting/Replacement of demolished housing stock

There are development sites within the AAP area which include existing housing. One aim of this AAP is to increase the number of housing units within the area, and as such while finding suitable local relocation opportunities is not a planning matter, there is an expectation that the increase in local housing stock, including affordable housing stock, will improve the area's ability to meet housing need. The Council has recently adopted a Housing Estate Renewal Repayments Policy, setting out the rights of any tenants, or leaseholders affected by regeneration on housing estates.

Transport and movement

Connection with surrounding areas

Wood Green, as a metropolitan town centre, provides an important role as a service centre for its surrounding area. At

present there are very strong north-south connections into the centre by tube, rail, and bus. Connections from the east and west are generally limited to bus routes. In order to ensure that areas to the east and west benefit from, and are able to access the improvements within the centre, including improved connections by foot and bike will be established in the plan.

Public Transport Access

TfL and Network Rail are leading on the development of Crossrail 2 subregional rail line. The route has been safeguarded through the Wood Green AAP area. The previous version of the AAP document was predicated on the introduction of a single Crossrail station at Wood Green underground station, with access into the Central Wood Green Area, which is the Council's preferred solution. At present there is no commitment to funding Crossrail 2, and so this version is predicated without this improvement.

TfL are planning enhancements to the Piccadilly line. These would deliver new signalling and new trains increasing peak period capacity by 60% by 2025, significantly cutting levels of crowding. In the absence of this investment TfL predict there will be more people standing on trains.

Further investment in the Great Northern line through Alexandra Palace is planned. Some Thameslink services will call at Alexandra Palace following completion of this project which will enhance connectivity through central and south London. The GN line is forecast to be very overcrowded by 2031 with more people standing in the absence of investment. Even with investment crowding is expected to worsen by 2031.

Bus access to Wood Green is generally very good, with stations located proximate to Wood Green and Turnpike Lane Underground stations serving a range of destinations across north and central London. The fact that these buses terminate at Wood Green is also helpful in raising the image of the area. The High Road is served by 12 bus routes which offer a very high frequency service in the core shopping area. There may be opportunities to review bus service provision in the town centre and surrounding area, with the aim of spreading the bus service west to serve the growing population in the Heartlands part of the AAP area. With the arrival of Night Tube services on the Piccadilly line this would offer support for the night time economy in Wood Green.

Wood Green is also served by Alexandra Palace station on the Great Northern railway line. This is a 5-10 minute walk from much of the AAP area. In the future Alexandra Palace will be served by Thameslink trains as well as Great Northern services to Moorgate, opening up further journey opportunities.

Vehicle Access/ Parking

Wood Green is located on an arterial route into/out of central London, and the High Rd has high levels of traffic at most

times of the day. This congestion spreads onto other nearby roads, notably Lordship Lane, and rat running routes exist, including around Ringslade Rd. It is unlikely that the number of journeys passing through the area will change in the near future, but methods of making these routes as civilized as possible through the Wood Green area will be considered. Poor air quality is an issue particularly for the High Road. The Council will be seeking to work with TfL on measures to minimise emissions from buses.

There is a significant quantity of off-street car parking in the AAP area, and this will be reviewed in the context of an increasing retail offer within the centre to ensure an appropriate amount is reprovided in any redevelopments. The whole of the AAP area is within a Controlled Parking Zone. Currently the CPZ is split into an Inner area operating Monday to Sunday 8 am to 10 pm and an Outer area operating 8am to 6.30 pm Monday to Saturday. Consultation on possible changes to the CPZ took place in 2016 and amendments to the scheme are likely to come forward in 2017.

Cycling

Improvements to east west routes are required. A planned Quietway cycle route going east west between Tottenham Hale and Muswell Hill/Finchley is planned. There is an existing route across the High Road close to the Library. Similarly an existing route towards Tottenham uses Lymington Avenue to access the High Road. Improved routes would link to the Heartlands area to the west of the High Road with Alexandra Palace.

North south movement through the area is currently difficult. A north south Quietway is being developed which would support radial journeys towards central London. In addition a Quietway cycle route is also being developed between Hornsey and north Finchley connecting with the north south route in Hornsey. Further opportunities to facilitate safer and easier cycling will be developed.

Improvements to the quality and quantity of cycle parking will be sought. On street bike hangars can support greater cycle ownership and usage for residential areas without safe, undercover parking.

Planned changes to the road network will also provide the opportunity to enhance cycle facilities. Designs should meet TfL's London Cycle Design Standards to ensure the highest quality facilities.

The map below shows the planned cycle route network in the AAP area.

Figure 4.3: Current Cycle Routes

Pedestrian movement

East-west pedestrian connections are generally weaker than north south ones through Wood Green. The large footplates of post-war developments and terraces, and mix of industrial, residential and town centre typologies, along with congestion on the High Rd, impede east-west connectivity however. The rail line also restricts connectivity to the west of the borough, as there are currently only three points to cross on foot in Wood Green at Turnpike Lane, Penstock foot tunnel, and Alexandra Palace station.

There is poor pedestrian access to areas away from Wood Green High Rd. This manifests itself as creating the impression of the High Road being the sole focus of the town centre experience. Immediately once departing the High Road, the visitor is presented with unmarked alleyways, blank facades, and half-empty car parks. Opportunities exist to improve the depth of the High Road, by creating pedestrian routes to the substantial brownfield sites in Heartlands to the west of the High Road as well as to Alexandra Palace.

There is significant pedestrian congestion at points along Wood Green High Road particularly from the Mall's bridge towards Turnpike Lane. Opportunities will be taken to enhance the pedestrian experience within the town centre and on the approaches to it.

Enhancements to signage and pedestrian crossing facilities would be supported as part of place making for Wood Green.

Infrastructure

Education

The 2016 School Place Planning Report identified a projected need by 2025 for 1.5 new forms of primary school entry in the greater Wood green area. Additionally, there is forecast to be an unmet 0.5 new form of primary school entry need in the greater Harringay area. On this basis a new 2 form of entry primary school is proposed in the Heartlands area as an extension to Alexandra Primary School.

Health

There is projected deficit in the Wood Green area totalling 3,755 people due to the anticipated retirement of current single handed GPs. Additionally, new development is forecast to increase the population of Wood Green by 10,785. This creates a need for an additional 8 new GPs, 8 new C&E rooms, and 3 new treatment rooms. This equates to a floorspace of 1,011m^2.

Leisure

Leisure uses perform an increasingly important role in successful town centres, largely driven by changing perceptions about how retail is provided with the advent of online shopping, with people increasingly seeking an enjoyable "experience" from their trips to town centres.

Leisure floorspace comprise a range of activities including cinemas, theatres, concert halls, restaurants, sports facilities,

cafes, takeaways, pubs, bars, and night clubs, alongside other uses.

Telecommunications

In order to realise Wood Green's potential to establish itself as a key economic investment location in London, superfast internet connectivity will be required to enable firms with digital skills to locate there.

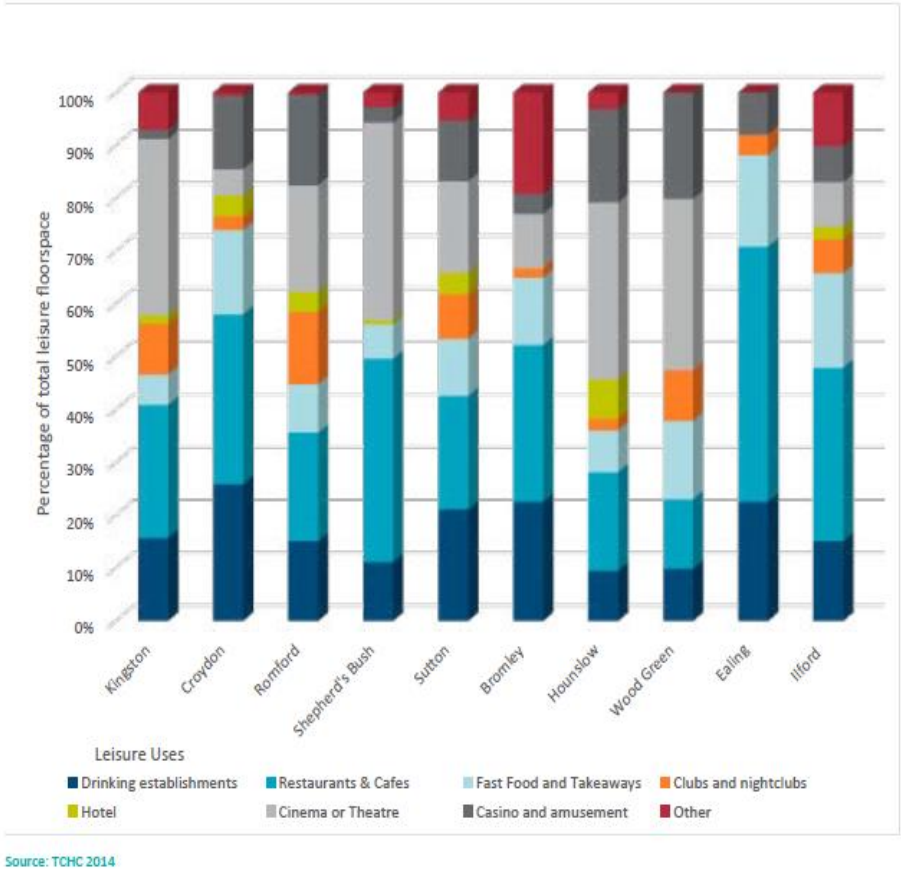


Fig 4.4: Comparison of leisure uses in Metropolitan Centers

Decentralised Energy

New development delivering net growth will increase energy consumption within the local area. As part of the Council's commitment to becoming London's first zero carbon

borough, a decentralised energy network will be established linking the new development sites, and ensuring that energy can be created and used locally.

Open Space

Wood green has a number of local open spaces in close proximity to it, but only Ducketts Common and Wood Green Common in or directly adjacent to the AAP area. This manifests as an area of open space deficiency, as set out in the Council's Open Space and Biodiversity Study.

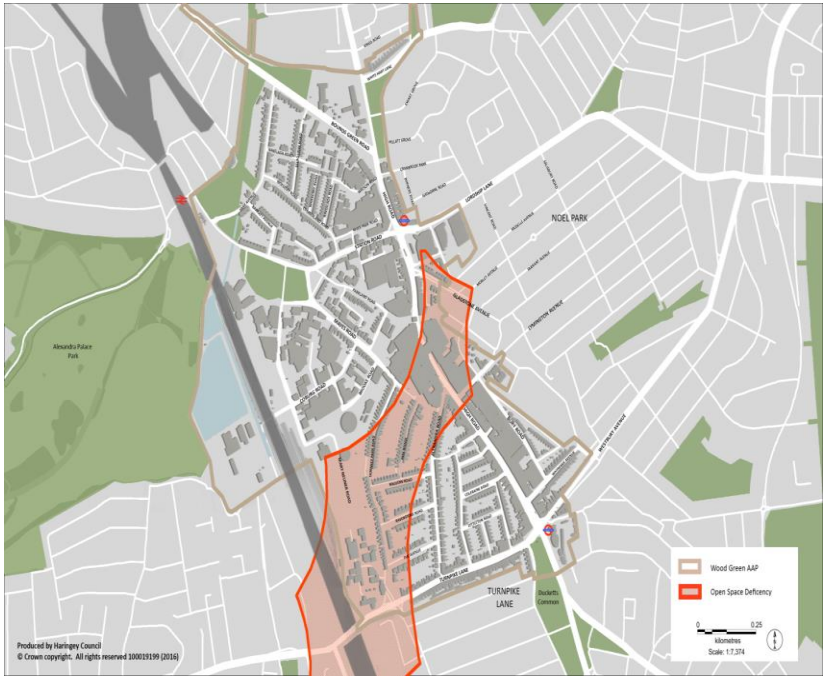


Figure 4.5: Open Space deficiency in Wood Green

5. Spatial Vision and Strategic Objectives

Vision

Our vision is that Wood Green will become North London's most prosperous and green town centre – a place where people can succeed and are proud to live and work. It will combine outstanding and sustainable places for people to shop, socialise and create, with a wide and varied range of businesses. It will be a focus for opportunity and growth, a productive economic capital for Haringey, where people can come together, exchange ideas and put them into action.

Spatial Objectives: AAP Area

Opportunities on your Doorstep	Sustainable Urban Living	Revitalise the Town Centre
Build a bigger Metropolitan Town Centre with more employment space, delivering 4,000 new jobs	Deliver 6,400 new homes for existing and new residents to rent and buy in high quality, characterful neighbourhoods	Secure investment in a well-connected destination which draws people from Haringey and beyond
Maximise opportunities for local residents through education, training, skills and employment	Invest in social and community infrastructure, including parks and a new library	Celebrate, protect and build on Wood Green's diversity and heritage
Support a business destination with the infrastructure in place for existing businesses to grow and to attract new businesses	Design a green, healthy and accessible town centre with welcoming spaces where people enjoy spending time	Make Wood Green a destination of choice, with a strong cultural offer both day and night

Fig 5.1: Key Diagram

Vision for Wood Green North

Vibrant street cafes and restaurants on Station Road will sit amongst brand new offices, injecting life into the north of the centre. A transport hub, linking Haringey to central London and beyond, it will be the first thing many visitors see as they come into Wood Green, an impressive signal of what the area has to offer. Green links will lead to quieter family areas nearby, connecting residents to a healthier, livelier Wood Green for all to enjoy.

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Fig 5.2: Wood Green North Sub-Area Key Diagram

Vision for Wood Green Central

Wood Green Mall will be redeveloped to create a new street based town centre, reconnecting the historical street pattern to ensure a well-connected and lively town centre. A buzzing town square, bustling pedestrianised shopping streets, a market and expansion towards Alexandra Palace will make the centre of Wood Green the go-to destination for north Londoners. Residents will have leisure, employment, shops and entertainment right on their doorsteps, making them part of a lively, flourishing part of the capital.

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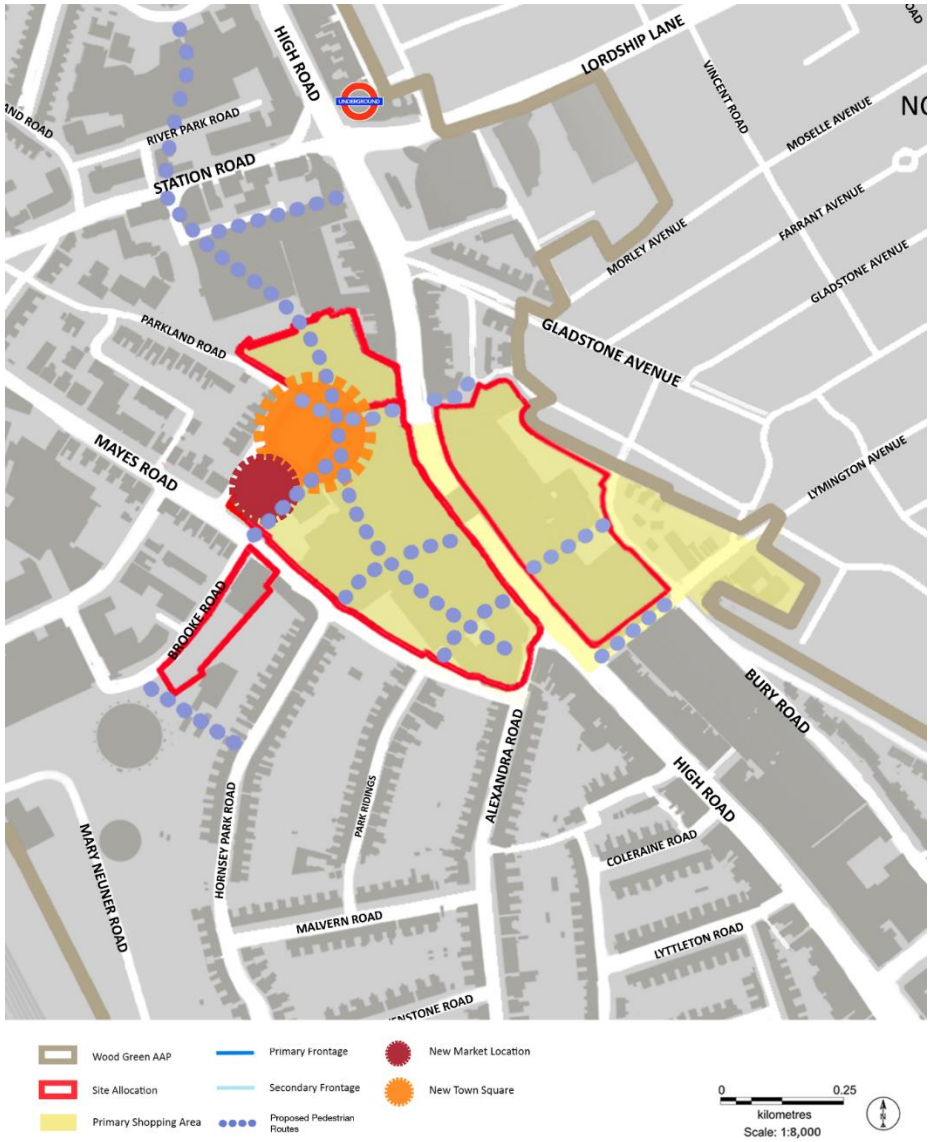


Fig 5.3: Wood Green Central Sub-Area Key Diagram

Vision for Turnpike Lane

As new life is breathed into Wood Green High Road, the benefits will run all the way to Turnpike Lane, with wider pavements, pedestrianised walkways, shops and food and drink spots. The aim is that Turnpike Lane will be an extension of Green Lanes with a well-used, safe and active Ducketts Common at the gateway. All kinds of small businesses – including many of those already there – will contribute to the eclectic and inclusive scene.

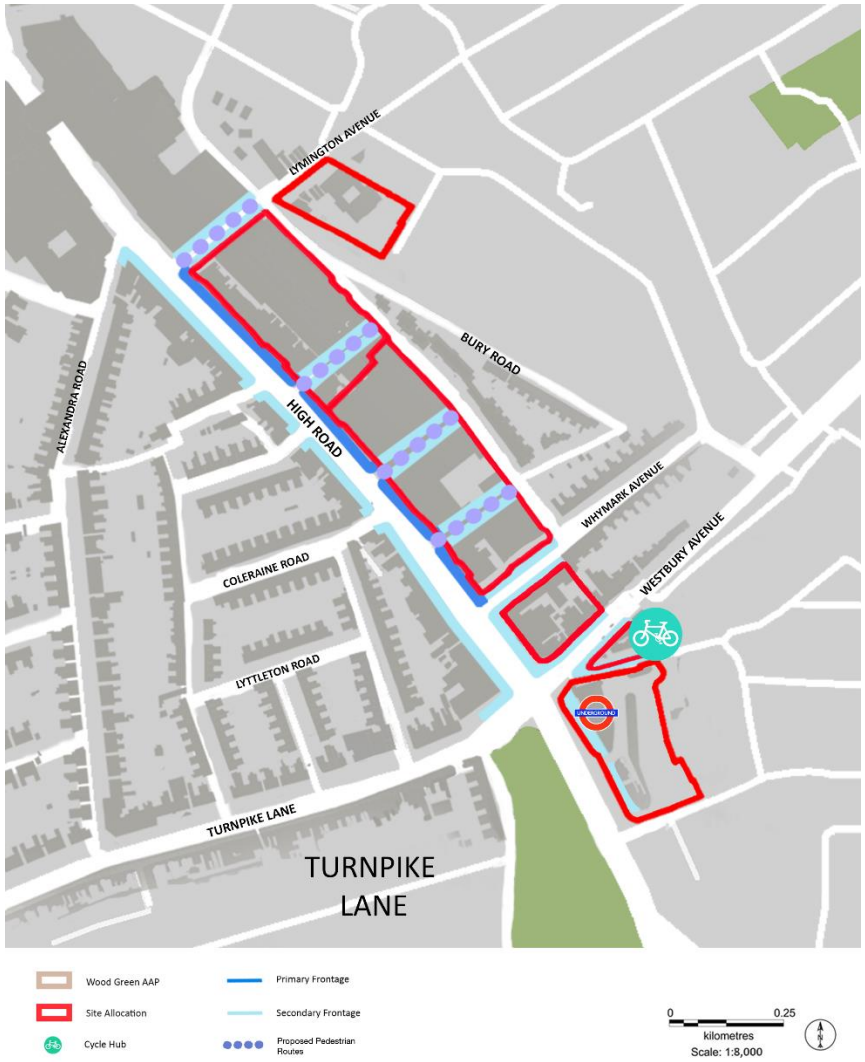


Fig 5.4: Turnpike Lane Sub-Area Key Diagram

Vision for Heartlands

A business destination, booming with ideas, creativity and energy will be home to outstanding London artists and makers – a destination for residents and visitors alike. The new Civic Centre will combine office accommodation for Haringey staff and a cultural focus with a new Library and a council chamber which can be used for events and exhibitions. The area will be easy to get to and well connected to the High Road, Station Road and Alexandra Park and Palace where there will be new leisure attractions including water sports and swimming in Palace Ponds.



Fig 5.5: Heartlands Sub-Area Key Diagram

Generating the Strategy

Haringey's Local Plan already contains a suite of Site Allocations which will bring forward redevelopments in Wood Green. The site capacities for these demonstrate that 4,320 net additional housing units, 47,300m^2 (gross) new employment floorspace, and 17,200m^2 (gross) new town centre floorspace can be delivered. This document is at an advanced stage and is scheduled to be adopted in February 2017.

A Wood Green AAP Issues & Options document was consulted on between 8th February-20th March 2016. This set out four growth options for the centre, with capacities ranging from 4,600-6,000 new homes. These 4 options were:

1. High Road Rejuvenation
2. Residential-led town centre
3. Comprehensive redevelopment
4. Complete transformation

Consultation reporting confirmed that the Council's preferred option of complete transformation of the centre linked to a new Crossrail 2 station has support from the public, landowners and stakeholders in the area.

A "Preferred Option" version of the Wood Green AAP was consulted on in early 2017, setting out the potential policies for managing development in the event of the introduction of a new Crossrail 2 station at Wood Green Underground Station. The consultation findings from this consultation are included as an input into this document.

This document has drawn on a number of further studies which test the feasibility, deliverability, and impact of the preferred option. These are available on the Council's website, and include:

- An Economic Viability Study
- Character & Placemaking Study
- Retail Study Update
- District Centre Heat Network modelling
- Parking and Circulation Study
- Social Infrastructure Study
- Employment Land and Workspace Study

All evidence studies which underpin the borough-wide Local Plan also underpin this AAP. These can be found at http://www.haringey.gov.uk/planning-and-building-control/planning/planning-policy/local-plan/local-plan-evidence-base

Projected AAP Development Outputs

Methodology and assumptions

New development in this area is going to be spurred by a combination of public interventions and private investments in the AAP area. As the introduction of Crossrail 2 to the area is currently not confirmed, densities cannot include consideration of the improvement in accessibility and investor confidence that will flow from this piece of infrastructure. Regardless of this issue, the redevelopment of Council and privately owned land within and around the centre is expected to come forward. The most prominent of these sites are The Mall, the former gas works on Clarendon Rd, and the Chocolate factory. Sites have been allocated so as to meet the Spatial Objectives set out in section 5.

In order to recognise the direction of ravel from the GLA focusing development on highly accessible town centres, as well as the Council's commitment to growth as a part of the regeneration of Wood Green, density assumptions have been increased from those set out in the current Site Allocations DPD for the sites within Wood Green, but are lower than those set out in the 2017 consultation version which was predicated on the introduction of Crossrail 2. This, alongside the introduction of new sites (development capacity on the Mall, Vue Cinema Site, Salvation Army, Hornsey Filter Beds) raises the capacity of the area from the Site Allocations base.

The total quantum of development anticipated to come forward over the plan period is identified on allocated sites. The site capacities for the suite of allocated sites are based upon the density assumptions in the London Plan's density matrix (Table 3.2). These capacities should be considered as minimums in terms of being added up to an AAP-wide capacity figure. The capacity identified may be above or below the capacity determined when planning consent is sought, which will be determined on the basis of a detailed design.

Overall, there is potential for the Site Allocation in this document to yield approximately 6,400 net additional residential units, and 57,600m^2 gross new town centre floorspace, and 98,300m^2 gross new employment floorspace.

Outputs

Sub Area	M^2 emp	M^2 Town Centre	net resi units
Wood Green North	27,923	10,607	1,238
Wood Green Central	13,786	27,150	1,099
Turnpike Lane	9,586	9,785	986
Heartlands	46,970	10,028	3,086
Total	**98,265**	**57,570**	**6,409**

Visual Distribution



Fig 6.1: ISOMETRIC IMAGE OF DEVELOPMENT

Infrastructure Improvements

To complement and sustain the increase in jobs and homes allocated in this document, a number of infrastructure improvements will be delivered. Details of a project's current status can be found in the Council's Infrastructure Delivery Plan, but the infrastructure currently anticipated to be required to meet current and increased demand will be:

- A new 2 forms of entry primary school (with potential for expansion to 3 forms of entry) will be provided as an extension to the existing Alexandra Primary school.
- New health facility (1,000m^2/ 8 GP min) will be provided at the Iceland site on Brook Rd.
- A replacement public library on the Coburg Rd N site, in conjunction with development of a new Council facility.
- A decentralised energy hub will be created on the Clarendon Rd site, and an underground heating network provided (potentially linked to underground stations) to provide local heat for new developments sites across the area.
- Hyper-fast telecommunications infrastructure will be laid throughout the area.
- Enhanced green links in the north of the AAP area.
- Improved cycle links between Wood Green, Tottenham, and the west of the borough, particularly focussing on improving access to the centre from the rest of the borough, and linkages between local parks.



Fig 6.2: Map of Infrastructure Improvements

Public Realm/ Network Improvements

The following public realm improvements and network improvements are facilitated through the Site Allocations contained in Section 7 of this document.

AAP Area-wide

- A coherent and legible wayfinding strategy throughout the AAP area comprising of signage and information systems such as area wide maps to aid orientation.
- An overarching approach to lighting throughout the AAP area to improve night time appearance and safety. Including but not limited to the lighting of historic buildings and those aiding orientation and wayfinding.
- A new east-west connection linking the town square more directly with the Cultural Quarter and Alexandra Park to the west and Noel Park to the east. This will become a primary east-west route for both pedestrians and cyclists with planting and opportunities for public seating/activity to lead people through the centre.
- Shop front improvements to the High Road and Turnpike Lane parades.
- Improvements to the appearance and setting of historic buildings.
- Rationalisation of parking to reduce the existing oversupply and promote mode shift towards more sustainable methods.
- Creation of an improved quietway cycling network throughout Wood Green linking nodes within Wood Green, but also enabling routes to be created linking neighbouring areas through Wood Green, alongside provision of new public bike storage.
- Opportunities to create active top-floor uses looking westwards to Alexandra Palace from tall buildings in the area.
- Tree planting throughout the area, to re-establish a feeling of “wooded” and “greenness” in the area.

Wood Green North

- Improved pedestrian crossing at the High Rd/Green Lanes/Bounds Green Rd junction.
- Enhancements to the green space on Bounds Green Rd/ Wood Green High Rd in front of Green Ridings House to complement the green links network in the area.
- Consideration of the optimal entry/egress route to the Wood Green Bus Garage.
- Creation/enhancement of retail uses and street scene along Station Rd, creating a new “arm” to the town centre providing a range of active uses on the route between Wood Green Underground and Alexandra Palace Station.
- Creation of a pleasant pedestrian route linking Station Rd and the Wood Green Central area to improve circulation within the town centre.
- Seek improvements to the setting of the listed Gaumont cinema, with a focus on how the contribution to the centre of the existing large blank facades can be improved.
- Alongside consideration of redevelopment of Wood Green bus garage, alternative arrangements for bus garage and bus standing facilities will be developed.
- Improving the nature conservation corridor running along the alignment of the disused Palace Gates rail line between station Rd and Wood Green Common at Park Avenue.
- New urban realm created over the newly-decked Wood Green Bus Garage.

Wood Green Central

- A new Town Square will be established off Wood Green High Rd, creating a new space to dwell, space for events, and a focus for new active uses and pedestrian routes within the town centre.
- A new Civic area will be created providing new employment uses and Council functions at an accessible location which will support the town centres retail uses.
- Creation of a new high quality open-sided, covered market adjacent to the town square.
- Establishing a new high quality pedestrian route linking Wood Green High Rd with the town and civic squares, to create a set of nodes along a new focal route for the town centre.
- Removal of the bridge at the Mall, and improvements to the urban realm around this stretch of Wood Green High Rd to create a more pedestrian-focussed environment.

Turnpike Lane

- Improved access and frontages to Ducketts Common from Turnpike Lane and Green Lanes, improving

enhancement of the pedestrian and cycling route between Turnpike Lane and Hornsey rail station. These frontages should create a high quality environment for both visitors to the park, and passers-by, including users of Turnpike Lane station/ bus stops/station.

- Investigate improvements to the northbound bus stop on Green Lanes adjacent to Ducketts Common to create more waiting space at peak times.
- Potential improved pedestrian common linking the Harringay Ladder to Burghley Rd, to enhance the pedestrian route to Wood Green High Rd.
- Greening of the pedestrian confluence of Arnold Bennett Way, Brampton Park Rd and Burghley Rd, to improve navigability towards Wood Green High Rd, including consideration of the creation of a pocket park.
- Improved cycle access, including provision of a new cycle parking facility to serve the significant catchment east of Turnpike Lane station.
- Enhancement of the existing cycle route linking Noel Park via the Sandlings to the Turnpike Lane cycling hub via Frome Rd.
- Improvements to the small open space at the corner of Whymark Avenue and the Sandlings to optimise the cycle and pedestrian route, open space quality, and address issues of public safety.
- Establishing active frontages on the laneways running off the High Rd in this area. High quality public realm will be created which will help to attract users to spend time in these new “off the High Rd” locations.
- Laneways off the High Rd should continue to make provision for market stalls.
- The urban realm on Wood Green High Rd will be improved through the setting back of retail frontages to create greater circulation space on the High Rd.
- New laneways running perpendicular off Wood Green High Rd will create opportunities to increase the depth of the High Rd, particularly to the east.

Haringey Heartlands

- Creation of a high quality pedestrian and cycling east-west route linking the Heartlands area with Wood Green High Rd, and more widely the West of the borough and Tottenham, through the Penstock foot and cycle tunnel and Noel Park area.
- Make better use of the New River where it runs above ground in the Wood Green Common area, including where feasible, initiating pedestrian routes along the riverside. Consideration should be given to the practicality of connecting Station Rd with Alexandra Palace Park via this route.
- A new piece of urban realm with active uses fulfilling the vision of creating a Cultural Quarter for Wood

Green will be created adjacent to the Chocolate Factory.

- Clarendon Rd will be extended as a pedestrian and cycling route through Wood Green Cultural Quarter to Wood Green Common.
- Improvements to the quality of Wood Green Common and Alexandra Palace Park will be sought to meet the leisure needs of Wood Green's growing population.
- The Penstock foot and cycle tunnel will be enhanced to improve perceptions of safety, and optimise the route though to Alexandra Palace Park.
- A new publically accessible open space will be provided at the heart of the redeveloped Clarendon Rd gas works site, along the route of the culverted Moselle.

6. AAP Area-wide Policies

The policies in this section cover the whole Wood Green AAP area, and form part of a suite of policies which will be used in the determining of planning applications in Wood Green. The full suite of Policies is:

- London-wide policies in the London Plan;
- Borough-wide policies in the Local Plan: Strategic Policies;
- Borough-wide policies in the Development Management DPD;
- Wood Green AAP: Area wide policies
- Wood Green AAP: Site Allocations



Fig 7.1 Policy framework in Haringey

Policy WG1: Town Centre Uses, Boundary & Frontages

WG1: Town Centre Uses, Boundary & Frontages

1. The Council will support applications which increase the quantum of town centre floorspace within the Metropolitan Town Centre boundary as indicated on the Policies Map. Proposals should accord with DM Policy 42, and WG 10 where relevant.
2. Within the **Terraces of Wood Green** area, as defined in Figure 7.5, development proposals will be resisted where they involve the amalgamation of individual shop fronts on the historical terraced frontages to Wood Green High Rd, in order to preserve the streetscape rhythm and to preserve opportunities for independent traders. To achieve this:
    i. Ground floor frontages will be required to be an active town centre use which contributes to a vibrant street environment;
    ii. Permissions seeking an increase in town centre uses within a retail terrace will be supported where they provide additional town centre use above and behind the existing active frontage;
    iii. The amalgamation of neighbouring shop fronts will be resisted;
    iv. Terraced frontages will be designated as secondary frontages to encourage a greater variety of uses other than A1 retail;
    v. Other town centre uses will be supported on the floors above, and where appropriate behind the use which provides an active frontage to the High Rd.

vi. Residential uses will be resisted above shop frontages, to help encourage uses that open later into the evening to locate in this area.

3. Where comprehensive redevelopment of town centre sites is allocated, applicants should demonstrate:
    i. How retail floorplates will meet the centre's need to provide new comparison retail units for national comparison retailers;
    ii. Have regard to town centre car parking requirements as set out in Policy WG8;
    iii. Be designed in such a way that delivery spaces and yards will have a minimal impact on the surrounding public realm and local highway and pedestrian network;
    iv. Contribute positively to the creation of a highly permeable pedestrian network within the centre.
4. The revitalisation of the town centre will be achieved using a varied approach by AAP Sub-area:
    A. The **Wood Green Central** sub-area will become the focus for A1 comparison retail uses, and defined as the Primary Shopping Area within the town centre. This will include:
        i. Development to the west of Wood Green High Rd will be focused around the creation of a new Town Square. This will be created on Allocations WGSAs 8 & 9.
        ii. A new market will be provided in this area to provide a contrasting and varied retail offer in this area, and provide activity to the western edge of the new Town Square.
        iii. The principle typology of newly developed retail floorspace in this area should be that of larger floorplates (generally 500m^2 and above) to accommodate the introduction of additional national comparison retailers in this area.
        iv. Ancillary leisure and A3 uses which complement the primary retail function of this sub-area will be supported.
    B. The **Wood Green North** sub-area's retail offer will be food and drink-oriented, building on the public houses and restaurants which already exist in this area, and the demand for this use from visitors to Alexandra Palace who arrive at Wood Green Underground station.
        i. Secondary frontages will be allocated on all frontages along Station Rd to encourage a mix of uses. This includes sites which do not currently have active ground floor uses.
    C. The **Heartlands** sub-area will be transformed principally for a mix of employment and residential uses. Some new local town centre uses will be created in this area, but this will serve a local function, and will be

supplemental to the Central Wood Green and High Rd areas:

i. A new Civic hub will be created in the Heartlands precinct, creating a new location for Haringey residents to fulfil their civic needs.
ii. New ancillary retail will be permitted across the area, but only at a level that does not compete with Wood Green's Primary Shopping Area.
iii. A new heart for the Cultural Quarter will be created, offering an alternative location to the Wood Green shopping offer, fulfilling an area-wide role, attracting visitation for nearby residents from within and outside the AAP area seeking unique products, bars, cultural activities and attractions, and cafes.

D. Wood Green High Rd towards **Turnpike Lane** will continue to be a High Street, but redevelopment which improves the public realm, increase the size and proliferate the range of town centre uses available in the area will be supported. This will be achieved by:

i. Redeveloped sites on the eastern side of the High Rd will be expected to be designed to improve the outlook of the eastern side of Wood Green High Road, including through the creation of ancillary laneway spaces off of Wood Green High Rd;
ii. The terraces on the western side of the High Rd will generally be protected to maintain opportunities for independent traders. Secondary frontages will be allocated here to enable a wide range of goods and service offerings.
iii. Active ground floor uses will be supported on existing frontages, and on new laneways running perpendicular off of Wood Green High Rd. These will provide for new uses which support the evening economy in Wood Green.

E. Protection for, and opportunities to create new and expand existing market spaces within the town centre will be supported, specifically:

i. Protecting the existing overall level of market spaces in the town centre;
ii. Creation of a new market on the central town square;
iii. Enabling additional permanent and temporary/ seasonal/ daily market spaces where it can be demonstrated the amenity of the space it sits within will benefit, and an ongoing demand for the proposed use is identified.

iv. New temporary markets will be supported on laneways and within new pieces of public urban realm within the town centre.

F. The total quantum of leisure space within the centre should be increased through new developments. Proposals which create a reduction will not be supported.



Fig 7.2: Changes to Town Centre Boundary

Reasoned Justification

Wood Green is a thriving, busy, Metropolitan Town Centre, at the heart of the borough. Against many indicators, it has a

low total quantum of comparison retail floorspace for a Metropolitan Centre within London. There is an identified demand for 20,000m^2 of additional comparison retail floorspace within the town centre, and indicatively, the owners of the Mall have identified that 116,000m^2 of new town centre floorspace could be created within the current town centre. As Wood Green is sole metropolitan town centre in the borough, the 20,000m^2 target is considered to be a minimum figure, and new development proposals which exceed this, subject to other policy considerations, will be supported.

This policy, in conjunction with relevant Site Allocations, will reassert the primacy of the central area within Wood Green as the Primary Shopping Area within the centre, and the centre itself as a premier shopping centre within the North London sub-region. Key to this will be the introduction of an increased, and more varied retail offer into the town centre, particularly thorough the expansion of national comparison retailers, but while maintaining opportunities for local businesses to co-exist.

To ensure a mix of retail units are available within the centre, three principle types of new town centre floorspaces will be present in Wood Green:

1. Large floorplate retail units aimed at national comparison retailers within the Primary Shopping Area;
2. Terraced High Rd (and High Rd proximate) units for independent traders offering a wider range of goods and services on Secondary Frontages;
3. New market space for stallholders.

All redevelopment within the town centre will be expected to be mixed use, with either new residential or office developed above retail at ground floor, or floors as will be expected within the Primary Shopping Area. The retention of existing offices located above terraced retail properties will be supported.

Primary Shopping Area - Wood Green Central

In order to grow Wood Green's retail floorspace, redevelopment within the primary shopping area for intensified, new comparison retail floorspace is required. The location of this intensification on the west side of the High Rd, will benefit the redevelopment of the Heartlands area, by establishing improved connections to, and pushing the centre of gravity of the centre west towards the area in which significant growth will occur.

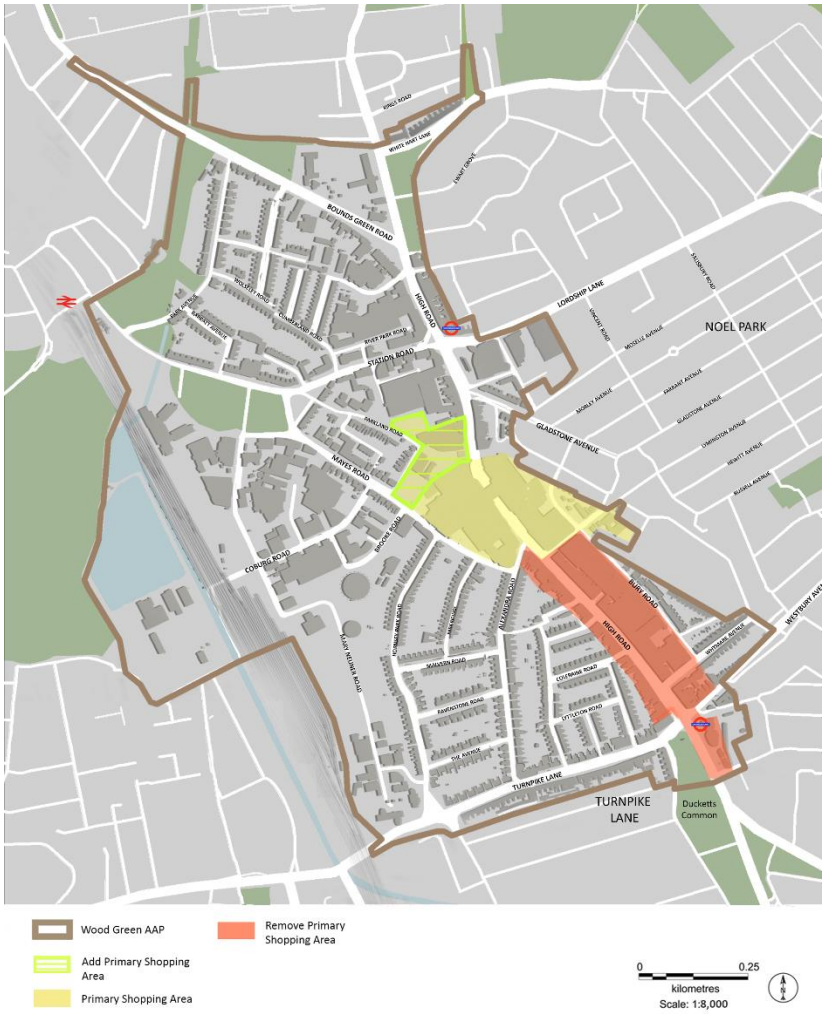


Figure 7.3: Changes to the Primary Shopping Area in Wood Green

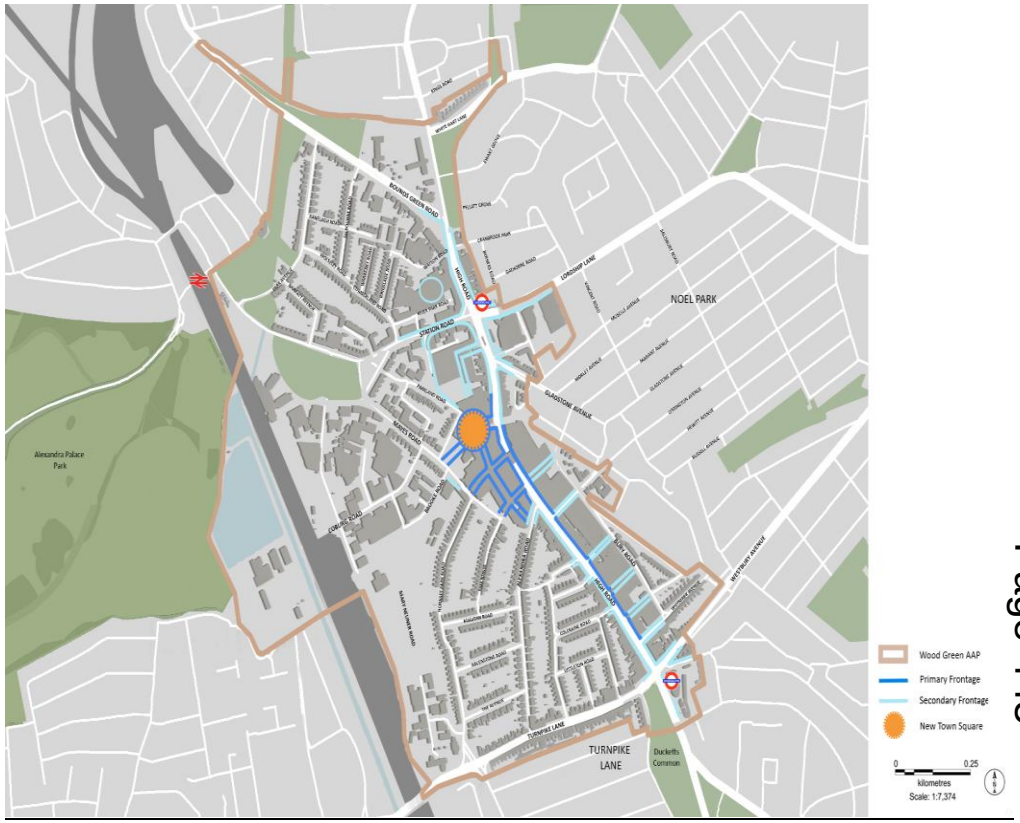


Fig 7.4: Primary & Secondary Frontages in Wood Green

Development within the Primary Shopping Area is generally expected to be comprehensive in nature, with new multi-storey retail as part of mixed use developments including residential and office units above. The maximum quantum of retail floorspace created in this area will be supported in each proposal, and the size of units optimised to the requirements of large, established brands (generally 500m^2+ units). The

focus will be on growing comparison retail use, but any development resulting in the loss of convenience retail should be managed to ensure existing and new residents' local shopping needs are adequately met within the AAP area. Residential development above the retail use will be supported, alongside a complementary mix of leisure, food and beverage uses that work alongside the retail uses.

Developments in this area have the potential to make a significant impact on the town centre as a whole, and sites will be expected to be accompanied by masterplans to show how they benefit the whole of the centre. This will include retail impact assessments to monitor the cumulative impact of extant and proposed planning consents. The increased comparison retail provision in the Primary Shopping Area will not be constrained by policy, but the quantum of convenience retail within the area will be managed.

A new Town Square will be created, as set out in Site Allocations WGSAs 8 & 9. This will be the focal point of the primary shopping area in Wood Green, and offer active frontages with a mix of retail and food and drinks offerings that remain active through the day and into the evening. Connectivity by foot and bicycle will need to be provided through the square, continuing the east-west link through the area. A new open-sided covered market will be created on the western side of the square, providing market space for local traders, and enabling the view of Alexandra Palace from the new square and Wood Green High Rd.

Primary and Secondary Frontages

Outside of the Primary Shopping Area a wider range of town centre uses, and building floorplates will be permitted. These uses will fulfil the dual objectives of providing smaller units for local traders to operate in, and enable new uses to be introduced which will significantly improve Wood Green's evening economy.

There are some larger development opportunities outside of the Primary Shopping Area. Opportunities for new larger retail units on these sites will be supported, particularly where they front onto Wood Green High Rd. These frontages will be defined as primary shopping frontages. On these sites there will generally be opportunities to create new town centre frontages running perpendicular to the High Rd. On these, smaller unit sizes will be expected, and a flexible range of uses permitted (as per the terraces on Wood Green High Rd). These "laneways" will create opportunities for new uses which enhance the evening economy, and will be allocated as secondary town centre frontages.

Terraces of Wood Green

Wood Green contains a number of characterful terraces, which will be retained as smaller retail units within the centre. These are of historical value to the centre, and by ensuring a stock of smaller, flexible use class buildings along the High

Rd; these properties will counterbalance the new, larger units within the centre. The terraced properties will continue to provide affordable and appropriately-sized (small) properties for independent traders, and SMEs to expand into. Growth will be encouraged to manifest itself vertically, by filling the upstairs levels. These terraces will be allocated as secondary frontages to encourage a wide range of uses within these shopfronts.



Fig 7.5: The terraces of Wood Green

Markets

In addition to a new permanent market space at the new Town Square, spaces which cater for rotational/seasonal markets will be supported. The most suitable location for these uses may be on new pedestrianised routes running off the High Rd. Applications for market uses will have to demonstrate how the market will contribute to the vibrancy of Wood Green overall, and how they will interact favourably with traders on adjacent town centre frontages.

New Streets in Retail areas

Improvements to the quality of east-west connections will be required to connect Wood Green High Road, via the new Town Square, and Civic Boulevard, to Alexandra Palace Park via the Penstock foot tunnel. This includes passing through sites WGSAs 8, 9, 10, 18, 20, 23 & 26. These will have active uses on all frontages to the new route, but these need only be town centre uses within the town centre boundary. Commercial frontages will be acceptable along the Coburg Rd alignment.

An enhanced Brabant Rd will connect Station Rd to Wood Green Central Town Square through sites WGSA 7 & 8. This will have active town centre uses on all new frontages. Similarly, a new pedestrianised street network within the site of The Mall will be created, extending Hornsey Park Rd and Park Ridings as pedestrianised streets, with a perpendicular

route linking the new Town Square with Wood Green High Rd further south, reinforcing the historic street pattern.

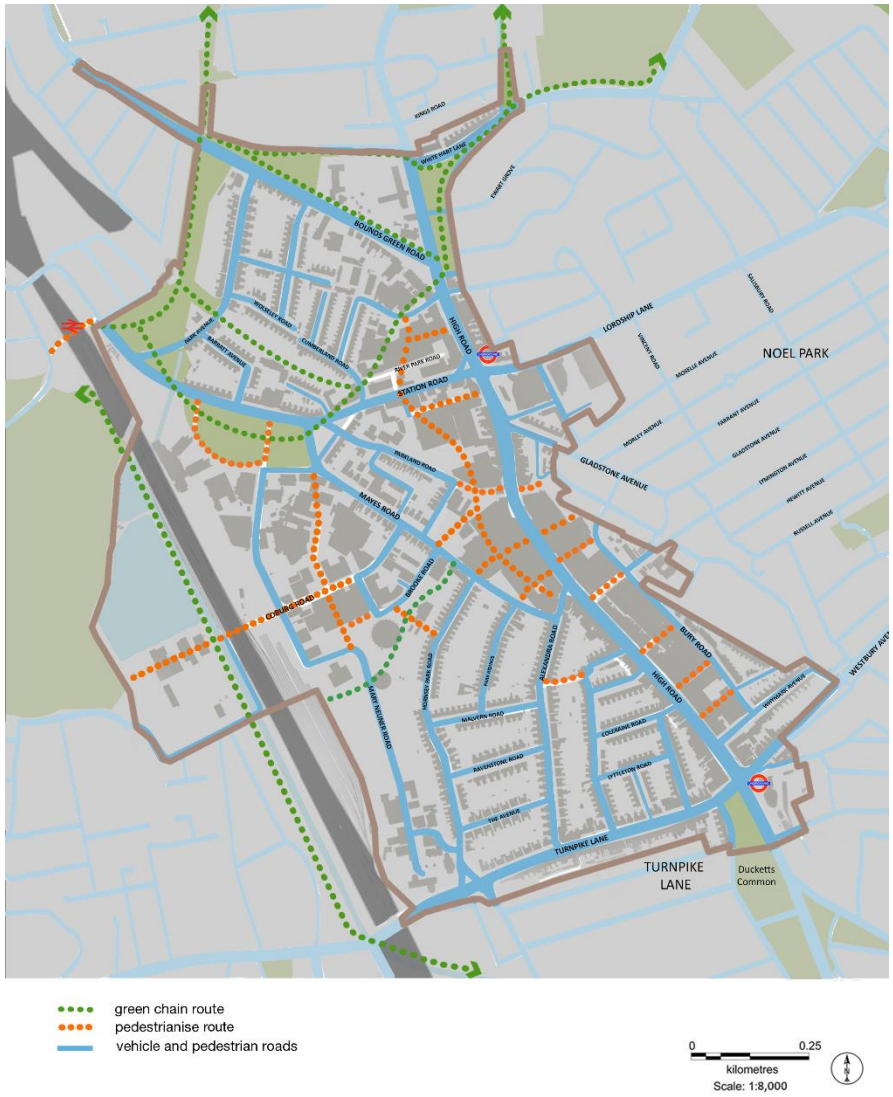


Fig 7.6: Map of new routes in the town centre

Laneways

New routes perpendicular to the eastern side of Wood Green High Rd will also be created to improve pedestrian connectivity between the centre and its eastern hinterland. These will be delivered through sites WGSAs 7, 10, 12, 14 & 15. These areas will offer smaller retail units with a diverse range of products, including uses that will benefit the evening economy within Wood Green.

Leisure

Wood Green currently has a very low overall amount of leisure uses compared to other Metropolitan Town Centres in London. Allocated sites in the AAP include premises with significant leisure facilities on them, including both of Wood Green's cinemas. When considering applications on these and other sites, the overall quantum of leisure, as well as the types of offerings will need to be considered. The town centre's leisure offer should be available to all sectors of the local and wider community throughout the day.

Policy WG2: Housing

WG2: Housing

1. To improve the diversity and choice of homes, and to support mixed and balanced communities in Wood Green, the Council will support the delivery of 6,400 additional new homes across the Wood Green AAP area in order to meet housing needs, contribute to mixed and balanced communities and to improve the quality of homes;
2. Development proposals incorporating a housing element will be expected to provide the housing in accordance with the indicative minimum capacities, set out in the Site Allocations within this AAP. All new development will be design-led, and higher densities and capacities than indicated in each in indicative capacity may be acceptable in appropriate locations, providing the other policies of this AAP and Haringey's Local Plan are not compromised.
3. Sites will be required to deliver a mix of sizes of units across the AAP area, including ensuring an appropriate mix of 1, 2, and 3+ bedroom properties are created. New family housing will be focussed outside of the town centre and Cultural Quarter, in the Zone More Suitable for Family Housing.
4. The Council will support a portfolio approach to the delivery of affordable housing within a site, or collection of sites within a local area, where it can be demonstrated that it will create a greater quantum of affordable housing within the local area.

5. Any proposals for student housing will be required to be proportionate, be shown to meet an identified need, and accord with the requirements of DM15.
6. The Council will require the Council's Estate Renewal Payment Policy to be applied to sites WGSA9 & WGSA12 to ensure that existing Wood Green residents affected by redevelopment have the right to return on comparable terms should they wish.

Reasoned Justification

Wood Green is expected to accommodate significant growth over the plan period, as set out in SP1 of the Local Plan: Strategic Policies, and Site Allocations. The Plan seeks to enable delivery of 6,400 new homes across the Wood Green AAP area, which will act to stimulate regeneration and economic growth. The capacity to deliver 6,400 new homes has been identified in the allocated housing sites outlined in Chapter 8 of this document. Additional sources of capacity may come forward as a result of the investment going into the area and as these developments come forward, they will contribute to meeting housing needs in the borough.

Housing Mix

Within Wood Green Metropolitan Town Centre, the majority of new homes will be accommodated within mixed-use development, generally as apartments over shops or other uses. The Council's housing needs assessment and Housing Strategy identify a need for new smaller residential units, but also a pressing need for larger affordable homes.

The Council considers that the most suitable location for new family housing will be away from the mixed use developments in the town centre, and Wood Green Cultural Quarter. This is due to the elevated noise levels associated with mixed use development, the aspirations to improve Wood Green's evening economy, and the greater opportunities for creating embedded open spaces within developments away from the need to provide town centre uses at ground floor. The Area More Suitable for Family Housing is set out in Figure 7.7 below.

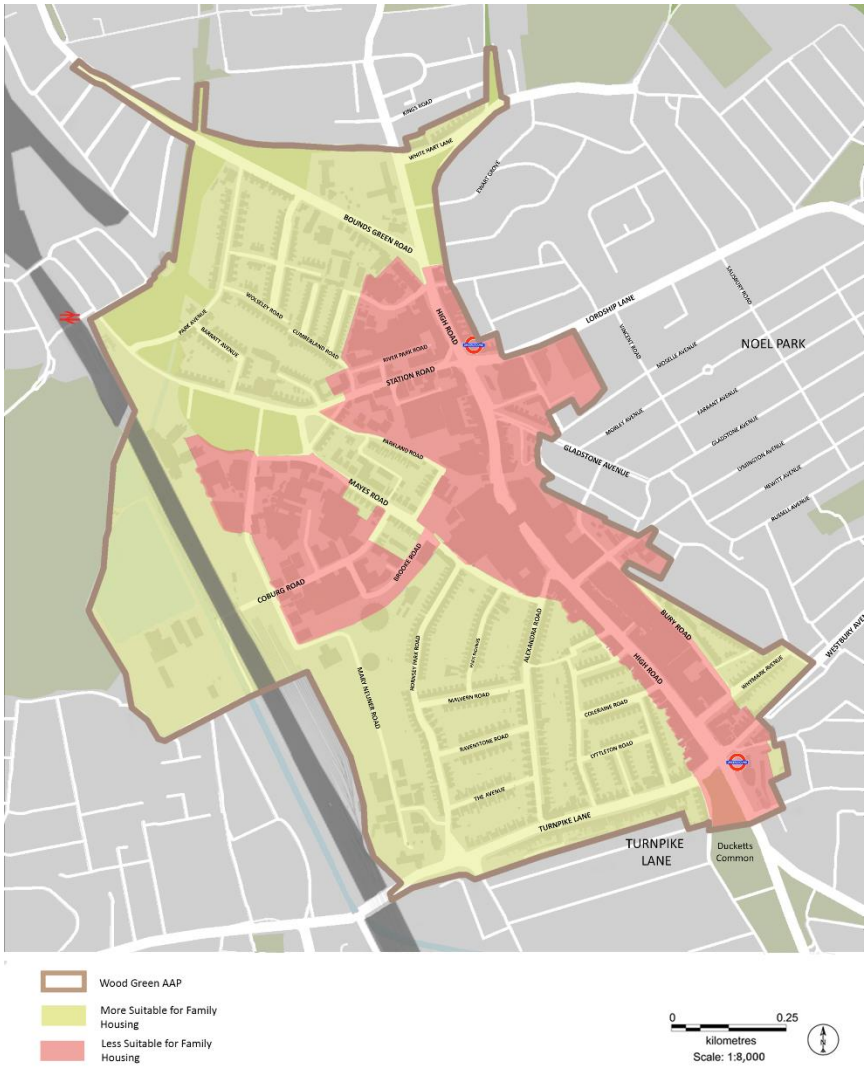


Fig 7.7: Areas more/less suitable for family housing

DM16 protects family houses in Wood Green from being converted into flats which would reduce the number of family units on the site. This will ensure that the existing family stock is not eroded, with any family sized units coming forward on redevelopment sites contributing to the overall supply of units of this size.

Housing Density

To optimise the potential of development sites, the London Plan 2015 recommends a density range in locations such as Wood Green of 650 – 1,100 habitable rooms per hectare (hr/ha), which equates to 240 – 435 units per hectare when 2.7 habitable room per unit (hr/u) is applied. However, this is a guide to potential density, and in relation to proposals for high-density development, considerations relating to good urban design, effect on townscape and heritage, and impact on amenity are key factors. On certain opportunity sites the height of buildings may need to be moderated to relate positively to the existing context, which in turn has a bearing on locally appropriate density levels. New development will be subject to the design charter contained in Local Plan policy DM1, DM6 on height of development, and the GLA's London Housing Design Guide.

Housing Values/ Affordable Housing

The Council will expect affordable housing to be provided in accordance with Policy SP2 of the Local Plan: Strategic Policies and DM13 of the Development Management DPD.

Wood Green has intermediate housing values when considered within a borough context. As such the borough-wide approach (40% of new homes to be affordable, split by 60% socially rented, and 40% intermediate product (this can include low cost homeownership or discounted rent at 20% below the market level)). will be applied in this area.

The Council is keen to be flexible in how this is achieved, and will encourage a "portfolio" approach where groups of sites can be used to work together to meet the overall objectives of the Plan. An example of the portfolio approach being successfully used is in Tottenham Hale, where the Council is responding to individual site characteristics with a view to keeping to a minimum overall affordable housing provision of 40%. As an example, in the Tottenham Hale area, the proposed Monument Way scheme is 100% affordable rent, while Ashley Road developments are to deliver 50% shared ownership and affordable rent, while Over-station Development is 100% private rental, with off-site contributions supporting other schemes. This approach also ensures that developments closer to the core of the District Centre are able to capture the value that supports the overall affordable target.

Housing Size Mix

Any reduction in the percentage of family size units in the Town Centre locations should be offset by increased percentages of family units in other specified / identified site locations to ensure overall dwelling mix targets are achieved as per the Council's Housing Strategy.

Existing Housing on allocated sites

There are two sites with significant numbers of existing housing; WGSA9 – The Mall (West), and WGSA12 – Bury Rd Car Park. On both of these sites the housing is located above the existing town centre uses (a shopping centre/car parking). The Council considers that the redevelopment of these sites is critical to enabling the revitalisation of the town centre, as they hold key locations around Wood Green High Rd and the current car parking elements can be redeveloped to create a more valuable set of uses, with the buildings providing a better interface with their surroundings than at present.

Due to the size of the sites, there is capacity to replace the current levels of housing on the site, as well as producing a significant uplift. All existing residents benefit from the Council's Housing Estate Renewal, Re-Housing, and Repayment Policy, which has been extended to Housing Association tenants within strategic redevelopment sites.

Student Housing

Policy DM15 of the Development Management DPD identified growth areas as the most suitable location for student housing in the borough. The Council recognises that student housing can play a role in the rejuvenation of the town centre, but will seek to ensure that a mix of housing types come forward in Wood Green which meets overall housing need.

Private Rented Sector

The Council considers that there is a role for Private Rented developments to play in meeting housing need in the borough. This is acceptable within Wood Green. Proposals will be required to demonstrate that there is an appropriate blend of tenures in the AAP area, in line with Policy DM11.

Policy WG3: Economy

WG3: Economy

1. Applications which create new employment floorspace, and promote increased jobs and job densities in the AAP area will be supported. Specifically, by Sub-Area:
   A. The **Heartlands** sub-area will transform from a principally industrial area to a mixed use area, encompassing:
      i. A new civic core will be created on site WGSA 20. This will form the new focal point for governmental jobs in the borough. An element of new office floorspace will be created in addition to Civic functions;
      ii. A mix of new high quality, flexible and affordable workspace will be supported in this area to support new business formation and growth, subject to viability within developments;
      iii. DEA19 will be retained as a Local Employment Area: Regeneration Area, and expanded, to ensure an appropriate quantum of new employment floorspace will be sought within the Heartlands sub-area;
      iv. New creative workspace will be created within the development at Wood Green Cultural Quarter, as part of mixed use development.

v. Workspace that incorporates individual unit sizes of between 50 and 500m^2 will be supported, to provide accommodation suitable for Small and Medium sized Enterprises (SMEs) start up and grow-on space. Affordable rents will be required on sites which are to provide an incubatory function.

B. Applications seeking changes of use of floorspace to create new B1 use above and behind retail terraces on Wood Green High Rd will be supported within the **Wood Green North** and **Turnpike Lane** sub-areas.

C. To grow the office market in the AAP area, an element of new high quality office floorspace will be required on comprehensive development sites around Wood Green High Rd in the **Wood Green North, Wood Green Central,** and **Turnpike Lane** sub-areas, new developments will be required to create new office on WGSAs 1-15 & 17.

D. The principle source of employment in **Wood Green Central** will be town centre/ retail employment. A blend of commercial office floorspace will be sought as part of mixed use development on sites in this area to complement the daytime retail economy.

2. Employment uses should not displace retail uses on designated town centre frontages, but will be actively encouraged as part of mixed use developments, for example behind or above an active retail frontage.

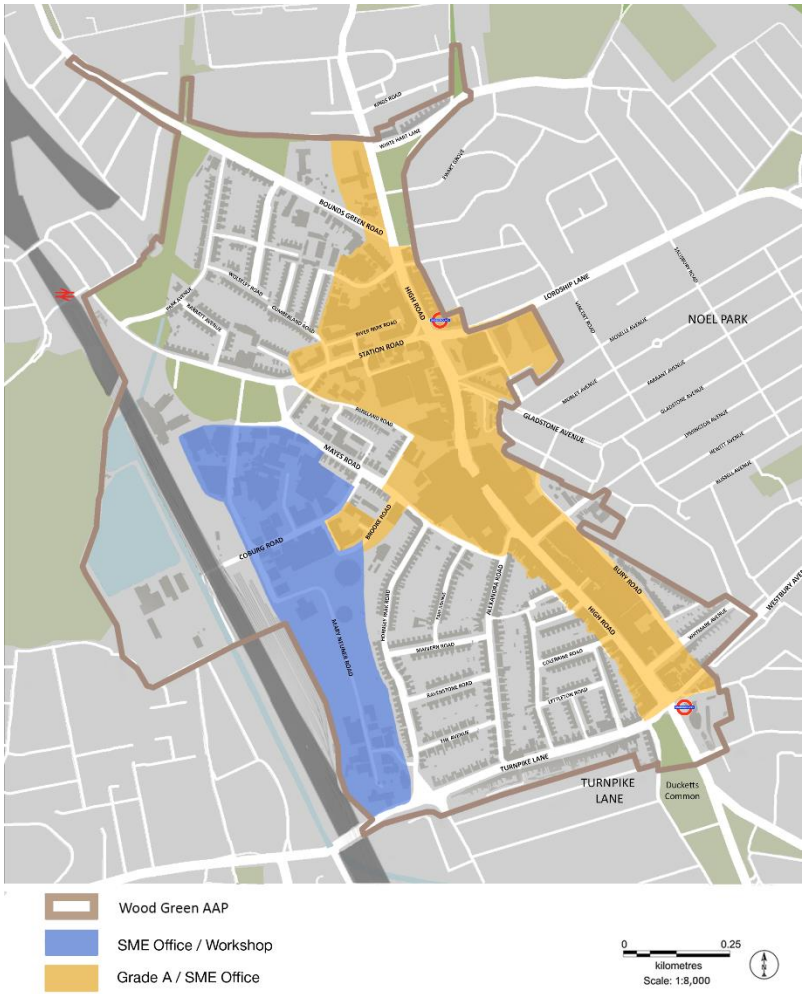


Fig 7.8 Economic development locations in Wood Green

Reasoned Justification

Comparison of the growth in jobs and businesses in the last 5 years shows that while the number of businesses in Wood Green is growing, the number of jobs has been relatively static at around 9,000 jobs. There has not been the creation of any significant new stock of employment floorspace in the area recently, and this suggests that the existing stock is being used by smaller firms, potentially with small businesses and start-ups replacing larger employers within the area.

The ability of the area, supported by relatively affordable rents to create new businesses is a positive, but if the overall quantum of jobs within the centre is to increase, the quantum of floorspace will need to grow, and this floorspace will need to be suitable for medium and larger employers, as well as the current smaller occupants.

Both current employment trends and future forecasts show growth in sectors related to population growth: Health, Professional, scientific and technical services, Education, and Retail. These growth sectors are largely common across London. The potential growth in infrastructural sector will be supported, including at times financially by government to support population growth, and retail growth is covered in Policy WG1.

Creating a viable employment centre

There is a need for new development to deliver jobs as well as housing in order to improve the borough's employment

ratio, offer greater local employment opportunities, and drive up the overall viability of Wood Green town centre, and in particular the town centre's daytime economy. Wood Green does not have a high professional employment base upon which to build. It did not benefit from the location of government sectors that other outer London centres did in the second half of the 20th century, and consequentially has an employment base lower than that of other metropolitan centres.

It is critical to the establishing of new employment floorspace in the borough that the urban realm into which it is set is of a high quality. This will help to ensure that the new workspace can be successfully marketed. Affordability will continue to be a key issue, with Wood Green offering a price-advantageous location when compared to Central London, but with excellent amenity and connections to Central London.

Future employment floorspace requirements will depend on the evolution of the economy's sectoral structure. If the area is to support growth in B-class activities as part of its employment targets, it will need to supply sufficient and adequate floorspace. Modeling suggests that in order to maximize the delivery of new jobs in Wood Green, 80,000m^2 (gross) of floorspace will required to meet a jobs target of 4,000 new jobs and boost the weight of employment in Wood Green.

Wood Green has the potential to meet future employment space requirements, but needs to ensure the quality and profile of the supply meets the needs of potential occupiers. At present Wood Green's workforce is mainly locally-based, with a high proportion of 'micro' businesses, generally higher than in the rest of London. This results in higher levels of self-employment than elsewhere in the city (and the UK). Residents are over twice as likely to work either from home or in no fixed place as an average London citizen. According to GLA forecasting, 27% of new jobs across London are going to be self-employed.

There is evidence that local firms in Wood Green are planning for growth, but most cite space availability and/or affordability as a key constraint in achieving this aspiration. At present there are limited numbers of developments in the pipeline offering a substantial boost to B-space provision in Wood Green. In fact, there is a risk of net losses to residential uses through permitted development rights. This is why it is important for the Council to carefully manage existing supply to minimize the risk of erosion.

The allocated sites have the potential to provide a significant increase in the quantity of B-space in the area, enough to meet the highest future requirement for employment land and floorspace. Policies in the Development Management DPD seek to achieve the highest amount of new commercial floorspace in new developments on sites in Regeneration Areas, and in areas of high public transport accessibility. This

approach will be continued in Wood Green, albeit with competition for this floorspace for new town centre, and infrastructural uses which will support and develop the town centre. New high quality commercial premises will help to attract more established employers who will locate in Wood Green due to the excellent accessibility and amenity of the centre. These will principally occupy comprehensively redeveloped sites, be of a generally larger floorplate, and have a prominent “front door”.

New Office floorspace

There is potential for the development of new office floorspace within the centre. The advancements in technology has allowed businesses to be more footloose, but it is also causing businesses to agglomerate and cluster more densely than ever before as they seek to minimise infrastructure costs by sharing services, as well as the more traditional sharing of knowledge. Wood Green could be an affordable alternative to Central London, however a much more varied, and high quality office offer is required to achieve this. Alongside the space, there will need to be sufficient infrastructure to attract firms, chiefly this will include the public realm and leisure improvements to the centre supported in other policies, and by ensuring that high quality internet connections are available.

It is important that this is flexible, to adapt to a range of potentially changing occupants. The most suitable location for a significant step-change in office floorspace in Wood Green will be along Wood Green High Rd, particularly in close proximity to Wood Green Underground station.

There is the potential for this new space to take the form of Grade A office buildings in locations around Wood Green Underground station and potentially along the High Road. Some co-working space may be suitable to complement this use and allow small firms to locate around larger businesses in this area. Some affordable co-working space may be suitable further from the town centre.

“Work space” development

Co-working, start-up, and grow-on space are forecast to be in significant demand over the plan period. Workspace to accommodate these types of use can take the form of light industrial units, studios, office space, serviced offices and co-working space. These typologies could be located in converted existing buildings, or built anew as part of mixed use developments. The uses will range from B1a-B1c, and will be created principally in the Heartlands area.

It is acknowledged that an element of affordable rental space may be required to support the incubation of small and medium sized businesses. New space will support new business growth, and appropriate move on space will be created to ensure that as far as possible the jobs created by new firms are retained in the local area. It is important that the sizes of new development reflect the spatial needs of

firms who will use them. Small units (<100m^2) will be supported, but it will also be required to provide new spaces for move-on space to accommodate growing firms increasing need for floorspace (100m^2-500m^2).

Policy WG4: Wood Green Cultural Quarter

WG4: Wood Green Cultural Quarter

1. The Cultural Quarter will be expanded to include the whole greater Coburg Road Area.
2. The Council will support proposals the creation of new floorspace which yields the maximum feasible quantum of culturally-oriented employment floorspace in this area. Proposals will be required to show:
   A. That a range of sizes and types of business units are being provided across the Cultural Quarter which allow for SME start-up and move-on space;
   B. That affordable entry-level business floorspace is expanded within the Cultural Quarter;
   C. That ground floor frontages promote active streetscapes within the area.
3. Site Allocations WGSA 20, 21 & 22 will create a new piece of public urban realm at the centre of the Cultural Quarter, with active uses surrounding it, which promote and celebrate the sharing of cultural accomplishments of occupants of the area. Proposals for, and adjoining this new piece of urban realm should:
   A. Be pedestrian-oriented;
   B. Have active uses on all frontages;
   C. Provide space for casual interaction at all times of the day;
   D. Be open into the evening;
   E. Allow for events which showcase the cultural activities undertaken in the area;
   F. Provide opportunities for public art;

G. Be interconnected, forming part of a network of public spaces in the wider AAP area, with a particular focus on establishing a new north-south link between the Clarendon Rd and Wood Green Common.

Reasoned Justification

The cultural quarter at Wood Green is dominated by the Chocolate Factory, a former Barratt's sweet factory, now a complex of 80 artist studios and small business units, with more than 100 creative individuals and organisations. It is north London's largest creative enterprise centre. The Wood Green Cultural Quarter will be expanded further to create a balance of homes, jobs, and culture within this regeneration area.

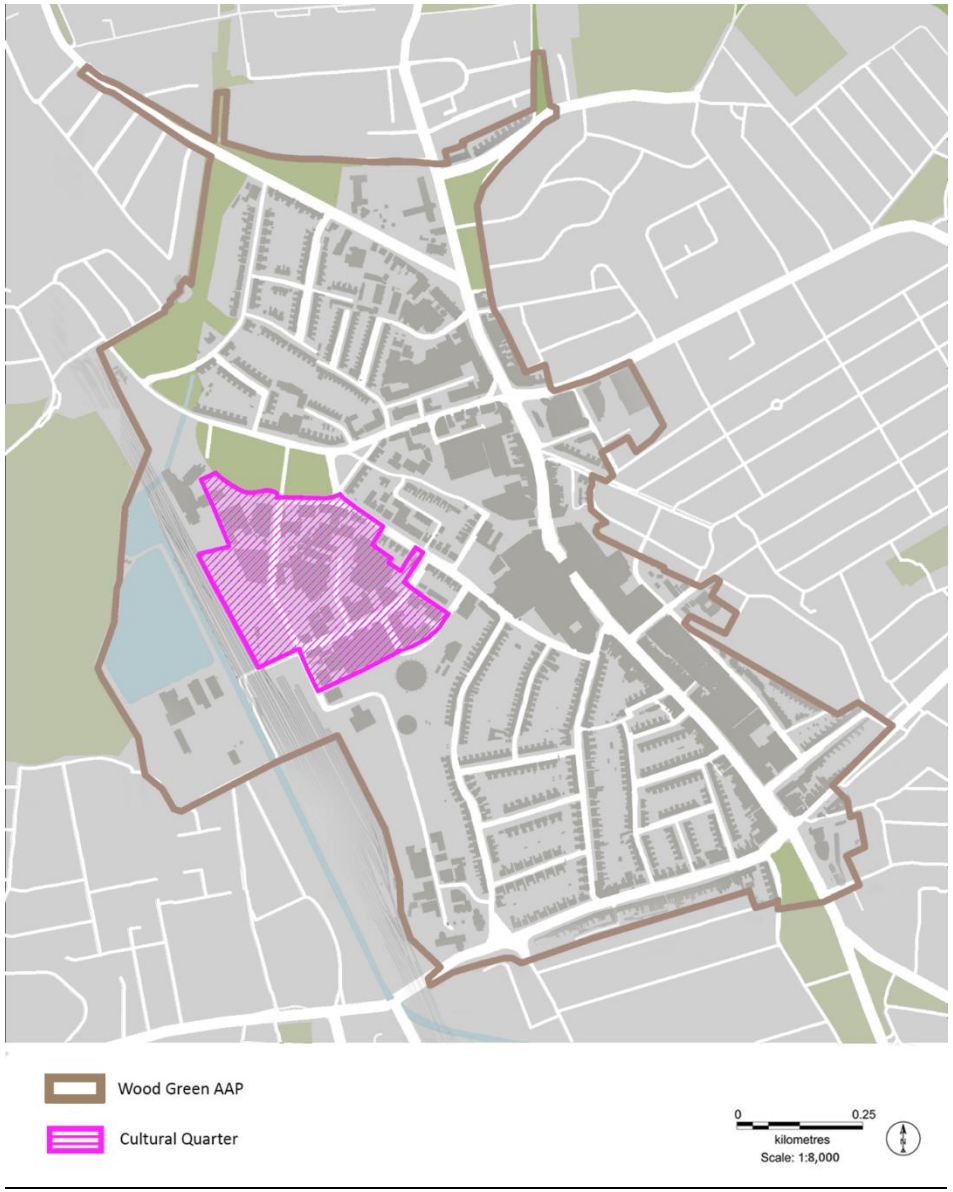


Fig 7.9: Wood Green Cultural Quarter

Wood Green's Cultural Quarter has an established "maker" economy, and new development has the potential to expand, and proliferate the opportunities for these uses to thrive will support the furthering of cultural output in this area. This will be manifested through the increased availability of differing unit sizes of property at varying degrees of cost, to foster the stable conditions required to establish SMEs, alongside the provision of move-on space as and when these firms grow.

New developments in this area will be expected to be masterplanned to ensure that all developments are complementary, and so that the overall employment offer in the area can be assessed to ensure it is complementary. Levels of affordable, and smaller and larger commercial units will be appraised as applications come forward to ensure that there is a suitable pipeline of supply for both new, small, and growing businesses.

New Public realm

The new piece of public realm will be a space aimed at creating opportunities for gathering, both informally during the day, and into the evening, enabling people-watching and other activities such as cultural animation programmes, showcasing locally produced goods and artworks, and sharing ideas and knowledge. A mix of food and beverage providers, as well as shops and galleries exhibiting and retailing local produce will showcase the area, and act as a cultural destination complementing Wood Green town centre. The addition of a complementary theatre venue would help to support the establishment of the Cultural Quarter.

New Links

The extended Clarendon Rd will form the north-south "spine" route through the Clarendon Square development, the Civic Square, Cultural Quarter and Wood Green Common as a new north-south route within the AAP area, complementing the primary north-south route of Wood Green High Rd, and forming an important part of Wood Green's active uses. The new link should take the form of a pedestrian and cycling route with an active non-residential ground floor frontage, but with minimal set-backs. Coburg Rd will be the key east-west route through the Cultural Quarter from the Duke of Edinburgh pub to the Penstock foot tunnel.

Policy WG5: Wood Green's Urban Design Framework

WG5: Wood Green's Urban Design Framework

1. Future development should respect the established characteristics of the Character Area that the site exists within.
2. Existing local landmarks and heritage assets and their settings will be enhanced through new development, in line with policy WG7.
3. A generally consistent building line incorporating highly permeable street layout, active frontages, and development which contributes to making a safe environment will be required throughout the AAP area.
4. Blank facades and rear service areas exposed to the public realm will be strongly discouraged.
5. Specific opportunities for improving the urban realm in Wood Green as a whole will be supported, including:
    A. Shopfronts on terraced properties on Wood Green High Rd as identified in Fig 7.5 (in Policy WG1) will be protected, and opportunities to enhance their condition supported. Extensions to the front, including awnings will not be acceptable on these properties where it harms pedestrian circulation within the centre.
    B. Larger town centre developments on comprehensive development sites, as identified in Figure 7.10 should:
        i. Respect the building line of neighbouring existing retail terraces;

ii. Increase pedestrian circulation space on Wood Green High Rd wherever possible;
iii. Create new pedestrianised laneways perpendicular to Wood Green High Rd which create linkages to the existing street network;
iv. Where tall or taller elements of sites are suitable, establish podiums which respect the character of neighbouring sites.

C. Where opportunities for new Laneways are identified in Figure 7.10, uses should be created that make use of the pedestrianised urban realm in front of their active frontages, and benefit the centre's evening economy as per policy WG10.

D. Improved East-West connections will be created through the area as identified in Figure 7.10. This will link Noel Park with Alexandra Palace via the new Town Square and Civic Square, incorporating site allocations WGSAs 8, 9, 10, 11, 18, 20, 23, and 26. Developments along this route should ensure:
i. That active frontages are provided along its entire length;
ii. That there is necessary space for pedestrian and cycling along the route;
iii. That junctions are pedestrian and cyclist-friendly as a direct route through the Town Centre, including through the new Town and Civic Squares;

iv. That the route is legible, with developments that front the route reinforcing the primacy and legibility of the route within Wood Green;
v. That surfaces are of a high quality, with consistent materials and treatments used along the route;
vi. That where possible opportunities for new planting, and the creation of dwell spaces for visitors to the Town Centre are created;
vii. That connections into the borough-wide Green Grid and emerging cycling and pedestrian network are realised.

E. A new North-South Route will be created through the Heartlands area. This route will link the Mary Neuner Way with Wood Green Common through the new Civic Square, and a regenerated Cultural Quarter, incorporating allocations WGSA 20, 21, 22 and 23. Developments along this route should ensure:
i. That new bus routes along Clarendon Rd/ Mary Neuner Way can be accommodated;
ii. That a new pedestrian and cycling connection is established from the “S-bend” on Mary Neuner Way to Wood Green Common;
iii. That junctions along the route are pedestrian and cyclist-friendly so as to create a direct route through the area;

F. New pieces of urban realm will be created within the centre as set out in Policy WG8.

Reasoned Justification

Wood Green exhibits a number of issues associated with the layout of sites. These include creating insufficient space for circulation on the High Rd, buildings presenting yard space to pedestrian routes away from the High Rd, blank facades, and having few spaces to dwell within the town centre.

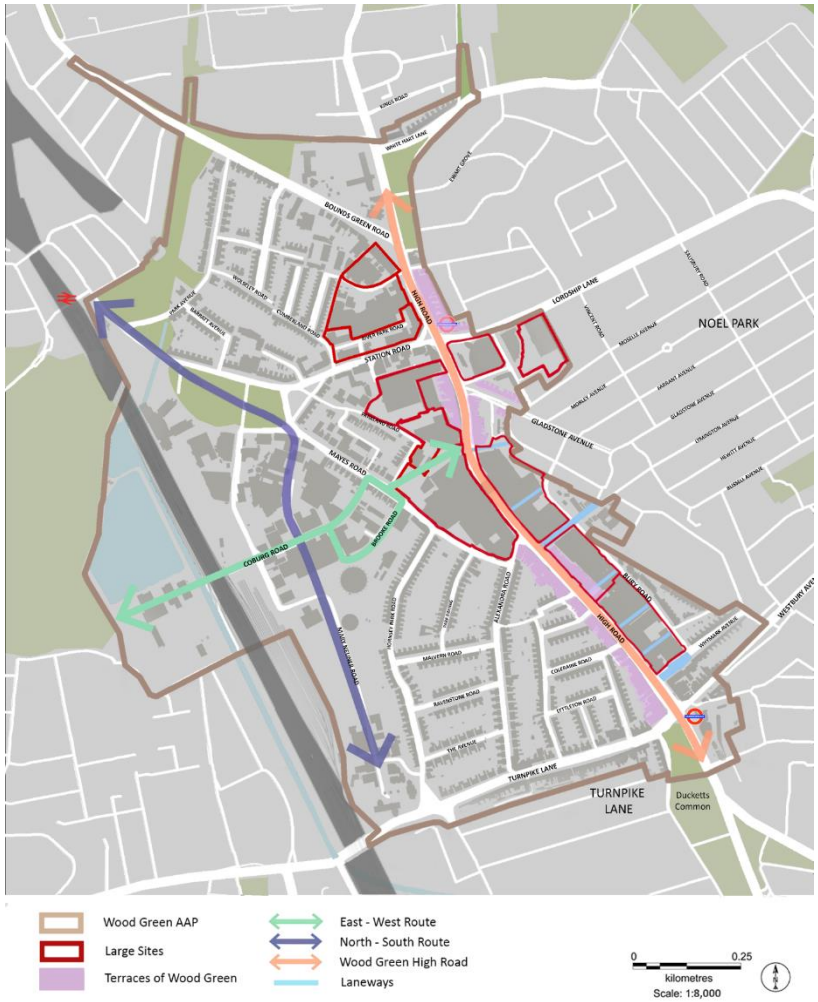


Figure 7.10: Urban Design Framework

Character Areas: Design considerations

As identified in section 3, there are 13 “character areas” within the AAP Area. Developments should respond to the

characteristics of these areas as identified in this document, and where relevant in the Council's Urban Characterisation Study.

1. **Civic Centre & Trinity Green:** New development should respect and respond to the character of the open spaces in the area, and more suburban residential blocks which surround them.
2. **High Rd North:** There will be significant change in parts of this area, with an improved impression on arrival created. The rhythm and scale of the retained High Rd terraces and Wood Green Underground station will need to be considered in future development proposals.
3. **Lordship Lane:** This is a secondary route that runs perpendicular to the High Rd; development here should appropriately complement the primacy of the High Rd to the west.
4. **Parkland & Morrison's:** There is an opportunity for significant change to establish a higher density mixed use town centre character, however the residential character of Parkland Rd will need to be maintained, and the heritage significance of the Gaumont Theatre respected.
5. **The Mall & Wood Green Library:** This area will undergo complete transformation, but developments will need to respect the scale and character of the Noel Park Conservation area to the east, and ensure a positive relationship with the Gaumont Theatre is established.
6. **Noel Park:** Opportunities for new development (outside of the Conservation Area) to complement the street layout of this estate will be encouraged. Views of, and access to the town centre from the Conservation Area should be improved wherever possible.
7. **High Rd South:** While there is an opportunity for significant redevelopment on and behind the eastern side of the High Rd in this area, the character of retained retail terraces should be respected by new development. Further new laneways running perpendicular to the High Rd in this area increasing the "depth" of the High Rd will be encouraged.
8. **Turnpike Lane Station, Westbury Avenue, and Ducketts Common:** An opportunity to create improved entrances to the town centre and Ducketts Common from Turnpike Lane Station exists in this area. The setting and rhythm of the existing High Rd terraces, Turnpike Lane station, and Ducketts Common should all be respected in new developments.
9. **Turnpike Lane:** There is little development planned for this area, and any proposals should demonstrate how they complement the existing rhythm of shopfronts, levels of activity, and variety of uses on Turnpike Lane itself.

10. **Wood Green Common:** The character of the Common itself, and local building of merit will need to be respected in the design of new development in this area.
11. **Wood Green Cultural Quarter:** The existing Chocolate Factory building should be the focus around which significant change comes forward in this area. Care to reflect the industrial heritage of the area in new development should be taken.
12. **Clarendon Rd:** This area will undergo complete transformation, but will need to be mindful of the amenity of surrounding residential areas, and views to/from Alexandra Palace.
13. **Parkside Malvern:** This area is and will continue to be residential in character, new development will be limited and should respect the existing context.

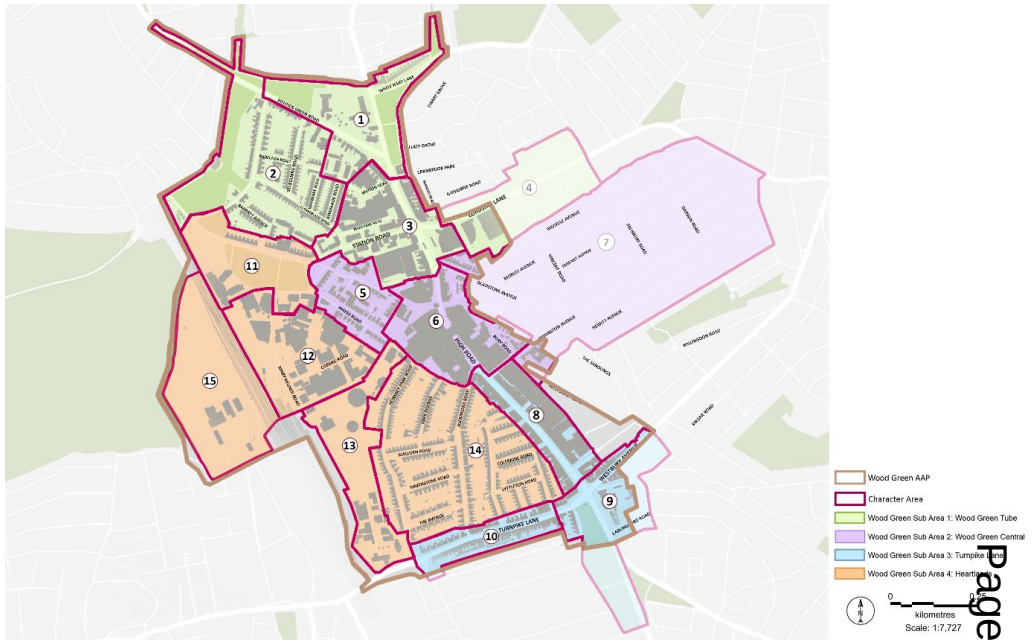


Figure 7.11: Wood Green Character Areas & Sub Areas

Policy WG6: Local Tall Buildings and Local Views policy

WG6: Tall Buildings and Local Views Policy

1. In line with DM6, Wood Green has been identified as being potentially suitable for the delivery of tall buildings. The design of any buildings within this area will be in accordance with the relevant Site Allocation, and proposals should follow the guidance set out in any future Tall Buildings SPD.
2. Where tall buildings are proposed within or adjacent to strategic views, they should seek to manage, and where possible enhance the strategic and/or local views (identified in Figure 7.13) by not obscuring these views and ensuring that all new development works to 'frame' these views where possible.
3. Where feasible and viable, new tall buildings should provide public access to the top floor of the building so that everybody can benefit from the best views created in new developments. Particular consideration in Wood Green should be given to the views west from the public area.
4. A new local view from Wood Green High Road through to Alexandra Palace will be established across the new Town Square.
5. Views across the rail line from Alexandra Palace should be a primary consideration in the location and design of tall and taller buildings in Wood Green, and particularly in the Heartlands sub-area.

Reasoned Justification

Wood Green, as a Metropolitan Town Centre, identified growth area, and highly accessible area, is identified in the Local Plan Strategic Policies as a suitable location for tall buildings. This is established in the Local Plan: Strategic Policies DPD. Further work has been carried out in the tall buildings SPD which offers guidance on how tall buildings should be designed in the borough.

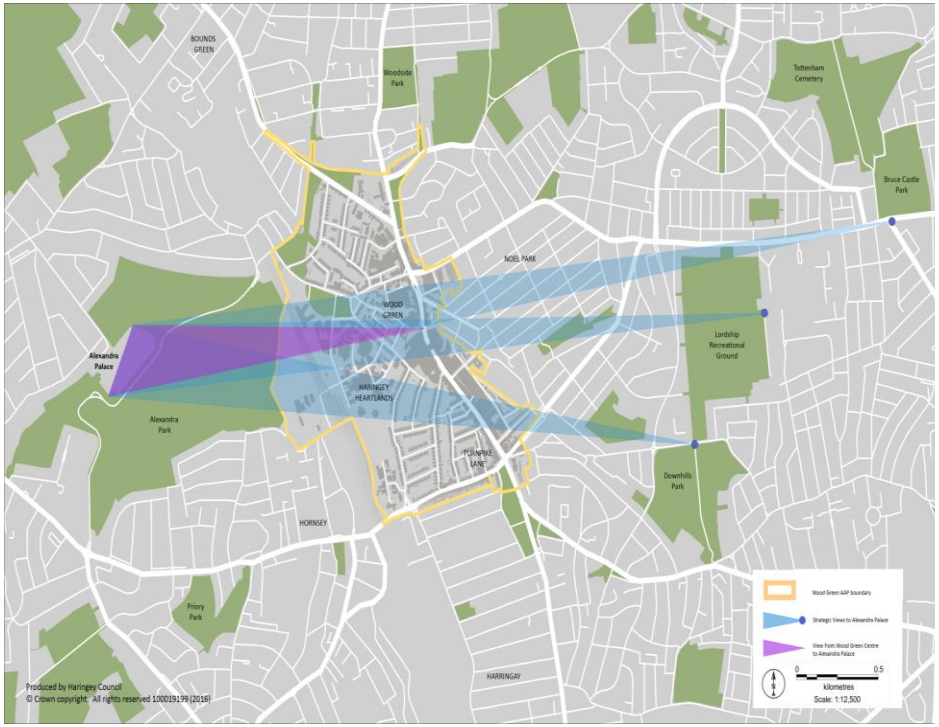


Fig 7.12: View Corridors in Wood Green

The location of viewpoints to the east of Wood Green focusing on views of Alexandra Palace creates a need to design tall buildings very sensitively in the Wood Green Central and Heartlands sub-areas. There is a less constrained (in purely view terms) opportunity for tall buildings in the north of Wood Green, and towards Turnpike Lane Station.

London Plan Policy 7.7 (Part C(h)) states that publically accessible areas should be provided on upper floors, where appropriate. Wood Green lies to the east of Alexandra Palace and the Highgate-Muswell Hill ridge line, affording excellent views there, as well as towards the city, and Docklands. As such publically accessible uses such as cafes, bars, and gathering spaces will be sought where feasible at the top of tall buildings in the area to exploit this, and help fulfil the building's role in contributing positively to the appreciation of variety in Wood Green's urban form.

The new local view of Alexandra Palace from Wood Green High Rd will play a crucial role in drawing the attention of visitors to Wood Green High Rd towards the western extension of the Town Centre towards Heartlands. The view will be established by having restricted heights in the form of the new Town Square to the west of the High Rd, and beyond that the establishment of a new Wood Green open-sided marketplace. Beyond this, development which helps to frame Alexandra Palace will be supported.

Fig 7.13: 3D Model of view over the market to Ally Pally

Policy WG7: Heritage

WG7: Heritage

1. Existing buildings and open spaces of historic or architectural merit, as set out in Figure 3.8 must be preserved or enhanced and new buildings will be required to demonstrate how they positively reflect this context whilst encouraging high quality, contemporary design responses that achieve optimal regeneration impact. The preservation and improved public understanding of significant archaeological remains affected by development will be required.
2. The historic fabric of the town centre in terms of the architectural, townscape and landscape features should be preserved or enhanced, including making the best use as far as possible in relation to:
   A. Listed and locally listed buildings and their settings, particularly the listed Gaumont Cinema building in the heart of the Wood Green Central area, and Chocolate Factory building at the heart of the Cultural Quarter;
   B. Buildings within the Noel Park, Wood Green Common, and Trinity Gardens Conservation Areas, as well as the setting of the adjacent Alexandra Palace and Hornsey Water Works and Filter Beds Conservation Areas;
   C. Unlisted buildings of historic and architectural merit and of townscape importance within the town centre. These heritage assets are proposed for potential regeneration through re-use and refurbishment and should inform the design of

new development and inform wider proposals. These assets are indicated in Figure 3.8.

D. The terraces along Wood Green High Rd will be retained as a link to the past, and as a source of small business space which is consistent with Wood Green's cultural heritage.

Reasoned Justification

All development proposals should demonstrate an understanding of the local historic environment and clearly consider the proposal's physical and functional impact on this environment, as well as the wider area. The Council will seek to ensure that all proposals consider opportunities for adaptive re-use of existing assets, where viable, as well as the sensitive integration of new development within the existing urban and historic fabric.

The Council is undertaking a review of its local list at the current time, which may add, remove, or change the status of some of the heritage assets listed in Figure 3.8.



Figure 7.14 Heritage Assets

Policy WG8: Green Grid/ New Urban Spaces

WG8: Green Grid

All developments in the Wood Green AAP area will be required to respond positively to the creation, optimisation, and implementation of the Green Grid network. Where appropriate, new development will:

A. Maximise the benefit of amenity from, improve where possible access to, and ensure development is complementary to Wood Green Common and Ducketts Common, to make them better able to serve Wood Green's growing population;
B. Create an enhanced network of legible, and walkable green links between Wood Green Common, Nightingale and Trinity Gardens, and the New River reserve in the north of Wood Green;
C. Improve pedestrian and cycling links to, and the overall quality of Belmont Recreation Ground, Alexandra Palace Park, Russell Park, Lordship Rec, White Hart Lane Rec, Woodside Park, and Downhill's Park, with the aim of improving access to a range of types of open spaces in Wood Green.
D. New public urban spaces will be established and connected, including on the following sites:
    i. A new Town Square to the west of Wood Green High Rd (WGSAs 8 & 9);
    ii. A new Boulevard will be developed in the Coburg Rd area (WGSAs 18, 20 & 23);

iii. A new piece of urban realm serving as the focal point of an improved cultural quarter (WGSAs 20, 21 & 22);
iv. Wood Green bus garage (WGSAs 2, 3 & 4).

Reasoned Justification

Wood Green has a deficit of urban realm in which people can gather, dwell, and relax at present. The spaces that do exist are often poorly located or orientated, and/or located on the busy High Rd, with little screening from the impacts of heavy traffic. Through redevelopment, new spaces will be created within the centre.

A new town square to the west of Wood Green High Rd

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This new Town Square will be a new focal point of the regenerated Wood Green town centre. Located between the High Road and Heartlands, east-west pedestrian and cycling connectivity will need to be incorporated. New retail circuits of the town centre will be facilitated from the Square, including to the north to Station Rd, and Wood Green High Rd at Wood Green Underground Station via WGSAs 7 & 8; and through WGSA 9 south and back onto the High Rd. Views across the square, and the new market located to its west will establish a visual link between Wood Green High Rd and Alexandra Palace for the first time in a generation. There will be a mix of retail and leisure uses surrounding it.

A new Boulevard will be developed along Coburg Rd

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This generously proportioned new pedestrian and cycle-oriented route will serve as a focus for the employment uses located on Coburg Rd, from the Duke of Edinburgh pub to the improved Penstock Foot Tunnel. This route will provide an opportunity for active uses on sites WGSAs 17, 20, 23 & 26 to frame the new space, creating a set of active uses along its length. There will be opportunities for new uses to occupy the space within the urban realm, potentially in the form of daily markets or for performance events. The space should change along its length, and be flexible throughout to hold a range of types of events. The key junction on the boulevard will be with the extended north-south Clarendon Rd route, and should be designed to accommodate the ready flow of pedestrians and cyclists navigating through the area, including the use of appropriate waymarking.

A new piece of urban realm serving as the focal point of an improved cultural quarter

This will incorporate a focus for mixed use development around it complementing the new employment uses as part of the redevelopment of the Cultural Quarter. An extended Clarendon Rd North-South route will be established.

A new public square at the heart of the Clarendon Square development

Providing a focus for a mix of uses, including helping to secure the extended north-south Clarendon Rd route, and connection back to the town centre via Brook Road.

A new urban courtyard atop a decked Wood Green bus garage

A new mixed use area including pedestrian routes and a contribution to the Green Links which run through the area.

Green Grid

Due to the significant need for new housing and employment in Haringey, and Wood Green, delivering new open spaces of a significant scale is not considered realistic. Wood Green does have a range of excellent open spaces within it, and on its doorstep. Additionally, development contributions have the potential to be collected and spent on improving those spaces, and improving access to them. Together, these aims will form a green grid of networked, high quality open spaces.

Wood Green's Green Grid will form a part of the Haringey and London wide integrated network of green infrastructure. A network of accessible open spaces linked by footpaths, cycleway and tree-lined avenues is planned. The more built-up character of many of the areas identified as being deficient in access to nature make the reduction of deficiency all the more challenging. Policy WG6 seeks to ensure that through a combination of more substantial enhancements, as part of major development, and off-site investment, this will ensure a valuable environmental legacy for future residents.

Fig 7.15 Wood Green's Green Grid

Key routes within Wood Green include the connecting of the High Road with Alexandra Palace Park through the key growth area in the Heartlands sub area. Links to the collection of parks to the east of the AAP area (Lordship Rec, Downhills Park, and Chestnuts Park) will also be improved. An improved set of green links will be established in the north of the AAP area. Existing nearby parks such as Belmont Common, Russell Park, Woodside Park, and the White Hart Lane leisure facility will be better connected, and have their quality improved. Wood Green Common, and Ducketts Common will be improved to act as the key local parks for the metropolitan centre.

The impact of new routes on existing open spaces will be closely managed. The aim of improving pedestrian and cycling connectivity through parks is to enhance and link together existing open space assets and ensure as many people can access them as easily as possible. Any developments should be able to clearly demonstrate how they meet this aim, including how any affected assets in the Park will be reprovided and improved.

Policy WG9: Community Infrastructure

WG9: Community Infrastructure

1. In order to meet the needs of Wood Green's growing population:
   A. A 2 new forms of entry primary school entry will be provided, with the preferred location being an extension to Alexandra Primary;
   B. A new GP surgery will be provided, with the preferred location being on WGSA 11;
   C. Proposals which incorporate new leisure uses as part of mixed use developments will be supported.
2. Proposals which affect existing community floorspace will need to identify how the use will be reprovided.
3. D1 uses which help to support the delivery of social infrastructure will be permitted above and behind active frontages on terraced retail properties in the AAP area.
4. All new commercial development will be required to design in and connect up to ultra high speed telecommunications infrastructure.
5. New development will be required to facilitate the development, and ensure connection to the Wood Green Decentralised Energy Network where feasible.

Reasoned Justification

Wood Green's population is forecast to grow by between10,000-15,000 people as a result of new development contained in this document. The Council's

Development Infrastructure Investment Strategy identifies existing shortfalls in infrastructure in the Borough, and Wood Green, and the following additional infrastructional buildings are considered necessary in order to make development acceptable across the AAP area:

CIL will be collected on all sites where applicable in Wood Green to fund the provision of community infrastructure in the borough.

Education

The most recent School Place Planning Report identifies no projected additional education need up until 2025. Previous studies, and further long-term modelling identifies that there may be a need for 2 new forms of primary school entry in the greater Wood Green area. On this basis a new 2 form of entry primary school is proposed in the Heartlands area. This site is located in an area which will see a significant uplift in population over the Plan period. There is not forecast to be a requirement for additional secondary school capacity.

At present there are a range of smaller scale community facilities including language collages operating out of offices above terraced retail properties in Wood Green. These form a useful role in the local economy, drawing new people into the centre, and providing local jobs and services for local residents.

Health

The 2016 Infrastructure Delivery Plan Update identified a projected deficit in the Wood Green area totalling 3,755 people due to the anticipated retirement of current single handed GPs. Additionally, new development identified is forecast to increase the population of Wood Green by 10,785. This creates a need for an additional 8 new GPs, 8 new C&E rooms, and 3 new treatment rooms. This equates to a floorspace of approximately 1,000m^2.

Leisure

The provision of leisure uses within a town centre forms an important part of a Town Centre's overall offer to visitors. Leisure can be used as a wide term and could include commercial town centre facilities including food & drinks, cinemas, bowling alleys, as well as social infrastructure such as gyms, sports courts, and swimming facilities, which could be provided by the public or private sector. The Council is aware of an unmet need for swimming provision in the centre of the borough. The delivery of a new swimming facility will be considered alongside the delivery of other infrastructural priorities in the emerging Development Infrastructure Investment Funding Strategy.

Civic facilities

A new Civic building will be created as a focus for local services and community activities in Wood Green, focused around a pleasant environment, in an accessible location on

Coburg Road. This will include new Council offices, a new library, and opportunities for the provision of new flexible community space to reprovide space lost in redevelopments to facilitate regeneration of the town centre.

Community space

There are a number of existing community facilities scheduled for redevelopment in Wood Green. The Asian Centre (WGSA 9), the West Indian Centre (WGSA 27), the Job Centre (WGSA 22), and Wood Green Library (WGSA 8) will all need to be rehoused within the local area. Opportunities for these uses to be provided in new, multifunctional facilities should be explored to ensure that communities' needs will be met in a space-efficient manner, as per Local Plan policy DM49.

A replacement library will be provided within the new Civic building to replace the existing facility on Wood Green High Rd which will be redeveloped as part of the creation of a new Town Square.

Policy WG10: Improving the Evening Economy

WG10: Improving the Evening Economy

1. Development which creates managed leisure and other uses which increase activity and safety in Wood Green town centre during the evening hours will be supported.
2. The 50% minimum requirement for A1 uses on Secondary town centre frontages will be relaxed to 25% in the areas identified in Figure 7.20 where there is a proposal for A3 or A4 uses.
3. New market squares and spaces which provide opportunities for evening uses, potentially on different nights of the week to day-time market uses will be supported.
4. Proposals for evening economy uses must demonstrate that any adverse impacts on neighbouring uses, including residential use (within and around the AAP area) will be appropriately managed by submitting a management strategy with their proposal.

Reasoned Justification

Wood Green's economy closes down generally around 7pm, particularly in the areas away from Wood Green or Turnpike Lane underground stations. In addition to adding local population through new housing in the area, changes of use and development of an enhanced set of later-opening uses within the centre will encourage greater visitation by people from within and around Wood Green. A thriving evening economy will also serve to attract a more diverse and

prosperous resident base to the area. These will focus around new urban realm locations, so that activity in the evening creates overlooking of public spaces, to improve safety.

The following locations are identified as being appropriate in principle for a greater range of food and drink (use classes A3, A4 and A5), as well as potentially leisure-related uses (use class D2):

A. Parts of Wood Green North (Station Rd & Vue site);
B. Terraces of Wood Green;
C. Laneways running off Wood Green High Rd.



Figure 7.16 Evening Economy Locations

Management Strategy

To assist the assessment of proposals, planning applications must include a management strategy that show how the use will operate and how any potential undue impacts can be mitigated (including noise, hours of operation, how customers will be managed when leaving the premises etc). The management strategy must be strictly adhered to [as a condition of the consent] if a proposal for the evening economy use is approved by the Council.

Policy WG11: Transport

WG11: Transport

1. Development which enhances pedestrian and cycle access, permeability and facilities, particularly those helping to establish the new principle East-West and North-South pedestrian and cycling routes through the area, will be supported.
2. The appropriate quantity and location of off-street Town Centre parking required within the centre will be delivered in line with the findings of the Transport Study underpinning this plan.
3. New cycle hubs will be established on sites WGSA 5 & 16.
4. Opportunities to create more bike lockers and hangers through new developments will be supported.
5. All parking spaces for new development will be required to provide electric vehicle charging points
6. Opportunities to improve the layout of junctions should be considered through the transport assessments and designs for new developments. Specific improvements should be considered as part of the designs for the following allocations:
    i. Junction of Station Rd, Wood Green High Rd, and Lordship Lane, and the issue of rat running along Watsons and Ringslade Rds: WGSAs 2, 3, 4 & 5;

Reasoned Justification

Improvements to the capacity of the public transport network are required to support the planned developments in Wood Green. Piccadilly line services are relatively infrequent [about 23 trains per hour] compared to the Victoria line [36 tph]. TfL are planning to invest in new signalling and rolling stock which will increase capacity by about 60% from mid 2020s.

Wood Green is well served by bus routes with 12 routes using the High Road alone. As part of the regeneration of Wood Green it is considered worthwhile for TfL to review the bus network to ensure bus services are planned to best meet existing and future demands whilst seeking to minimise the environmental impact on the area's main roads. This may include the diversion of a route along Mary Neuner/Clarendon/ Western Rd to serve the growing population in this area.



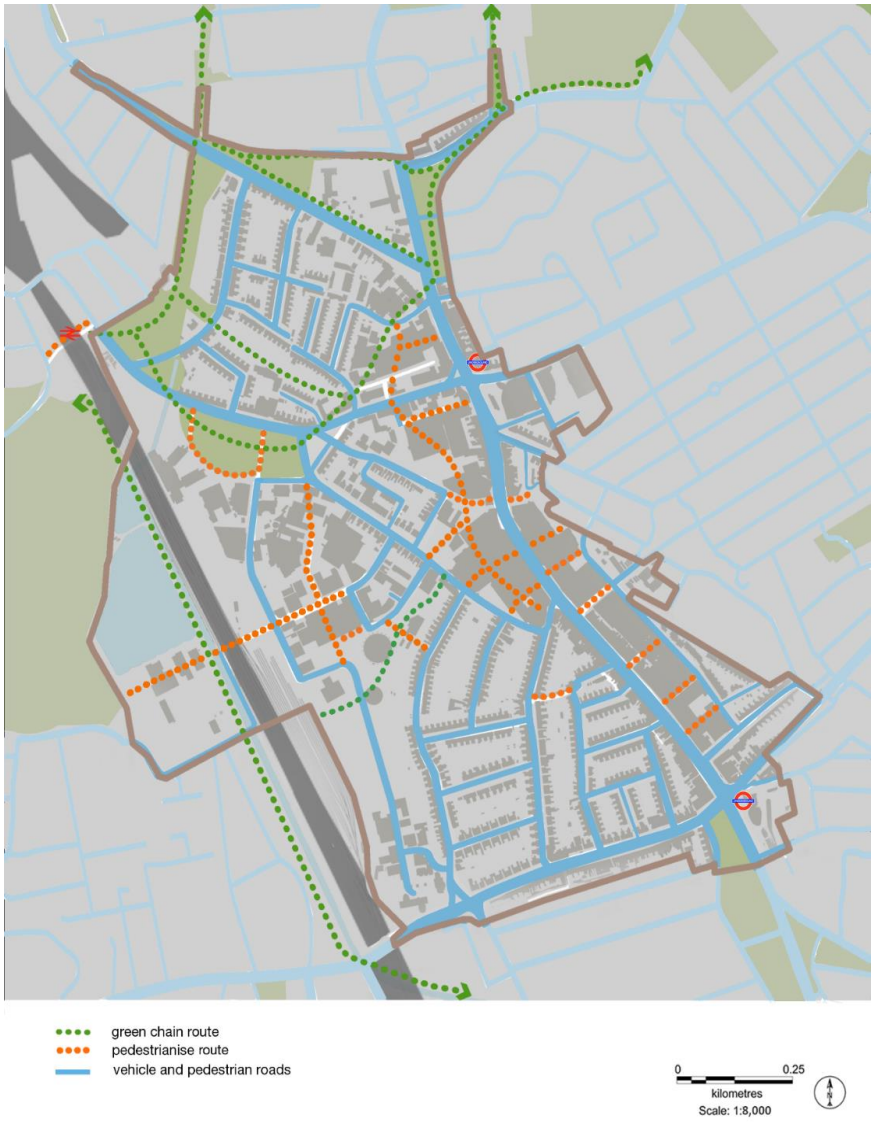


Fig 7.17: Current & Future Pedestrian Routes in Wood Green

Fig 7.18 Current & Future Cycling Routes in Wood Green





Fig 7.19 Current & Future PT Network in Wood Green

Enhancements to the road network to increase capacity at critical junctions will be necessary to minimise delays to buses and other traffic and to facilitate the development.

Parking

The availability of on and off-street parking is a key element in managing traffic generated by development. The management of this parking is necessary to achieve sustainable regeneration. The Council will be undertaking a transport study to assess the impact on the road network. The study will also include an analysis of parking demand and capacity, to establish the most appropriate levels of off-street town centre parking in Wood Green. At present the majority of town centre parking is on the Morrison's, The Mall, and Bury Rd Car Park sites.

Junction Improvements

A review of the operation of critical junctions in the AAP area will be undertaken by the Council. In addition work will be required to address specific issues of rat running traffic within the AAP area.

Cycle Hubs

Cycle and pedestrian facilities have been improved in recent years as part of urban realm enhancements to the town centre. However, much better access by cycle and foot into and through the area is needed to support sustainable development.

Wood Green and Turnpike Lane stations serve a large catchment, particularly to the east of Wood Green high Rd. The establishing of new cycle hub facilities, including bike storage, repair, and refreshment facilities will underpin local residents' choice to use a bike-to-rail mode of travel.

Access for visitors with disabilities

Wood Green, as a Metropolitan Centre should cater for all local residents, businesses and stakeholders, regardless of their physical ability. While new developments are built to a high standard of accessibility as per building regulations, some older buildings and road treatments are not. The Council will support improvements wherever possible to ensure equality of access around the centre.

Policy WG12: Meanwhile Uses

WG12: Meanwhile Uses

The Council will support, through the granting of temporary planning consents, "meanwhile" uses on existing undeveloped parcels of land and allocated development sites which are not expected to come forward in the short term. Such uses will be required to demonstrate how they contribute to the vibrancy of the immediate area and support the delivery of the development outcomes and vision as set out in this Plan.

Reasoned Justification

In order to deliver the desired regeneration outcomes and successfully co-ordinate development schemes, the Council recognises that some developments may not come forward until the later part of the plan (2026-2035). The Council believes that there are many opportunities for sites to continue to offer an active use throughout the early stages of redevelopment.

Where there are functioning buildings on sites which are scheduled for redevelopment, the Council will support applications that keep the buildings in active use in the short term. Where demolition has occurred, but the new development may be a few years away, a suitable temporary meanwhile use of the space will be encouraged. Such uses should ensure that they have no negative impact on the immediate area and that they continue to complement the vibrancy and distinctiveness of the neighbourhood.

8. Site Allocations

Introduction

	Site Ref	Site Name
Wood Green North	WG SA 1	Civic Centre
	WG SA 2	Green Ridings House
	WG SA 3	Wood Green Bus Garage
	WG SA 4	Station Rd Offices
	WG SA 5	Vue Cinema Site
	WG SA 6	Mecca Bingo
	WG SA 7	Morrison's
Wood Green Central	WG SA 8	Wood Green Library
	WG SA 9	The Mall (West Side)
	WG SA 10	The Mall (East Side)
	WG SA 11	Iceland
Turnpike Lane	WG SA 12	Bury Rd Car Park
	WG SA 13	Salvation Army
	WG SA 14	16-54 Wood Green High Rd
	WG SA 15	L/b Westbury & Whymark Aves
	WG SA 16	Turnpike Triangle
	WG SA 17	Turnpike Lane Station
Heart la	WG SA 18	Bittern Place
	WG SA 19	Land rear of Hornsey Park Rd
	WG SA 20	Coburg Rd North
	WG SA 21	Wood Green Cultural Quarter (South)
	WG SA 22	Wood Green Cultural Quarter (North)
	WG SA 23	Clarendon Road
	WG SA 24	Western Rd Car Park
	WG SA 25	Western Rd Depot
	WG SA 26	L/a Coronation Sidings
	WG SA 27	Clarendon Rd South
	WG SA 28	Hornsey Filter Beds

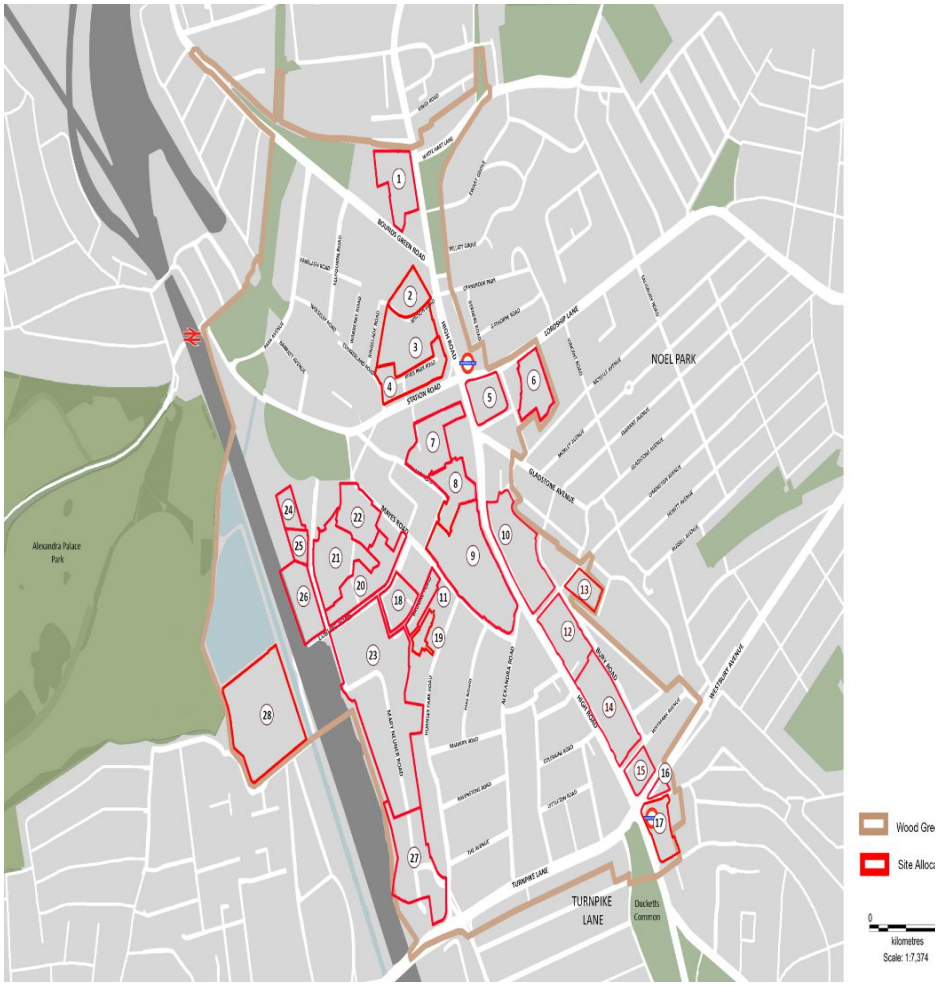

NOEL PARK
TURNPIKE LANE
Alexandra Palace Park
Duckett's Common
Wood Gre
Site Alloc
0
kilometres
Scale: 1:7,374

Fig 8.1: Site Allocations

Sites in Northern Wood Green sub-area



Fig 8.2: Sites in Wood Green North Sub Area

Site Ref	Site name	m² employment	m² town centre	Net resi units	Other	
					m²	Use
WGSA1	Civic Centre	2,034	-	116	-	
WGSA2	Green Ridings House	2,721	680	146	-	
WGSA3	Wood Green Bus Garage	6,630	1,658	237	8,288	Bus Garage, new open space
WGSA4	Station Rd Offices	4,248	2,124	197	1,062	New Open Space
WGSA5	Vue Cinema Site	3,077	1,539	99	3,846	Replacement open space, Cycle hub
WGSA6	Mecca Bingo	4,176	2,088	209	-	
WGSA7	Morrison's	5,038	2,519	234	1,260	New Open Space
Total		27923	10607	1238	**15,655**	

128

WG SA 1: LBH Civic Centre

Address	Haringey Civic Centre, High Rd, Wood Green, N22		
Site Size (Ha)	1.0	**PTAL Rating**	6a
Timeframe for delivery	**2018-2023**	**2023-2028**	**2028 onwards**
Current/Previous use	Civic Centre & Council Offices		
Ownership	Single public ownership		
How site was identified	Existing Site Allocation		
Planning designations	Haringey Civic Centre is locally listed Adjacent to: Church of St Michael and All Angels (grade II), War Memorial, Wood Green High Rd (grade II), Wood Green fountain and cattle trough (grade II). Site falls within the Trinity Gardens Conservation Area Adjacent to Green Chain		
Indicative Development Capacity	**Net residential units**		**Employment m²**
	116		2,034

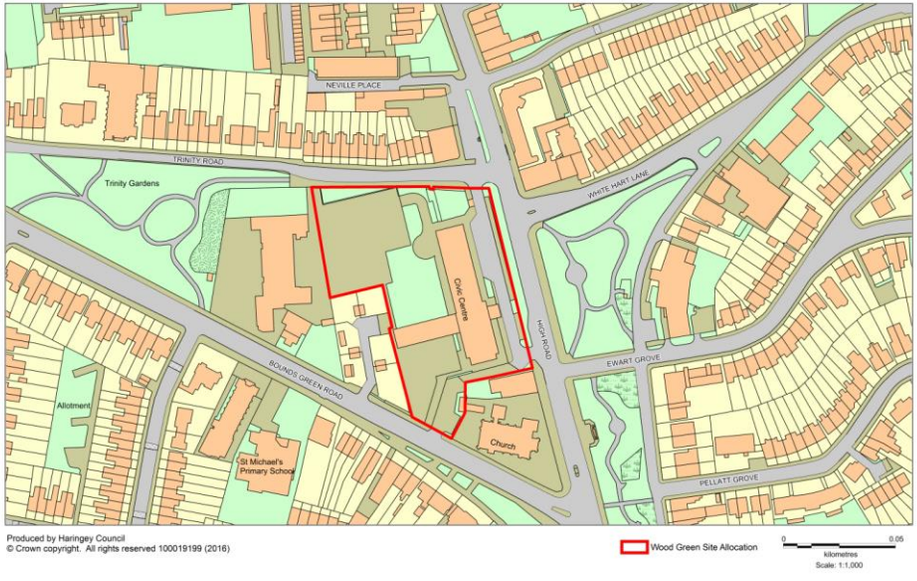
Proposed Site Allocation

Extension and conversion, or if suitably justified, redevelopment of the Civic Centre building, exploiting the site's capacity to develop onto the car park area, to create a mix of employment and residential buildings.

Commentary

The Council is investigating how best to utilise its landholdings and it is clear that this site has additional capacity within it. A new preferred location for the existing civic use has been identified in the Heartlands area, and many parts of the existing building are no longer suitable for their current use. There is potential for development on the extensive car parking at the rear of the site, and options to convert the front section, including the Council chamber, should be considered. The Civic Centre is a locally listed building within a Conservation Area, and any comprehensive redevelopment requiring demolition would need to justify that the replacement building would make a significant contribution to the Trinity Gardens Conservation Area.

WG SA 1 Civic Centre



Site Requirements

- The Civic Centre building is locally listed and careful consideration regarding its retention and potential enhancement should be given through any proposals. Any development on the site should have regard to the significance of the Civic Centre building, and its role within the Trinity Gardens Conservation Area.
- The retention of the Council Chamber building, with conversion to a new community or cultural use should be considered.
- Demolition of the Civic Centre can only be considered if the wider public benefits demonstrably outweigh the significance of the heritage asset.
- There is potential to develop the currently underused land to the rear of the Civic Centre for new residential and employment floorspace.
- The public realm to the front of the site will be designed so to enhance the Trinity Gardens Conservation Area, and complement the network of green spaces in the area.
- The northern edge of the site should be landscaped to complement the network of green chains in the area.
- Redevelopment involving the use of the travellers' site to the south west of the site will not be considered unless adequate reprovision of these housing units has been secured.
- Any development on this site should enhance the overall setting of Trinity Gardens Conservation Area.
- This site accommodates a bus stop outside the entrance; the accessibility of this bus stop would be expected to be maintained or improved through any redevelopment.
- New employment floorspace will be sought on this site. This should be either Grade A office or co-working SME office typology.

Development Guidelines

- The principles of the Civic Centre & Trinity Gardens Character Area should be used to guide development on this site.
- This site is within an area considered to be generally more suitable for family housing within the AAP area.
- The setting of St. Michael's Church should be preserved, in particular the local views from the High Street to the south, Trinity Gardens to the west, and to the east from Crescent Gardens should be enhanced by any development on this site.
- Access to the site by car should be from Trinity Road to minimise the traffic impact on Wood Green High Rd. The height of development along Trinity Road will be limited to complement the residences opposite.
- The existing mature trees should be complemented by a green frontage to Trinity Rd on the site's northern boundary, to help to establish the green links routes within the area.
- The existing Council offices could be converted to housing, with the car parking and open space to the rear of the site will provide opportunities for new residential blocks.
- There is potential for development between the Church and the Travellers site on Bounds Green Road, but this must be sympathetic to both uses. Additionally, development of this block must preserve the viewing corridor from Trinity Gardens Park to St. Michael's Church.
- New development on the site should complement the form, massing, and architectural style of the Civic Centre (should it be retained), and is sympathetic to the adjacent Travellers site and properties on Trinity Road.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- The site lies in a groundwater Source Protection Zone, and any development should be managed to improve water quality.
- A flood risk assessment is required for any development. The Council's Strategic Flood Risk Assessment further outlines when an assessment is required and what it should include.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.
- Consideration should be given to the amenity and safeguarding requirements of the adjacent primary school.

WG SA 2: Green Ridings House

Address	Green Ridings House, Wood Green High Rd, N22		
Site Size (Ha)	0.6	**PTAL Rating**	6a
Timeframe for delivery	**2018-2023**	**2023-2028**	**2028 onwards**

Current/Previous use	Offices (former telephone exchange)		
Ownership	Single private freehold		
How site was identified	Existing Site Allocation		
Planning designations	Proposed green chain Adjacent to Trinity Gardens Conservation Area		
Indicative Development Capacity	**Net residential units**	**Employment m²**	**Town Centre m²**
	146	2,721	680

Commentary

This site is a significant, but outdated telephone exchange. It is identified as having the potential to intensify uses of both employment in terms of number of jobs, and to provide new homes. There is the potential for this site to create a new mixed use precinct in the north of Wood Green when developed along with the Bus Garage and Station Rd Offices sites.



Proposed Site Allocation

Redevelopment of existing telephone exchange building for masterplanned new residential and employment mixed use development in association with the redevelopment of Wood Green bus garage.

Site Requirements

- Development should be accompanied by a masterplan

showing how the redevelopment will complement the aspirations for redevelopment on the adjacent Wood Green Bus Garage and Station Rd offices sites. A masterplan detailing how future complementary development of the Station Road Offices site could be progressed will be required alongside any planning application.
- There is no requirement to retain the existing building.
- A Secondary town centre frontage will be created fronting Wood Green High Rd.
- The open space to the front of the building should be enhanced to contribute to enhancing the setting of the Trinity Gardens Conservation Area and form part of the Northern Wood Green Green Chain network.
- New employment floorspace will be sought on this site. This should be either Grade A office or co-working SME office typology.
- The Wood Green High Road frontage should have an active employment use, with the remainder of the site being a mix of employment and residential use.

Development Guidelines

- The principles of the High Rd North Character Area should be used to guide development on this site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- This site lies outside of protected view corridors, and may be suitable for tall or taller buildings, subject to other design considerations.
- The setting of St. Michael's Church should be preserved, in particular the local views from the High Street to the south.
- The principle building frontage should address Wood Green High Rd, but buildings should also address the Watsons Road street frontage.
- Parking should be minimised on this site due to the excellent local public transport connections.
- This site should complete the Green Chain from Wood Green Common through to Trinity Gardens in tandem with Allocations WG SA 3 and WG SA 4.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- The site lies in a groundwater Source Protection Zone, and any development should demonstrate how it improves local water quality.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.

WG SA 3: Wood Green Bus Garage

Address	Wood Green bus garage and ancillary buildings, High Rd, N22		
Site Size (Ha)	1.4	**PTAL Rating**	6

Timeframe for delivery	2018-2023	2023-2028	2028 onwards
Current/Previous use	Bus Garage and ancillary buildings		
Ownership	Mix of private freeholds		
How site was identified	Existing Site Allocation		
Planning designations	Area of Archaeological Importance Proposed green chain Wood Green Metropolitan Centre		

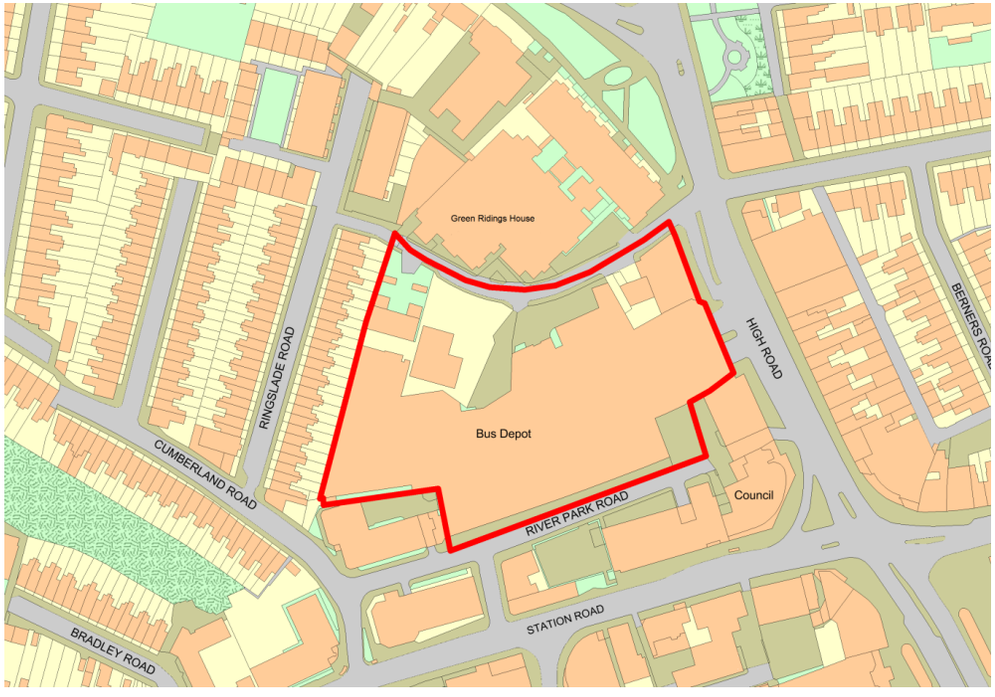
Indicative Development Capacity	Net residential units	Town centre m²	Employment m²	Bus stabling m²
	237	1,658	6,630	8,288

Proposed Site Allocation

Reprovision of bus stabling on the site, with the construction of a podium level above, creating new mixed use development including town centre, residential and office uses, increased permeability through the area, and a new piece of urban public realm.

Commentary

Wood Green Bus Garage represents a key infrastructure asset within Wood Green, and the site is a significant local employer. Redevelopment to make a more intensive use of the space is sought, but the continuation of the bus stabling facility within the Wood Green area will be required as part of this development. A phased, masterplanned redelivery of the bus garage will be sought, in combination with adjoining sites, to create new town centre uses, a public urban square, and new homes at podium level and above.



Site Requirements

- Development should be masterplanned with the Green Ridings House and Station Rd offices sites. A masterplan detailing how future complementary development of the Station Road Offices site could be progressed will be required alongside any planning application.
- Comprehensive redevelopment of the site must retain or enhance the capacity for buses and associated facilities on site, or alternatively a similar well located site in the vicinity of this site should be identified prior to any development being undertaken.
- No buildings need to be retained.
- This site should be considered together with the Station Rd Offices site to the south to create increased permeability through the local area, including a new north-south, and improved east-west pedestrian/cycling links.
- A new urban square should be created on the podium above the bus stabling in the centre of this site. This will enable the connection of a Green Chain linking Wood Green Common with Trinity Gardens through this site.
- New development should address Wood Green High Rd, and new active uses should be created at podium level, above the replacement bus garage.
- Secondary town centre frontages should be created on the Wood Green High Road frontage, and fronting onto the new urban realm in the centre of the masterplanned site.
- A mix of employment and residential uses will be permitted above podium level to improve the viability of creating the new bus garage beneath.
- New employment floorspace will be sought on this site. This should be either Grade A office or co-working SME office typology.
- The setting of the Grade II listed Wood Green Underground Station should be respected through any design, potentially through establishing a podium level with higher elements set back from the High Road.
- Residential uses should be located away from and insulated against noise from the bus operations.

Development Guidelines

- The principles of the High Rd North Character Area should be used to guide development on this site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- This site lies outside of protected view corridors, and may be suitable for tall or taller buildings, subject to other

design considerations.

- The site sits on a slope rising from south to north. While development fronting onto Ringslade Road will be at grade, there may well be an opportunity for undercutting towards River Park and Station Rds, providing the opportunity to stable buses at lower ground level. This could ultimately lead to buses entering and exiting the site from Station Road or from the High Road, with a podium created to enable development above.
- Heights will be restricted next to the properties on Ringslade Road to ensure that their amenity is respected. This could be achieved through the introduction of mews-style development between the proposed new Green Chain, and these residential properties.
- Operational parking for staff of the Bus Garage may be required, but overall parking should be minimised on this site due to the excellent local public transport connections.
- New private courtyards could be created as part of the developments fronting onto Wood Green High Road.
- There should be a publically-accessible piece of open space at the centre of the development at podium level, with new town centre uses surrounding it. This new urban realm should be subsidiary to the Town Square created in the Centre of Wood Green.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- The site lies in a Source Protection Zone as therefore any development should consider this receptor in any studies undertaken.
- Management of air quality and noise will be required to ensure that the transport and residential uses are complementary.
- A flood risk assessment is required for any development.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.
- The setting of St. Michael's Church should be preserved, in particular the local views from the High Street to the south.

WG SA 4: Station Road Offices

Address	225 Wood Green High Rd, 10-48 Station Rd, 40 Cumberland Rd, Wood Green, N22		
Site Size (Ha)	1.2	**PTAL Rating**	6a
Timeframe for delivery	**2018-2023**	**2023-2028**	**2028 onwards**
Current/Previous use	Predominantly B1a office use		
Ownership	Mix of public & private freeholds and leaseholds		
How site was	Existing Site Allocation		

identified			
Planning designations	Wood Green Growth Area Wood Green Metropolitan Centre Proposed green chain Area of Archaeological Importance		
Indicative Development Capacity	Net residential units	Employment m²	Town centre m
	197	4,248	2,124

Proposed Site Allocation

Redevelopment of existing office buildings to create new mixed use dev
with town centre uses at ground floor, a mix of offices and residential ab
improved public realm and connections through the area. Potential use
ground floor as a new bus garage.

Commentary

This predominantly Council-owned collection of office blocks is one of the largest buildings by floorspace in Wood Green. While capable of accommodating a large number of jobs, they are of limited architectural merit, do not provide sufficiently high quality facilities to draw commercial clients at a market rent, and are approaching the end of their commercial life. Together with the adjacent Bus Garage site, they represent an opportunity for comprehensive redevelopment to create a more fine-grained street layout, a new piece of urban realm, improved, and new, town centre frontages, and new employment and residential development within the town centre.



Site Requirements

- Development should be in accordance with a masterplan which includes consideration of the potential redevelopment of the Wood Green Bus Garage and Green Ridings House sites (WG SA 2 & WG SA 3).
- The requirements for optimising provision for bus stabling may impact on this site. Provision of access to an underground/ lower ground level bus garage with access

from Station Road or the High Road should be identified, with the impact on High Rd/ Lordship Lane/ Station Rd junction identified and addressed.
- Secondary town centre frontages will be created on the Wood Green High Road and Station Rd frontages, and fronting onto the new urban realm in the centre of the masterplanned site.
- New employment and residential uses will be permitted above ground floor level. New office floorspace will be sought on this site.
- New employment floorspace will be sought on this site. This should be either Grade A office or co-working SME office typology.
- A finer-grain street layout will be created, including a new north-south route, and enhanced east-west pedestrian links, incorporating connection of the Wood Green North Green Chain network linking Wood Green Common, the former Palace Gates rail line, and Trinity Gardens.
- A new piece of open space will be created on this site at podium level at the confluence of the new Green Chain, north-south, and east-west pedestrian routes through the site.
- No buildings need to be retained.
- The setting of the Grade II listed Wood Green Underground Station should be respected.
- A new green grid connection through the disused railway line should be established. The impact of this on local resident's back gardens should be carefully managed.

Development Guidelines

- The principles of the High Rd North Character Area should be used to guide development on this site.
- New development should mark the entrance from Wood Green Underground Station; Framing views of Alexandra Palace down Station Rd; and provide a way marker from the new piece of urban realm in this and the adjacent bus garage site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- This site lies outside of protected view corridors, and may be suitable for tall or taller buildings, subject to other design considerations.
- New private courtyards should be considered as part of the developments fronting onto Station Road and Wood Green High Road.
- New north-south and east-west pedestrian connections linking Station Road, Wood Green High Road, and Watsons Road will be created. These will be separate to the potential bus entrance.
- Active frontages should be considered on the new north-south and east-west pedestrian podium routes.
- Parking should be minimised on this site due to the excellent local public transport connections.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- The site lies in a Source Protection Zone as therefore any development should consider this receptor in any studies undertaken.
- The setting of St. Michael's Church should be preserved, in particular the local views from the High Street to the south. The new north-south route across the site should be

designed to complement a suitable crossing point on Station Rd, probably aligning with an enhanced Brabant Rd.

WG SA 5: Vue Cinema

Proposed Site Allocation

Comprehensive mixed use development for a mix of town centre, employment, and residential uses, establishing an enhanced public plaza fronting Wood Green High Rd, with town centre uses complementing an enhanced piece of urban realm at the entrance to Wood Green from Wood Green underground station.

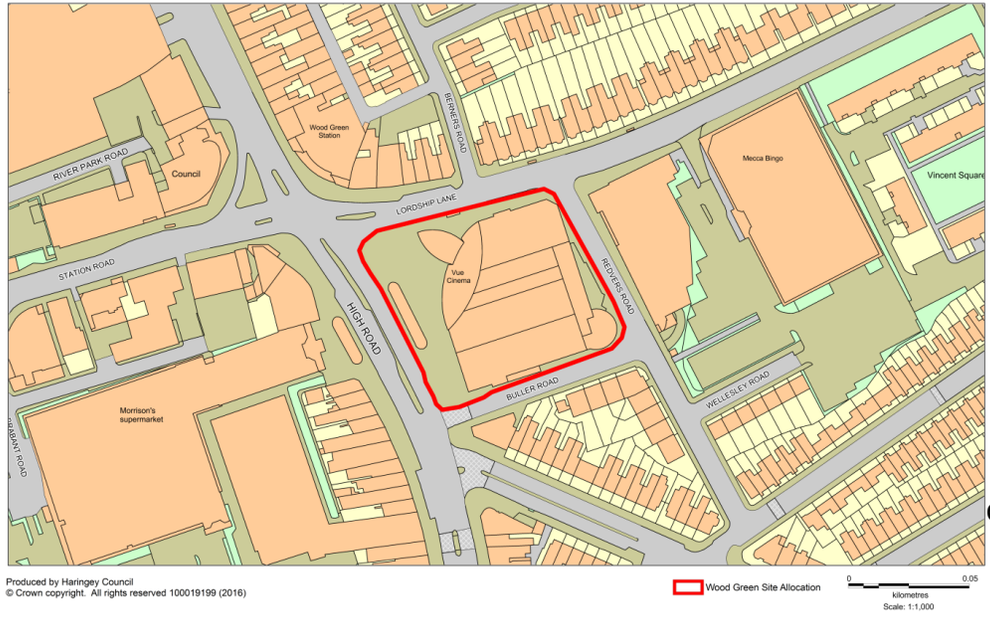
Address	Hollywood Green, 180 Wood Green High Rd, Wood Green, N22		
Site Size (Ha)	0.6	**PTAL Rating**	6a

Timeframe for delivery	**2018-2023**	**2023-2028**	**2028 onwards**
Current/Previous use	Cinema, town centre uses at ground floor		
Ownership	Mix of public and private freeholds and leaseholds		
How site was identified	Wood Green AAP Issues & Options report		
Planning designations	Wood Green Growth Area Wood Green Metropolitan Centre		
Indicative Development Capacity	**Net residential units**	**Employment m²**	**Town centre m²**
	99	3,077	1,539

Commentary

The Vue Cinema/ HollyWood Green occupies a prominent location directly outside of Wood Green Underground station. At present it is an underutilised site, offering a weak gateway to the town centre. Potential exists for this site to create an improved public realm focussed around a potential new Crossrail 2 entrance, with more active uses at ground floor level to create a high quality entrance to Wood Green, and an improved overall public realm offer within the centre.

WG SA 5 Vue Cinema



Site Requirements

- Development should be set back from Wood Green High Rd to create a new, enhanced “plaza” at the entrance to Wood Green.
- Secondary town centre frontages will be created fronting onto the new plaza, and on Lordship Lane.
- Consideration of the impact on the overall amount of leisure facilities within the centre will be considered in establishing the quantum of leisure floorspace required to come forward on this site.
- No buildings need to be retained, but highly functional bus stops on the High Rd frontage and Lordship Lane will be required.
- Active frontages will be required on the High Rd and Lordship Lane frontages.
- A mix of new leisure, employment and residential

development will be appropriate above ground floor town centre uses.
- New employment floorspace will be sought on this site. This should be either Grade A office or co-working SME office typology.
- Consultation with TfL will be required to understand the requirement to preserve bus standing behind this development to be designed into this development, and to understand the potential future requirements of the development of Crossrail.
- The ground floor of the Lordship Lane frontage of the building could be a suitable location for a cycle hub linked to Wood Green Underground station.
- Opportunities to complement the development of Wood Green's decentralised energy network via heat sourced from Crossrail should be explored.

Development Guidelines

WG SA 6: Mecca Bingo

- The principles of the High Rd North Character Area should be used to guide development on this site.
-
- New development should mark the entrance to Wood
- Green Underground Station; Framing views down the High Rd.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- This site lies outside of protected view corridors, and may be suitable for tall or taller buildings, subject to other design considerations. The functioning of the Piccadilly Line and potentially Crossrail 2 could be a constraint on development however.
- New development should establish an improved plaza fronting onto Wood Green High Rd. The busy High Rd should be appropriately screened from the plaza to mitigate noise and air pollution impacts.
- New uses on the site will provide passive surveillance to improve safety and security on the plaza.
- There may be the potential for secondary town centre uses on the frontages perpendicular to Buller and Redvers Rds, but these should be respectful of the residential uses directly opposite.
- Landscaping should form a perimeter between the plaza and the High Rd which mitigates effects of traffic, but does not block out the sun from the West.
- Due to the proximity of Wood Green station, development should respect the setting of this listed building.
- Development should respect the scale of the terraced developments on Gladstone Avenue.
- Parking should be minimised on this site due to the excellent local public transport connections.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.

Proposed Site Allocation

Redevelopment of bingo hall for town centre uses with residential and employment uses above.

Site Size (Ha)	0.8	PTAL Rating	6a
Timeframe for delivery	2018-2023	2023-2028	2028 onwards
Current/Previous use	Bingo Hall		
Ownership	Single private freehold		
How site was identified	Existing Site Allocation		
Planning designations	Blue ribbon network Wood Green Growth Area Wood Green Metropolitan Centre Adjacent to Noel Park Conservation Area		

Indicative Development Capacity	Net residential units	Town centre m²	Employment m²
	209	2,088	4,176

Commentary

This site represents an underutilised opportunity in a highly accessible town centre location. There is scope for comprehensive redevelopment to bring new employment and residential development into the town centre with an improved town centre frontage onto Lordship Lane, and a significant reduction in surface car parking.



Site Requirements

- No buildings need to be retained.
- The alignment of Wellesley Road will be extended, with townhouses provided on the southern side of the road. This will provide the servicing access for the site.
- A secondary town centre frontage will be provided on the Lordship Lane ground floor frontage of this site.
- A mix of residential and employment will be acceptable above ground floor level.
- New employment floorspace will be sought on this site. This should be either Grade A office or co-working SME office typology.
- The Moselle runs in a culvert along the south edge of the site, and investigations around it's suitability for future use, and potential deculverting should be facilitated through any development.

Development Guidelines

- The principles of the Lordship Lane Character Area should be used to guide development on this site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- The height of development in the south of the site should be respectful of the existing properties on Moselle Avenue and Wellesley Rd.
- Development should front onto Lordship Lane, with heights rising from east to west to match the buildings on either side.
- The building line along the southern edge of Wellesley Road should be continued.
- Parking should be minimised on this site due to the excellent local public transport connections.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- The site lies in a Source Protection Zone as therefore any development should consider this receptor in any studies undertaken.

Proposed Site Allocation

Redevelopment of the supermarket and surface car parks to create a new piece of urban realm, mixed use development comprising of town centre uses on the ground floor, new routes through the centre, with residential and employment uses above.

WG SA 7: Morrison's Wood Green

Address	Morrison's, Wood Green High Rd, N22				
Site Size (Ha)	1.0	**PTAL Rating**	6a		
Timeframe for delivery	**2018-2023**	**2023-2028**	**2028 onwards**		
Current/Previous use	Supermarket, shopping mall, surface and multi-storey car parking				
Ownership	Single private freehold				
How site was identified	Existing Site Allocation				
Planning designations	Wood Green Metropolitan Centre Wood Green Growth Area Area of Archaeological Importance Adjacent to listed building: Gaumont Cinema				
Indicative Development Capacity	**Net residential units**	**Town centre m²**	**Employment m²**		
	234	2,519	5,038		

Commentary

This site, while busy, is underutilised considering its public transport access and town centre location. The extensive car parking space could be redeveloped, with the retail offer improved by aligning it more closely with the High Road and the creation of a new north-south route along an extended Brabant Rd, linking Station Rd and the new Town Square at Wood Green Central.



Site Requirements

- Any planning application will be required to be accompanied by a site-wide masterplan showing how the development complements other development proposed, allocated, and/or permitted on surrounding sites.
- No buildings in the site need to be retained, but, the Gaumont Cinema to the southeast of the site is Grade II* Listed, and the terraces adjacent on the High Road (nos. 1-19 incl. The Broadway), make a positive contribution to the setting of the listed building from the High Road, and should be enhanced through redevelopment of the current arcade entrance on the High Road frontage.
- A new Laneway running from Wood Green High Rd into the centre of the site will be created. This should junction with the extended Brabant Rd in the centre of the site.
- A new piece of public urban realm should be created at the confluence of Brabant Rd and the new laneway running from Wood Green High Road.
- The part of the site adjacent Wood Green Library site will, in tandem with other local sites, establish an enhanced street layout focused on the new Town Square on site WGSAs 8 & 9, which this site will create a new pedestrian link into, in the form of an extended Brabant Rd, creating a new circuit within the town centre.
- Ground floor town centre uses will be required on all frontages. Primary frontage will be required in the south of the site (close to the new Town Square), while secondary town centre frontages should be provided on all other frontages.
- Due to the significant quantum of existing convenience retail on this site, appropriate reprovision of an anchor convenience retail premises should be identified prior to any loss of the existing use is granted.
- Above ground floor, the uses will be a mix of employment and residential.
- New employment floorspace will be sought on this site. This should be either Grade A office or co-working SME office typology.

Development Guidelines

- The principles of the High Rd North and The Mall & Wood Green Library Character Areas should be used to guide development on this site.

- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- This site lies beneath a protected viewing corridor of Alexandra Palace from Lordship Lane/ Bruce Castle. Development should be designed to ensure this view is managed.
- Heights on Parkland Road should be restricted to protect the amenity of the occupants of the existing houses.
- The building line and height of development along the High Road frontage should respond to the design of The Goose public house and the remainder of The Broadway terrace.
- Opportunities for development at the northern edge of the site should be designed so as to complement (potentially) active uses at the rear of Station Rd properties.
- Development should respect the integrity of the listed Gaumont Theatre. The relationship with this building, specifically whether it can be treated as a boundary wall should be explored.
- Active uses should be provided on the extended Brabant Rd linking Station Rd and the Wood Green Library site. This will be a pedestrian route with town centre frontages wherever possible on both sides.
- Part of this site is within the Primary Shopping Area. New retail provision on this site should be predominantly A1 use class, and designed in such a way to attract national comparison retailers.
- A separation of Brabant and Parkland Rds will emerge from the new Wood Green Central Town Square, with a building that addresses both frontages between them. These two routes will have quite different characters, with Parkland Rd having residential frontages, and Brabant Rd being a part of the town centre's shopping area.
- Existing semi-mature trees along the western and north-western boundary should be retained in the development.
- Brabant Rd (east-west branch) will continue to perform a servicing function for the properties on Station Rd, as well as the new development.
- The Gaumont Cinema to the southeast of the site has listed status, and has an excellent interior, but the use as a boundary wall will be permitted so long as the historic fabric is not affected. Adequate sound and vibration mitigation measures must be incorporated, reflecting its desired reuse as a theatre, cinema or other cultural venue, and vehicle access to the stage house must be maintained.
- Residential parking should be minimised on this site due to the excellent local public transport connections. There is a need to meet Town Centre parking need however, as per the transport study supporting the next version of this document.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place
- The site lies in a Source Protection Zone as therefore any development should consider this receptor in any studies undertaken.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- A flood risk assessment is required for any development. The Council's Strategic Flood Risk Assessment further outlines when an assessment is required and what it should include.

Sites in Wood Green Central sub-area



Fig 8.3: Sites in Wood Green Central Sub Area

Site Ref	Site name	m² employment	m² town centre	Net resi units	Other	
					m²	Use
WG SA 8	Wood Green Library	2,100	4,200	195	1,050	Town Square
WG SA 9	The Mall West	6,941	13,883	388	3,471	Town Square
WG SA 10	The Mall East	4,322	8,644	432	-	
WG SA 11	Iceland site	422	422	84	1,689	GP surgery
Total		13786	27150	1099		

WG SA 8: Wood Green Library

Address	Wood Green Library and Shopping Centre, Wood Green High Rd; Asian Centre, Caxton Rd, Wood Green, N22			
Site Size (Ha)	0.9	**PTAL Rating**	6a	
Timeframe for delivery	**2018-2023**	**2023-2028**	**2028 onwards**	
Current/Previous use	Library, shopping centre			
Ownership	Single public freehold			
How site was identified	Existing Site Allocation			

Planning designations	Wood Green Metropolitan Centre Wood Green Growth Area Secondary frontage Adjacent to listed building: Gaumont Cinema		
Indicative Development Capacity	**Net residential units**	**Town centre m²**	**Employment m²**
	195	4,200	2,100

Proposed Site Allocation

Redevelopment of existing library building to create a new town square with enhanced town centre uses surrounding it, with residential and employment uses above.

Commentary

The Wood Green Library site incorporates a number of uses including small retail premises as well as the library itself. The library is one of the most popular in London, and this function must be reprovided within the Metropolitan Centre. The site is in Council ownership, and will be redeveloped to catalyse the regeneration of Wood Green town centre. Development will create an opportunity to deliver part of a new town square, and will help to create a link to the Heartlands area from Wood Green High Rd.



Site Requirements

- Any application for development on this site will be required to be accompanied by a masterplan identifying how the proposed development helps to meet the allocations on this and WG SA 9.
- No buildings need to be retained.
- A new Town Square will be created at this location, in conjunction with WG SA 9.
- This site is within the Primary Shopping Area. New retail provision on this site should be predominantly A1 use class, and designed in such a way to attract national comparison retailers. Primary town centre frontages will be required on all frontages on this site.
- An enhanced library will be secured within the Wood Green

area prior to demolition of the existing building.
- New town centre uses and improved active frontages which address the public realm will be provided on all edges of the new town square.
- A mix of residential and employment floorspace will be permitted above the active frontages.
- New employment floorspace will be sought on this site. This should be either Grade A office or co-working SME office typology.
- A new east-west connection through the site will be created, establishing an easily navigable pedestrian and cycling link from Wood Green High Road, through the new urban square, to Wood Green's western heartland.
- A new local view will be established securing a viewing corridor from Wood Green High Rd to Alexandra Palace. This site contains the origin of this view, and the urban realm linking the town square with Wood Green High Rd should provide opportunity for this view to be appreciated.
- Beneath the viewing corridor should be located a new open-sided covered marketplace on one side of the town square.
- The Moselle runs in a culvert along the south edge of the site, and investigations around it's suitability for future use, and potential deculverting should be facilitated through any development.
- Adequate reprovision of space for the existing community use should be identified prior to any redevelopment.

Development Guidelines

- The principles of the Mall & Wood Green Library Character Area should be used to guide development on this site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- This site lies beneath a protected viewing corridors of Alexandra Palace from Lordship Rec and Lordship Lane/ Bruce Castle. Development should be designed to ensure this view is carefully managed.
- The new town square will include a range of town centre uses, including a mix of food and beverage, and retail.
- Height should be restricted on parts of the site directly adjacent to retained residential buildings on Caxton and Parkland Roads to respect their amenity.
- Provision for an extended Brabant Rd to connect into the new Town Square should be provided.
- Development should complement the terraced properties at The Broadway.
- This site is within the Primary Shopping Area. New retail provision on this site should be predominantly A1 use class, and designed in such a way to attract national comparison retailers.
- This site must provide an attractive, safe and generous east west pedestrian and cycling connection linking into the wider cycle network linking Alexandra Palace/ the west of the borough with Noel Park/ Tottenham.
- The Moselle River runs in a culvert under this site, and has been identified as being in a potentially poor condition. Any development in this area should ensure that as a minimum the culvert is made safe, and ideally the potential for the Moselle to be deculverted is explored. It may be possible that a deculverted river could be a focal point for the new urban square.
- The Gaumont Cinema to the north of the site has listed status, and has an excellent interior, but the use as a boundary wall will be permitted so long as the historic fabric is not affected. Adequate sound and vibration mitigation measures must be incorporated, reflecting its desired reuse as a theatre, cinema or other cultural venue, and vehicle access to the stage house must be maintained. Potential for new entrance(s) and/or additional facilities in suitably designed extensions may be considered.
- Parking should be minimised on this site due to the excellent local public transport connections.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be

delivered in accordance with the latest Council-approved decentralised energy masterplan.

- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- The site lies in a Source Protection Zone as therefore any development should consider this receptor in any studies undertaken.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- A flood risk assessment is required for any development. The Council's Strategic Flood Risk Assessment further outlines when an assessment is required and what it should include.

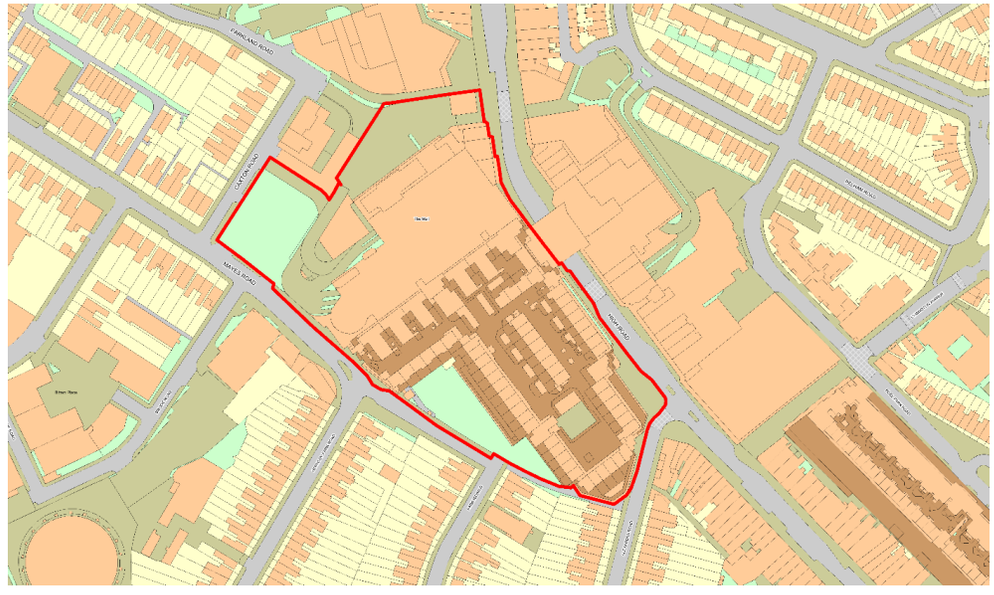
WG SA 9: The Mall (West)

Address	The Mall, 1-19 Caxton Rd, 8-10 Caxton Rd, and 86-98 Mayes Rd, Wood Green High Rd, Wood Green, N22		
Site Size (Ha)	2.8	**PTAL Rating**	6a
Timeframe for delivery	**2018-2023**	**2023-2028**	**2028 onwards**

Current/Previous use	Shopping centre with multi-storey car parking, community centre, and residential units on top; Community Centre, residential properties.		
Ownership	Mix of public and private freeholds and leaseholds		
How site was identified	Wood Green AAP Issues & Options report		
Planning designations	Wood Green Metropolitan Centre Wood Green Growth Area Primary shopping area Primary frontage		
Indicative Development Capacity	**Net residential units**	**Town centre m**	**Employment m^2**
	388	13,883	6,941

Proposed Site Allocation

Redevelopment of existing shopping city and surrounding properties to create a refreshed town centre focussed around a new Town Square, with new mixed use development comprising of town centre ground floor uses along a new street layout, with a mix of residential and office uses above.



Commentary

The Mall is the current focal point of Wood Green providing a significant and diverse quantum of retail floorspace. While performing a valuable role, the design of the Mall is not optimal in terms of the parking levels, urban design outlook within the centre, or permeability. The redevelopment of the Mall offers a generational opportunity to regenerate the centre of Wood Green, creating an increased and improved set of town centre uses, new homes and office accommodation. To facilitate the growth of Wood Green, and its optimization as a metropolitan town centre, the redevelopment of existing residential properties on top of the Mall, as well as the current community facilities on Caxton Rd will be required. This will ensure that the regenerated town centre has sufficient depth to accommodate a phased redevelopment of the town centre, and ensure that enough total floorspace is created to secure the future of Wood Green as a Metropolitan Centre people will continue to visit into the future.

Site Requirements

- Any application for development on this site will be required to be accompanied by a masterplan identifying how the proposed development helps to meet the allocations on this site and WG SA 8.
- Due to the significant role this site pays in the operation of the town centre, a phased approach to development to ensure that the benefits of redevelopment are not unduly compromised by the shutting down of large sections of the centre for long periods during construction. A phasing plan will be required to show how this site will be delivered alongside any application.
- No buildings need to be retained.
- A new Town Square will be created at this location, in conjunction with WG SA 9.
- A finer-grain street layout will be established which enables greater permeability through the area. Park Ridings, Brook Rd, and Hornsey Park Rd should continue as pedestrianised

streets, with a new rout running perpendicular to the High Rd intersecting them running from the new Town Square to Alexandra Rd.

- A new local view will be established securing a viewing corridor from Wood Green High Rd to Alexandra Palace. Beneath the viewing corridor should be located a new open-sided covered marketplace on one side of the town square. This site will contribute to framing this view through the delivery of an area of significant activity in the view's alignment.
- New town centre uses and improved active frontages which address the public realm will be provided on all edges of the new town square.
- A mix of residential and employment floorspace will be permitted above the active frontages.
- New employment floorspace will be sought on this site. This should be either Grade A office or co-working SME office typology.
- An improved east-west connection through the site will be created, establishing an easily navigable pedestrian and cycling link from Wood Green High Road, through the new Town Square, to Wood Green's western heartland.
- This site is within the Primary Shopping Area. New retail provision on this site should be predominantly A1 use class, and designed in such a way to attract national comparison retailers. Primary town centre frontages will be required on all frontages on this site.
- Redevelopment will be required to deliver at least the same quantum of social housing on the site as there is currently, in line with Policy SP2.
- The Council will work to ensure that the Housing Estate Renewal and Repayments Policy is offered to all existing residents of this site.
- The Moselle runs in a culvert along the north edge of the site, and investigations around it's suitability for future use, and potential deculverting should be facilitated through any development.
- An improved provision for people with disabilities should be created, including the provision of a "changing places" facility.
- Development should make a positive benefit to the northern end of Alexandra Road. While a through route for traffic will require to remain open to ensure that the High Rd is resilient, improvements that reduce the speed of through traffic and benefit the pedestrian circulation through the town centre will be supported.

Development Guidelines

- The principles of The Mall & Wood Green Library Character Area should be used to guide development on this site.
- Development should be mark the entrance to the centre from Wood Green High Rd; The entrance to the new Town Square; and frame views of Alexandra Palace from Wood Green High Rd.
- Development should be mark the entrance to the new Town Square from the west; and framing views of Alexandra Palace from Wood Green High Rd.
- Part of this site lies beneath a protected viewing corridors of Alexandra Palace from Lordship Rec and Lordship Lane/ Bruce Castle. Development should be designed to ensure this view is carefully managed.
- Height should be restricted on parts of the site directly adjacent to retained residential buildings on Parklands and Mayes Rds to respect their amenity.
- Removal of the existing footbridge is envisaged as part of an improved urban realm in the central area of the High Rd.
- Development on Mayes Rd should be residential or employment, rather than establishing a single-sided retail street opposite retained residences. Town Centre uses opposite the current commercial frontages will be expected.
- Residential parking should be minimised on this site due to the excellent local public transport connections. There is a

need to meet Town Centre parking need however, as per the transport study supporting the next version of this document.

- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- The site lies in a Source Protection Zone as therefore any development should consider this receptor in any studies undertaken.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- A flood risk assessment is required for any development. The Council's Strategic Flood Risk Assessment further outlines when an assessment is required and what it should include.

Address	The Mall, Wood Green High Rd, N22		
Site Size (Ha)	1.8	**PTAL Rating**	6a
Timeframe for delivery	**2018-2023**	**2023-2028**	**2028 onwards**
Current/Previous use	Shopping centre with multi-storey car parking, and residential units on top.		

Ownership	Single private freehold with public flying leasehold		
How site was identified	Existing Site Allocation		
Planning designations	Wood Green Metropolitan Centre Wood Green Growth Area Primary shopping area Primary frontage Adjacent to Noel Park Conservation Area		
Indicative Development Capacity	**Net residential units**	**Town centre m²**	**Employment m²**
	432	8,644	4,322

WG SA 10: The Mall (East)

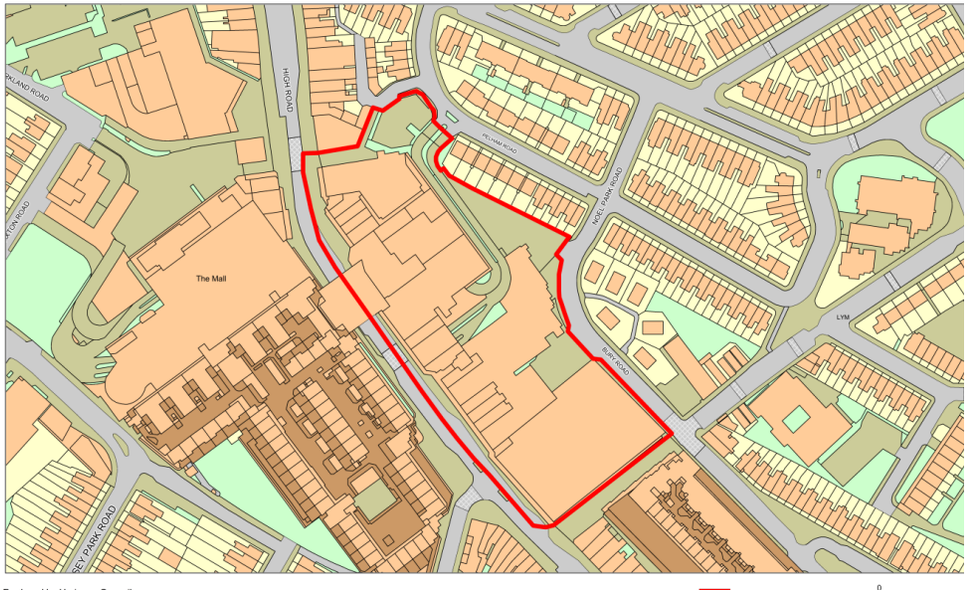
Proposed Site Allocation

Redevelopment of existing shopping city to create new mixed use developm with town centre uses along active frontages at ground floor level, and a mi residential and employment above.

Commentary

The Mall is the current focal point of Wood Green, and while it performs an important role within the town centre through the provision of a significant and diverse quantum of retail floorspace. While performing a valuable role, the design of the Mall is not optimal in terms of the parking levels, urban design outlook within the centre, or permeability. The redevelopment of the Mall offers a generational opportunity to regenerate the centre of Wood Green, creating an increased and improved set of town centre uses, new homes and office accommodation.

WG SA 10 The Mall (east side)



Site Requirements

- Due to the significant role this site pays in the operation of the town centre, a phased approach to development to ensure that the benefits of redevelopment are not unduly compromised by the shutting down of large sections of the centre for long periods during construction. A phasing plan will be required to show how this site, and site WG SA 11, will be delivered alongside any application.
- Any application for piecemeal development on this site will be required to be accompanied by an allocation-wide masterplan identifying how the proposed development contributes to meeting the aspirations of this policy.
- No buildings need to be retained.
- A mix of residential and employment floorspace will be permitted above the active frontages. New office floorspace will be sought on this site.
- Consideration of the impact on the overall amount of leisure facilities within the centre will be considered in establishing the quantum of leisure floorspace required to come forward on this site.
- This site is within the Primary Shopping Area. New retail provision on this site should be predominantly A1 use class, and designed in such a way to attract national comparison retailers. Primary town centre frontages will be required on all frontages on this site.
- A finer-grain street layout will be established which enables greater permeability through the area. A new laneway will be created on the northern edge of the site (next to Portman House), and a pedestrianised extension to Noel Park Rd through the site.
- A new Laneway will be created on Lymington Avenue, extending through to Bury Road, with Secondary town centre frontages along its length.
- A new east-west connection through the site will be created, establishing an easily navigable pedestrian and cycling link from Wood Green High Road into the generously spaced roads of Noel Park, and subsequently to areas beyond.
- New retail provision on this site should be aimed at national comparison retailers, with new retail floorplates being designed in such a way to accommodate this type of retailer.
- New employment floorspace will be sought on this site. This should be either Grade A office or co-working SME office typology.
- The Moselle runs in a culvert along the north edge of the site, and investigations around it's suitability for future use, and potential deculverting should be facilitated through any development.

Development Guidelines

- The principles of the Mall & Wood Green Library Character Area should be used to guide development on this site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- Part of this site lies beneath a protected viewing corridor of Alexandra Palace from Lordship Rec. Development should be designed to ensure this view is carefully managed.
- Greater open space for circulation should be created in order to make the "middle" section of the High Road a more pleasant place to visit. Removal of the existing footbridge is envisaged as one intervention to achieve this.
- Views from the Noel Park Estate should be considered in the design of development on this site.
- The Moselle River runs in a culvert under the north eastern

corner of this site, and has been identified as being in a potentially poor condition. Any development in this area should ensure that as a minimum the culvert is made safe.

- The site lies in a Source Protection Zone as therefore any development should consider this receptor in any studies undertaken.
- Height should be restricted on parts of the site directly adjacent to residential properties on Pelham Rd.
- Residential parking should be minimised on this site due to the excellent local public transport connections. There is a need to meet Town Centre parking demand of around 2,000 spaces.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.

WG SA 11: Iceland Site

Address	Iceland, 59 Mayes Rd, Wood Green, N22		
Site Size (Ha)	0.4	**PTAL Rating**	4

Timeframe for delivery	**2018-2023**	**2023-2028**	**2028 onwards**	
Current/Previous use	Iceland supermarket, vacant land			
Ownership	Single public freehold with private leasehold			
How site was identified	Existing Site Allocation			
Planning designations	Wood Green Metropolitan Centre Wood Green Growth Area Local Employment Area: Wood Green regeneration area Blue ribbon network			
Indicative Development Capacity	**Net residential units**	**Employment m^2**	**Health m^2**	**Town Centre m^2**
	84	422	1,689	422

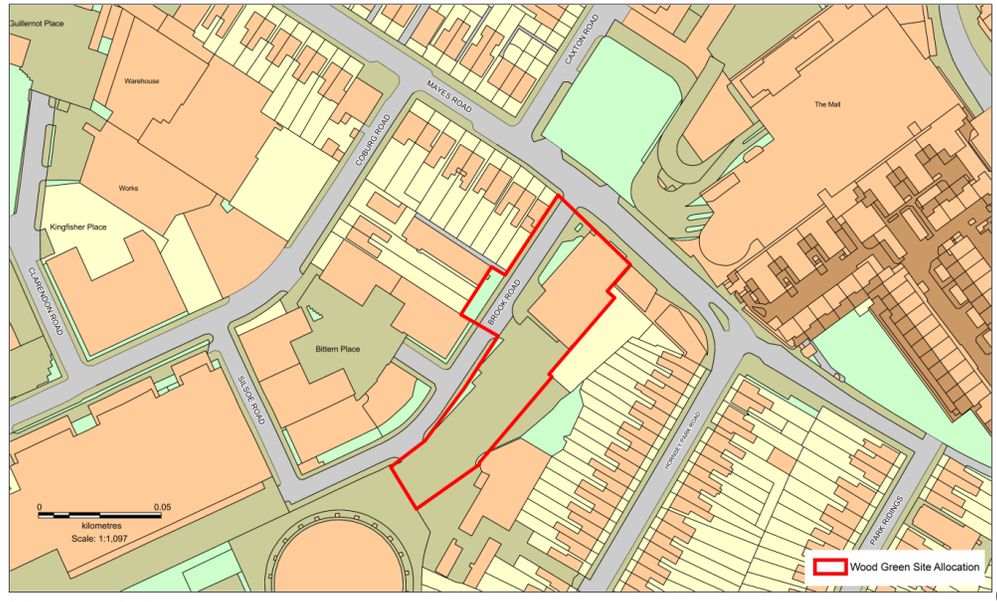
Proposed Site Allocation

Comprehensive redevelopment creating a new health facility, retail, and employment uses use at ground floor, with residential above.

Commentary

This site plays an important edge-of centre role in regenerating Wood Green Town Centre. The future development will provide a limited retail frontage along Mayes Rd, to complement surrounding retail uses, and mark the end of the Town Centre, with a new health centre being created at the western end of the site, accessible to both the growth in the Central Wood Green and Heartlands areas. Employment ground floor uses will be provided in between, and subject to viability, above the other active ground floor uses there will be a mix of uses including new residential.

WG SA 12: Iceland Site



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Site Requirements

- Development proposals will be required to be accompanied by an area-wide masterplan showing how the land included meets this policy and does not compromise co-ordinated development on the other land parcels on surrounding Allocations.
- No buildings are required to be retained.
- A new health centre should be provided on the site.
- New retail should be provided on the Mayes Rd frontage, marking the edge of the Primary Shopping Area in Wood Green.
- Employment uses should be provided where viable on this site, filling the ground floor uses once the requisite space for the new health centre and retail uses has been created.
- Development should be mixed use with employment and

residential above the mix of active ground floor uses.
- New employment floorspace will be sought on this site. This should be either Grade A office or co-working SME office typology.
- The orientation of the health centre should support access by foot from the Civic Square to the north, as well as along Brook Rd.
- The Moselle runs in a culvert along the north edge of the site, and investigations around it's suitability for future use, and potential deculverting should be facilitated through any development.

Development Guidelines

- The principles of the Clarendon Rd Character Area should be used to guide development on this site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- Part of this site lies beneath a protected viewing corridor of Alexandra Palace from Lordship Rec. Development should be designed to ensure this view is carefully managed.
- The height of new buildings where they back onto the residential properties on Hornsey Park Road should be considered carefully to respect their residential amenity. Development opposite the properties on Mayes Rd that are proposed to be included in the Bittern Place development will need to protect existing users on this site will need to be developed
- New development along Brook Rd should frame the space creating a positive and safe town centre feel along its length.
- The new health centre should be provided at the western end of the site.
- The Moselle River runs in a culvert under this site, and has been identified as being in a potentially poor condition. Any development in this area should ensure that as a minimum the culvert is made safe, and ideally the potential for the Moselle to be deculverted is explored.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- This site is suitable for car free development due to its good, and improving public transport access.

Sites in Turnpike Lane sub-area

INSERT MAP HERE

Fig 8.4: Sites in the Turnpike Lane Sub Area

Site Ref	Site name	m² employment	m² town centre	Net resi units	Other	
					m²	Use
WG SA 12	Bury Road Car Park	3,053	3,053	249	-	
WG SA 13	Salvation Army	735	735	74	735	Place of worship
WG SA 13	16-54 Wood Green High Road	3,849	3,849	420	-	
WG SA 14	L/b Westbury & Whymark Avenue	1,114	1,114	117	-	
WG SA 15	Turnpike Lane Triangle	-	199	41	199	Cycle Hub
WG SA 16	Turnpike Lane Station	835	835	85	8,345	Transport Infrastructure
Total		**8851**	**9050**	**913**		

WG SA 12: Bury Road Car Park

Address	Bury Road Car Park, Bury Rd, Wood Green, N22		
Site Size (Ha)	1.2	**PTAL Rating**	6a
Timeframe for delivery	**2018-2023**	**2023-2028**	**2028 onwards**
Current/Previous use	Multi-storey car parking, with large floor plate retail at ground floor level, and residential on top.		
Ownership	Single public freehold with a mix of private leaseholds		
How site was identified	Existing Site Allocation		
Planning designations	Wood Green Metropolitan Centre Wood Green Growth Area		

	Primary shopping area Primary and secondary frontage		
Indicative Development Capacity	**Net residential units**	**Town centre m²**	**Employment m²**
	249	3,053	3,053

Proposed Site Allocation

Comprehensive masterplanned redevelopment of the rear of this site, including new laneway linkages off Wood Green High Road creating new mixed use development comprising town centre, employment and residential uses.

Commentary

The Bury Road car park is a mix of town centre uses, residential, and significant quantum of multi-storey car parking. The Council considers that it is appropriate that the use of this site is expanded, and that car parking is reduced in line with the forthcoming town centre parking strategy. There is existing housing on this site, above the car park, and it is considered that as a minimum the same amount of comparably affordable housing can be provided on this site, with an overall improvement in quality of units, as well as making an additional positive contribution to the town centre by creating new Laneways with complementary town centre uses running perpendicular from the High Road to increase its depth.



Site Requirements

- Buildings fronting the High Road at this point are of significant conservation value, particularly the Cheapside Arcade, and will be retained. Any demolition should ensure that the existing High Road frontage buildings are unaffected, or the setting of the High Road is improved.
- New Laneways will be created on Dovetail and Lymington Avenues, extending through to Bury Road. With Secondary town centre frontages along their lengths.
- Due to the comprehensive development opportunity on this site, provision of larger floorplate retail units aimed at national comparison retailers will be expected.
- A primary shopping frontage will be placed on the High Street frontage. Smaller scale ground and first floor town centre uses will continue to be supported on the terraced High Road frontage.
- A mix of residential and employment floorspace will be permitted above the active frontages.
- New employment floorspace will be sought on this site. This should be either Grade A office or co-working SME office typology.
- Existing market stall storage will need to be reprovided within the town centre prior to redevelopment.
- Access to properties above High Rd frontage will need to be secured as part of any proposal. Redevelopment will be required to deliver at least the same quantum of social housing on the site as there is currently, in line with Policy SP2.
- The Council will work to ensure that the Housing Estate Renewal and Repayments Policy is offered to all existing residents of this site.

Development Guidelines

- The principles of the High Rd South Character Area should be used to guide development on this site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- Part of this site lies beneath a protected viewing corridor of Alexandra Palace from Downhills Park. Development should be designed to ensure this view is carefully managed.
- Views from the Noel Park Estate should be considered in the design of development on this site.
- Development should complement the buildings in the Noel Park Estate Conservation Area to the north/east of the site across Bury Road. Heights should be restricted along this interface, and have entrances that present onto the street.
- Residential parking should be minimised on this site due to the excellent local public transport connections. There is a need to meet Town Centre parking need however, as per

the transport study supporting the next version of this document.

- The new secondary frontages on Lymington and Dovecote Avenues should provide complementary uses to the primarily retail offer on Wood Green High Road. These should be pedestrianised spaces.
- Opportunities to open up the old arcade building in the Cheapside parade to create an additional set of active frontages would be supported.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A flood risk assessment is required for any development. The Council's Strategic Flood Risk Assessment further outlines when an assessment is required and what it should include.
- The site lies in a Source Protection Zone as therefore any development should consider this receptor in any studies undertaken.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- A piling statement will be required prior to any piling taking place.

WG SA 13: Salvation Army

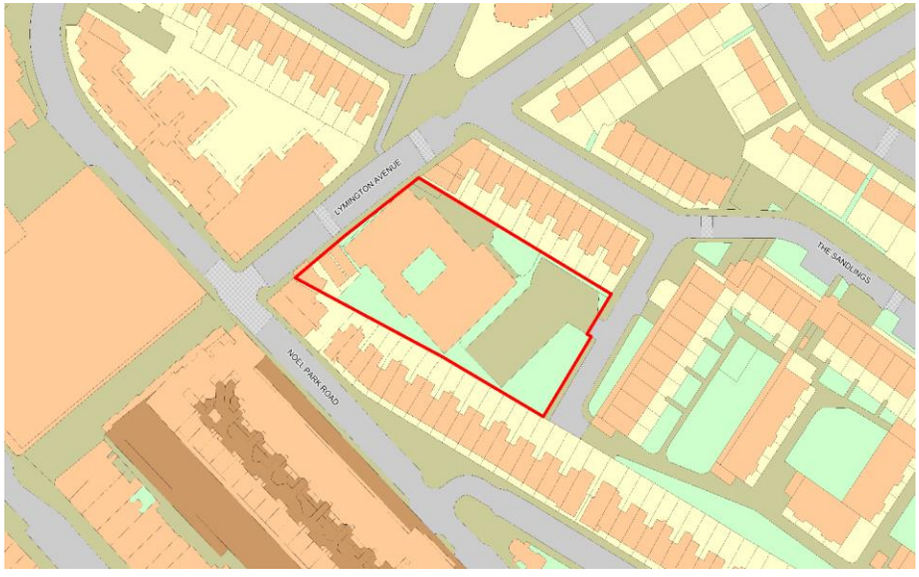
Address	Salvation Army, Lymington Ave, Wood Green, N22			
Site Size (Ha)	0.3	**PTAL Rating**		6a
Timeframe for delivery	**2018-2023**	**2023-2028**	**2028 onwards**	
Current/Previous use	Place of worship/ community centre			
Ownership	Single private freehold			
How site was identified	Landowner submission			
Planning designations	Wood Green Metropolitan Centre Wood Green Growth Area Primary shopping area			
Indicative Development Capacity	**Net residential units**	**Town centre m²**	**Employment m²**	**Other m²**
	74	735	735	735

Proposed Site Allocation

Comprehensive masterplanned redevelopment to create new mixed use development comprising a replacement community use and new town centre, employment and residential uses.

Commentary

The current Salvation Army building is a largely single storey building around a courtyard, with a sizeable car park at its rear. There is opportunity to intensify this site, and while replacing the existing community use, bring new town centre, employment and residential uses onto the site.



Site Requirements

- Development should contribute to the creation of a new Laneway on Lymington Avenue, with Secondary town centre frontages along their lengths.
- Due to the comprehensive development opportunity on this site, provision of larger floorplate retail units aimed at national comparison retailers will be expected.
- A mix of residential and employment floorspace will be permitted above the active frontages.
- New employment floorspace will be sought on this site. This should be either Grade A office or co-working SME office typology.
- A replacement community use should be considered for inclusion on this site.

Development Guidelines

- The principles of the High Rd South Character Area should be used to guide development on this site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- Part of this site lies beneath a protected viewing corridor of Alexandra Palace from Downhills Park. Development should be designed to ensure this view is carefully managed.
- Views from the Noel Park Estate should be considered in the design of development on this site.
- Development should complement the buildings in the Noel Park Estate Conservation Area to the north of the site. Heights should be restricted along residential interfaces, and have entrances that present onto the street.
- Residential parking should be minimised on this site due to the excellent local public transport connections. There is a need to meet Town Centre parking need however, as per the transport study supporting the next version of this document.
- The new secondary frontages on Lymington Avenue should provide complementary uses to the primarily retail offer on Wood Green High Road. This should be a predominantly pedestrianised space.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- The site lies in a Source Protection Zone as therefore any development should consider this receptor in any studies undertaken.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.

- A piling statement will be required prior to any piling taking place.

WG SA 14: 16-54 Wood Green High Rd

Address	16-54 Wood Green High Rd, N22		
Site Size (Ha)	1.6	**PTAL Rating**	6a
Timeframe for delivery	**2018-2023**	**2023-2028**	**2028 onwards**
Current/Previous use	Ground and some first floor town centre uses with mix of employment and residential uses above.		
Ownership	Mix of public and private freehold and leasehold interests.		
How site was identified	Existing Local Plan Site Allocation		
Planning designations	Wood Green Metropolitan Centre Wood Green Growth Area Primary shopping area		

	Primary frontage		
Indicative Development Capacity	**Net residential units**	**Town centre m²**	**Employment m²**
	420	3,849	3,849

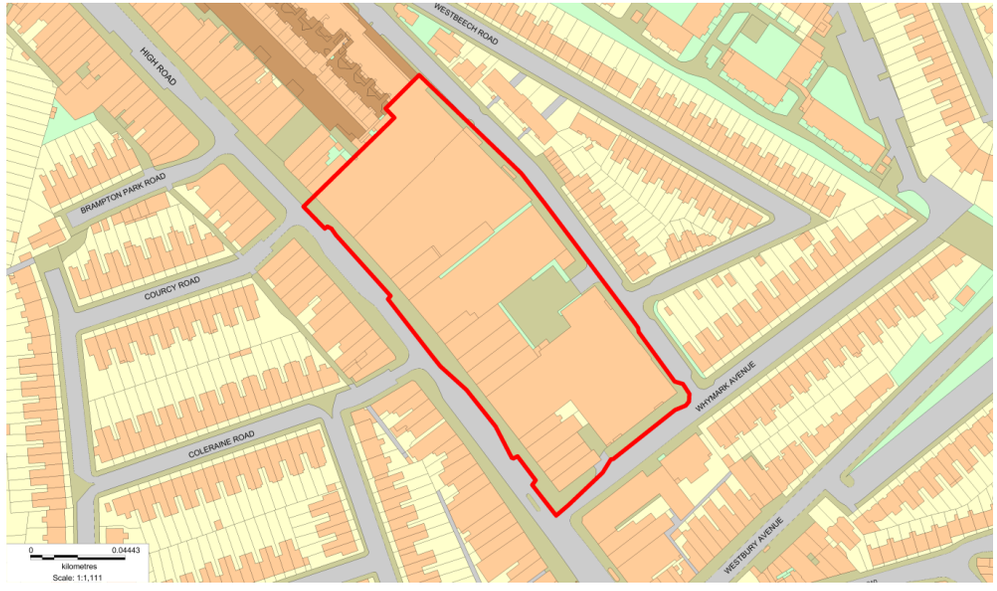
Proposed Site Allocation

Comprehensive redevelopment of current buildings for mixed use development consisting of town centre uses at ground and first floor level, with residential and employment uses above.

Commentary

This is a collection of buildings which are of mixed, but overall limited architectural quality at the southern end of Wood Green High Road. Development is likely to come forward in phases due to the multiple land ownerships on this site, but all applications should be co-ordinated through this policy. There is an opportunity to improve the High Road frontage, introduce a fine graining of the site to introduce new town centre uses off the High Road through the introduction of new Laneways, and increase residential and employment uses within the

centre.



Site Requirements

- Development proposals will be required to be accompanied by an allocation-wide masterplan showing how the land included meets this policy and does not compromise co-ordinated development on the other land parcels within the site allocation.
- No buildings need to be retained.
- Due to the comprehensive development opportunity on this site, provision of larger floorplate retail units aimed at national comparison retailers will be expected.
- A primary shopping frontage will be placed on the High Street frontage.
- A mix of residential and employment floorspace will be permitted above the active frontages.
- New employment floorspace will be sought on this site. This should be either Grade A office or co-working SME office typology.
- Height will be limited facing the High Road, with the possible exception for the site adjoining the potential tall building on the Whymark/Westbourne Road site. A laneway aligning with Westbeech & Coleraine Rds should be considered.
- New Laneways will be created on running east-west off the High Road, in addition to Whymark Avenue. These will have secondary town centre frontages at ground floor level, and are suitable as zones to help improve Wood Green's evening economy. One or two new laneways should be created through comprehensive development on this site.
- New development should increase the amount of circulation space available on the pavements fronting Wood Green High Rd.
- New retail provision on this site should be aimed at national comparison retailers, with new retail floorplates being designed in such a way to attract this type of retailer.
- At present part of this site is safeguarded for the construction of Crossrail 2.

Development Guidelines

- The principles of the High Rd South Character Area should be used to guide development on this site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- Part of this site lies beneath a protected viewing corridor of Alexandra Palace from Downhills Park. Development should be designed to ensure this view is carefully managed.
- Heights of buildings at the rear of the site should be sympathetic to the residential properties on the east side of Bury Road.

- A podium level fronting onto Wood green High Rd may be suitable to respect the character of the terraced properties on the eastern side of Wood green High Rd.
- Parking should be minimised on this site due to the excellent local public transport connections.
- Building lines should be set back at ground floor level to increase space for circulation along Wood Green High Road, through having a wider pavement width. This should respect the terraced frontage on WG SA 13 to the north of this site, and the frontage to WG SA 15 to the south.
- The Victorian shopping parade immediately north of the site on Wood Green High Road should be retained, and enhanced by this site's development.
- This site will in all probability come forward in phases due to the differences in ownership. Landowners will need to demonstrate how their schemes affect neighbouring properties, including their future redevelopment as part of their proposed design.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- The Piccadilly line runs in a shallow tunnel through this area, and TfL should be consulted prior to any development proceeding.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- A flood risk assessment is required for any development. The Council's Strategic Flood Risk Assessment further outlines when an assessment is required and what it should include.
- The site lies in a groundwater Source Protection Zone, and any development should demonstrate how it improves local water quality.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- A materials palate that complements the terraces opposite on Wood Green High Rd, and the Noel Park Conservation Area should be used on this site.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.

WG SA 15: Land between Westbury & Whymark Aves

Address	Land between Westbury Avenue, Whymark Avenue, and the High Rd, Wood Green, N22		
Site Size (Ha)	0.5	**PTAL Rating**	6b
Timeframe for delivery	**2018-2023**	**2023-2028**	**2028 onwards**
Current/Previous use	Retail with a mix of residential and employment activities above.		
Ownership	Multiple private freeholds and leaseholds		
How site was identified	Existing Local Plan Site Allocation		
Planning designations	Wood Green Metropolitan Centre Wood Green Growth Area Primary shopping area		

Indicative Development Capacity	**Net residential units**	**Town centre m²**	**Employment m²**
	117	1,114	1,114

Commentary

At present the entrance to Wood Green town centre from Turnpike Lane station is poor. Through redevelopment of this collection of buildings there may be an opportunity to provide an improved entrance to the town centre on this site. New town centre uses, an improved public realm, and new employment and residential floorspace will be encouraged through a set of phased and co-ordinated developments in line with a site-wide masterplan.



Site Requirements

- Development proposals will be required to be

accompanied by an allocation-wide masterplan showing how the land included meets this policy and does not compromise co-ordinated development on the other land parcels within the Site Allocation.
- No buildings need to be retained.
- Secondary town centre frontages will be allocated at ground floor level on Wood Green High Road.
- A new Laneway will be created on running east-west off the High Road on Whymark Avenue. Secondary frontages will be allocated here which will help to contribute to Wood Green's evening economy.
- A mix of residential and employment floorspace will be permitted above the active frontages.
- New employment floorspace will be sought on this site. This should be either Grade A office or co-working SME office typology.
- Development marking the gateway to Wood Green from Turnpike Lane tube station will be supported but should preserve or enhance the setting of the listed station.
- Building should be set back at ground floor level to increase space for circulation along Wood Green High Road, while also providing active frontages.
- The urban realm in front of this site should be representative of the site's gateway location from Turnpike Lane Tube to Wood Green centre.

Development Guidelines

- The setting of the Grade II listed Turnpike Lane Underground Station should be respected through any design.
- The principles of the High Rd South and Turnpike Lane Station, Westbury Avenue, and Ducketts Common Character Areas should be used to guide development on this site.
- New development should mark the entrance to the Town Centre from Turnpike Lane Underground Station; framing Wood Green High Rd.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- This site lies outside of protected view corridors, and may be suitable for tall or taller buildings, subject to other design considerations.
- Height should fall away from its peak at the frontage to Wood Green High Road along Whymark Avenue to preserve the amenity of adjoining terraced residential properties.
- The frontage to the High Road needs to create a high quality active frontage. The opportunity for additional town centre uses at first floor level should also be exploited.
- Building lines should be set back at ground floor level to increase space for circulation along Wood Green High Road, through having a wider pavement width.
- Taller elements may need to be set back from Wood Green High Rd due to the Piccadilly Line running in a shallow tunnel in this area.
- A podium level fronting onto Wood green High Rd may be suitable to respect the character of the terraced properties on the eastern side of Wood green High Rd.
- Parking should be minimised on this site due to the excellent local public transport connections.
- Opportunity to enable an improvement to the cycle network between Wood Green and the south/west at the junction of The Sandlings and Whymark Avenue should be considered. There may be an opportunity to improve the existing small open space open space at the junction of The Sandlings and Whymark Avenue.
- The urban realm around Turnpike Lane station should be of a high quality, and new development should enable this as it occupies a key gateway location into Wood Green.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should

be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- The Piccadilly line runs in a shallow tunnel through this area, and TfL should be consulted as part of any planning application.
- Development should respond positively to the adjacent Grade II listed Turnpike Lane Underground Station to the south.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- The site lies in a groundwater Source Protection Zone, and any development should demonstrate how it improves local water quality.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- Whilst the existing buildings on site have limited aesthetic or historic value, any new buildings should enhance the setting of the adjacent listed buildings.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.

WG SA 16: Turnpike Lane Triangle

Site Size (Ha)	0.2	**PTAL Rating**	6b

Address	Triangular piece of land between Westbury Avenue, Langham Rd, Turnpike Lane, N22

Proposed Site Allocation

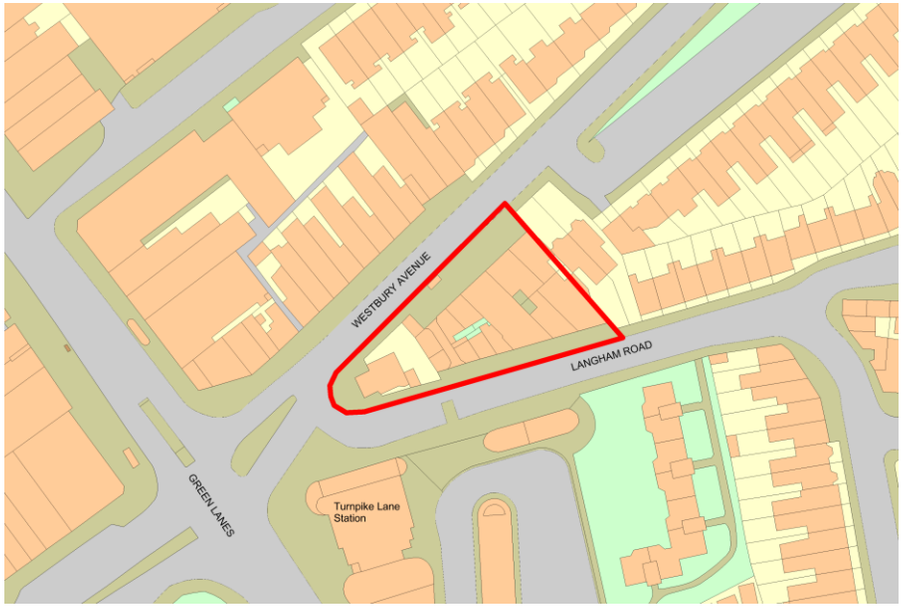
Comprehensive redevelopment creating a mix of town centre and residential uses which increase the multimodal transport function of Turnpike Lane tube station.

Timeframe for delivery	2018-2023	2023-2028	2028 onwards
Current/Previous use	Mixture of town centre uses, with some residential above.		
Ownership	Mixture of private freeholds and leaseholds		
How site was identified	Existing Site Allocation		
Planning designations	Wood Green Metropolitan Centre Wood Green Growth Area Primary shopping area Secondary frontage Adjacent to Listed Turnpike Lane building		

Indicative Development Capacity	Net residential units	Town centre m²	Cycle store m²
	41	199	199

Commentary

This site is ideally located to create a positive impression of Wood Green upon arrival at Turnpike Lane station. New town centre uses will be created, with residential development above, and a high quality public realm. There is an opportunity to create a new cycle hub which will serve the large residential hinterland served by Turnpike Lane station, particularly to the north east of the station where public transport is generally poorer.



Site Requirements

- Development proposals will be required to be accompanied by an allocation-wide masterplan showing how the land included meets this policy and does not compromise co-ordinated development on the other land parcels within the Site Allocation.
- No buildings on this site need to be retained.
- Secondary town centre frontages will be required at ground and first floor level, with residential uses above.
- The ground floor of the Westbury Avenue frontage of the building could be a suitable location for a secure cycle hub linked to Turnpike Lane station.
- The setting of the Grade II listed Turnpike Lane Underground Station should be respected through any design.

Development Guidelines

- The principles of the Turnpike Lane Station, Westbury Avenue, and Ducketts Common Character Area should be used to guide development on this site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- This site lies outside of protected view corridors, and may be suitable for tall or taller buildings, subject to other design considerations.
- Heights should be restricted at the interface with the residential buildings to the east on Langham Road and Westbury Avenue.
- Design of the site should be sympathetic to the Grade II listed Turnpike Lane station buildings across Langham Road.
- Creation of new high quality urban realm between the new building and Turnpike Lane station.
- Development should respond positively to the adjacent Grade II listed Turnpike Lane Underground Station to the south.
- This site should contribute to providing an important node on the borough's cycling network by enabling a connection from Frome Road through the bus station, and Duckett's Common towards Hornsey and the West of the borough.
- Parking should be minimised on this site due to the excellent local public transport connections.
- This site should provide a distinctive new building when exiting Turnpike Lane station. Subject to environmental and architectural justification, a high quality, taller building with a sleek appearance will be supported.

- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- The Piccadilly line runs in a shallow tunnel through this area, and TfL should be consulted prior to any development proceeding.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- Whilst the existing buildings on site have limited aesthetic or historic value, any new buildings should enhance the setting of the adjacent listed buildings.

Address	Turnpike Lane Station and Bus Stand, N15		
Site Size (Ha)	0.68	PTAL Rating	6b
Timeframe for delivery	2018-2023	2023-2028	2028 onwards
Current/Previous use	Mixture of town centre uses, with some residential above.		
Ownership	Mixture of public freehold and public & private leaseholds		
How site was identified	Submitted during 2017 consultation		
Planning designations	Wood Green Metropolitan Centre		

WG SA 17: Turnpike Lane Station

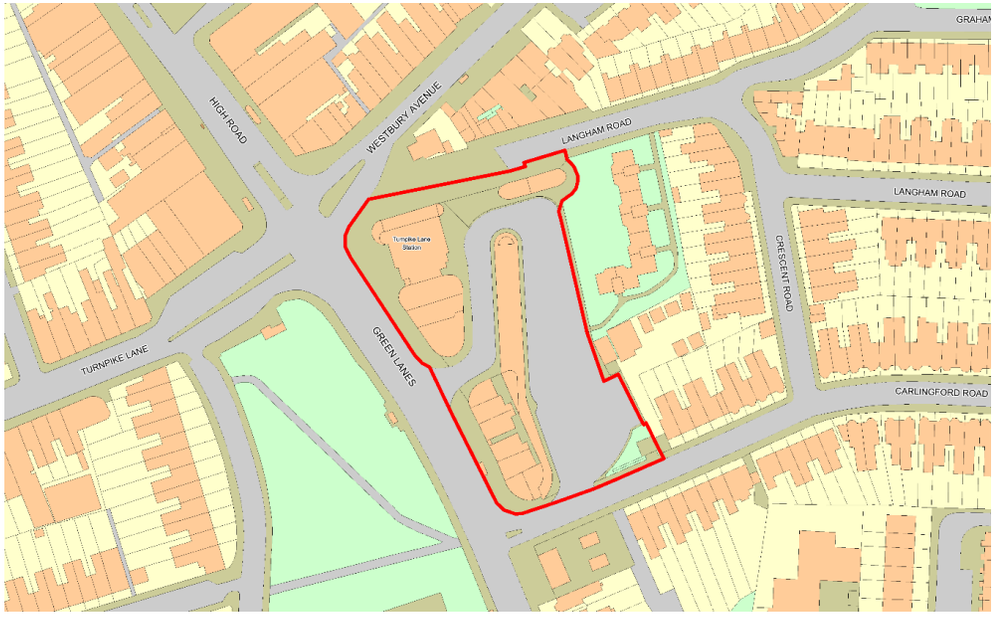
	Wood Green Growth Area Secondary frontage Grade II Listed building		
Indicative Development Capacity	**Net residential units**	**Town centre m²**	**Employment m²**
	85	835	835

Proposed Site Allocation

Redevelopment of bus standing area to create new town centre and residential uses, and improve the multimodal transport function of Turnpike Lane tube and bus station.

Commentary

Turnpike Lane station is a Grade II Listed building hosting a Piccadilly line Underground station and shops fronting onto Green Lanes. TfL have identified the bus standing section of the site as an opportunity for intensification, potentially creating new town centre uses, with a mix of residential and office development above, and a high quality public realm. Development will need to be sympathetic to the setting of the existing Underground station.



Site Requirements

- Development proposals will be required to be accompanied by an allocation-wide masterplan showing how the land included meets this policy and does not compromise co-ordinated development on the other land parcels within the Site Allocation.
- Secondary town frontages will be required at ground and first floor level, with residential uses above.
- New employment floorspace will be sought on this site. This should be either Grade A office or co-working SME office typology.
- The setting of the Grade II listed Turnpike Lane Underground Station should be retained, and it's setting respected through any design.

Development Guidelines

- The principles of the Turnpike Lane Station, Westbury Avenue, and Ducketts Common Character Area should be used to guide development on this site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- Due to the close proximity to listed buildings, this site is unlikely to be suitable for tall or taller buildings, subject to other design considerations.
- Heights should be restricted at the interface with the residential buildings to the east on Crescent and Carlingham Rds.
- The quality of urban realm facing onto Westbury Rd should be improved.
- This site should contribute to providing an important node on the borough's cycling network by enabling a connection from Frome Road through the bus station, and Duckett's Common towards Hornsey and the West of the borough.
- Parking should be minimised on this site due to the excellent local public transport connections.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- The Piccadilly line runs in a shallow tunnel through this area, and TfL should be consulted prior to any development proceeding.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- Applicants must consult with Thames Water regarding

both wastewater and water supply capacity upon the preparation of a planning application.

Sites in the Heartlands sub-area

INSERT MAP HERE

Fig 8.5: Site in the Heartlands sub-area

Site Ref	Site name	m² employment	m² town centre	Net resi units	Other	
					m²	Use(s)
WG SA 18	Bittern Place	3,224	806	173	-	
WG SA 19	Hornsey Park Rd Steelyard	1,264	-	72	-	
WG SA 20	Coburg Rd North	5,645	1,411	181	8,467	Boulevard/ Civic Centre/ Library
WG SA 21	Wood Green Cultural Centre (South)	6,826	1,706	341	1,706	Urban realm
WG SA 22	Wood Green Cultural Centre (North)	4,291	-	153	6,436	Access, School expansion
WG SA 23	Clarendon Road	12,210	6,105	1,395	6,105	New Open Space/ Boulevard
WG SA 24	Western Rd Car Park	1,615	-	92	-	
WG SA 25	Western Rd Depot	3,253	-	0	3,253	waste facility
WG SA 26	Land Adjacent to Coronation Sidings	3,020	-	173	-	
WG SA 27	Clarendon Road South	5,623	-	201	8,434	WICC/ Alevi/ ERS
WG SA 28	Hornsey Filter Beds	-	-	304	10,475	Biodiversity / leisure/ accessibility
Total		46970	10028	3086		

WG SA 18: Bittern Place

Address	Bittern Place, Coburg Rd, Wood Green, N22		
Site Size (Ha)	0.7	PTAL Rating	6a
Timeframe for delivery	2018-2023	2023-2028	2028 onwards
Current/Previous use	Commercial		
Ownership	Mix of public and private freeholds and leaseholds		
How site was identified	Existing Site Allocation		

Planning designations	Wood Green Growth Area Wood Green Metropolitan Centre		
Indicative Development Capacity	Net residential units	Employment m²	Town centre m
	173	3,224	806

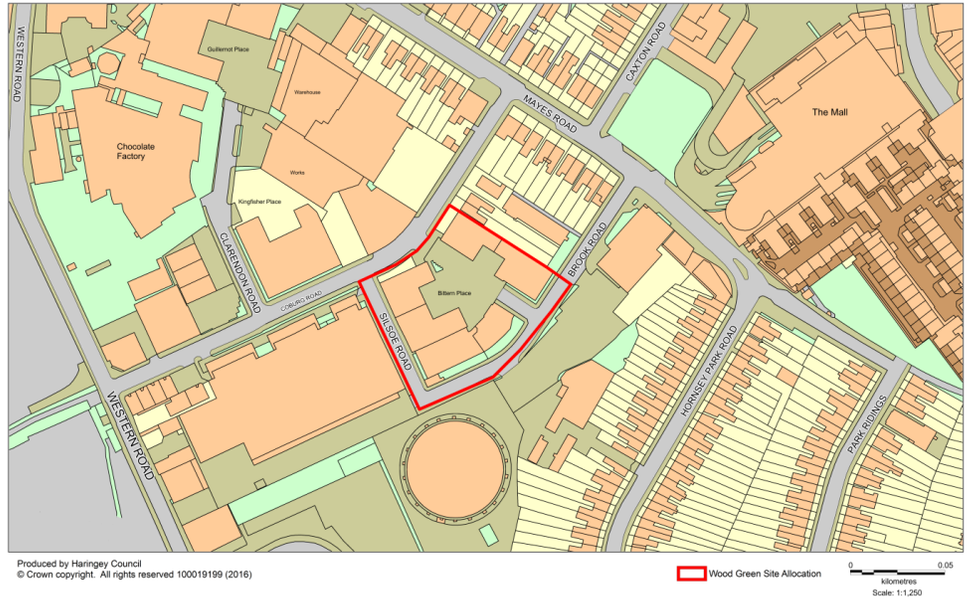
Proposed Site Allocation

Extension of Wood Green Town Centre Westwards, including mixed use development comprising predominantly civic uses with a mix of residential and employment uses above, the establishing of a new east-west link to Heartlands, including the creation of the eastern portion of a new Civic Boulevard on Coburg Rd.

Commentary

This site lies at a critical intersection between Wood Green town centre, and the former industrial area of Heartlands. In order for Wood Green to grow, and fulfil its role as a Metropolitan Centre, a western extension of the town centre towards Heartlands is planned. This will include improved east-west Civic Boulevard linking Wood Green with Heartlands via Coburg and Brooke Rds, as well as include new development which will accommodate new jobs and homes.

WG SA 17 Bittern Place



Site Requirements

- Development proposals will be required to be accompanied by an area-wide masterplan showing how the land included meets this policy and does not compromise co-ordinated development on the other land parcels within and adjoining the Site Allocation.
- No buildings need to be retained.
- This site falls within a Regeneration Area, and as such employment-led mixed use development will be appropriate here.
- New employment floorspace will be sought on this site. This

should be either Studio space or co-working SME office typology.
- A new Civic Boulevard will be established along Coburg Rd along with sites WGSAs 20 & 23.
- An easily navigable pedestrian and cycling link from Wood Green High Road, through the new civic square, to Alexandra Palace via the Penstock foot tunnel.
- Active frontages which address the public realm will be provided around all edges of the new Civic Boulevard.
- A mix of residential and employment floorspace will be permitted above the active frontages.

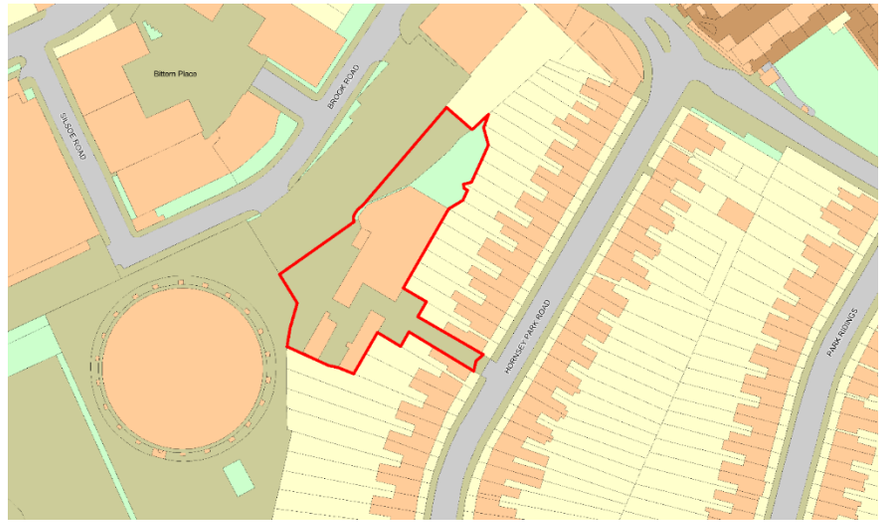
Development Guidelines

- The principles of the Wood Green Cultural Quarter Character Area should be used to guide development on this site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- Part of this site lies beneath a protected viewing corridor of Alexandra Palace from Downhills Park. Development should be designed to ensure this view is carefully managed.
- Development should also address Brook Rd, which will continue to be a road which provides access to the Clarendon Rd site, and Mayes Rd which will continue to be an important local residential street.
- Parking should be minimised on this site due to the excellent local public transport connections.
- Development should enhance the setting of the neighbouring Duke of Edinburgh pub and Chocolate Factory 2 buildings.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- The site lies in a Source Protection Zone as therefore any development should consider this receptor in any studies undertaken.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- A flood risk assessment is required for any development. The Council's Strategic Flood Risk Assessment further outlines when an assessment is required and what it should include.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.

WG SA 19: Land r/o Hornsey Park Rd

Address	157-159 Hornsey Park Rd, N22		
Site Size (Ha)	0.26	**PTAL Rating**	4
Timeframe for delivery	**2018-2023**	**2023-2028**	**2028 onwards**
Current/Previous use	Commercial		
Ownership	Single private leasehold		

How site was identified	Pre-application	
Planning designations	Wood Green Metropolitan Centre Wood Green Growth Area Local Employment Area: Wood Green regeneration area Blue ribbon network	
Indicative Development Capacity	Net residential units	Employment m^2
	72	3,224



Site Requirements

Proposed Site Allocation

Comprehensive redevelopment creating new employment and residential uses and an improved pedestrian network.

- Development proposals will be required to be accompanied by an area-wide masterplan showing how the land included meets this policy and does not compromise co-ordinated development on the other land parcels on surrounding Allocations.
- No buildings are required to be retained.
- Development should be mixed use with employment uses maximised, and residential above.
- New employment floorspace will be sought on this site. This should be either Studio space or co-working SME office typology.
- The Moselle runs in a culvert along the north edge of the site, and investigations around it's suitability for future use, and potential deculverting should be facilitated through any development.
- A pedestrian route through to the Clarendon Road site should be established.

Commentary

This site has recently been the subject of pre-application discussions regarding its redevelopment. It is considered that it has the potential to be more intensively used, creating new homes and jobs within an edge of town centre location. A new pedestrian route through to the centre of the Heartlands sub-area from Hornsey Park Road could also be created.

Address	John Raphael House, Olympia Industrial Estate, Mallard & Kingfisher Places, Chocolate Factory 2, Cypress House, Coburg Rd, & Duke of Edinburgh pub, Mayes Rd, Wood Green, N22		
Site Size (Ha)	1.2	**PTAL Rating**	4
Timeframe for delivery	**2018-2023**	**2023-2028**	**2028 onwards**
Current/Previous use	Commercial, leisure, pub		
Ownership	Mix of private and public freeholds and leaseholds		
How site was identified	Existing Site Allocations		
Planning designations	Wood Green Growth Area Local Employment Area: Regeneration area		

Indicative Development Capacity	**Net residential units**	**Employment m²**	**Town Centre m²**
	181	5,645	1,411

Development Guidelines

- The principles of the Clarendon Rd Character Area should be used to guide development on this site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- Part of this site lies beneath a protected viewing corridor of Alexandra Palace from Lordship Rec. Development should be designed to ensure this view is carefully managed.
- Height of new buildings where they back onto the residential properties on Hornsey Park Road should be considered carefully to respect their residential amenity.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- This site is suitable for car free development due to its good, and improving public transport access.

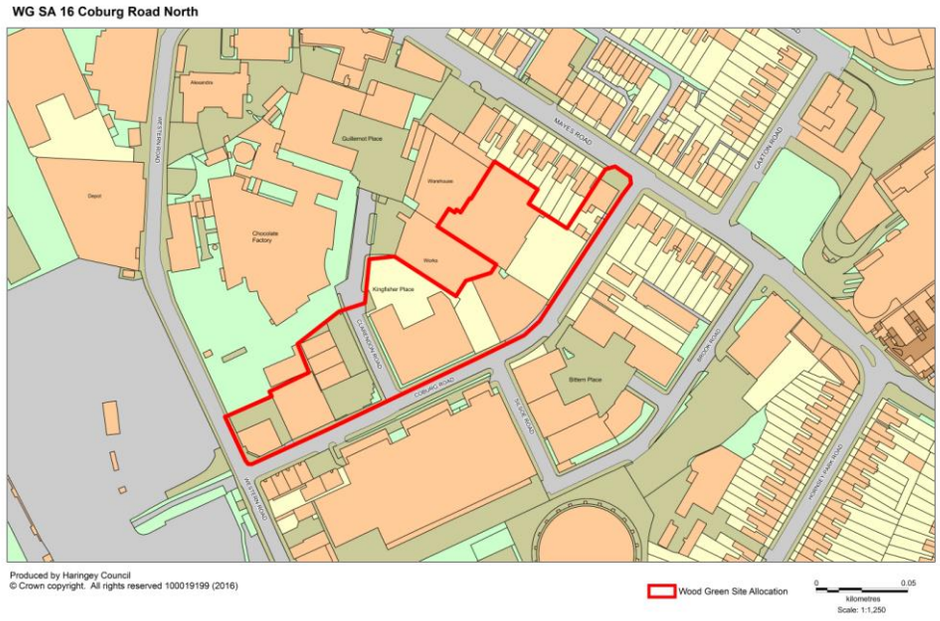
WG SA 20: Coburg Road North

Proposed Site Allocation

Employment-led mixed use development establishing the northern edge of a new Civic Boulevard linking Wood Green and the West of the borough via the Penstock Foot Tunnel, with new active frontages to the new piece of urban realm, and a mix of employment and residential uses above and behind.

Commentary

Coburg Rd presents a unique opportunity to extend Wood Green town centre westwards into the Heartlands area. A new Boulevard providing active uses all the way from the shopping area of the town centre to the Penstock foot tunnel should be created around a new piece of urban realm, a new "Civic Boulevard". There is considerable Council-owned land in this area, and new civic uses will be expected at the eastern side of the Boulevard. The western end will create a new gateway into Wood Green from Alexandra Palace Park and the west of the borough. A key junction leading to the Clarendon Rd urban square, and new piece of urban realm at the centre of the Cultural Quarter will be created. The Chocolate Factory 2 and Duke of Edinburgh pub are important local assets in the area, and will remain and contribute to the active frontages along this route.



Site Requirements

- Development proposals will be required to be accompanied by a site wide masterplan showing how the land included meets this policy and does not compromise co-ordinated development on the other land parcels within the Allocation, and the other Cultural Quarter site allocations.
- The aims of the Wood Green Cultural Quarter Policy will be required to be met through development on this site.
- Kingfisher Place is the Council's preferred location for the provision of a new Council building hosting Council services, offices, and a new library.
- New employment floorspace will be sought on this site. This should be either Studio space or co-working SME

office typology.
- A new Civic Boulevard will be established along Coburg Rd along with sites WGSAs 18 23. Part of this will be the principle new east-west connection through Wood Green, establishing an easily navigable pedestrian and cycling link from Wood Green High Road, through the new civic square, to Alexandra Palace via the Penstock foot tunnel. Coburg Rd may be stopped up to achieve this.
- The new Civic Boulevard along the current Coburg Rd alignment will contain active employment and town centre uses along its length.
- A new junction at the nexus of the Civic Boulevard and extended Clarendon Rd will be created, linking the Town Centre, Cultural Quarter Clarendon Rd site and Penstock foot tunnel.
- Access to the site by car, and for servicing, will be from Western Rd, and Mayes Rd.
- Chocolate Factory 2 and the Duke's Head Pub will be retained, and the frontage outside of them improved, and a consistent building line established. Due to this frontage being south-facing, active uses which utilise the space in front of the buildings will be supported.
- The aims of the Wood Green Cultural Quarter Policy will be required to be met through developments on this site.
- This site falls within a Regeneration Area, and as such employment-led mixed use development will be appropriate here.
- Residential development will be considered suitable on this site, with viability form the scheme used to create new employment floorspace.
- Affordable commercial rents may be sought having regard to the viability of the scheme as a whole.
- A contribution to the new, high quality public realm will be created at the centre of the Cultural Quarter on this the site (in combination with WGSAs 20 & 21), around Clarendon Road in the north of the site. A Public Realm Strategy which engages with the wider requirements for the area (for example including how this site interfaces with Clarendon Square) will be required.
- Active frontages to both sides of Clarendon Road will be required, which will demonstrably contribute to the cultural output of the area.
- A replacement facility for the Area 51 facility will need to be found prior to any redevelopment of this part of the site.

Development Guidelines

- The principles of the Parkland & Morrison's and Wood Green Cultural Quarter Character Areas should be used to guide development on this site.
- The northern portion of this site is within an area considered to be generally less suitable for family housing within the AAP area.
- Part of this site lies beneath a protected viewing corridor of Alexandra Palace from Downhills Park. Development

WG SA 21: Wood Green Cultural Quarter (south)

should be designed to ensure this view is carefully managed.
- New development at the junction of Western and Coburg Rds should mark the entrance to the area from Alexandra Palace via the Penstock foot tunnel.
- The new Council building should be designed in such a way that it provides for the public to visit and engage in the local democratic process.
- New active frontages onto Western and Coburg Rds should be created.
- Coburg Rd will become part of a principle east-west

cycle & pedestrian route linking Wood Green with

Address	Chocolate Factory, 1-3 Clarendon Rd, Mallard Place, Olympia Business Estate and John Raphael House, Wood Green N22		
Site Size (Ha)	1.4	**PTAL Rating**	4
Timeframe for delivery	**2018-2023**	**2023-2028**	**2028 onwards**
Current/Previous use	Existing Cultural Quarter		
Ownership	Mix of private freeholds and leaseholds		
How site was identified	Existing Site Allocation		
Planning designations	Wood Green Growth Area Wood Green Cultural Quarter Local Employment Area: Regeneration area Adjacent to Wood Green Common Conservation Area		

Indicative Development Capacity	**Net residential units**	**Employment m²**	**Town Centre m²**
	341	6,826	1,706

Alexandra Palace and the west of the borough through the Penstock foot tunnel.

- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.

Proposed Site Allocation

Enhancement of the Wood Green Cultural Quarter through improvements to Chocolate Factory and creation of high quality urban realm at the Cultural Q heart. Comprehensive redevelopment of the remaining sites for employment mixed use development with residential.

Commentary

The Wood Green Cultural Quarter represents a significant opportunity for growth in workspace within the greater Wood Green area. The Council will seek that the area creates new employment opportunities,

while creating a high quality public realm which supports opportunities to visit and gather within the Cultural Quarter.

WG SA 19 Wood Green Cultural Quarter (South)



Site Requirements

- Development proposals will be required to be accompanied by an area-wide masterplan showing how the land included meets this policy and does not compromise co-ordinated development on the other land parcels within the Allocation, and the other Cultural Quarter site allocations.
- The original Chocolate Factory building will be required to be retained.
- The aims of the Wood Green Cultural Quarter Policy will be required to be met through developments on this site.
- Coburg Rd will be pedestrianised and contain active uses including employment and town centre along its length.
- A new link along Clarendon Rd will be created, linking the Cultural Quarter and Wood Green Common with the Clarendon Rd site to the south. Clarendon Road will be extended through this site, and subsequently through WGSA 22 to connect the Heartlands area with Wood Green Common and Alexandra Palace Station by foot.
- Access to the site by car, and for servicing, will predominantly be from Western Rd.
- Parma House and the 80s extension to the Chocolate Factory will all be permitted for demolition, subject to alternative premises for viable incumbent uses to be retained and/or reprovided being identified within the local area.
- This site falls within a Regeneration Area, and as such employment-led mixed use development will be appropriate here.
- New employment floorspace will be sought on this site. This should be either Studio space or co-working SME office typology.
- Residential development will be considered suitable on this site, with viability form the scheme used to create new employment floorspace and an improved public realm in the centre of the Cultural Quarter.
- Affordable commercial rents may be sought having regard to the viability of the scheme as a whole.
- Clarendon Rd will be enhanced and provide a north-south pedestrian and cycling connection through the site to link with Wood Green Common to the north.
- A new, high quality public realm will be created that will act as the focal point for the Cultural Quarter on this the site in combination with WG SA 20. A Public Realm Strategy which engages with the wider requirements for the area (for example including how this site interfaces with Clarendon Square) will be required. This will be located on an improved Clarendon Rd.
- Active frontages to both sides of Clarendon Road will be required, which will demonstrably contribute to the

cultural output of the area.
- Development should follow the principles set out in any future Council-approved masterplan, and the Wood Green AAP.
- A fine-graining of the road network on this site will be required.

WG SA 22: Wood Green Cultural Quarter (north)

Development Guidelines

- The principles of the Wood Green Cultural Quarter Character Area should be used to guide development on this site.
- This site lies beneath a protected viewing corridor of Alexandra Palace from Lordship Rec, and the new local view from Wood Green High Rd. Development should be designed to ensure this view is carefully framed and managed.
- Clarendon Road will be extended through Guillemot Place as part of the new principle pedestrian and cycling north-south route to connect the Heartlands area to Wood Green Common, and Alexandra Palace Station.
- A new active frontage to Western Rd should be created.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.

Address	Haringey job centre, Mayes Rd; and Guillemot Place, Clarendon Rd, Wood Green, N22		
Site Size (Ha)	0.9	**PTAL Rating**	5
Timeframe for delivery	**2018-2023**	**2023-2028**	**2028 onwards**
Current/Previous use	Job centre, Self store, industrial uses, residential		
Ownership	Mix of public and private freeholds and leaseholds		
How site was identified	Existing Site Allocation		
Planning designations	Wood Green Growth Area Wood Green Common Conservation		

	Area Local Employment Area: Wood Green regeneration area	
Indicative Development Capacity	**Net residential units**	**Employment m²**
	153	6,436

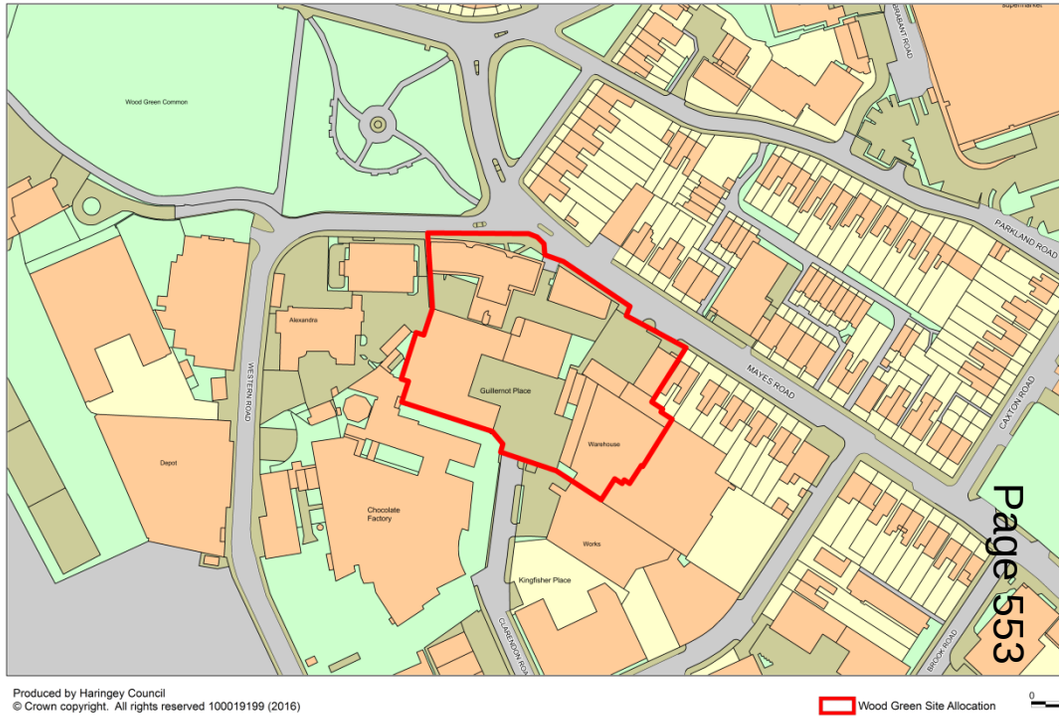
Proposed Site Allocation

Comprehensive redevelopment enhancing the Wood Green Cultural Quarter, including creation of a new north south link between Clarendon Rd and Wood Green Common, creating mixed use development and the potential extension of Alexandra Primary School.

Commentary

The Wood Green Cultural Quarter represents a significant opportunity for growth in workspace within the greater Wood Green area. The Council will seek that the area creates new employment opportunities, while creating a high quality public realm which supports opportunities to visit and gather within the Cultural Quarter. A new pedestrian & cycling connection linking the Cultural Quarter, Wood Green Common and Alexandra Palace Station should be created as part of comprehensive redevelopment on this site. Provision should be made for the potential expansion of Alexandra primary school to accommodate future increases in primary school demand in the local area.

WG SA 20 Wood Green Cultural Quarter (North)



Site Requirements

- Development proposals will be required to be accompanied by a site wide masterplan showing how the land included meets this policy and does not compromise co-ordinated development on the other land parcels within the Allocation, and the other Cultural Quarter Site Allocations.
- The Wood Green job centre and Guillemot Place are of limited architectural quality, and will be permitted for

redevelopment. Cambridge House will be retained.

- The current job centre site will be allocated for the future extension of Alexandra Primary School, subject to emerging school place planning requirements.
- The aims of the Wood Green Cultural Quarter Policy will be required to be met through developments on this site.
- An extension of Clarendon Road, from its current cul-de-sac, through the site, as a pedestrian and cycling route, linking the Cultural Quarter with Wood Green Common will be established through this site.
- Access to the site by car, and for servicing, will be from Western Rd, and Mayes Rd.
- A new, high quality public realm will be created that will act as the focal point for the Cultural Quarter on this the site in combination with WG SA 19. A Public Realm Strategy which engages with the wider requirements for the area (for example including how this site interfaces with Clarendon Square) will be required.
- This site falls within a Regeneration Area, and as such employment-led mixed use development will be appropriate here. Workspace-type employment floorspace will be sought on this site.
- Residential development will be considered suitable on this site, with viability form the scheme used to create new employment floorspace.
- New employment floorspace will be sought on this site. This should be either Studio space or co-working SME office typology.
- Affordable commercial rents may be sought having regard to the viability of the scheme as a whole.
- The job centre function should be reprovided within the AAP area prior to its redevelopment.
- Uses that positively support the enhancement of the cultural quarter will be expected as part of this redevelopment.
- Part of the site is located within Wood Green Common Conservation Area and any development should make a positive contribution to the setting of the Conservation Area, in particular the locally listed Alexandra Primary School, and 109 Mayes Rd.

Development Guidelines

- The principles of the Wood Green Cultural Quarter Character Area should be used to guide development on this site.
- This site is within a viewing corridor of Alexandra Palace from Lordship Rec and Lordship Lane/ Bruce Castle, and the new local view from Wood Green High Rd, and development should be designed in such a way as to complement these views.
- Clarendon Road will be extended as a pedestrian and cycling link through Guillemot Place and the Job Centre site to connect the Cultural Quarter to Wood Green common, and Alexandra Palace rail station.
- The confluence of Mayes Rd, Clarendon Rd, and Western Rd will need to be carefully managed to ensure that a safe and efficient junction is created.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This

should be delivered in accordance with the latest Council-approved decentralised energy masterplan.

- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- Development should respond positively to the adjacent locally-listed Cambridge House.
- A piling statement will be required prior to any piling taking place

- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.

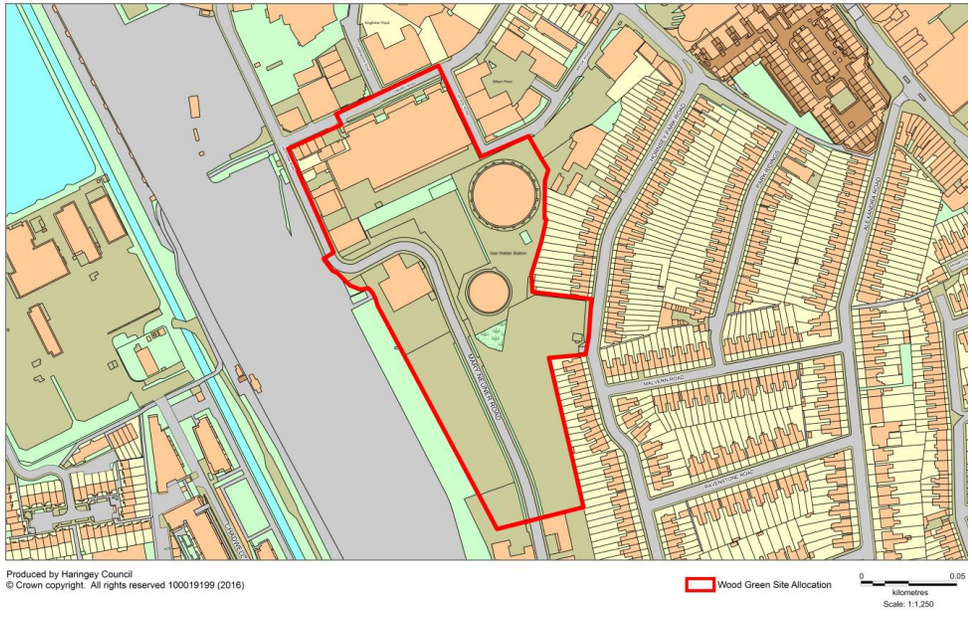
Address	Land at Former Clarendon Gas Works, Clarendon Rd, Hornsey Park Rd, Mayes Rd, Clarendon Rd, N8		
Site Size (Ha)	5.0	**PTAL Rating**	4-6
Timeframe for delivery	**2018-2023**	**2023-2028**	**2028 onwards**
Current/Previous use	Vacant former gas works, commercial premises.		
Ownership	Mix of public and private freeholds		
How site was identified	Existing Site Allocation		
Planning designations	Wood Green Growth Area Blue Ribbon Network Adjacent to: • Regeneration Area • Cultural Quarter • Ecological Corridor • Article 4 direction for Heartlands rail corridor		

Indicative Development Capacity	**Net residential units**	**Employment m^2**	**Town Centre m^2**
(HGY/2009/0503)	1,080	700	920
Update 2018	1,395	12,210	6,105

Proposed Site Allocation

Creation of comprehensive mixed use development, including new employment, residential, and, a new urban square with ancillary retail centre uses, a decentralised energy hub, community uses, and establishing new north-south and east-west connections through the area.

WG SA 18 Clarendon Road



Commentary

Planning consent was granted in 2012 for a mixed use development consisting of 1,080 new residential units, town centre uses, and a new urban square. While extant, it is anticipated that a new application will come forward within the plan period. Due to the size of the site, this development will be expected to make a significant contribution to the creation of a new mixed use suburb adjacent to Wood Green Metropolitan Centre. It will create new jobs and homes in the area, contribute to meeting the community and decentralised energy need of a regenerated Wood Green, and create a positive urban realm including contributing to establishing new principle north-south route through the area, as well as an east-west Civic Boulevard in tandem with other sites along Coburg Rd.

Site Requirements

- Development proposals will be required to be accompanied by an area-wide masterplan showing how the land included meets this policy and does not compromise co-ordinated development on the other land parcels within the Allocation, and on surrounding sites.
- A new green open space will be created above the alignment of the Moselle on this site, which will help to mitigate existing open space deficiency in this area.
- A new Civic Boulevard will be established along Coburg Rd along with sites WG SA 18 & WG SA 20. Part of this will be the principle new East-West Route through Wood Green, establishing an easily navigable pedestrian and cycling link from Wood Green High Road, through the new civic square, to Alexandra Palace via the Penstock foot tunnel. Coburg Rd may be stopped up as a vehicular route to achieve this. This route should be as wide as feasible and viable to accommodate a range of activities and events throughout the year.
- An extended Clarendon Rd connecting the Wood Green Cultural Quarter in the north, and Mary Neuner Way in the south will be created. This will need to be pedestrian and

cyclist friendly along its route, including the car and bus stretch in the south of the site.
- A new public square providing local services for local residents will be created. This should complement, rather than compete with Wood Green Town Centre, and be located on the new principle North-South route.
- Part of this site falls within a Regeneration Area, and as such employment-led mixed New employment floorspace will be sought on this site. This should be either Studio space or co-working SME office typology.
- Affordable commercial rents may be sought having regard to the viability of the scheme as a whole.
- Residential development will be considered suitable on this site, with viability form the scheme used to create new employment floorspace.
- An element of supported housing, in conjunction with a new adult day centre (reprovided from site WG SA 24) will be accommodated on this site.
- Community space reproviding the uses currently located in the Asian Centre on WG SA 8 will be required.
- Provision for a new bus route, including a new bus stop on Mary Neuner Way will be required.
- This is the preferred location for a new decentralised energy hub for the heartlands area. This should be designed in accordance with the Council's most up-to-date decentralised energy masterplan.

Development Guidelines

- The principles of the Clarendon Rd and Wood Green Cultural Quarter Character Areas should be used to guide development on this site.
- New development should mark the entrance to the Wood Green from Alexandra Palace/ the west of the borough; framing views down the new east-west route.
- Development should mark the confluence of the new Civic Boulevard and extended Clarendon Rd through the Heartlands Sub Area.
- The northern part of this site is within an area considered to be generally less suitable for family housing within the AAP area. The southern portion of this site is within an area considered to be generally more suitable for family housing within the AAP area.
- Part of this site lies beneath a protected viewing corridor of Alexandra Palace from Downhills Park. Development should be designed to ensure this view is carefully managed.
- A high quality new public realm will be created which creates spaces for new residents to relax, meet and interact.
- A mix of public and private open spaces should be created to meet the needs of occupants of the site, and help to address existing open space deficiency in this area.
- An element of supported housing, in conjunction with a replacement day centre would be appropriate on this site.
- Development should respect the amenity of properties on the west side of Hornsey Park Rd.
- View of the site from Alexandra Palace & Park should be considered in any design. Development should address the Park across the rail line on upper levels where it will be visible from within Alexandra Palace Park.
- New entrances through the site should be provided from Hornsey Park Rd.
- The Moselle River runs in a culvert under this site, and has been identified as being in a potentially poor condition. Any development in this area should ensure that as a minimum the culvert is made safe, and ideally the potential for the Moselle to be deculverted is explored.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- Applicants must consult with Thames Water regarding

both wastewater and water supply capacity upon the preparation of a planning application.
- New street trees should be provided in this area.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.

WG SA 24: Western Rd Car Park

Proposed Site Allocation

Redevelopment for employment and residential mixed use development.

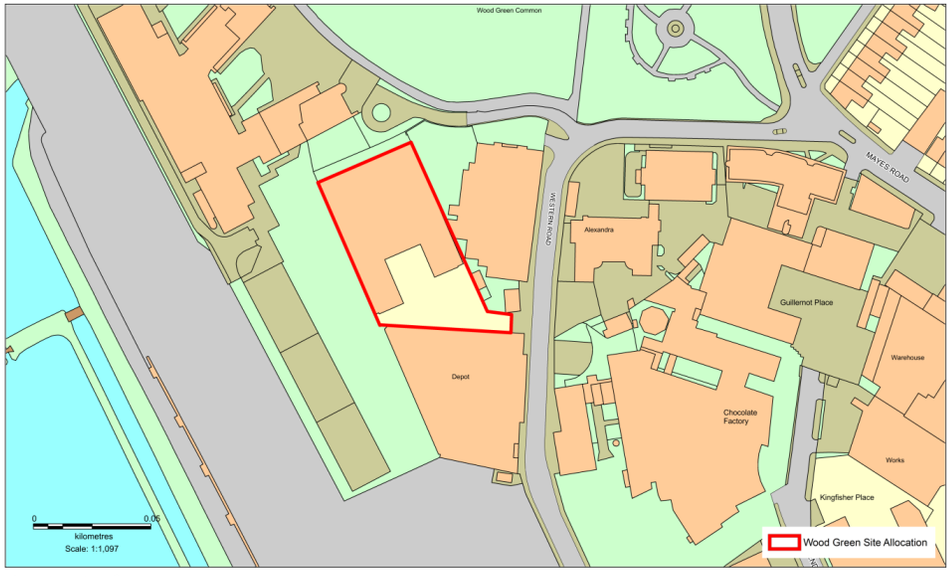
Address	Car Park, Western Rd, Wood Green, N22		
Site Size (Ha)	0.3	**PTAL Rating**	4
Timeframe for delivery	**2018-2023**	**2023-2028**	**2028 onwards**

Current/Previous use	Car parking and warehouse/business uses	
Ownership	Mix of public and private freeholds and leaseholds	
How site was identified	Pre-application 2015	
Planning designations	Wood Green Growth Area Wood Green Metropolitan Centre Local Employment Area: Wood Green regeneration area Adjacent to Wood Green Common Conservation Area	
Indicative Development Capacity	**Net residential units**	**Employment m²**
	92	1,615

Commentary

This site is currently in a mix of employment and car parking uses, which are not the optimal use of land within the Growth Area. Redevelopment which increases employment floorspace on the site will be supported.

WG SA 26: Western Road Car Park



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Site Requirements

- This site falls within a Regeneration Area, and as such employment-led mixed use development will be appropriate here.
- Residential development will be considered suitable on this site, with viability form the scheme used to create new employment floorspace.
- Affordable commercial rents may be sought having regard to the viability of the scheme as a whole.
- New employment floorspace will be sought on this site. This should be a Studio/ workroom space.
- Development should be designed in such a way that it contributes positively to the setting of Wood Green Common, and other buildings within the Conservation Area.
- The current emergency response role the site supports will be required to be adequately reprovided in order for development to proceed.

Development Guidelines

- The principles of the Wood Green Cultural Quarter Character Area should be used to guide development on this site.
- This site is not considered suitable for a tall building due to the potential impact on long views of Alexandra Palace from Lordship Rec and Lordship Lane/ Bruce Castle.
- Development should be designed to complement the characterful Dacorium centre next door.
- Development should aim to improve view from Wood Green Common to the south.
- The amenity of users of Heartlands High School should be considered through any design.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Thames Water should be consulted with regards the capacity of existing drains to move waste water from the site. Provision for safe and secure waste water drainage will be required to be identified prior to development commencing, and this will be a condition on planning consents.

WG SA 25: Western Rd Depot

Proposed Site Allocation

Subject to suitable reprovision of the licensed waste capacity, use of the site for employment use.

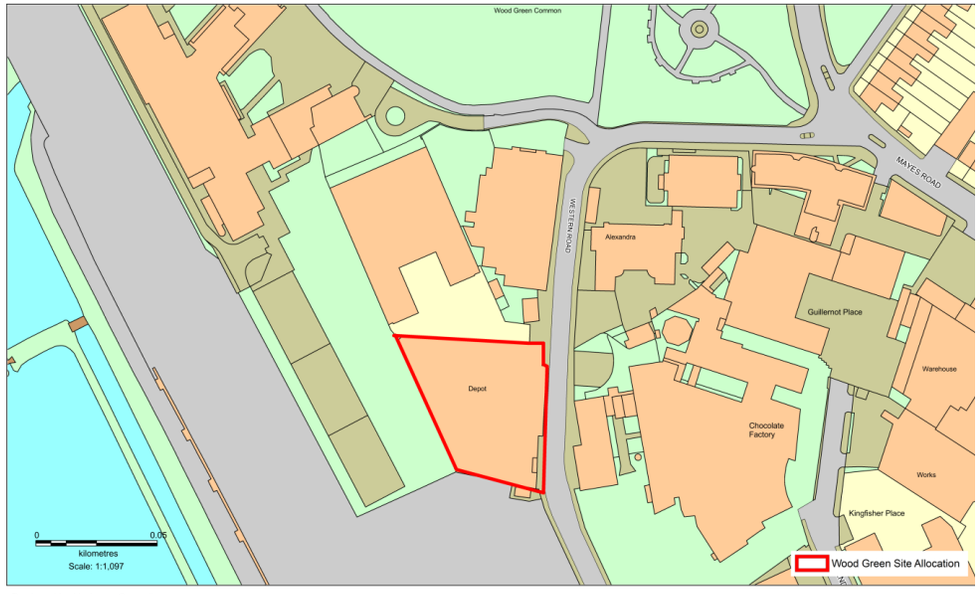
Address	Western Rd Depot, Western Rd, Wood Green, N22		
Site Size (Ha)	0.3	**PTAL Rating**	4
Timeframe for delivery	**2018-2023**	**2023-2028**	**2028 onwards**
Current/Previous use	Recycling Depot		
Ownership	Single public freehold		
How site was identified	Review of local sites for Wood Green AAP		
Planning designations	Wood Green Growth Area Local Employment Area: Wood Green regeneration area		

Indicative Development Capacity	**Employment m²**	**Replacement recycling facility**
	3,253	3,253

Commentary

The existing reuse and recycling centre provides an important role in managing waste within the local area. The current layout of the site is not the optimal use of land within a Growth Area. There is a requirement that the existing licensed waste capacity on the site is continued to be managed locally. There is no off-site solution to this currently, and it is recognised that municipal recycling functions can be of benefit to communities living in higher density neighbourhoods. Development which facilitates an enhanced local recycling offer, while meeting licensed waste capacity requirements, and delivers a mix of new employment floorspace, will be supported.

WG SA 25: Western Road Depot



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Site Requirements

- The licensed waste capacity on this site will need to be accommodated either on site or at a new location prior to any development for other uses taking place.
- This site falls within a Regeneration Area, and as such employment use is appropriate here. It is not considered that residential use is feasible above the recycling centre.
- New employment floorspace will be sought on this site. This should be a Studio/ workroom space.
- Affordable commercial rents may be sought having regard to the viability of the scheme as a whole.

Development Guidelines

- The principles of the Wood Green Cultural Quarter Character Area should be used to guide development on this site.
- This site is not considered suitable for a tall building due to the potential impact on long views of Alexandra Palace from Lordship Rec and Lordship Lane/ Bruce Castle, as well as the new local view from Wood Green High Rd.
- Innovative approaches to reproviding the existing waste uses on site as part of mixed use development will be considered here. This should be focused on providing service to a mix of car and foot-borne visitation.
- Active uses should be provided onto Western Rd wherever possible.
- The amenity of users of Heartlands High School should be considered through any design.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Thames Water should be consulted with regards the capacity of existing drains to move waste water from the site. Provision for safe and secure waste water drainage will be required to be identified prior to development commencing, and this will be a condition on planning consents.

WG SA 26: L/a Coronation Sidings

Address	Land adjoining Western Rd, the Penstock foot tunnel, and the Great Northern Rail line, Wood Green N22		
Site Size (Ha)	0.9	**PTAL Rating**	3
Timeframe for delivery	**2018-2023**	**2023-2028**	**2028 onwards**
Current/Previous use	Primarily vacant land, some lorry parking		
Ownership	Single public ownership		
How site was identified	Local Plan Site Allocation		
Planning designations	Wood Green Growth Area Ecological corridor		
Indicative Development Capacity	**Net residential units**	**Employment m²**	
	173	3,020	

Creation of employment-led mixed use development with residential.

Commentary

This site is currently mostly vacant, and a development that marks the entrance to the Penstock foot tunnel linking Wood Green and Alexandra Palace Park will be supported. Development will need to demonstrate how it can enhance the ecological corridor running alongside the railway line in this area.



Site Requirements

Proposed Site Allocation

- Uses on the ground floor of this site should be employment generating; either B1a or B1c. Residential will be permissible

above.
- New employment floorspace will be sought on this site. This should be a Studio/ workroom space.
- Affordable commercial rents may be sought having regard to the viability of the scheme as a whole.
- Residential development will be considered suitable on site, with viability form the scheme used to create new employment floorspace.
- The urban realm into and within the Penstock foot tunnel will be improved by securing a planning obligation on this site.
- The site is currently part of an underperforming north-south ecological corridor running along the rail line. While accepting that the quantum of corridor in this area will be reduced, the impact of development will need to be identified and mitigated to ensure that the function of the corridor is protected through the development. At present the land is not considered to be positively contributing to the principles of the corridor, and any future development should ensure a positive contribution to the corridor is produced.

Development Guidelines

- The principles of the Wood Green Cultural Quarter Character Area should be used to guide development on this site.
- Development should mark the corner of Western Rd and the Penstock path.
- Heights will be constrained by the impact on long views of Alexandra Palace from Downhills Park.
- Development at the corner of Western Rd and the Penstock path should complement the development across Western Rd to the west. A taller element could be designed in such a way to be visible from Alexandra Palace Park, acting as a way marker, while respecting the setting of the Park.
- A new frontage to the Penstock path should be created, increasing passive surveillance of the path and the entrance to the tunnel.
- Penstock Path will become part of the new east-west route linking Wood Green with Alexandra Palace and the west of the borough through the Penstock foot tunnel.
- Development contributions for a dedicated cycle and pedestrian crossing of Western Rd into Coburg Rd should be secured through development on this site.
- Consideration regarding retention of the mature trees fronting onto Western Rd should be given, while ensuring that new buildings face onto, and are accessed from Western Rd.
- Development will need to be designed in such a way as the amenity of future occupants is not compromised by the continual operation of the Hornsey Rail Depot.
- Network Rail should be consulted regarding their ongoing access and security requirements to the existing Hornsey Rail Depot.
- Thames Water should be consulted with regards the capacity of existing drains to move waste water from the site. Provision for safe and secure waste water drainage will be required to be identified prior to development commencing, and this will be a condition on planning consents.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- The impact of Hornsey rail Depot operating in close proximity to this site should be considered as part of any application.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.

Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.

WG SA 27: Clarendon Rd South

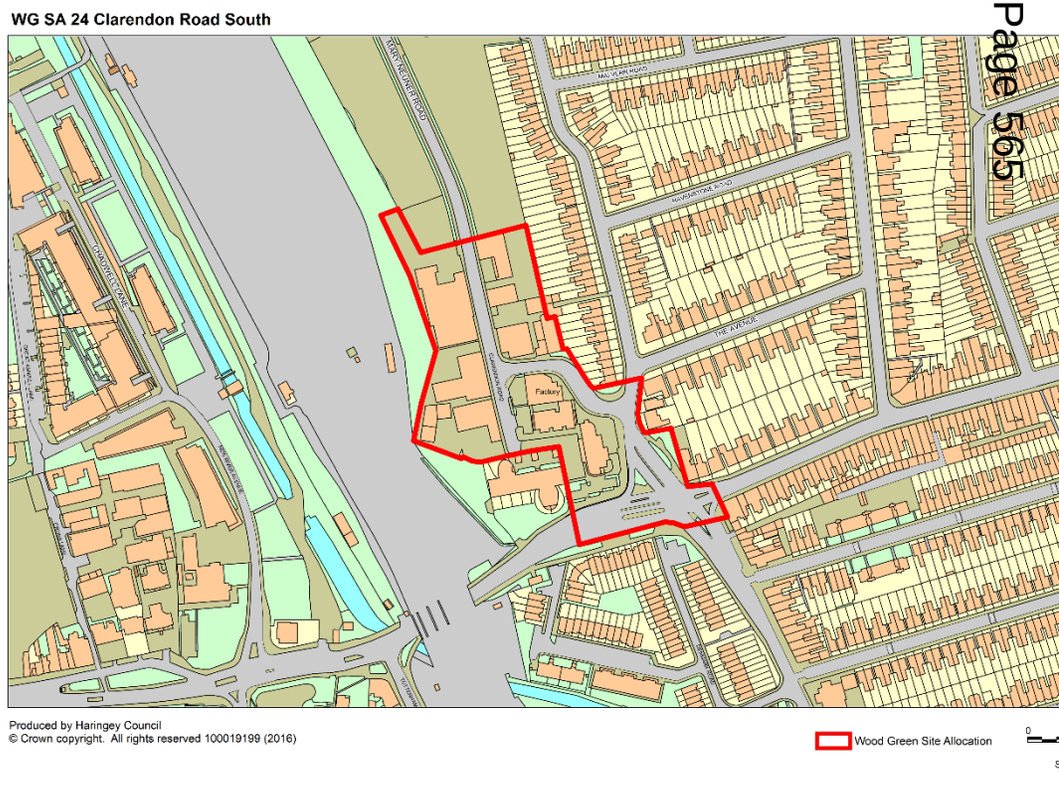
Address	27-33 & 9-70 Clarendon Rd, Wood Green, N22		
Site Size (Ha)	1.7	**PTAL Rating**	4
Timeframe for delivery	**2018-2023**	**2023-2028**	**2028 onwards**
Current/Previous use	West Indian Cultural Centre, Day Centre, Commercial Premises		
Ownership	Mix of public and private freeholds and leaseholds		
How site was identified	Existing Site Allocation		
Planning designations	Wood Green growth area Ecological corridor Adjacent to: • Article 4 direction for Heartlands rail corridor • Area of Archaeological Importance		
Indicative Development Capacity	**Net residential units**	**Employment m²**	
	201	5,623	

Proposed Site Allocation

Subject to appropriate reprovision of the existing community uses, creation new mixed use development including community, employment and residential uses.

Commentary

This site is currently of a mixed characteristic, including a mix of community, employment and residential uses. There is potential for the site to be used more intensively, and complement the development which is expected to take place in the Clarendon Rd development.



Site Requirements

- Development proposals will be required to be accompanied by a site wide masterplan showing how the land included meets this policy and does not compromise co-ordinated development on the other land parcels within the Allocation.
- No buildings need to be retained, but businesses should be retained within the AAP area wherever possible.
- Residential development will be considered suitable on this site, with viability from the scheme used to secure the new primary school and reprovided community space.
- New employment floorspace will be sought on this site. This should be a Studio or SME Office space.
- Affordable commercial rents may be sought having regard to the viability of the scheme as a whole.
- The Council supports the retention, and expansion of ERS in this area.
- Reprovision of the West Indian Cultural Centre, Alevi Centre, and the LBH day centre will need to be agreed before development of their respective plots can proceed.
- Provision for a new bus route, including a new bus stop on Mary Neuner Way will be required.

WG SA 28: Hornsey Filter Beds

Development Guidelines

- The principles of the Clarendon Rd Character Area should be used to guide development on this site.
- This site is within an area considered to be generally more suitable for family housing within the AAP area.
- This site lies outside of protected view corridors, and may be suitable for tall or taller buildings, subject to other design considerations.
- Heights should be restricted where they adjoin the properties on Hornsey Park Road.
- Taller development will be acceptable on the west side of Clarendon Rd.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Close attention in the design of this site should be had to the impact of the railway embankment on future occupants of the site.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- The site lies in a groundwater Source Protection Zone, and any development should demonstrate how it improves local water quality.
- Business uses should respect adjacent residential.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.
- Opportunities to collaborate with existing community facilities providers in the area to improve the overall level of service should be explored.

Address	Hornsey Filter Beds, Newland Rd, Hornsey		
Site Size (Ha)	3.2	**PTAL Rating**	4
Timeframe for delivery	**2018-2023**	**2023-2028**	**2028 onwards**

Current/Previous use	Filter beds (water treatment)
Ownership	Single private freehold
How site was identified	Site submitted during Call for Sites 2013
Planning designations	Metropolitan Open Land Locally Listed Hornsey Filter Beds Conservation Area Adjacent to SINC Adjacent to Coronation Sidings Article 4 Area Adjacent to Alexandra Palace Conservation Area Adjacent to blue ribbon network
Indicative Development Capacity	Net residential units 304

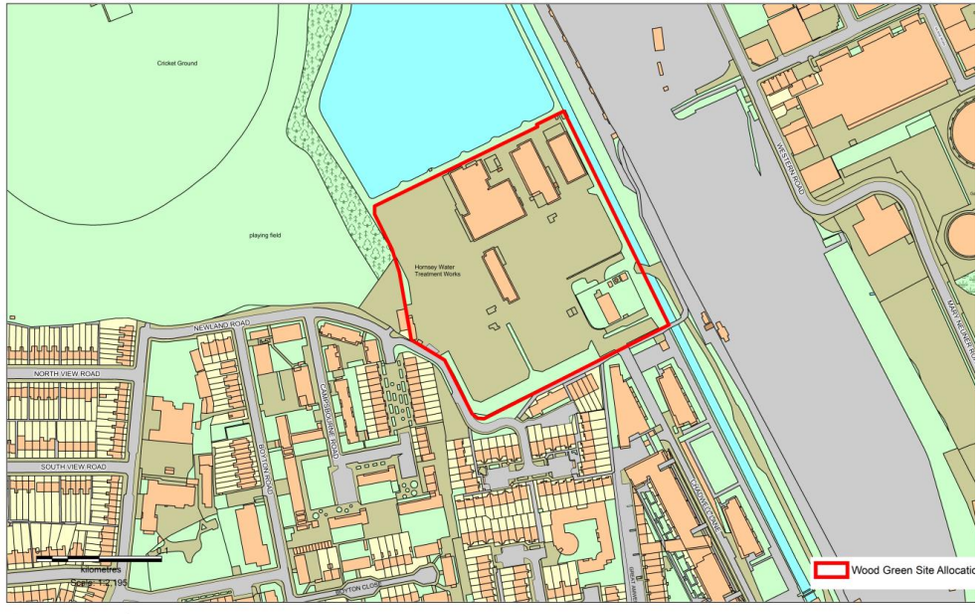
Commentary

This site offers a unique opportunity to improve connections between Wood Green and Alexandra Palace and Park. The site is considerably constrained by MOL and local listing designations, but it is considered that some of the existing uses on the site contribute detrimentally to the aspirations of these designations. It may be that a development on this site can be beneficial to meeting these aims, as well as offering the potential to complement the nature conservation designation on the adjacent reservoir.

Proposed Site Allocation

Redevelopment to establish a new direct connection between Wood Green and Alexandra Palace, provide an appropriate complementary use to the locally listed and SINC Hornsey Reservoir, and MOL-appropriate use.

WG SA28: Hornsey Filter Beds



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Site Requirements

- Development will need to be consistent with green belt policy, i.e. it should not have a greater impact on the openness of the Green Belt and the purpose of including land within it than the existing development (Para 89 of NPPF).
- A new connection between the Penstock foot tunnel and Alexandra Palace Park should be established on this site.
- The significance of the locally listed Hornsey Reservoir, and its contribution to the setting of the Hornsey Water Works and Filter Beds Conservation Area should be a primary consideration in determining the scale of development on this site.
- A higher value use will be acceptable to provide viability for the other policy requirements. The scale of development will be required to reflect the heritage and MOL requirements.

Development Guidelines

- This site is within an area considered to be generally more suitable for family housing within the AAP area.
- Due to this site's location in close proximity to Alexandra Palace, both tall and taller development will not be suitable. Heights should provide an appropriate interface between the Park, Reservoir, and New River Village.
- Development should be respectful to the sites location in a Conservation Area, and the setting of the locally listed filter beds and Grade II listed Alexandra Palace, including its parkland.
- The northern edge of this site should complement the SINC designation of the reservoir to the north. A sensitively landscaped walking and cycleway through this area may be appropriate.
- This site is identified as being in an area with potential for being part of a decentralised energy network. Proposals should reference the Council's latest decentralised energy masterplan regarding how to connect, and the site's potential role in delivering a network within the local area.
- Close attention in the design of this site should be had to the impact of the railway embankment on future occupants

of the site.

- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- The site lies in a groundwater Source Protection Zone, and any development should demonstrate how it improves local water quality.
- Business uses should respect adjacent residential.
- A financial contribution for any net loss of employment floorspace will be sought in line with SP9, DM48, and the Planning Obligations SPD.

9. Delivery and Implementation

Each of the allocated sites identified in this document will play a role in delivering the vision for the area and it is imperative that the Council does as much as possible to aid their delivery.

The Council will take the lead on project managing the implementation and delivery of the Wood Green AAP. Dedicated resources will be put to managing and coordinating delivery of both sites and supporting infrastructure.

A key mechanism for delivering the Wood Green AAP will be the Council's decisions on planning applications. The policies in the Strategic Policies Local Plan, along with those in this AAP and the Development Management DPD, once adopted, will provide the framework for such decisions. Planning decisions will be crucial to ensuring that new development appropriately responds to the Plan's objectives and policies. The Council will also take account of its supplementary planning documents and guidance when determining planning applications.

Working in partnership

The Council does not have the resources to implement the AAP alone. Implementation and delivery of the AAP will require the Council to work closely with a range of different partners, including landowners and developers, as well as infrastructure providers, the Greater London Authority and Transport for London, to ensure a coordinated framework and approach to delivery. The AAP provides the necessary framework for coordinating a large number of development proposals, along with investment in infrastructure, across the whole of the Wood Green area, over the life of the Plan, and across all partners involved.

Stalled developments or sites

Where appropriate the Council will prepare, in consultation with landowners, developers and the community, more detailed masterplans where this aids in accelerating delivery.

Further, as set out in Policy AAP1, the Council will also use its compulsory purchase order powers to facilitate site assembly where this is required to enable comprehensive, timely and coordinated development to come forward.

In certain circumstances, the Council may look to utilise its strategic acquisition fund to acquire sites, but such an approach will require robust assessment in terms of value for money.

Council as a landowner and developer

The Council has substantial landholdings across the AAP area, much of which has been allocated for redevelopment. The Council is committed to bring its sites forward in a timely manner and will, if appropriate, enter into joint ventures or other such arrangements, to facilitate this.

Any procurement exercise will be undertaken in an open and transparent manner.

Infrastructure delivery

An overall commitment to improving the pedestrian realm, delivering a range of new public open spaces and strengthening public transport and movement generally underpins the entire approach to the successful delivery of the AAP. The intention is to provide a strong setting and encouragement for new homes and jobs.

An Infrastructure Delivery Plan will be prepared for the AAP, setting out key responsibilities and timeframes, recognising the many partners that will assist in implementing the AAP over its lifetime. This Delivery Plan will align with the Borough-wide Infrastructure Delivery Plan for the Strategic Policies, which is currently being updated, and provide further information specific to the Wood Green area.

Given market values there is a demonstrable prospect of raising funding through private developer contributions as indicated by the Borough's existing planning evidence base. The following funding structure identifies broad potential contributions from a variety of sources.

- Well-structured Regeneration Programme prepared by LBH, with staff, plans, studies, and initiatives focusing on delivery against strategic themes;
- A prospectus of potential transport investments prepared by Transport for London (TfL) to support growth and regeneration in the Wood Green Opportunity Area;
- A comprehensive redevelopment proposal for The Mall;
- A potential new Housing Zone designation within Wood Green.

Monitoring

The Council will regularly review and monitor performance towards delivery of the AAP vision and strategic objectives (set out in Section 3), and the delivery of individual opportunity sites and policy initiatives, using the Strategic Policies indicators, where relevant, as well as through a bespoke set of monitoring indicators for the AAP as set out below. Progress and performance outcomes will be published annually in the Authority Monitoring Report.

The Council will also monitor government and London wide policy and changes in legislation to make sure that the AAP continues to be consistent with relevant national, regional and local planning policies, and to identify any the need to review or reassess the approach taken in this Plan.

Wood Green Investment Framework

The Wood Green Investment Framework ("The Framework", "IF") will set out a basis for co-ordinating investment decisions in Wood Green. It will operate in tandem with the Wood Green AAP, being highly focused on the delivery of the shared aspirations of the two documents. It is anticipated that a Wood Green Investment Framework document will be published alongside the next version of the Wood Green AAP in Summer 2017.

The Framework will assist in the co-ordination of social and community infrastructure in Wood Green. It will identify in greater

detail than the AAP opportunities for new pieces of infrastructure, as well as identifying the ability of various funding streams, including those stemming from new developments such as CIL and S106 agreements to meet identified needs.

To help ensure the revitalisation of the Town Centre, the IF will support the establishing of a local Business Forum, and a Business Improvement District. Opportunities for town centre projects will be identified in the Framework.

Initiatives linked to the Council's commitment to Zero Fifty principles, and the steps required to establish a new Decentralised energy network within the town centre will be set out in the IF.

Opportunities for meanwhile projects linked to the regeneration of sites within Wood Green will be identified and managed.

A Streets and Spaces strategy combining local analyses of urban form will identify and co-ordinate opportunities for investment in an improved set of urban spaces within the Centre. This will include initiatives to improve public spaces, and spur increased cycle movement, complementing the policies in the Plan.

A Green and open spaces section will consolidate analyses of these assets, and identify improvements to improve local parks and waterways.

Appendix A Indicative Development Capacities by site

This Appendix demonstrates how development will be delivered outside of the Wood Green Area, and indicates the broad distribution of growth as benchmarks in accordance with Strategic Policy SP1 (as revised). The following table summarises the past completions for the period 2011/12 to 2015/16, pipeline supply and planned delivery on previously developed land in each of the broad growth areas for the period 2011/12 to 2025/26.

Assumptions

On sites where planning permission has already been granted for major development (10+ Units or 1,000m^2), but where material works have not been completed, the site has been allocated in this Development Plan Document with the corresponding number of homes and/or floorspace that has been approved.

Where details of pre-application proposals are available and considered reasonable, the relevant housing capacity and employment floorspace have also been used to inform the site allocation. Likewise, where sites have been the subject of a detailed master planning exercise, the site allocation capacity will reflect the findings of the masterplans.

For all other sites, the potential development capacity of the site has been estimated in accordance with the methodology described below. It should be noted that the development capacity attributed to each site is as an indicative minimum, not prescriptive. The number of dwellings and floorspaces that may

be achieved on a site will be determined by many considerations such as design and layout, the size and type of the homes/employment units to be provided, relevant development management policy requirements, site constraints, scheme viability, the site area available for development and any change in the public transport accessibility level (PTAL) of the site.

Methodology

- Residential unit size (GIA) is assumed to be 70m² per unit, providing an average of smaller and family-sized units;
- Town centre/ community ground floors uses as part of a mixed use development are generally assumed to be 10% of floorspace, except in the Primary Shopping Area where it is 20%;
- Employment floorspace as part of a non-town centre site allocation is modelled at 20%, but may be decreased if there are additional uses identified on the site, such as community facilities, town centre uses, or if abnormal viability concerns are identified; On town centre sites other than around Wood Green Underground station the employment amount is estimated to be 10%; around Wood Green Underground station it is assumed to be 20%.
- PTAL is taken at the centre point of the site;
- GLA density assumptions are taken based on assumptions from Table 3A.2 of the London Plan 2015.

The following worked examples illustrate how the methodology has been applied.

Example 1: Mecca Bingo

Site Area: 0.85 hectares

PTAL: 6a

Setting: Central

LP density matrix ranges: 405 dwelling per Hectare

Mix: 10% town centre uses, 20% employment, 70% residential

Total developable floorspace: 20,878m²

Therefore estimated capacity of site is **209 new homes, 4,176m² new employment floorspace,** and **2,407m² town centre floorspace.**

Example 2: Clarendon Rd South

Site Area: 1.67 hectares

PTAL: 4

Setting: Urban

Assumed density: 240 dwellings per hectare

Mix: 20% employment, 30% retained or replaced uses (ERS, Alevi Centre, West Indian Cultural Centre), 50% residential

Total developable floorspace: 28,114m²

Therefore estimated capacity of the site is **201 new homes,** and **5,623m² employment floorspace.**

Example 3: Turnpike Lane Triangle

Site Area: 0.16 hectares

PTAL: 6a

Setting: Central

Assumed density: 350 dwellings per hectare

Mix: 5% town centre uses, 5% cycle hub, 90% residential

Therefore estimated capacity of site is 57 homes.

Existing residential units on site: 10

Therefore estimated capacity on this site: **199m² town centre use**, **199m² cycle hub**, and **51 new homes (41 net).**

Delivery Summary of sites allocated in the Wood Green AAP

Sub Area	M2 emp	M2 Town Centre	net resi units
Wood Green North	27,923	10,607	1,238
Wood Green Central	13,786	27,150	1,099
Turnpike Lane	9,586	9,785	986
Heartlands	46,970	10,028	3,086
Total	**98,265**	**57,570**	**6,409**

Site Allocation Delivery Assumptions

Site Ref	Site Name	mix (emp)	mix (TC)	mix (other)
WG SA 1	LBH Civic Centre	0.2	0	0
WG SA 2	Green Ridings House	0.2	0.05	0
WG SA 3	Wood Green Bus Garage	0.2	0.05	0.25
WG SA 4	Station Road Offices	0.2	0.1	0.05
WG SA 5	Vue Cinema	0.2	0.1	0.25
WG SA 6	Mecca Bingo	0.2	0.1	0
WG SA 7	Morrison's Wood Green	0.2	0.1	0.05
WG SA 8	Wood Green Library	0.1	0.2	0.05
WG SA 9	The Mall West	0.1	0.2	0.05
WG SA 10	The Mall East	0.1	0.2	0
WG SA 11	Iceland site	0.05	0.05	0.2
WG SA 12	Bury Road Car Park	0.1	0.1	0
WG SA 13	Salvation Army	0.1	0.1	0.1

WG SA 13	16-54 Wood Green High Road	0.1	0.1	0
WG SA 14	L/b Westbury & Whymark Avenue	0.1	0.1	0
WG SA 15	Turnpike Lane Triangle	0	0.05	0.05
WG SA 16	Turnpike Lane Station	0.05	0.05	0.5
WG SA 17	Bittern Place	0.2	0.05	0
WG SA 18	Hornsey Park Rd Steelyard	0.2	0	0
WG SA 19	Coburg Rd North	0.2	0.05	0.3
WG SA 20	Wood Green Cultural Centre (South)	0.2	0.05	0.05
WG SA 21	Wood Green Cultural Centre (North)	0.2	0	0.3
WG SA 22	Clarendon Road	0.1	0.05	0.05
WG SA 23	Western Rd Car Park	0.2	0	0
WG SA 24	Western Rd Depot	0.5	0	0.5
WG SA 25	Land Adjacent to Coronation Sidings	0.2	0	0
WG SA 26	Clarendon Road South	0.2	0	0.3
WG SA 27	Hornsey Filter Beds	0	0	0.33

Site Capacities (Site Allocations)

Site Ref	Site Name	net resi	m2 emp	m2 TC
WG SA 1	LBH Civic Centre	116	2,034	-
WG SA 2	Green Ridings House	146	2,721	680
WG SA 3	Wood Green Bus Garage	237	6,630	1,658
WG SA 4	Station Road Offices	197	4,248	2,124
WG SA 5	Vue Cinema	99	3,077	1,539
WG SA 6	Mecca Bingo	209	4,176	2,088
WG SA 7	Morrison's Wood Green	234	5,038	2,519
WG SA 8	Wood Green Library	195	2,100	4,200
WG SA 9	The Mall West	388	6,941	13,883
WG SA 10	The Mall East	432	4,322	8,644
WG SA 11	Iceland site	84	422	422
WG SA 12	Bury Road Car Park	249	3,053	3,053
WG SA 13	Salvation Army	74	735	735
WG SA 14	16-54 Wood Green High Road	420	3,849	3,849
WG SA 15	L/b Westbury & Whymark Avenue	117	1,114	1,114
WG SA 16	Turnpike Lane Triangle	41	-	199
WG SA 17	Turnpike Lane Station	85	835	835
WG SA 18	Bittern Place	173	3,224	806
WG SA 19	Land r/o Hornsey Park Rd	72	1,264	-
WG SA 20	Coburg Rd North	181	5,645	1,411
WG SA 21	Wood Green Cultural Centre (South)	341	6,826	1,706
WG SA 22	Wood Green Cultural Centre (North)	153	4,291	-

WG SA 23	Clarendon Road	1,395	12,210	6,105
WG SA 24	Western Rd Car Park	92	1,615	-
WG SA 25	Western Rd Depot	0	3,253	-
WG SA 26	Land Adjacent to Coronation Sidings	173	3,020	-
WG SA 27	Clarendon Road South	201	5,623	-
WG SA 28	Hornsey Filter Beds	304	-	-
Total		**6,335**	**97,530**	**56,835**

Appendix B: Superseded Supplementary Planning Documents and Guidance

B1. This AAP proposes a new policy framework for Wood Green. As a result, a number of existing Supplementary Planning Documents (SPDs) and Guidance (SPGs) will be out of step with the new spatial strategy and the policies and site allocations which give effect to this. The SPDs and SPGs listed below are therefore proposed for deletion.

- Site Allocations DPD: Policies SA5-SA16, SA18-SA25
- Haringey Heartlands Development Framework

Appendix C: Glossary of Terms

- **Accessibility**: Ability of people or goods and services to reach places and facilities.
- **Accessible Development:** A building, facility etc. and its wider environment which can be reached and used, in particular by people with disabilities.
- **Accessible Transport:** Transport services and vehicles designed and operated to be usable by people with disabilities and other transport disadvantaged people, with characteristics possibly including affordable fares, wheelchair user accessibility and easy reach of final destination.
- **Active Frontages***: street frontages where there is an active visual engagement between those in the street and those on the ground floors of buildings. This quality is assisted where the front facade of buildings, including the main entrance, faces and opens towards the street.* This is not the same as attractive frontages, such as art walls, green walls or display boxes. Active frontages are often taken to mean continuous rows of highly-glazed shop fronts with frequent entries and cafes.
- **Affordable Rent:** Rented housing let by registered providers of social housing to households who are eligible for social rented housing. Affordable Rent is not subject to the national rent regime but is subject to other rent controls that require a rent of no more than 80 per cent of the local market rent.
- Affordable housing: Affordable housing is social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market. Eligibility is determined with regard to local incomes and local house prices. Affordable housing should include provisions to remain at an affordable price for future eligible households or for the subsidy to be recycled for alternative affordable housing provision
- (See entry for affordable rent, intermediate and social rented for further details).
- **Amenity:** A positive element or elements which contribute to the overall character or an area, for example open land, trees, historic buildings and the inter-relationship between all elements in the environment.
- **Authority Monitoring Report (AMR):** The AMR reviews progress on the preparation of the Council's Local Plan and monitors the effectiveness of Local Plan policies.
- **Area Action Plan (AAP):** Development Plan Documents used to provide a planning framework for areas of change (e.g. major regeneration) and areas of conservation.
- **Area of Archaeological Importance:** Areas with known archaeological potential where the Council's archaeology policies will normally be strictly applied.
- **Area for Intensification:** These are areas which have significant potential for increases in residential, employment and other uses through development for regeneration of available sites and exploitation of potential for regeneration, through higher densities and more mixed and intensive use. These areas have good existing or planned public transport.
- **Area of Change:** these are areas with considerable potential for growth, though on a lesser scale than growth areas. These areas are appropriately located to support growth and contain identified sites which are available and suitable for development.
- **Area of Opportunity**: London's principal opportunities for accommodating large scale development to provide substantial numbers of new employment and housing, each typically more than 5,000 jobs and /or 2,500 homes, with a mixed and intensive use of land and assisted by good public transport accessibility.
- **Article 4 Direction**: A power available under the 1995 General Development Order allowing the Council, in certain instances, to restrict permitted development rights.
- **Backland Development**: Development of land-locked sites, such as rear gardens, private open space or old lock up garages, usually within predominately residential areas.
- **Biodiversity:** Biodiversity encompasses the whole variety of life on earth (including on or under water) including all species of plants and animals and the variety of habitats within which they live. It also includes the genetic variation within each species.

- **Biodiversity Action Plan (BAP) – Haringey:** The Biodiversity Action Plan includes policies and actions that will contribute towards conserving, enriching and celebrating the wildlife in Haringey.
- **Blue Ribbon Network**: Policy covering London's waterways, water spaces and land alongside them.
- **Building Research Establishment Assessment Method (BREEAM):** used to assess the environmental performance of new and existing buildings.
- **Brownfield Land:** Previously developed land which is or was occupied by a permanent structure.
- **Borough Roads:** Roads for which the Borough is the Highway Authority.
- **Building Line**: The line formed by frontages of buildings along a street.
- **Car Club:** Schemes which facilitate vehicle sharing.
- **Central Activity Zone (CAZ**): The CAZ is the area where planning policy recognises the importance of strategic finance, specialist retail, tourist and cultural uses and activities, as well as residential and more local functions.
- **Care in the Community:** This enable people in need of care, whether because of old age, disability, illness or other reasons, to continue to live in their own homes or in homely settings within the community.
- **Census**: A ten-yearly comprehensive nation-wide sample survey of population, housing and socio-economic data. The latest one was conducted in March 2011.
- **Cluster:** Geographical concentration of interconnected companies, specialised supplies, service providers in related industries, and associated institutions (for example universities, standard agencies, and trade associations) in particular firms that compete but also co-operate.
- **Code for Sustainable Homes**: The national standard for the sustainable design and construction of new homes.
- **Combined Heat and Power (CHP):** The combined production of heat, usually in the form of steam, and power, usually in the form of electricity.
- **Community Facilities:** Community facilities can be defined as including children's play and recreation facilities, services for young people, older people and disabled people, as well as health facilities, facilities for emergency services, including police facilities, education facilities, libraries, community halls, criminal justice facilities meeting rooms, places of worship, public toilets, pubs and post offices.
- **Community Infrastructure Levy (CIL):** A per square metre tariff on new development seeking to raise revenue to fund new infrastructure.
- **Community Transport:** A range of voluntary sector, non profit-making transport services designed to meet the needs of people who do not have access to private transport and for whom public transport is unsuitable.
- **Comparison Goods:** Goods for which the purchase involves comparison by the customer and which while not being purchased frequently must nevertheless be stocked in a wide range of size, colours and fabrics, jewellery, furniture and goods normally sold at specialist shops and general stores.
- **Compulsory Purchase Order (CPO):** An order which enables a statutory authority to purchase an area of land compulsory for an approved project.
- **Conservation Area:** Area designated by the Council under the Town and Country Planning (Listed Buildings and Conservation Areas) Act 1990 as possessing special architectural or historic interest. The Council will seek to preserve and enhance the character and appearance of these areas.
- **Contaminated Land**: Land which contains potentially harmful substances as a result of human activity or from natural causes may be regarded as contaminated land. Because substances in or on the land may be hazardous and likely to affect its proposed development, a quantitative risk based assessment is required to determine whether the proposed development should proceed and whether some form of remedial action is required.
- **Context:** In urban design terms the character and setting of the immediate local area within which a building or site is situated or to be sited. The context will take into account any local distinctiveness of an area i.e. the particular positive features of a locality that contribute to its special character and sense of place and distinguishes one local area from another.
- **Convenience Goods:** Good purchased on a regular basis which meet the day to day needs of local residents. They require minimum

effort in selection and buying e.g. food, newspapers and other goods of a standardised type of which there is a wide sale.

- **Conversions:** The sub-division of residential properties into self-contained flats or maisonettes.
- **Core Strategy**: The Core Strategy was the former title of the Local Plan: Strategic Policies document.
- **Culture:** A way of life including, **but not** limited to language, arts and science, thought, spiritual activity, social activity and interaction (the Roshan Cultural Heritage Institute).
- **Cultural Quarter:** Area where a critical mass of cultural activities and related uses are emerging, usually in historic or interesting environment.
- **Decent Homes Standard:** A Government standard for housing which requires both Councils and Registered Social Landlords (RSLs) to bring up their property standards to a defined minimum by 2010.
- **Density:** The number of habitable rooms per hectare.
- **Designated Views** - views which focus on architecturally and culturally important groups of buildings that can be enjoyed from well managed public spaces
- **Development Management Policies DPD (DMDPD):** These are the policies which are required to ensure that all development in the borough meets the spatial vision and objectives set out in the Local Plan.
- **Development Plan Documents (DPD**): Statutory planning documents that form part of the Local Development Framework including the Local Plan: Strategic Policies, Development Management Policies and Site Allocations Document.
- **District Centre:** District centres have traditionally provided convenience goods and services for more local communities and accessible by public transport, walking and cycling.
- **Ecological Corridor**: Ecological Corridors are relative areas of green space running through built up areas that allow the movement of plants and animals to other areas and habitats.
- **Emergency Services:** Includes Fire, Police and Ambulance services.
- **Employment Land Review (ELR):** A study providing evidence of the macroeconomic circumstances driving the need for provision of employment land in the borough.
- **Environmental Assessment:** A method or procedure for predicting the effects on the environment of a proposal, either for an individual project or a higher-level 'strategy' (a policy, plan or programme), with the aim of taking account of these effects in decision-making.
- **Fluvial:** Water in the Thames and other rivers.
- **Form:** The layout (structure and urban grain), density, scale (height and massing), appearance (materials and details) and landscaping of development.
- **General Development Order (GDO):** Identifies the certain types of usually minor development for which planning permission is not required and which therefore do not require a planning application to be submitted to the Council.
- **Greater London Authority (GLA):** The GLA is a strategic citywide government for London. It is made up of a directly elected Mayor and a separately elected Assembly.
- **Green Belt:** Green Belt is an area of land which has been given special status to restrict inappropriate development.
- **Green Chain/Link:** Linked green spaces composed of such elements as open land, footpaths, canals and rivers which provide public access, play valuable recreational, conservation, ecological and general amenity role. Green chains can also be Ecological Corridors.
- **Green Industries**: This business sector that produced goods or services, which compared to other more commonly used goods and services, are less harmful to the environment.
- **Green Infrastructure**: A network of connected, high quality, multi-functional open spaces, corridors and the links in between that provide multiple benefits for people and wildlife.
- **Green Roofs:** Planting on roofs to provide climate change, amenity and recreational benefits.
- **Growth Area:** Specific areas for new residential development to accommodate future population growth. In Haringey, there are two including Tottenham Hale, Opportunity Area, and Haringey Heartlands, Area of Intensification.
- **Gyratory:** A road junction at which traffic enters a one-way system around a central island.
- **Health Impact Assessment (HIA):** A process for ensuring that land use and planning decision making at all levels consider the potential impacts of decisions on health and health inequalities. It identifies

actions that can enhance positive effects and reduce or eliminate negative effects.

- **Heritage Land:** Heritage Land is open land of strategic importance to London of significance for its landscape, historical and nature conservation interest. The only Heritage land at the present time is Highgate Golf Course which forms part of the wider area of Hampstead Heath.
- **Highway Authority:** An authority responsible for a highway, whether or not maintainable at public expenses.
- **Historic Parks and Gardens**: Parks and gardens containing historic features dating from 1939 or earlier registered by English Heritage. These parks and gardens are graded I, II or II* in the same way as Listed Buildings. Only Alexandra Park and Finsbury Park are registered in Haringey.
- **Homes and Community Agency (HCA):** HCA is the national housing and regeneration agency for England.
- **House in Multiple Occupation (HMO):** Housing occupied by members of more than one household, such as student accommodation or bedsits.
- **Housing Association:** see Registered Provider.
- **Housing Trajectory:** Graph illustrating the supply of projected completion housing completions up to 2026.
- **Industrial Business Park (IBP):** Strategic industrial locations that are particularly suitable for activities that need better quality surroundings including research and development, light industrial and higher value general industrial, some waste management, utility and transport functions, wholesale markets and some small scale distribution. They can be accommodated next to environmentally sensitive areas.
- **Intermediate housing**: Homes that are for sale and/or rent, at a cost above social rent, but below private market level, subject to the criteria in the Affordable Housing definition above. These can include shared equity (shared ownership and equity loans), other low cost homes for sale and intermediate rent, but not affordable or socially rented housing.
- **Landmarks** - Buildings and structures, other than Strategically Important Landmarks, that are visually or culturally prominent in Designated Views
- **Landscape**: The character and appearance of land, including its shape, form, ecology, natural features, colours and elements and the way these elements combine.
- **Lifetime Home**: Ordinary homes designed to provide accessible and convenient homes for a large segment of the population.
- **Linear View***:* A view seen through narrow gaps between buildings or landscaping
- **Listed Building**: Locally listed buildings are those which satisfy one or more of the following criteria: historic interest, architectural interest or environmental significance. Statutory listed buildings are buildings of special architectural or historic interest, they are graded as I, II* or with grade I being the highest. English Heritage is responsible for designating buildings for statutory listing in England.
- **Local Development Documents (LDD**): The collective term for Development Plan Documents, Supplementary Planning Documents (does not form part of the statutory development plan) and other documents including the Statement of Community Involvement.
- **Local Development Framework (LDF):** The plan for the future development of the local area, drawn up by the local planning authority in consultation with the community. In law this is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004. Current Local Plans or other planning policies, which under the regulations would be considered to be development plan documents, form part of the Local Plan.
- **Local Development Scheme (LDS):** The LDS sets out the programme/timetable for preparing the LDD.
- **Local Implementation Plan (LIP):** Statutory transport plans produced by London boroughs bringing together transport proposals to implement the Mayor's Transport Strategy at the local level.
- **Local Nature Reserve (LNR):** Sites which offer special opportunities for people to see and learn about wildlife in natural surroundings. LNRs are a statutory designation made under the National Parks and Access to the Countryside Act 1949.
- **Local Plan: Strategic Policies**: The Local Plan: Strategic Policies is a Development Plan Document setting out the vision and key policies for the future development of the borough up to 2026.
- **Local Shopping Centre:** The level of shopping centre below District Centre level, providing services for local communities.

- **Local Strategic Partnership (LSP**): A partnership of people that bring together organisations from the public, private, community and voluntary sector within a local authority area.
- **London Development Agency (LDA**): Organisation acting on behalf of the Mayor, whose aim is to further the economic development and regeneration of London.
- **London Plan (The Spatial Development Strategy**): The London Plan is the name given to the Mayor's spatial development strategy for London.
- **Market Housing:** Private housing for rent or for sale, where the price is set in the open market.
- **Metropolitan Open Land (MOL):** Strategic open land within the urban area that contributes to the structure of London.
- **Metropolitan Town Centre:** Metropolitan centres serve wide catchments areas and can cover several boroughs. Typically they contain at least 100,000sq.m of retail floorspace with a significant proportion of high-order comparison goods relative to convenience goods. These centres generally have very good accessibility and significant employment, leisure, service and civic functions.
- **Mixed tenure:** A mix of affordable and market housing.
- **Mixed Use Development**: Provision of a mix of complementary uses, such as residential, community and leisure uses on a site, within the same building or within a particular area.
- **National Planning Policy Framework (NPPF)**: Sets out the Government's planning policies for England and how they are expected to be applied. The NPPF replaces 44 planning documents, primarily Planning Policy Statements (PPS) and Planning Policy Guidance (PPGs), which previously formed Government policy towards planning.
- **Neighbourhood and more local centres**: Typically serve a localised catchment often most accessible by walking and cycling. They include local parades and small cluster of shops, mostly for convenience goods and other services.
- **Open Space:** All land in London that is predominately undeveloped other than by buildings or structures that are ancillary to the open space use. The definition covers the broad range of types of open space within London, whether in public or private ownership and whether public access is unrestricted, limited or restricted.
- **Panorama** - A broad prospect seen from an elevated public viewing place
- **Planning Obligations Supplementary Planning Document:** A guidance document offering support in the implementation of planning obligations on planning applications subsequent to the adoption of the Haringey CIL.
- **Public Realm:** This is the space between and within buildings that is publicly accessible, including streets, squares, forecourts, parks and open spaces.
- **Public Transport Accessibility Level (PTAL**): Public Transport Accessibility Levels are a measure of the extent and ease of access to the public transport network.
- **Regeneration:** The economic, social and environmental renewal and improvement of a rural or urban area.
- **Registered Provider:** organisations that provide low-cost housing for people in need of a home.
- **River Prospect***:* Short and longer distance visual experiences of a rivers cape (in HGY case Lee, Moselle or New River)
- **Section 106 Agreements (S106)/Planning Obligations:** These agreements confer planning obligations on persons with an interest in land in order to achieve the implementation of relevant planning policies as authorised by Section 106 of the Town and Country Planning Act 1990.
- **Secured by Design:** The planning and design of street layouts, open space, and buildings so as to reduce the likelihood or fear of crime.
- **Site Allocations Development Plan Document**: This will form part of Haringey's LDF and will guide land use and future development in the borough until 2026.
- **Sites of Importance for Nature Conservation (SINC):** SINCs are areas protected through the planning process having been designated for their high biodiversity value.
- **Small and Medium Enterprises (SMEs)**: Small and Medium Enterprises (SMEs) comprise businesses with more than 11 but less than 250 staff.
- **Social Infrastructure**: Facilities and services including health provision , early years provision , schools, colleges and universities, community, cultural, recreation and sports facilities, places of worship, policing and other criminal justice or community safety

facilities, children and young people's play and informal recreation facilities. This list is not intended to be exhaustive and other facilities can be included as social infrastructure.

- **Social rented housing:** be owned by local authorities or private registered providers, for which guideline target rents are determined through the national rent regime. It may also be owned by other persons and provided under equivalent rental arrangements to the above,
- **Spatial Vision**: A statement of long term shared goals for the spatial structure of an area.
- **Statement of Community Involvement (SCI):** The Council's policy for involving the community in the preparation, review and alteration of LDDs and planning applications. It includes who should be involved and the methods to be used.
- **Strategic Environmental Assessment (SEA**): Expression used by the European Union to describe environmental assessment as applied to policies, plans and programmes.
- **Strategic Housing Land Availability Assessment (SHLAA**): An assessment of land availability for housing which informs the London Plan and borough local development documents, as set out in section 48 of the NPPF
- **Strategic Housing Market Assessment (SHMA**): An assessment of housing need and demand which informs the London Plan and borough local development documents.
- **Strategic Industrial Location (SIL):** These comprise Preferred Industrial Locations (PILs) and Industrial Business Parks and exist to ensure that London provides sufficient quality sites, in appropriate locations, to meet the needs of industrial and related sectors including logistics, waste management, utilities, wholesale markets and some transport functions.
- **Supplementary Planning Document (SPD**): Provides supplementary information about the policies in DPDs. They do not form part of the development plan and are not subject to independent examination.
- **Supplementary Planning Guidance (SPG**): Additional advice, provided by the Council on particular topic or policy areas and related to and expanding upon statutory policies.
- **Sustainability Appraisal (SA**): This is a systematic and continuous assessment of the social, environmental and economic effects of strategies and policies contained in the DPDs, which complies with the EU Directive for Strategic Environmental Assessment.
- **Sustainable Urban Drainage Systems (SUDS**): An alternative approach from the traditional ways of managing runoff from buildings and hard standing. They can reduce the total amount, flow and rate of surface water that runs directly to rivers through storm water systems.
- **Tall Buildings:** The Council has adopted the definition of Tall and Large Buildings as those which are substantially taller than their neighbours, have a significant impact on the skyline, are of 10 storeys and over or are otherwise larger than the threshold sizes set for referral to the Mayor of London.
- **Townscape View** - Unfolding close view of built up environment with spaces between and in each case views might or might not contain (but will be more significant if they do)
- **Tree Preservation Order (TPO):** Made under the Town and Country Planning Act 1990 by the local planning authority to protect trees of importance for amenity, landscape and nature conservation.
- **Urban Characterisation Study (UCS):** An appraisal of the character of the borough in terms of built urban form, topography, conservation and heritage value.
- **Use Classes Order**: The Town and Country Planning (Use Classes) Order 1987, as amended, lists 15 classes of use. A change of use within the same Class does not constitute development and thus does not require planning permission.
- **Unitary Development Plan (UDP**): A UDP is a land use plan that seeks to make the most efficient and effective use of land in the public interest. The LDF will eventually replace Haringey's UDP 2006.
- **View Corridor:** Strategic important views designated in the London Views Management Framework.
- **Warehouse Living**: Purpose built and genuine integrated working and living accommodation specifically targeted at the creative industries sectors.

Report for: Cabinet January 2018

Title: Wood Green Strategic Regeneration Framework

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

Lead Officer: Beth Kay, Head of Area Regeneration - Wood Green

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

Report for Key/ Non Key Decision: Key

1. Describe the issue under consideration

1.1. Haringey has been developing its Investment Framework for Wood Green since 2014, in consultation with residents, businesses and landowners. The Investment Framework refers to suite of documents and strategies which provide a framework for the social, economic and physical regeneration of the area.

1.2. The Strategic Regeneration Framework, the subject of this report, sets out the overarching vision and objectives for Wood Green and will underpin current and future documents.

1.3. The Area Action Plan sets out the planning policy framework for Wood Green, creating a positive, statutory basis for determining planning applications. This report should be read in conjunction with the Wood Green Area Action Plan Report, elsewhere on the agenda.

1.4. Officers are also developing a Development Infrastructure and Investment Funding Study and Delivery Plan which will set out projects and priorities for the short, medium and long term.

2. Cabinet Member Introduction

2.1. Wood Green is the second major regeneration priority area in Haringey's Corporate Plan and a new area of change in London. Wood Green is going to be north London's most prosperous and liveable town centre.

2.2. The council's strategic framework will deliver 6,400 homes and 4,000 jobs through the delivery of highly accessible, sustainable and well designed places. The regeneration programme will create sustainable neighbourhoods, create jobs for local people and revitalise the town centre.

2.3. Haringey has committed to being a Zero Carbon Borough by 2050, and delivering a more sustainable growth agenda. The Strategic Regeneration Framework sets out how we are going to achieve this in Wood Green by focusing on localised carbon reduction programmes, delivering healthier

transportation links, and supporting jobs and companies that will bring forward innovation and a green industrial base for the area.

2.4. In line with the Economic Development and Growth Strategy, we want to increase employment levels for Haringey's working age population and increase earnings. The aim is to deliver a better range of jobs, including a greater proportion of jobs in more highly skilled sectors, such as sustainable technology, digital design and skilled/craft manufacturing, with a local workforce able to access the opportunities.

2.5. To achieve this, the plan for Wood Green is employment-led, with strategies which will enable increased opportunities for existing businesses to grow, while attracting new businesses to thrive within a rejuvenated urban environment.

2.6. We recognise that housing and job growth in an existing metropolitan centre will directly impact existing residential and business communities, and also the environment. It is vitally important to put in place policies and strategies to ensure that communities are supported and will benefit from the growth and environmental impacts are mitigated.

2.7. We will work with our stakeholders to support those affected, guaranteeing housing association residents directly affected by the growth a right to return to a replacement home in the new development and supporting existing businesses and social enterprises who are directly affected to find new spaces if they want to stay in Wood Green.

3. Recommendations

3.1. It is recommended that Cabinet agrees to adopt the Wood Green Strategic Regeneration Framework (Appendix 1), to be published in March 2018.

4. Reasons for decision

4.1. Wood Green has a number of strategic brownfield and regeneration sites and prime town centre redevelopment sites, offering significant potential for new jobs and homes, a better choice of retail and leisure and better east west connectivity.

4.2. Since 2014 officers have been developing an Investment Framework for Wood Green comprising several strategic and delivery documents. The intention is that the Strategic Regeneration Framework (SRF) sets the direction for the regeneration of Wood Green with a clear vision and objectives, aligning goals and strategies for physical change with those for wider social and economic improvements.

4.3. Major landowners are already developing proposals for sites in Wood Green, including Clarendon Square (the former gas works site) which already has planning permission for over 1,000 homes, and Planning Applications have now been received for three sites in Heartlands area totalling 2,000 homes (including a new Planning Application for Clarendon Square for 1,600 homes). Haringey is in Pre Application for a further four sites in the growth area.

4.4. By adopting the plan Cabinet are endorsing the overarching ambition for the regeneration of Wood Green. This will ensure a clear set of priorities which can be communicated to stakeholders and partners. The SRF will be used to communicate the vision and priorities with residents, businesses, landowners/ developers and statutory partners. The SRF is also an essential tool for fund raising and lobbying.

5. Alternative options considered

5.1. The Council has previously approved for submission a set of Site Allocations for Wood Green totalling approximately 4,300 net additional homes, now adopted as the Local Plan.

5.2. Since this baseline a number of different "options" for the redevelopment of Wood Green have also been considered, and consulted upon, including the "Issues and Options Report" where four options for growth were consulted upon and there was support for a high level of intervention, supporting co-ordinated and significant growth in Wood Green.

5.3. The vision and objectives for Wood Green have evolved since 2014 as the programme has progressed. The previous draft of the AAP (January 2017 Regulation 18) contained a vision and objectives relating to spatial regeneration policies, though much of the response to the consultation related to the existing communities who would be directly impacted by the proposals.

5.4. In order to ensure that the regeneration programme encompasses social and economic change it is necessary to embed an overarching set of objectives which related to the social and economic change as well as physical. This will ensure that local people benefit and that change is sustainable in its broadest sense.

6. Background information

Strategic Context

6.1. Haringey Corporate Plan (2015 – 2018): This document sets out an agreed vision to work with communities to make Haringey an even better place to live, by encouraging investment and creating opportunities for all to share in. The plan focuses in two areas, Wood Green and Tottenham, where need and opportunity are greatest. The plan is to deliver new homes and a rejuvenated town centre in Wood Green, with a commitment that people and businesses benefit with improved education and employment prospects, better housing, better health and a greater say in the decisions that affect them.

6.2. Haringey Economic Development and Growth Strategy (2015): This strategy sets the direction for Haringey's economic development and growth over the next five years: enhancing our talent base, growing our businesses and developing our infrastructure. The strategy focusses on addressing all areas where Haringey has a particular need to improve or a chance to grow and lead. The Strategy recognises that there is a strong risk of decline in Wood Green town centre, and calls for the restoration of the area's status as a key

destination and the development of a Business Improvement District, further supporting the town centres economic health.

6.3. Zero : Fifty Commission (2017): The new Mayor of London has stated his ambition for London to be zero carbon by 2050. Haringey is clear in its determination to take a lead among London boroughs in delivering that vision. An independent panel has put forward a set of recommendations, approved at Full Council on 4 December 2017, to inform decision making in the delivery of the major development and regeneration programmes in the borough, most notably in Tottenham and Wood Green. The Commission includes practical but ambitious recommendations including themes such as Mental Health and Physical Wellbeing, Climate Change, Carbon Reduction, Waste and Recycling, Clean Technology, New Build and Retrofit and Transport and Connectivity.

6.4. Housing Strategy: The Housing Strategy deals with housing need, supply and the approach to quality and management of existing and new housing stock. Wood Green is identified as a priority area for regeneration and growth. Haringey has recently adopted a revised Estate Renewal Rehousing and Payments Policy (ERRPP) which provides a set of commitments to residents whose properties will be demolished as part of a renewal scheme, including a guaranteed right to return to a replacement home in the new development. The ERRPP will be extended to housing association tenants in Sky City and Page High at the point which a scheme to develop the Mall and Bury Road Car Park site is brought forward.

6.5. The draft London Plan (2018): The draft London Plan (2018) identifies Wood Green as an Opportunity Area and one of 14 Metropolitan town centres. The plan sets out the aim of creating a revitalised employment-led Metropolitan town centre. The area benefits from excellent, and - subject to confirmation of Crossrail 2 coming to the area - improving public transport connections and capacity, which make Wood Green an ideal location for growth in employment and service provision to serve the central portion of north London. Key sites are identified which will deliver an expanded employment, retail and leisure offer, as well as new homes.

6.6. Local Plan: Wood Green is a Growth Area in The Local Plan: Strategic Policies (2013), is the second major regeneration priority area in Haringey's Corporate Plan. The adopted Site Allocation DPD allocates a number of sites for redevelopment. The Area Action Plan (AAP) will set out a framework for building on the existing policy context and delivering additional new jobs and new homes. The AAP is being prepared in order to ensure that the scale of development and change proposed for Wood Green through 2026 and beyond is positively managed and guided by a planning framework. It aims to ensure that investment decisions meet the aspirations of the local community and the Council for the area as a whole, as well as specific places and locations within it.

Wood Green Vision and Objectives

6.7. Wood Green is the borough's principal town centre, and is also home to the Council's main civic offices. It is one of only 14 Metropolitan town centres across London (in the draft London Plan 2017) and plays a vital role in meeting residents' retail, leisure and civic needs in Haringey and surrounding boroughs.

6.8. Parts of Wood Green are amongst the most deprived in the borough, with high numbers of residents living in temporary accommodation, high levels of inequality in terms of skills and income levels, low job density and little growth in the local economy. The environment is congested, with poor air quality, poor quality of public realm and deficit of green space in some areas.

6.9. Wood Green has a number of strategic brownfield and regeneration sites and prime town centre redevelopment sites, offering significant potential for new jobs and homes, a better choice of retail and leisure and better east west connectivity.

6.10. All of these elements have led the Council to identify Wood Green as a Growth Area in the Local Plan, and alongside Tottenham as one of two regeneration priorities in the Council's Corporate Plan. Since 2014 Haringey has been developing the vision and objectives for Wood Green in consultation with residents, businesses, landowners and other stakeholders.

6.11. The vision is that Wood Green will become North London's most prosperous and green town centre – a place where people can succeed and are proud to live and work. It will combine outstanding and sustainable places for people to shop, socialise and create, with a wide and varied range of businesses. It will be a focus for opportunity and growth, a productive economic capital for Haringey, where people can come together, exchange ideas and put them into action.

Based on community feedback we have identified the three overarching themes to underpin the sustainable transformation of Wood Green:

6.12. **Opportunities on your Doorstep**

Increasing employment levels – with increased earnings and educational achievement – is a key aim through this transformation. The plans look to create a greater proportion of jobs in more highly skilled sectors, such as sustainable technology, digital design and skilled/craft manufacturing, while delivering training and support so that our residents can access the range of roles created. Existing businesses will be given better opportunities to grow, and Wood Green will attract new businesses able to thrive in a bustling, rejuvenated, environment.

6.13. **Sustainable Urban Living**

Growth, in line with local ambitions, will be delivered in a responsible manner, ensuring neighbourhoods are affordable, sustainable and appealing. A growing population will be supported by the community and social infrastructure that it needs, with good quality, low carbon neighbourhoods creating a healthy and accessible urban centre.

6.14. **Revitalising the Town Centre**

With outstanding connections to the rest of London, people will want to live, work, shop and socialise in Wood Green. The new town centre will be easy to

get to, accessible and better connected to the rest of Wood Green and elsewhere in Haringey. From the arts, creative industries, to the market, library, independent restaurants and businesses and provisions for young people, Wood Green's vast and varied culture will be retained and celebrated, so that there truly continues to be something for everyone.

6.15. There are nine objectives in the Strategic Regeneration Framework matching the same objectives in the Wood Green Area Action Plan:

Opportunities on your Doorstep	Sustainable Urban Living	Revitalise the Town Centre
Build a bigger Metropolitan Town Centre with more employment space, delivering 4,000 new jobs	Deliver 6,400 new homes for existing and new residents to rent and buy in high quality, characterful neighbourhoods	Secure investment in a well-connected, destination which draws people from Haringey and beyond
Maximise opportunities for local residents through education, training, skills and employment	Investment in social and community infrastructure, including parks and a new library	Celebrate, protect and build on Wood Green's diversity and heritage
Support a business destination with the infrastructure in place for existing businesses to grow and to attract new businesses	Design a green, healthy and accessible town centre with welcoming spaces where people enjoy spending time	Make Wood Green a destination of choice, with a strong cultural offer both day and night

There will be four Character Areas in the town centre:

6.16. **Wood Green North**

Vibrant street cafes and restaurants on Station Road will sit amongst brand new offices, injecting life into the north of the centre. A transport hub, linking Haringey to central London and beyond, it will be the first thing many visitors see as they come into Wood Green, an impressive signal of what the area has to offer. Green links will lead to quieter family areas nearby, connecting residents to a healthier, livelier Wood Green for all to enjoy.

6.17. **Wood Green Central**

Wood Green Mall will be redeveloped to create a new street based town centre, with the Victorian street pattern reinstated to ensure a well-connected and lively town centre. A buzzing town square, bustling pedestrianised shopping streets, a market and expansion towards Alexandra Palace will make the centre of Wood Green the go-to destination for north Londoners. Residents will have leisure, employment, shops and entertainment right on their doorsteps, making them part of a lively, flourishing part of the capital.

6.18. **Turnpike Lane**

As new life is breathed into Wood Green High Road, the benefits will run all the way to Turnpike Lane, with wider pavements, pedestrianised walkways, shops and food and drink spots. Turnpike Lane will be an extension of Green Lanes

with a well-used, safe and active Ducketts Common at the gateway. All kinds of small businesses – including many of those already there – will contribute to the eclectic and inclusive scene.

6.19. **Chocolate Factory and Coburg Road**
A business destination, booming with ideas, creativity and energy will be home to outstanding London artists and makers – a destination for residents and visitors alike. The new Civic Centre will combine office accommodation for Haringey staff and a cultural focus with a new Library and a council chamber which can be used for events and exhibitions. The area will be easy to get to and well connected to the High Road, Station Road and Alexandra Park and Palace where there will be new leisure attractions including water sports and swimming in Palace Ponds.

Consultation so far

6.20. Haringey Council has had long-standing ambitions to regenerate Wood Green and Haringey Heartlands and various approaches to the regeneration of Wood Green had been pursued prior to this.

6.21. In October 2014 Cabinet agreed to commission an Investment Framework for Wood Green: a comprehensive plan that would determine how to fulfil the area's potential and to secure the investment needed to enable this.

6.22. In 2015 Soundings; an organisation with a specialism in engaging with the public was appointed by Haringey to carry out community engagement to support the development of a future plan for Wood Green. The process had two stages, the first stage helped understand people's needs and aspirations and the second stage aimed to test objectives and explore ideas with local stakeholders and the community.

6.23. The second stage, consultation on the Wood Green Area Action Plan Issues and Options Report (AAP Issues and Options Report), was carried out between February and April 2016. Activities included a pop up shop on the high road, workshops, events and online surveys to collect the views of a broad range of local residents, businesses, traders, service providers, community organisations, landowners and public bodies. A consultation report can be found on the council's website.

6.24. A significant percentage of the consultation responses showed support for the highest growth options and the widespread redevelopment of the town centre. The comprehensive redevelopment of the town centre will affect some existing parties and will significantly transform Wood Green's townscape. It was proposed at Regulatory Committee in January 2016 that Haringey repeat the Regulation 18 stage of consultation when a more progressed Area Action Plan Draft Preferred Option (AAP Draft Preferred Option) was ready which would more clearly set out the impact of a high growth approach.

6.25. A second round of Regulation 18 consultation took place between February and April 2017 on the AAP Draft Preferred Option supported by Public Voice. We heard the views of people who live in and around Wood Green, people who go there to do their shopping, people who work or run businesses there, and

people who visit for other reasons. We also heard from local landowners, and local and national statutory bodies. Over 1,000 people and organisations provided feedback on the plans for Wood Green, and more than 6,500 people viewed the consultation material online or at an event or public exhibition of the plans. This feedback has informed changes to the revised draft AAP.

6.26. A third round of Regulation 18 consultation will be undertaken following a decision by Cabinet on the revised draft of the AAP. The revised 'Preferred Option' AAP will be made available on the Council's website and in locations around Wood Green for the six-week consultation period. At the close of the consultation and engagement period all comments will be collated into a report and published on the Council's website. The Council will then consider the consultation findings and this will influence the final Pre Submission version of the AAP.

6.27. Since 2015 Haringey has also been engaging with the business community through the Business Forum and recently established Business Improvement District Steering Group. Members of Wood Green's business community have made their key aims for the future clear. These include creating a strong and vibrant image for the area, working to reduce crime, and having a voice for businesses in future developments.

6.28. A key stakeholder is also Noel Park Big Local, who have been working with the community to set out its priorities for the next 10 years, which is that the area is a great place to live where "everyone comes together and feels proud to belong". Key priorities for this group are: Community hubs & activities (such as a community choir and social events), wider provision for young people, groups for the elderly, environment projects (such as community gardening) and boosting opportunities for local people.

Delivery

6.29. There are 28 site allocations in the draft AAP, which will comprise over 30 major applications from different landowners. Some of the sites are in the councils control but the majority are not. The Council is currently considering three major Planning Applications which have been recently submitted and is in active pre-application discussions on a further four sites.

6.30. Haringey can influence the regeneration of Wood Green by proactively intervening in the market and by providing confident place leadership. Our meanwhile projects are putting Wood Green on the map and giving businesses a hub which has not previously existed; our work with the Business Forum is empowering the business community and supporting businesses to grow; we will be developing marketing and strategies to bring in new businesses and we are putting in place plans to upskill residents so that they are able to benefit from the new jobs.

6.31. Confident place leadership is also required to influence and coordinate development by developing policies and strategies, working with landowners, and developing our own land. The Strategic Regeneration Framework will coordinate the regeneration programme with a shared vision and set of

overarching principles bringing together the council, residents, businesses and partners in a shared aspiration for the future of Wood Green.

6.32. A draft Delivery Plan has been prepared (Appendix B), setting out the proposed priorities for the first three years. This Delivery Plan is intended to be an evolving document which will be updated on an annual basis. The Delivery Plan will be published after further engagement with key stakeholders and further development of the funding strategies.

Council Accommodation

6.33. The decision to relocate the Council's civic and office accommodation to the Coburg Road area is a significant strategic move for Wood Green's regeneration, acting as a catalyst for change. The area around the Chocolate Factory and Coburg Road will be the first of four character areas to change, improving the location for existing businesses and attracting new businesses, it will be better connected to the town centre and Station Road through a network of healthy and attractive streets and spaces.

6.34. The proposed new council accommodation including front office, back-office and public library will act as an anchor to the Coburg Road area. The relocation will accelerate change, demonstrating the Council's commitment to and leadership of the wider transformation. The building will add significant community benefit as it will provide a state of the art new library, a comprehensive and bespoke customer service centre and a civic chamber with the potential to host events and be a vibrant and well used hub. The building will be fully accessible, with modern and fit-for-purpose facilities for staff, Members, customers and visitors.

7. Contribution to strategic outcomes

7.1. Priority 4: Drive Growth from which everyone can benefit. By producing this document, the Council is sending a clear message that Haringey is intending to deliver significant growth whilst being respectful of the existing stakeholders, community and the environment. The plan will deliver urban living at high densities in successful and sustainable neighbourhoods, job growth whilst ensuring that local residents can access the jobs and deliver significant transformation of the town centre whilst safeguarding existing businesses.

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

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

Finance and Procurement

8.1. The Wood Green AAP report elsewhere on the agenda is recommending that Cabinet undertake consultation on the preferred option. The outcome of the consultation will be reported to Cabinet in the autumn of 2018. Concurrent with that report will be the Development Infrastructure and Investment Funding Study (DIIFS) which will detail the investment required in order to achieve the objectives of the AAP.

8.2. There will be a need for significant capital expenditure to realise the vision that will primarily be funded from development by land owners, developer contributions in the form of S106, S278 and CIL, other public bodies such as the GLA and TfL as well as the Council. At the conclusion of the DIIFS the capital financing implications will be exemplified so as to inform members decision making.

8.3. The redevelopment will provide for a net increase in Council Tax and Business Rates which, as central government support for local government finance declines, will become increasingly important to the Council.

Legal

8.4. The Assistant Director of Corporate Governance has been consulted on the preparation of this report, and makes the following comments:

8.5. The SRF itself is not a formal local plan document and therefore will not form part of the statutory development plan.

Equalities

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

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

8.7. We have been proactive in consulting with a wide and diverse range of people and stakeholders on the preferred option Wood Green Area Action Plan. This will include groups that represent those with protected characteristics.

8.8. An Equalities Impact Assessment has been carried out (Appendix C). The impact assessments focus on the potential impact on the nine protected characteristics, as well as the potential for addressing identified inequalities relating to areas of: employment, connectivity/transport, housing, air quality, education, training, skills, health and wellbeing, diversity and crime.

8.9. The EqIA recommends a focus on the following issues:

- Accessibility issues at Wood Green and Turnpike Lane underground stations
- Impact of demolition on Sky City and Page High residents
- Impact on protected characteristics by the relocation of the Library and Customer Service Centre
- Potential impact on specific community groups from relocation of community buildings or spaces

8 Appendices

Appendix A - Wood Green Strategic Regeneration Framework

Appendix B – Draft Wood Green Three Year Delivery Plan

Appendix C – Equality Impact Assessment

9 Local Government (Access to Information) Act 1985

a. Local Plan: Strategic Policies (2013)
b. Alterations to the Local Plan: Strategic Policies DPD (Proposed Submission Version, 2016)
c. Local Plan: Development Management Polices DPD (Proposed Submission version, 2016)
d. Local Plan: Site Allocations DPD (Proposed Submission version, 2016)
e. Statement of Committee Involvement (2013)

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

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Wood Green

Strategic Regeneration Framework

Appendix 1 – Cabinet January 2018

Foreword from Cllr Joe Goldberg, Cabinet Member for Economic Development, Social Inclusion and Sustainability

Wood Green is a place bursting with character, full of potential and inspiring people. The area has fantastic strengths, including culture, diversity and a superb location, just minutes from central London. It has shops, restaurants and lots of open spaces, but through a number of consultations, residents have made it clear they want more for Wood Green, and we do too.

In Haringey we need to build well designed neighbourhoods, with mixed communities that provide high quality homes for residents at all stages of their lives. We also need to create more jobs throughout different levels of income and support our residents to access these opportunities.

As we work towards these aims, it is essential that growth is delivered in a responsible way, in line with the aspirations of the community. As part of this, Haringey has accepted a challenge from Andrew Gould, Chair of the Zero by 2050 Commission, to ensure that the physical and economic regeneration of the borough is low-carbon, environmentally sustainable, low-pollution, and supports green space.

Wood Green is one of the borough's major growth areas and reducing our economy's carbon levels and creating cleaner, greener, more sustainable ways of living and travelling are central to our regeneration proposals.

Informed by feedback from residents, businesses and stakeholders, this document unveils just how this ambitious transformation can be achieved, what our thoughts behind it are and how we, together with the community, can help Wood Green achieve its remarkable potential once more.

The vision is that Wood Green will become North London's most prosperous and sustainable town centre, a beating heart for our economy where an innovative new commercial area in the west of Wood Green complements a revitalised town centre.

Cosmopolitan, dynamic and creative, it will benefit from 6,400 new homes and 4,000 new jobs, outstanding transport links and countless opportunities for new and existing residents and entrepreneurs. The plans will help the area's economy to grow, supporting current businesses – many of whom have shared their regeneration ideas with us – to expand and evolve. Exciting plans will also bring in larger firms that can provide a much-needed boost.

As Wood Green is rejuvenated, people who already live and work here will feel the benefit – from having access to new jobs, training and work experience to enjoying top quality facilities. Better open spaces and green streets will also be created promoting wellbeing and positive mental health.

A better environment, with jobs, homes and a booming economy will be a reality for Wood Green.

Wood Green Today

Economy

Wood Green is a well-connected Metropolitan town centre, serving as a northern gateway to central London. It will be an Opportunity Area in the next London Plan boasting fast direct links to King's Cross and Moorgate. With Piccadilly Line updates and the potential for a new Crossrail 2 station, Wood Green's accessibility is set to continue improving with links to south west London and beyond.

There are approximately 650 businesses in Wood Green. Approximately half are retail, food and beverage while the third largest area is creative, arts and entertainment, which includes several sole occupants in the Chocolate Factory studios and along Coburg Road. While the number of businesses in Wood Green is steadily growing, the number of jobs has remained relatively static at around 9,000, suggesting that while there are many small businesses and start-ups, larger employers are leaving the area.

The cost of business accommodation is higher in London than many other cities, leading to many businesses in the capital being priced out. With its accessible location, Wood Green has an opportunity to attract these businesses and boost the local economy.

The aim is to deliver a mix of employment spaces, including an increase in the supply of good quality office space, plus workshops and other light industrial space. By using land more efficiently and creating a well-connected and urban location, more workspace and jobs will be available.

Neighbourhoods/ People

There are approximately 12,000 people living in Wood Green, about 1 in 25 Haringey residents. The area is diverse, brings together a number of different communities, and is home people of many languages and backgrounds.

There are more young people living in Wood Green than the average in Haringey and more than 6% of children in Wood Green live in temporary accommodation. The educational achievement levels of young people in the area are less than the Haringey average, though performance is improving rapidly.

Wood Green has high levels of inequality in terms of skills and income levels. Employment opportunities in Haringey and in Wood Green are limited and the borough has the fourth lowest number of jobs per working age resident of any borough in London. Some residents commute to other areas of London for work, but many others are unemployed or in insecure, low-paid roles.

Much like the rest of London, inequality is stark. Parts of Wood Green are amongst the 20% most deprived areas in England. To the west are neighbourhoods with larger proportions of high income households living in expensive owner-occupied or high rent properties.

Health inequalities in Wood Green are also significant.

Town Centre

Wood Green is one of London's 13 Metropolitan Town Centres (the second largest category of town centre in the London Plan) and should play a vital role in meeting residents' retail, leisure and civic

needs but it has been in decline for a number of years, with falling trade a result of its limited offer, dated design and the rise of newer alternative London shopping destinations.

The Centre is failing to attract top brands for its retail offer, with little destination appeal. There is also a need for more quality leisure opportunities, which can boost footfall. A lack of employment space is exacerbating the loss of the town centre's vibrancy. Other issues include intensive traffic on the High Road, congested pavements, a lack of green infrastructure and poor air quality. Crime and the fear of crime has also been a deterrent to attracting better investment.

Working with innovative social enterprises, we have already taken steps to draw people back to Wood Green, supporting places like Blue House Yard – packed full of creative sellers for five years on an old council car park as it awaits comprehensive redevelopment – and the Green Rooms hotel, which provides a social hub, pop-up food offerings, drinks and entertainment.

Community Priorities

Understanding the needs and aspirations of the community has been central to plans for the future of Wood Green. Between 2015 and 2017 there were three public consultations, and from engagement sessions to questionnaires, community feedback has informed every stage.

We asked residents, businesses and stakeholders what level of regeneration they wanted to see, from rejuvenating the high street to major town centre transformation. The vast majority made it clear that they favoured significant changes. This feedback allowed us to produce our ambitious Area Action Plan – mapping out how a transformed Wood Green may look and feel.

Feedback on our plans showed us exactly what is important to local residents. There is support for replacing the Mall with streets of shops, opening up the town centre, creating better east-west connectivity and expanding the shopping and restaurant offer by bringing in new businesses, while protecting and supporting existing ones. And there is a desire to improve accessibility and outdoor and leisure space. Lots of participants also said they wanted to see more trees and better waste and traffic management, including cycling infrastructure to improve the environment.

One of the biggest issues for residents was a promise from us that the new, better quality housing on offer as part of the plans, would be affordable for those already living in the borough. Residents also want to see adequate social and community infrastructure including schools, health centres and sport and recreation space.

Noel Park Big Local

Noel Park is one of 150 Big Local areas in the UK – each awarded £1million to improve their community with lasting, positive change. Funded by the Big Lottery Fund, it enables people who live and work in the area to act on their own needs to make their areas even better places to live.

The Noel Park group's aim in the next 10 years is to be a great place to live where "everyone comes together and feels proud to belong". Key priorities are: Community hubs & activities (such as a community choir and social events), wider provision for young people, groups for the elderly, environment projects (such as community gardening) and boosting opportunities for local people.

Business community

Wood Green town centre is not attracting shoppers like it used to and is struggling to compete with neighbouring town centres. Residents and businesses agree that significant transformation is required to make Wood Green a prosperous and well used destination and a place where people choose to live, work and spend time.

Members of Wood Green's business community have highlighted their key aims for the future. These include creating a strong and vibrant image for the area, working to reduce crime, and being a voice for businesses in future developments.

This community input and feedback has helped us shape our plans to make Wood Green an ambitious, thriving and welcoming place that works for everyone.

Vision

A busy, vibrant and well-connected part of North London, Wood Green has some brilliant strengths. Our plans recognise this, and identify ways that we can develop and grow even further.

Our vision is that *Wood Green will become North London's most prosperous and green town centre – a place where people can succeed and are proud to live and work. It will combine outstanding and sustainable places for people to shop, socialise and create, with a wide and varied range of businesses. It will be a focus for opportunity and growth, a productive economic capital for Haringey, where people can come together, exchange ideas and put them into action*.

Based on community feedback, our own Corporate Plan and our Area Action Plan, we have identified the three overarching themes to underpin the sustainable transformation of Wood Green:

Opportunities on your Doorsteps

Increasing employment levels – with increased earnings and educational achievement – is a key aim through this transformation. The plans look to create a greater proportion of jobs in more highly skilled sectors, such as sustainable technology, digital design and skilled/craft manufacturing, while delivering training and support so that our residents can access the range of roles created. Existing businesses will be given better opportunities to grow, and Wood Green will attract new businesses able to thrive in a bustling, rejuvenated, environment.

Sustainable Urban Living

Growth, in line with local ambitions, will be delivered in a responsible manner, ensuring neighbourhoods are affordable, sustainable and appealing. A growing population will be supported by the community and social infrastructure that it needs, with good quality, low carbon neighbourhoods creating a healthy and accessible town centre.

Revitalising the Town Centre

With outstanding connections to the rest of London, people will want to live, work, shop and socialise in Wood Green. The new town centre will be easy to get to, accessible and better connected to the rest of Wood Green and Haringey. From the arts, creative industries, to the market, library, independent restaurants and businesses and provisions for young people, Wood Green's vast and varied culture will be retained and celebrated, so that there truly continues to be something for everyone.

Vision for Character Areas

Wood Green North

Vibrant street cafes and restaurants on Station Road will sit amongst brand new offices, injecting life into the north of the centre. A transport hub, linking Haringey to central London and beyond, it will be the first thing many visitors see as they come into Wood Green, an impressive signal of what the area has to offer. Green links will lead to quieter family areas nearby, connecting residents to a healthier, livelier Wood Green for all to enjoy.

Wood Green Central

Wood Green Mall will be redeveloped to create a new street-based town centre, reconnecting the historical street pattern to ensure a well-connected and lively town centre. A buzzing town square, bustling pedestrianised shopping streets, a market and expansion towards Alexandra Palace will make the centre of Wood Green the go-to destination for north Londoners. Residents will have leisure, employment, shops and entertainment right on their doorsteps, making them part of a lively, flourishing part of the capital.

Turnpike Lane

As new life is breathed into Wood Green High Road, the benefits will run all the way to Turnpike Lane, with wider pavements, pedestrianised walkways, shops and food and drink spots. The aim is that Turnpike Lane will be an extension of Green Lanes with a well-used, safe and active Ducketts Common at the gateway. All kinds of small businesses – including many of those already there – will contribute to the eclectic and inclusive scene.

Chocolate Factory and Coburg Road

A business destination, booming with ideas, creativity and energy will be home to outstanding London artists and makers – a destination for residents and visitors alike. The new Civic Centre will combine office accommodation for Haringey staff and a cultural focus with a new Library and a council chamber which can be used for events and exhibitions. The area will be easy to get to and well connected to the High Road, Station Road and Alexandra Park and Palace where there will be new leisure attractions including water sports and swimming in Palace Ponds.

Wood Green Objectives:

Opportunities on your Doorstep	Sustainable Urban Living	Revitalise the Town Centre
Build a bigger Metropolitan Town Centre with more employment space, delivering 4,000 new jobs	Deliver 6,400 new homes for existing and new residents to rent and buy in high quality, characterful neighbourhoods	Secure investment in a well-connected, destination which draws people from Haringey and beyond
Maximise opportunities for local residents through education, training, skills and employment	Invest in social and community infrastructure, including parks and a new library	Celebrate, protect and build on Wood Green's diversity and heritage
Support a business destination with the infrastructure in place for existing businesses to grow and to attract new businesses	Design a healthy and accessible town centre with welcoming spaces where people enjoy spending time	Make Wood Green a destination of choice, with a strong cultural offer both day and night

Opportunities on your Doorstep: Build a bigger Metropolitan Town Centre with more employment space, delivering 4,000 new jobs

Offering more, and varied, spaces for workers and thousands more jobs, employment will be at the forefront of our plans for a revitalised and sustainable local economy.

There is a need for a mix of employment spaces, and connectivity between sectors including an increase in the supply of good quality office space, and an ongoing need for workshops and communal/co-working space and other light industrial space. By using land more efficiently and creating a well-connected and urban location, more workspace and jobs will be available. Expanding on what is already great about the area, exciting new businesses of all shapes and sizes will be welcomed, and current entrepreneurs will be able to expand, flourish and grow, resulting in a mixed and resilient town centre economy.

Grade A office space – usually aimed at tech companies and large employers – will make the area around Wood Green Underground Station very desirable for major firms, while the ground floor of Station Road will play host to lively street cafes and restaurants.

A smart town centre will be home to a redeveloped mall, offering quality leisure and shopping options, plus an expanded high street and a series of distinct shopping streets (reinstating the historic east-west connections) which combine higher-end offers with more typical high street brands. Wood Green market traders will get a new space to operate from.

The Chocolate Factory and buildings along Coburg Road are currently home to outstanding individual artists and SME creative industries, and by making this cluster bigger, arts and culture will remain a key part of Wood Green alongside new higher value office space

A new public library and civic centre will be an anchor for the expanded modern town centre. Thoughtful redevelopment, with the retention of heritage warehouses, will deliver unique and creative workspaces, with businesses on Coburg Road helping to animate a well-used east-west link.

The southern end of the High Road and Turnpike Lane will retain its historic buildings and small retail units to support the local independent retailers our residents value so much, and core to borough's identity and sense of place.

Achieving the objective

- Provide a **range of commercial space** to meet the needs of different business groups including Grade A conventional office; grow-on/move on space; and SME Managed workspace/ co-working as set out in the **Economy and Employment Space Study**
- Increase the amount of employment space for creative industries around the Chocolate Factory and Coburg Road area
- Deliver a **new Civic Centre** with Library providing an anchor in the new employment area
- Develop **Grade A office** space around Wood Green Station to attract major companies and new employers
- To significantly redesign and grow the town centre with a better choice of retail and leisure and strong anchor tenants and make Wood Green a retail and leisure destination

Opportunities on your Doorstep: Maximise opportunities for local residents through education, training, skills and employment

At the heart of our ambitions for Wood Green are our residents. This bold transformation has been informed by our conversations with the community, and every change we make is with the aim of creating a thriving place where people can succeed and be proud to live and work.

Education in the borough has progressed in leaps and bounds – and that will continue with increased access to training and support so that Wood Green's residents can compete in the wider labour market. We will create partnerships with successful local businesses, providing apprenticeships, work experience and job opportunities.

Older residents who want to learn and train will also have access to great opportunities springing from our growing businesses and economy. We are expecting an employment boom in Wood Green, and we want to fill these roles with confident, well-trained local people.

We will work with developers to ensure that construction roles are available for Haringey residents, providing training, skills and support so local residents can access these jobs.

Achieving the objective

- Use evidence from the **Economy and Employment Space Study** to develop a strategy to incentivise companies to locate in Wood Green
- Develop programmes and facilities to equip local job seekers with the **skills and confidence** to find work and **access job opportunities** across London
- **Employments and skills training** and **apprenticeship** opportunities to be delivered through **Haringey Employment and Skills Team** (HEST) and **Haringey Adult Learning Service** (HALS)
- Lever resources to Wood Green through **Developer Contributions** for Employment and Skills Training and support.
- Career development and **work experience** for students attending schools in Wood Green
- **Create partnerships** with successful businesses to provide apprenticeship, work experience and vocational opportunities for local young people, increasing their ability to compete in the wider labour market (i.e. **extend the Tottenham Charter to Wood Green**)
- Ensure that those firms that win major contracts to construct new buildings or deliver contracts and services in Wood Green create **training and job opportunities** for Wood Green residents

Opportunities on your Doorstep: Support a business destination with the infrastructure in place for existing businesses to grow and to attract new businesses

"Innovation depends upon the clustering, diversity & intermixing of people in places" [1]

The aim here is ambitious – to make Wood Green the most prosperous town centre in North London. From great places to live, to booming businesses; a thriving arts & culture and innovative places to learn, residents and visitors alike will recognise Wood Green as a place of innovative people and places. By protecting existing jobs and creating the conditions for job growth, we are enabling the Town Centre to thrive by improving the day, night and overall economy.

In line with the Economic Development and Growth Strategy, we want to increase employment levels for Haringey's working age population, increase earnings and improve educational achievement for our residents. The aim is to deliver a better range of jobs, including a greater proportion of jobs in more highly skilled sectors, such as sustainable technology, digital design and skilled/craft manufacturing.

Projections show a need for a mix of employment spaces, including an increase in the supply of good quality office space, and an ongoing need for workshops and other light industrial space. By using land more efficiently and creating a well-connected and urban location, more workspace and jobs will be available.

Existing businesses must be supported, while new office-based businesses will spur higher growth, in particular in the creative, arts, professional, administrative, business services and computing and media areas which are already showing promise here.

Achieving the objective

- Support **Wood Green Business Forum** and the **Business Improvement District** (BID) and work together to ensure a **Stronger Business Community** (joint procurement, events, lobby, leadership)
- Engage and **build relationships** with Wood Green's strategically important and high growth companies - to support their business retention and expansion
- Secure investment to deliver a modern and future proof **high-speed broadband** infrastructure to help generate growth, new tech and creative businesses and jobs and improve internet access to public buildings and spaces
- Support start-ups and local business growth by seeking funding for **training programmes**, **shop front improvement grants** and **fiscal incentives**
- Develop a strategy for the **decant and relocation** of directly impacted businesses
- Develop an **Inward Investment Strategy** and work with partners to follow- up inward investment enquiries and leads and to promote Haringey's offer to **London/UK and foreign investors**

[1] Richard Florida

Sustainable Urban Living: Deliver 6,400 new homes for existing and new residents to rent and buy in high quality, characterful neighbourhoods

Full of life and variety, Wood Green's new neighbourhoods will go hand in hand with the distinctive character of those that already exist. A choice of good quality, secure, housing options will be available for current and future residents, across a range of tenures and prices.

There will be more genuinely affordable home ownership and a range of affordable rents. This means we can continue to not only build homes, but create welcoming and stable communities that have something for everyone.

As Wood Green develops and grows, responsible energy will be integral to our plans. Buildings will be sustainable, designed and constructed to high environmental standards. New and existing buildings will benefit from improved energy efficiency standards in all of the new and expanded neighbourhoods.

- Trinity Gardens Conservation Area and Wood Green Common Conservation Area are in the original location of the 17th century hamlet of Wood Green. The Civic Centre site, to be redeveloped for housing, will provide additional quality family homes in this area.

- Alongside the Victorian and Edwardian terraces of the Parkside Malvern neighbourhood will be Clarendon Square, offering apartments with shared gardens and a public square to complement the expanding and exciting creative industries quarter.

- In the east, Noel Park's 1883 to 1907-built terraced red brick cottages and villas have an arts and crafts style, which will be honoured and reflected in development sites near the estate and will provide improved links to the high street.

- In the buzzing heart of the revitalised town centre, above the bustling activity of the shopping and leisure spaces, there will be the opportunity to live in taller buildings with stunning views over Wood Green and Alexandra Palace.

Achieving the objective

- Develop **well designed** new neighbourhoods that create **mixed communities** and increased housing choice for people at all stages in their lives.
- Adopt a Design Code for buildings and public realm which recognises the importance of **green infrastructure, living buildings, local play**, **community growing**, **wellbeing and mental health**
- **Respect** existing communities with housing commitments to existing tenants set out in the **Estate Renewal and Rehousing Policy** (EERRP)
- Lever additional funding to **unlock development sites** and **improve existing housing** stock
- Deliver **new supported housing** for the elderly and adults with special needs
- Deliver **Zero Carbon** developments through the delivery of a **Decentralised Energy Hub** and Network
- Work towards **Net Energy Positive Haringey** through carbon positive developments

Sustainable Urban Living: Invest in social and community infrastructure, including parks and a new library

As the population in Wood Green rises, so too will provisions for education, health and leisure. There will be a new health centre, a primary school in the Heartlands area, plus places to meet, socialise and worship. We will work with partners to secure supported housing for the elderly and for residents with mental health issues.

Residents can look forward to a new public library, fit for the 21st century, packed with books, resources, information and top technology for the digital age and space for performance and exhibitions. This will be part of the new civic centre, where political decisions will be made and most council staff will be based, while weddings, civil partnerships and citizenship services will be held at the beautifully restored Woodside House.

The Wood Green of the future includes plenty of open space, nurturing a healthier and happier environment for residents and visitors alike. Many of our parks, sports grounds and open spaces will be improved, better-designed and linked across the borough as a green infrastructure network.

There is strong support for more opportunities for swimming in Haringey and we will work with partners on the feasibility of opening up the Hornsey Filter Beds for outdoor swimming, as a key move to improve the access to Alexandra Park from the communities to the east.

From sport to recreation, green open spaces can boost feelings of safety and wellbeing, and our green commitment does not stop there. All our future developments will be environmentally friendly, focusing on water efficiency and low carbon levels, for example.

Achieving the objective

- **Reduce inequalities** in life expectancy and health outcomes by investing in public health initiatives and a new **Primary Care Health Centre** able to provide care for up to 20,000 patients
- Meet the education needs of the growing population with additional **Primary School** places in school expansion projects, and a sixth form for **Heartlands School**
- Deliver high **quality childcare** for 0 – 5 year olds to give children the best start in life and ensure the foundations are in place for better health and educational achievements throughout their lives
- A replacement **Public Library** and **Customer Service Centre**
- Work with private sector partners to secure **new leisure** activities
- Invest in existing **open spaces** to provide leisure and sport, biodiversity and community growing and create new open spaces
- Work with partners to secure **outdoor swimming** at the Palace Ponds

Sustainable Urban Living: Design a healthy and accessible town centre with welcoming spaces where people will enjoy spending time

We want to enhance the general appearance of Wood Green – making it a more attractive place to spend time. Particularly, people want *cleaner, pleasanter streets, street planting, an easier environment for walking and cycling, better pedestrian links and better designed buildings.*

To make Wood Green work for everyone, each aspect of its regeneration needs to be connected. The scale and quality of the plans mean that easy access and movement around town is essential, from highways to cycle and pedestrian routes. Day or night, spaces should feel well-maintained, attractive and safe.

Streets and spaces will play host to a range of activities, and each will have a character that is unique and identifiable to Wood Green.

Meeting the needs of the existing and new communities, from residents with mobility issues to our growing elderly population, streets will be welcoming and accessible. In the future, Wood Green town centre will have a smart, digitally enhanced urban realm which supports residents, businesses and visitors.

A key gateway to Wood Green is Ducketts Common and Turnpike Lane where we will lobby for funding to improve the public realm and open space and work with traders to improve this area.

Achieving the objective

- Support **Wood Green Business Forum** and the **Business Improvement District** (BID) to work together to ensure a Better Experience (wardens, crime prevention, resilience training, improve gateways, lighting and shop fronts, additional cleaning)
- Invest in new and improved **streets** and **spaces** which are accessible, welcoming, playful and active, with places to dwell and are designed for all of the community
- Invest in a key **East West** and **North South** Pedestrian and Cycle Routes
- Strengthen the **natural environment** with a connected blue and green network, integrated flood storage and reduced air pollution, noise and improved microclimates
- **Redevelop sites** where buildings create a negative impact on the built environment and invest in **heritage shop fronts** and **heritage buildings**

Revitalise the Town Centre: Secure investment in a well-connected destination which draws people from Haringey and beyond

An accessible, lively destination, Wood Green will be a go-to spot for Haringey residents and Londoners from other boroughs alike.

With outstanding connections to the rest of London, our aim is that people will want to live, work, shop and socialise in Wood Green. The new town centre will be accessible and better connected to the rest of Wood Green and Haringey, and routes for sustainable transport such as walking and cycling, and public transport, will make the area easy to visit and navigate, improve the health and wellbeing of Haringey's residents and reduce car use.

Better links from Coburg Road and Penstock Tunnel to the town centre and improved pedestrian and cycle routes to areas around Turnpike Lane, will create a larger, more inclusive feel to this expanding hub. And connections from Noel Park to Alexandra Palace will provide easy access to the new public and employment spaces planned for the west of Wood Green, plus the area's popular green spaces.

There are already approved plans for Piccadilly Line upgrades which will deliver faster, more frequent and more reliable journeys with the first new trains serving from 2023, improving access in to and out of Wood Green. We will continue to work with partners to secure Crossrail 2 at Wood Green.

Achieving the objective

- Delivery of **Piccadilly Line** investment
- Continue to lobby for **Crossrail 2** that will provide high frequency route linking Seven Sisters and Wood Green and Haringey and Central London, unlocking economic opportunity and town centre development sites
- Lobby Transport for London for **step free access** to Wood Green Station and Turnpike Lane Station and a **low emission bus zone**
- Connect communities, work places and high streets through investment in **healthy streets**, walking and cycle paths to reduce transport emissions
- Improve town centre vehicle **servicing** and Town Centre **parking** levels to be optimised
- More **electrical vehicle charging points** to improve air quality and noise for businesses and residents

Revitalise the Town Centre: Celebrate and build on Wood Green's heritage and diverse communities

We, like our residents, are incredibly proud of the culture, diversity and heritage that runs through Wood Green's veins. People from all backgrounds, ethnicities and religions call this place home, and we want that to continue far into the future.

Residents and visitors alike come to Wood Green and nearby Green Lanes for incredible Turkish food, while the market in the Mall is vital to the fabric of the area with produce available from across the globe– something residents made clear in consultations. Our long-term plans are ambitious, and we will be bringing existing market traders with us with a brand new high quality market. Further steps to support small businesses that the community have told us they value, are also in our plans.

A huge asset for Wood Green is its wealth of community space – something we are committed to protecting and promoting. Our heritage will be key as we move forward, and will be showcased and celebrated -Alexandra Palace, with its unbeatable views, and Noel Park's unique garden city prototype, the Gaumont Palace and heritage shop fronts, are all to be invested in.

Healthy, happy communities will help Wood Green to flourish. By increasing social and business connections, supporting social enterprise and support between communities we will make an even more inclusive neighbourhood, that every resident can truly feel part of.

A new market and library, improved open spaces and protection for small and independent retailers will mean the area will retain its variety and charm.

There is a large and growing community of social enterprise in Wood Green and by supporting these we will provide a more inclusive employment offer for residents. Social enterprise provides opportunities for the community to learn new skills, be leaders and deliver tangible and sustainable change. As we take the lead on boosting social enterprise in the area, we will also give the community the tools to support this growth themselves.

Achieving the objective

- **Support community groups** which may be affected by the redevelopment
- Develop a new **high quality market** in the town centre for existing market traders.
- Support local artists and artisans in the Chocolate Factory and buildings along Coburg Road and secure **affordable workspace**
- Support local **independent business** for example Turnpike Lane traders
- Work with local organisations/ groups and partners to **build capacity** within the community to enable **community led** and deliverable sustainable and tangible **socio economic change**

Revitalise the Town Centre: Make Wood Green a destination of choice, with a strong cultural offer both day and night

From the established to hidden gems - Alexandra Palace, Cinemas, independent traders, plenty of restaurants and great transport links - Wood Green has a lot to offer. In recent years the footfall on the high street has decreased; by expanding the retail offer – improving the mix and quality of shops, restaurants and cafes, while retaining existing businesses bursting with character –Wood Green has the potential to be a major destination.

Current businesses have the opportunity to be actively involved in the transformation. Haringey will work with traders and independents in the town centre to improve their Victorian shop fronts and help will be available to help smaller firms expand. During the development, Wood Green's current terraced shops will remain the same size, protecting opportunities for smaller firms.

Music has a strong history and reputation in the borough, the area around the Chocolate Factory and Coburg Road is already home to talented musicians and their studios, and with new music venues planned across the town centre, Wood Green's rich musical heritage will continue to draw audiences from across the UK and beyond.

Haringey is part of a world city renowned for its arts & culture bringing considerable social and economic benefits to the borough and beyond. Haringey is a place of huge diversity and of great opportunity built on a dynamic history and flourishing communities. With our potential for growth, we are the future of London.

Not only integral the local economy, culture plays a vital role in the borough's sense of place, wellbeing, cohesion and identity. Through a strengthened cultural offer achieved through working closely with existing and new businesses and residents will ensure that Wood Green remains a place that individuals feel connected to – a place that everyone can call their own.

Achieving the objective

- Support **Wood Green Business Forum** and the **Business Improvement District** (BID) and work together to ensure a **Better Image for Wood Green**
- Ensure a **better choice** of retail and leisure which meets the needs of the current customer base and attracts people from outside its current catchment
- Improved leisure and upmarket retailers and destination brands to **drive footfall**
- Support existing **cultural spaces** and identify new locations for performance and events and ensure that culture is accessible to all
- Animate **streets and spaces** through music and performance
- Draw more people to Coburg Road and the Chocolate Factory buildings through **wayfinding, signposting and art trails**
- Deliver meanwhile uses to **activate underused spaces** and create opportunities for local people, artists and creatives to test their ideas
- Encourage innovative approaches to encourage visitors to **Alexandra Palace** to also spend time in Wood Green

Delivery

The Strategic Regeneration Framework sets the strategic direction for the regeneration of Wood Green, providing a vision and set of objectives which brings together the council, residents, businesses and partners in a shared goal for the future of Wood Green.

Haringey has developed a Development Infrastructure and Investment Funding Study which will set out projects and priorities for the short, medium and long term.

Haringey will influence delivery by proactively intervening in the market and by providing confident place leadership. Priorities for the programme will be set out in a Delivery Plan, to be updated on an annual basis.

Strategic Context

Haringey Corporate Plan (2015 – 2018): This document sets out an agreed vision to work with communities to make Haringey an even better place to live, by encouraging investment and creating opportunities for all to share in. The plan focuses on two areas, Wood Green and Tottenham, where need and opportunity are greatest. The plan is to deliver new homes and a rejuvenated town centre in Wood Green, with a commitment that people and businesses benefit with improved education and employment prospects, better housing, better health and a greater say in the decisions that affect them.

Haringey Economic Development and Growth Strategy (2015): This strategy sets the direction for Haringey's economic development and growth over the next five years: enhancing our talent base, growing our businesses and developing our infrastructure. The strategy focusses on addressing all areas where Haringey has a particular need to improve or a chance to grow and lead. The Strategy recognises that there is a strong risk of decline in Wood Green town centre, and calls for the restoration of the area's status as a key destination and the development of a Business Improvement District, further supporting the town centre's economic health.

Zero Fifty Commission (2017): The new Mayor of London has stated his ambition for London to be zero-carbon by 2050. Haringey is clear in its determination to take a lead among London boroughs in delivering that vision. An independent panel has put forward a set of recommendations, approved at Full Council on 4 December 2017, to inform decision making in the delivery of the major development and regeneration programmes in the borough, most notably in Tottenham and Wood Green. The Commission includes practical but ambitious recommendations including themes such as Mental Health and Physical Wellbeing, Climate Change, Carbon Reduction, Waste and Recycling, Clean Technology, New Build and Retrofit and Transport and Connectivity.

Housing Strategy: The Housing Strategy deals with housing need, supply and the approach to quality and management of existing and new housing stock. Wood Green is identified as a priority area for regeneration and growth. Haringey has recently adopted a revised Estate Renewal Rehousing and Payments Policy (ERRPP) which provides a set of commitments to residents whose properties will be demolished as part of a renewal scheme, including a guaranteed right to return to a replacement home in the new development. The ERRPP will be extended to housing association tenants in Page High and Sky City at the point which the scheme to develop the Mall is brought forward.

The draft London Plan (2018): The draft London Plan (2018) identifies Wood Green as an Opportunity Area and one of 14 Metropolitan town centres. The plan sets out the aim of creating a revitalised employment-led Metropolitan town centre. The area benefits from excellent and improving - subject to confirmation of Crossrail 2 coming to the area - public transport connections and capacity, which make Wood Green an ideal location for growth in employment and service provision to serve the central portion of north London. Key sites are identified which will deliver an expanded employment, retail and leisure offer, as well as new homes.

Local Plan: Wood Green is a Growth Area in The Local Plan: Strategic Policies (2013), and is the second major regeneration priority area in Haringey's Corporate Plan. The Area Action Plan (AAP) will set out a framework for delivering new jobs and new homes. The AAP is being prepared in order to ensure that the scale of development and change proposed for Wood Green through to 2026 and beyond is positively managed and guided by a planning framework. It aims to ensure that investment decisions meet the aspirations of the local community and the council for the area as a whole, as well as specific places and locations within it.

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Wood Green

Three Year Delivery Plan

Appendix 2 – Cabinet January 2018

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Document Structure

1. Introduction
2. Achievement to Date
3. Vision and Objectives
4. Delivery Plan Projects
5. Programme Funding
6. Communication, Consultation and Engagement
7. Monitoring including Annual Review

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1. Introduction

The Strategic Regeneration Framework sets the strategic direction for the regeneration of Wood Green, providing a vision and set of objectives which brings together the council, residents, businesses and partners in a shared goal for the future of Wood Green.

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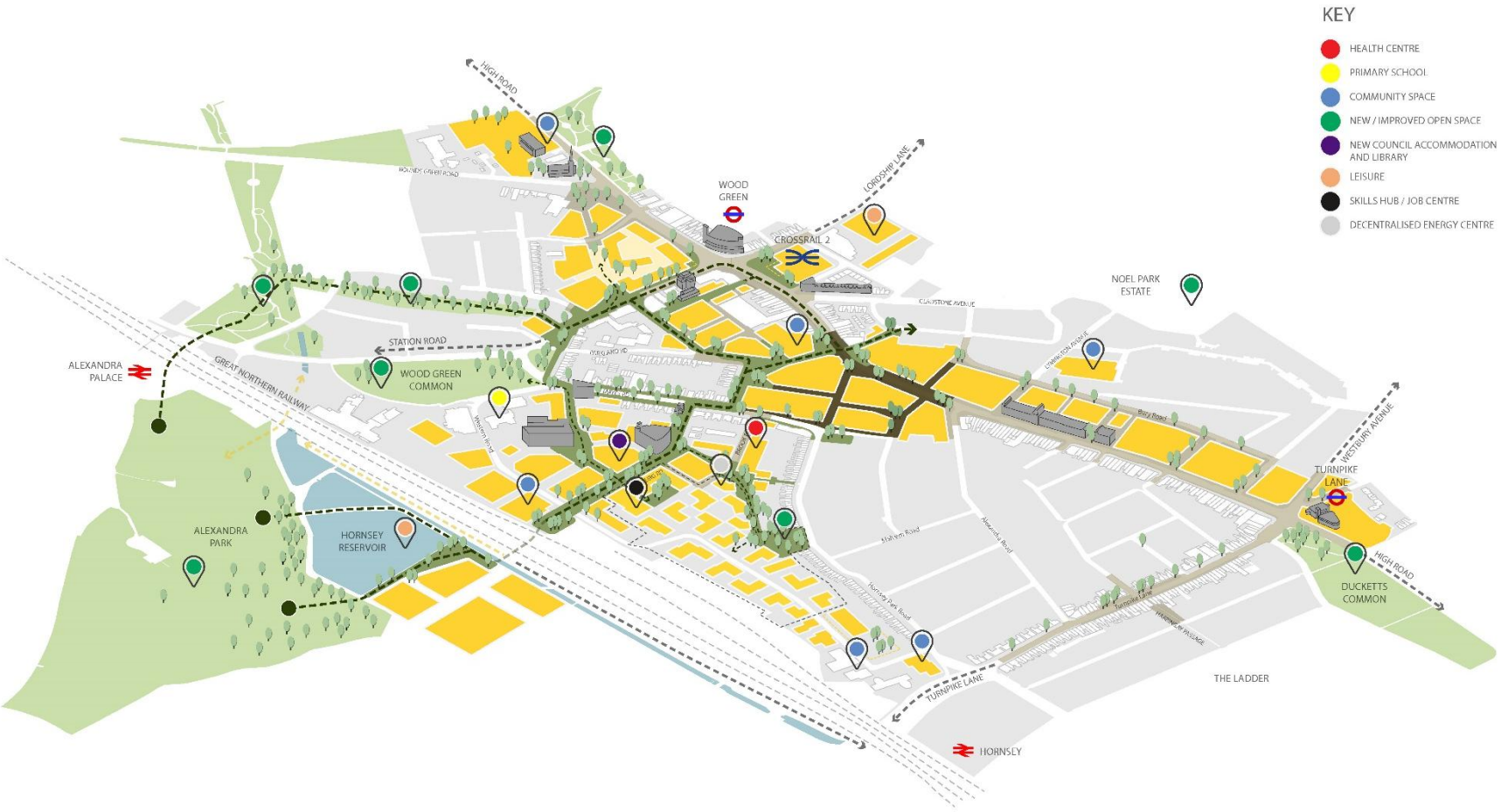


Image showing the social and community infrastructure and investment projects currently proposed for Wood Green

2. Achievement to Date

Sep 2014 • £4.2m Wood Green Town centre Improvement Programme commenced **March 2015** • £18.8m Heritage Lottery Funding secured for Alexandra Palace East Wing restoration project **May 2015** • £300k High Street Funding approved for Station Road Revival Project **June 2015** • Wood Green's Future consultation launched **September 2015** • Wood Green Business Forum established **December 2015** • Small Business Saturday town centre event	**January 2016** • Works start on Alexandra Palace East Wing restoration project, total value £26.7m **February 2016** • Wood Green's Future Issues and Options Report consultation launched **May 2016** • The Green Rooms Hotel opens **July 2016** • Love Wood Green Shop Wood Green town centre event **September 2016** • Chocolate Factory 3 opens for Collage Arts artists on top floors of 40 Cumberland Road • £280k London Regeneration Funding approved for Wood Green Works at 40 Cumberland Road • Pret a Manger opens in Wood Green	**October 2016** • Wood Green BID Steering Group launch campaign to start a Business Improvement District (BID). • **December 2016** • Myddleton Road Wins Best High Street Award • Small Business Saturday town centre event **March 2017** • AAP Preferred Option consultation from February to April 2017 **June 2017** • Blue House Yard Opens, XX tenants, YY jobs **July 2017** • Wood Green Works workspace operator contract awarded to NWES **October 2017** • Shine Cafe crowdfunding campaign raises £30k for Turnpike Lane project • Five Guys opens in Wood Green

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3. Vision and Objectives

Wood Green will be north London's most prosperous and liveable town centre. It will combine outstanding places for people to shop, socialise and create, with a wide range of businesses. It will be a focus for opportunity and growth, a productive economic capital for Haringey where people can come together, exchange ideas and create new services and products.

Opportunities on your Doorstep	**Sustainable Urban Living**	**Revitalise the Town Centre**
Build a bigger Metropolitan Town Centre with more employment space, delivering 4,000 new jobs	Deliver 6,400 new homes for existing and new residents to rent and buy in high quality, characterful neighbourhoods	Secure investment in a well-connected, destination which draws people from Haringey and beyond
Maximise opportunities for local residents through education, training, skills and employment	Invest in social and community infrastructure, including parks and a new library	Celebrate, protect and build on Wood Green's diversity and heritage
Support a business destination with the infrastructure in place for existing businesses to grow and to attract new businesses	Design a healthy and accessible town centre with welcoming spaces where people enjoy spending time	Make Wood Green a destination of choice, with a strong cultural offer both day and night

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4. Delivery Plan Priorities

Opportunities on your Doorstep: Build a bigger Metropolitan Town Centre with more employment space, delivering 4,000 new jobs			
Project	Description	Partners	Outputs
Economy and Employment Space Study	Research setting out supply and demand for employment space in Wood Green including Grade A conventional office; grow-on/move on space; and SME Managed workspace/ co-working	Businesses Social Enterprises Local collages/6th Forms Local arts orgs/CCIs	• Economy and Employment Space Study • Business Map and Directory • Employment Space Typology Book
Securing employment space in new development	Work closely with landowners and developers to ensure site schemes have adequate provision of employment space.	Landowners Developers	• Commercial space to be secured in sites brought forward for development.
Chocolate Factory/ Coburg Road Framework	To secure workshop space for new creative industries alongside the retention of some of the existing established businesses.	Businesses Landowners GLA	• Urban Design Framework co-produced with existing landowners and businesses
Business Relocation Strategy	Engage and build relationships with Wood Green's strategically important and high growth companies - to support their business retention and expansion	BID/ Business Forum London and Partners GLA	• Networking events • Signposting • Businesses safeguarded TBA • Businesses moving to bigger office TBA
Wood Green Town Centre Masterplan	To significantly grow the town centre by redeveloping the Mall and adjacent sites with a better choice of retail and leisure and strong anchor tenants to make Wood Green a retail and leisure destination	Capital and Regional Metropolitan Housing Businesses Market Traders Residents	• Homes TBA • Employment space TBA • Businesses safeguarded TBA • New Town Square

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Opportunities on your Doorstep: Maximise opportunities for local residents through education, training, skills and employment			
Project	Description	Partners	Outputs
An employment and skills strategy	Develop programmes to equip local job seekers with the skills and confidence to find work and access job opportunities across London	HEST HALS GLA Developers	• Wood Green Skills Hub • Increased job entries • Increase in sustained employment • Adults improve skills by at least one NVQ level • Reduction in unknown post 16 destinations • Increase in residents qualified to Levels 3 and 4 • Number of students accessing careers advice
Education and learning infrastructure	Work with existing and new schools and institutions to ensure space is available for delivery of high- quality provision from ages age 0-25 in line with increasing population of Wood Green.	DfE/ Education Funding Agency Head teachers and governors	• Engagement and participation programme for schools • New resources secured for schools • Wider use of school buildings to improve the offer to local residents
Securing Social Value	Ensure that firms that win major contracts to construct new buildings or deliver contracts and services in Wood Green create training and job opportunities for residents	Businesses Landowners Schools Voluntary/ third sector	• Apprenticeships for residents TBA • Work experience for residents TBA • Career talks in local schools TBA • Volunteer days TBA
Wood Green Charter	Create partnerships with successful businesses to provide apprenticeship, work experience and vocational opportunities for local young people, increasing their ability to compete in the wider labour market	Businesses Landowners Schools Voluntary/ third sector	• Consider extension of Tottenham Charter • Apprenticeships for residents TBA • Work experience for residents TBA • Career talks in local schools TBA
Construction jobs and apprenticeships	Work with partners and developers to establish a resource to train local people for employment opportunities which arise from developments.	HALS HEST Developers GLA	• Lever funding for skills and training through s106 • Secure site • Training and skills courses/ programme

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Opportunities on your Doorstep: Support a business destination with the infrastructure in place for existing businesses to grow and to attract new businesses			
Project	Description	Partners	Outputs
BID Project – Stronger Business Community	**Stronger Business Community** (joint procurement, events, lobby, leadership) **Subject to "yes" vote for BID in March 2018**	BID/ Business Forum TfL GLA Business Alliance	• On street warden scheme • Crime information sharing app and website • Plants and flowers in Wood Green and Turnpike Lane stations • Competitions for shopfront improvements • #LoveWoodGreen PR Campaign
Business Support Package	Support start-ups and local business growth through training programmes, capital improvement grants and fiscal incentives	BID/ Business Forum London and Partners GLA	• Networking events TBA • Signposting • 4 Training events • Grants/ fiscal incentives TBA
Wood Green Works	Co working hub and managed workspace at 40 Cumberland Road providing affordable workspace, business support and training	GLA NWES Collage Arts	• Training/ capacity building events • 10 jobs created • 40 Cumberland Road frontage improved • 60 businesses supported, • 4 cultural or other public events held • Increase in footfall by 500 people per week • 2890sqm of commercial workspace created, improved or secured.
High-speed Broadband	Secure investment to deliver a modern and future proof **high-speed broadband** infrastructure to help generate growth, new tech and creative businesses and jobs and improve internet access to public buildings and spaces	Service providers	• Outcome of 6.5M bid to DCMS to implement ultra-fast broadband scheme within Haringey. • Secured investment for high-speed broadband to be promoted to attract Grade A office space use.
Inward Investment Strategy	Develop an **Inward Investment Strategy**. Work with partners to follow- up inward investment enquiries and leads and to promote Haringey's offer	BID/ Business Forum London and Partners GLA	• Inward Investment Strategy • Wood Green events/ visits/ tours • Attendance at industry facing events

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Sustainable Urban Living: Deliver 6,400 new homes for existing and new residents to rent and buy in high quality, characterful neighbourhoods			
Project	Description	Partners	Outputs
Resident engagement in place-shaping	Provide opportunities for residents and businesses to give their views, tell their stories and design the neighbourhoods and town centre, and shape the services and policies	Residents Businesses Schools Voluntary/ third sector	• Community Engagement and Participation events • Participatory Appraisal and Evaluation • Plan in place for involving hard to reach groups and children/ young people • Design training for local people
Wood Green Area Action Plan (AAP)	Planning Policy setting out spatial policies for Wood Green	Residents Businesses Landowners Statutory Partners	• AAP Reg 18 Consultation Draft AAP • Examination in Public • Adoption
Wood Green Design Guide	Architectural and public realm design guide for Wood Green to implement Streetscape Design Guide issues of 'accessibility for all' and 'places for people'.	Landowners Business Forum/ BID Residents	• Wood Green Design Guide • Community Engagement and Participation • Evidence base for Area Action Plan (AAP) or Supplementary Planning Guidance (SPG)
New Homes	Work closely with landowners to bring forward sites for mixed use including housing	Landowners	• 500 units by the end of the Year 3 • Lever in Housing Grant to unlock more affordable homes
Work with Existing Housing Association Tenants	Communication and engagement with Sky City and Page High tenants as schemes come forward	Tenants Sanctuary Metropolitan HG	• Community Engagement and Participation • The Estate Renewal Rehousing and Payments Policy (ERRPP) to be extended to housing association tenants living on the Page High and Sky City estates at the point which the scheme to develop the Mall is brought forward.
Supported Housing and Social Day Care	Work with health commissioners to support better mental health outcomes through provision of supported housing, Social Day Care services and the reprovision of the Centre for Mental Health.	NHS CCG Public Health	• Reprovision of the Centre for Mental Health • Support the development of Haringey's Health and Wellbeing Strategy 2018-2021 • More residents, children, young people and adults, will have good mental health and wellbeing
Decentralised Energy Network	Secure a site for the Decentralised Energy Centre (DEC) in Wood Green	Landowners	• Business case for DEN in Wood Green to be developed and decision from Cabinet. • Secure site for energy centre

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Sustainable Urban Living: Invest in social and community infrastructure, including parks and a new library			
Project	Description	Partners	Outputs
Health Centre	Development of health infrastructure including GP surgeries and Neighbourhood Health centres and a dental surgery.	NHS CCG Public Health	• Increase primary care access • Single point of access to integrated health and social care services • Better wellbeing and mental health • Increased physical activity levels
New Council Accommodation Building	New civic building comprising replacement Library, Children's Library, Customer Service Centre, Democratic Space/ Council Chamber and back office function	Staff Service Users Residents Businesses	• Decision on site and delivery route in early 2018 • Stakeholder Engagement • Design Development Stages
Alexandra Park	Phase One investment in Alexandra Park (Wood Green end) dependent upon securing a new direct route into the Park and outdoor swimming at the Palace Ponds	Alexandra Palace Residents Businesses Friends of Parks	• Vision/ Objectives/ Masterplan/ Agreed with Stakeholders • Design Development/ Stages • Delivery
Ducketts Common	Phase One investment in northern end of Ducketts Common to improve amenity, safety and include play space for under 5s.	Residents Businesses Friends of Parks	• Vision/ Objectives/ Masterplan/ Agreed with Stakeholders • Design Development/ Stages • Delivery
Wood Green Common and Barratt Gardens	Phase One investment in "open space arc" starting with Wood Green Common and Barratt Gardens	Residents Businesses Friends of Parks	• Vision/ Objectives/ Masterplan/ Agreed with Stakeholders • Design Development/ Stages • Delivery
Crescent Gardens	Investment – already being progressed	Residents Businesses Friends of Parks	• Stakeholder Engagement • Vision/ Objectives/ Masterplan/ Agreed with Stakeholders • Design Development Stages
New Open Space at Hornsey Park	New open space as part of Clarendon Square scheme **Developer led - subject to planning**	Residents Developer	• Stakeholder Engagement • Vision/ Objectives/ Masterplan/ Agreed with Stakeholders • Design Development Stages
Cycle hub	Cycle repair/ parking/ café in town centre	Haringey CCG	• Secure space and funding • Design Development Stages

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Sustainable Urban Living: Design a healthy and accessible town centre with welcoming spaces where people will enjoy spending time			
Project	Description	Partners	Outputs
BID Project – Better Experience	Better Experience (wardens, crime prevention, resilience training, improve gateways, lighting and shop fronts, additional cleaning) **Subject to "yes" vote for BID in March 2018**	BID/ Business Forum TfL GLA Business Alliance	• On street warden scheme • Crime information sharing app and website • Plants and flowers in Wood Green and Turnpike Lane stations • Competitions for shopfront improvements • #LoveWoodGreen PR Campaign
Cycling and Walking Strategy	Develop strategies and lever funding for projects which connect communities, work places and high streets through investment in **healthy streets**, walking and cycle paths to reduce transport emissions	TfL Sustrans Cycle Campaign Group	• Wood Green Transport Study • Haringey Transport Strategy • Haringey Walking and Cycle Strategy • Dockless Cycle Hire Scheme
Accessibility Audit	Establish an accessibility steering group to inform and advise the development of the Design Guide and policies	Residents TFL	• Set up accessibility steering group • Vision/ Objectives for Design Guide Agreed with Stakeholders • Lobby TFL to improve step free access to Underground Stations
Air Quality Monitoring	Secure funding for installation and maintenance of two Air Quality Monitoring stations	Residents TfL	• Two Air Quality Monitoring Stations • Data collection
Penstock Tunnel and Alexandra Park approach	Enhance public realm, wayfinding and placemaking through art. Improvements to the path into Alexandra Park and to the tunnel. Local artists to be commissioned to install art and wayfinding along the route.	Chocolate Factory Artists Alexandra Palace Trust TFL Network Rail	• Secure external investment for project • Stakeholder Engagement • Vision/ Objectives/ Masterplan/ Agreed with Stakeholders • Opportunity to commission local artists for art and wayfinding • Design Development Stages
Market Square and Gateway Public Realm	Invest in improved public realm and public spaces linking High Road and Coburg Road providing setting for reprovided covered market	Market Traders Businesses Residents	• Stakeholder Engagement • Vision/ Objectives/ Masterplan/ Agreed with Stakeholders • Design Development Stages
Plant Trees	Putting the "wood" back into Wood Green	Residents GLA Friends of Parks	• Stakeholder Engagement • Vision/ Objectives/ Masterplan/ Agreed with Stakeholders • Design Development Stages • 200 Trees planted (TBC)

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Revitalise the Town Centre: Secure investment in a well-connected destination which draws people from Haringey and beyond			
Project	Description	Partners	Outputs
Crossrail 2	Lobby for the delivery of **Crossrail 2** which will provide high frequency route, unlocking economic opportunity and town centre development sites	TfL Department for Transport GLA	• Stations could be located in Tottenham Hale, Seven Sisters and Wood Green (or Turnpike Lane and Alexandra Palace)
Piccadilly Line Upgrade	**Piccadilly Line** upgrades to be in operation by 2023	TfL	• Improvements to signalling • Track improvements track • New trains
Underground Station improvements	Lobby Transport for London for improvements to Wood Green Station and Turnpike Lane Station including **heritage building** investment and **step free access**	TfL	• Increased accessibility • Heritage improvements
Improve Air Quality through Low Emission Bus Zone	As per the Zero50 commission plan, Lobby Transport for London for a **low emission bus zone in Wood Green as part of TFL's Low Emission Bus Zone.**	TfL BID/Business Forum	• Install air quality monitoring systems • Promote the free Air Text service (London wide air quality alert service) • Management agreement with landowners and Business Forum/ BID • Air Quality Action Plan
Neighbourhood of the Future	More **electrical vehicle charging points** to improve air quality and noise for businesses and residents	TfL Businesses	• Electrical charging points/taxi rank installed • 50 electric vehicle trials undertaken • Car club bays electrified • 150 businesses engaged • Solar Charging Canopy installation • 550 residents engaged

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Revitalise the Town Centre: Celebrate and build on Wood Green's heritage and diverse communities			
Project	Description	Partners	Outputs
Relocate buildings and services with community use.	Work with Turkish Islamic Community Centre (TICC) to secure alternative premises in Wood Green area	TICC	• Relocation strategy agreed with each affected organisation. This includes Turkish Islamic Cultural Centre.
Affordable Workspace	Support local artists and artisans in the Chocolate Factory and Coburg Road to secure **affordable workspace**	Businesses Landowners	• Meanwhile affordable workspace TBA • Permanent affordable workspace TBA • Businesses safeguarded TBA
Reprovide covered market	Ensure market traders in the Mall Market Hall continue to have a dedicated, high-footfall space in the regenerated town centre which is covered space.	Landowners Market Traders	• Small business safeguarded • Diversity of Wood Green's offer is safeguarded
Wood Green Library project	Meanwhile project in Library using it for café, gallery, co-working, classes and meeting space.	Residents Businesses	• 2 vacant units brought back to use in the Library • Business support including social enterprise support. • Residents to be supported into employment from the disadvantaged labour market.
Partnership and Third Sector Projects	Work with local organisations/ groups and partners to **build capacity** within the community to enable **community led** and deliverable sustainable and tangible **socio economic change**	Social Enterprise Forum Bridge Renewal Trust	• Networking events • Training/ capacity building events • Signposting
Turnpike Lane Businesses	Work with local businesses on their ongoing development of shop improvement plan	GLA Turnpike Lane Traders Business Forum	• Trader Group Established • Funding sought for physical imporvements

DRAFT

Revitalise the Town Centre: Make Wood Green a destination of choice, with a strong cultural offer both day and night			
Project	Description	Partners	Outputs
BID Project – Better Image for Wood Green	**Better Image for Wood Green** (social media training, PR campaign, events and activities, quality markets) **Subject to "yes" vote for BID in March 2018**	BID/ Business Forum TfL GLA Business Alliance	• social media training • Wood Green campaign, events and activities • Infrastructure investment including public realm and markets
Culture and the Evening Economy	Support existing **cultural spaces** and identify new locations for exhibitions, performance and events and ensure that culture is accessible for existing and new communities and to encourage a thriving evening economy	Local arts and creative industry stakeholders	• Work with local partners, residents and members to develop a plan for Wood Green's Culture and Evening Economy.
Meanwhile Campus	Ongoing support for test projects along Station Road	GLA Residents Businesses	• Green Rooms • Blue House Yard • Wood Green Works • River Park House Ground Floor
Seasonal Markets	To deliver seasonal events in partnership with the Business Forum/ BID	Business Forum/ BID Blue House Yard Collage Arts	• No of events • Evaluation per event • BID will host artisanal markets
Wood Green Connections - Cultural Quarter Wayfinding/ Art Trail	Draw more people to the Cultural Quarter through **wayfinding, signposting and art trails**. A series of short term investment projects in key routes across Wood Green to improve connectivity and wayfinding	Collage Arts Blue House Yard GLA Landowners	• Wayfinding and signage • 3100 m2 of improved public realm along east-west route including Penstock Tunnel public space • Improvements to cycle/pedestrian access to Alexandra Park.
Gas Works Project	Meanwhile project to repurpose and activate the Olympia Trading Estate. Project will develop a meanwhile social enterprise scheme where starts ups and creative enterprises will be given opportunity to share culture in the space.	GLA St Williams	• Safeguarded jobs • New/improved commercial space • Events and cultural programming

DRAFT

5. Programme Funding

The Wood Green Area Action Plan (AAP) sets out a framework for the delivery of 6,400 new homes which means an estimated increase of 14,665 additional people living in Wood Green. The AAP also will deliver at least 4,000 new jobs, not including construction jobs which will be in addition to this.

The Development Infrastructure Funding Study (DIFS) identifies all capital investment required to meet the needs of the growing population and deliver the vision, aspirations and ambition for Wood Green as set out in the SRF.

The study builds on the current Infrastructure Delivery Plan Update April 2016 and the previously commissioned studies from AECOM, Cushman and Wakefield and Fluid. The projects are the result of a number of consultations and meetings with internal LBH service managers and external stakeholders.

A summary of the projects which have been identified is in the table below:

Areas	Notes	Funding
Education	Primary School/ Heartlands Sixth Form/ Nurseries/ Skills Hub	EFA/ Market/ GLA+s106
Health	Health Centre/ Mental Health reprovision/ Dentist	NHS/ Market
Arts & Culture	Arts Studios/ Cultural Space/ Public Art	Market/Other Public Sector/ s106+GLA
Recreational Open Space	Open Space investment/ New Open Space/ New Local Play/ Swimming	CIL/ Market
Emergency services	Further engagement required	Partners
Transport and Highways	Cycle Infrastructure/ Highway and junction works	CIL/ s278/ TfL
Public Realm and Streets	New Public Space/ Town Centre Investment/ Heritage Buildings	CIL/ s106/ GLA/ TfL/ HLF
Utilities	DEN/ Broadband/ Air Quality Projects	CIL/ Market/ GLA
Community Facilities	Interim Library/ Reprovided Community Space/ Leisure Centre	CIL/ Market/ Sport England/ Fusion
Meanwhile Projects	Placemaking/ market intervention	GLA/ Market

DRAFT

6. Communication, Consultation and Engagement

It is a Council priority to ensure ongoing communication, consultation and engagement with the local community as the Delivery Plan priority projects are progressed. This will be supported by a dedicated Regeneration Communications Manager. We work with a range of stakeholders including residents, businesses, landowners and statutory partners.

	What we will do	**How we will do it**
Inform	Telling stakeholders what we are doing, and what is happening in the area (e.g. planning applications), answer questions and signpost information	Haringey Website Dedicated Wood Green Website Email Social Media Newsletters
Listen/ consult	Asking questions, listen to your concerns and suggestions, use your feedback to develop policy and proposals.	Exhibitions Public Meetings Attend Stakeholder Meetings Interactive Website/ Commonplace
Involve/ Partner	Working together to design and deliver policies and proposals and share decision making.	Maintain relationships with key groups Workshops with Stakeholders Design Charrettes and Competitions School Engagement Programmes
Empower/ Delegate	Giving stakeholders responsibility for making decisions, managing resources and delivering policies and services	Small Grants Training and Capacity Building Supporting Trader and Business Groups Subsidising workspace for test projects

DRAFT

7. Monitoring including Annual Review

This section will set out the overarching Outputs and Outcomes and strategy for monitoring progress.

DRAFT

EQUALITY IMPACT ASSESSMENT

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

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

This is known as the **Public Sector Equality Duty**.

In addition, the Council complies with the Marriage (Same Sex Couples) Act 2013.

Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on protect characteristics, please proceed to stage 2 and complete a full Equality Impact Assessment (EqIA).

Stage 2 – Full Equality Impact Assessment

An EqIA provides evidence for meeting the Council's commitment to equality and the responsibilities under the Public Sector Equality Duty.

When an EqIA has been undertaken, it should be submitted as an attachment/appendix to the final decision making report. This is so the decision maker (e.g. Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.

Please read the Council's Equality Impact Assessment Guidance before beginning the EqIA process.

1. Responsibility for the Equality Impact Assessment	
Name of proposal	Wood Green Strategic Regeneration Framework (Cabinet Report January 2018)
Service area	Regeneration, Planning and Development
Officer completing assessment	Hal Khanom
Equalities/ HR Advisor	Ashley Hibben, Policy and Equalities Officer
Cabinet meeting date (if applicable)	January 2018
Director/Assistant Director	Helen Fisher, Director of Regeneration

2. Summary of the proposal

Please outline in no more than 3 paragraphs

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*

- *The decision-making route being taken*

Proposal being assessed

The Wood Green Strategic Regeneration Framework, to be considered by Cabinet in January 2018, sets out nine strategic objectives which will guide the Wood Green Regeneration Programme. The objectives are based around themes of 'Sustainability Urban Living, Growing the Economy, and Revitalising the Town Centre.

Opportunities on your Doorstep	**Sustainable Urban Living**	**Revitalise the Town Centre**
Build a bigger Metropolitan Town Centre with more employment space, delivering 4,000 new jobs	Deliver 6,400 new homes for existing and new residents to rent and buy in high quality, characterful neighbourhoods	Secure investment in a well-connected, destination which draws people from Haringey and beyond
Maximise opportunities for local residents through education, training, skills and employment	Invest in social and community infrastructure, including parks and a new library	Celebrate, protect and build on Wood Green's diversity and heritage
Support a business destination with the infrastructure in place for existing businesses to grow and to attract new businesses	Design a healthy and accessible town centre with welcoming spaces where people enjoy spending time	Make Wood Green a destination of choice, with a strong cultural offer both day and night

The policy for 6,400+ new homes and 4,000 new jobs has been tested through the Sustainability Appraisal process for the Wood Green AAP.

This document assesses the impact on the protected characteristics of a Cabinet decision to adopt the nine objectives outlined in the Strategic Regeneration Framework, and to endorse the first phase of projects. As projects are brought forward under the framework, EqIAs will need to be prepared for any proposal which is likely to impact on protected characteristics.

Key stakeholders who may be affected by the policy or proposal:
The existing community within and surrounding the Wood Green AAP area will be affected by the Strategic Regeneration Framework. Existing and future residents and businesses of Haringey will also be affected, as well as the Council's workforce.

It is recognised that there are certain stakeholders who will be more affected by the regeneration proposals than others but this EqIA assesses the impact on all those directly and indirectly affected by the proposals. Specifically, it will consider residents who are directly affected, stakeholders who are directly affected, local businesses, and those impacted from the surrounding residential areas.

a) Residents who are directly affected by the regeneration proposals:
   - 300 homes in Sky City and Page High estates:
     - 201 homes in Sky City estate
     - 100 homes in Page High estate

- Residents living in properties within the Wood Green area, both leaseholders and homeowners.
- Community services running from with the Wood Green area (GP surgery, Alevi community centre, West Indian Cultural Centre, Caxton Road Community Hub, Sky City Community Centre, Turkish Islamic Cultural Centre)

b) Local businesses affected by the regeneration proposals. There are 650 businesses in the Wood Green area, which will be impacted, particularly by the plans to develop infrastructure which can support existing businesses to grow and new business to be attracted.

c) Those from surrounding areas who are impacted by the regeneration proposals:
- Existing residents surrounding the Wood Green area and all residents of Haringey.
- Businesses next to or within the area
- Services running next to or near the area
- Future residents and businesses of Haringey

As part of this EqIA, key trends and identified needs will be assessed for the area and taking into consideration in the analysis of the impact of proposals on protected groups.

The decision-making route being taken:
The Strategic Regeneration Framework (SRF) has developed from two years of engagement with residents, stakeholders and businesses, and incorporates evidence gathered from a number of studies.

The SRF has been considered by the Council's Priority 4 Strategic board, SLT, Councillors and Cabinet Advisory Board. The SRF is being considered for adoption at the Council's Cabinet in January 2018, with a view to publishing the document in early 2018.

3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. Please include any gaps and how you will address these

This could include, for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national. For restructures, please complete the restructure EqIA which is available on the HR pages.

Protected group	Service users	Staff
Sex	Ward level equalities data, 2011 Census http://www.haringey.gov.uk/sites/haringeygovuk/files/ward_level_eqia_data.xlsx Studies and data collected as part of the development of the Wood Green "Preferred Option" AAP and Wood Green Investment Framework including consultation and engagement events dating back to 2015	N/A

Gender Reassignment	We do not hold this data. The Equality and Human Rights Commission have published a national estimate.	N/A
Age	Ward level equalities data, 2011 Census http://www.haringey.gov.uk/sites/haringeygovuk/files/ward_level_eqia_data.xlsx Studies and data collected as part of the development of the Wood Green "Preferred Option" AAP and Wood Green Investment Framework including consultation and engagement events dating back to 2015	N/A
Disability	Ward level equalities data, 2011 Census http://www.haringey.gov.uk/sites/haringeygovuk/files/ward_level_eqia_data.xlsx Studies and data collected as part of the development of the Wood Green "Preferred Option" AAP and Wood Green Investment Framework including consultation and engagement events dating back to 2015	N/A
Race & Ethnicity	Ward level equalities data, 2011 Census http://www.haringey.gov.uk/sites/haringeygovuk/files/ward_level_eqia_data.xlsx Studies and data collected as part of the development of the Wood Green "Preferred Option" AAP and Wood Green Investment Framework including consultation and engagement events dating back to 2015	N/A
Sexual Orientation	ONS Annual Population Survey 2013-15 (NB there is no Census data readily available for this protected characteristics)	N/A
Religion or Belief (or No Belief)	Ward level equalities data, 2011 Census http://www.haringey.gov.uk/sites/haringeygovuk/files/ward_level_eqia_data.xlsx	N/A
Pregnancy & Maternity	Ward level equalities data, 2011 Census http://www.haringey.gov.uk/sites/haringeygovuk/files/ward_level_eqia_data.xlsx	N/A
Marriage and Civil Partnership	Ward level equalities data, 2011 Census http://www.haringey.gov.uk/sites/haringeygovuk/files/ward_level_eqia_data.xlsx	N/A
Outline the key findings of your data analysis. Which groups are disproportionately affected		

by the proposal? How does this compare with the impact on wider service users and/or the borough's demographic profile? Have any inequalities been identified?

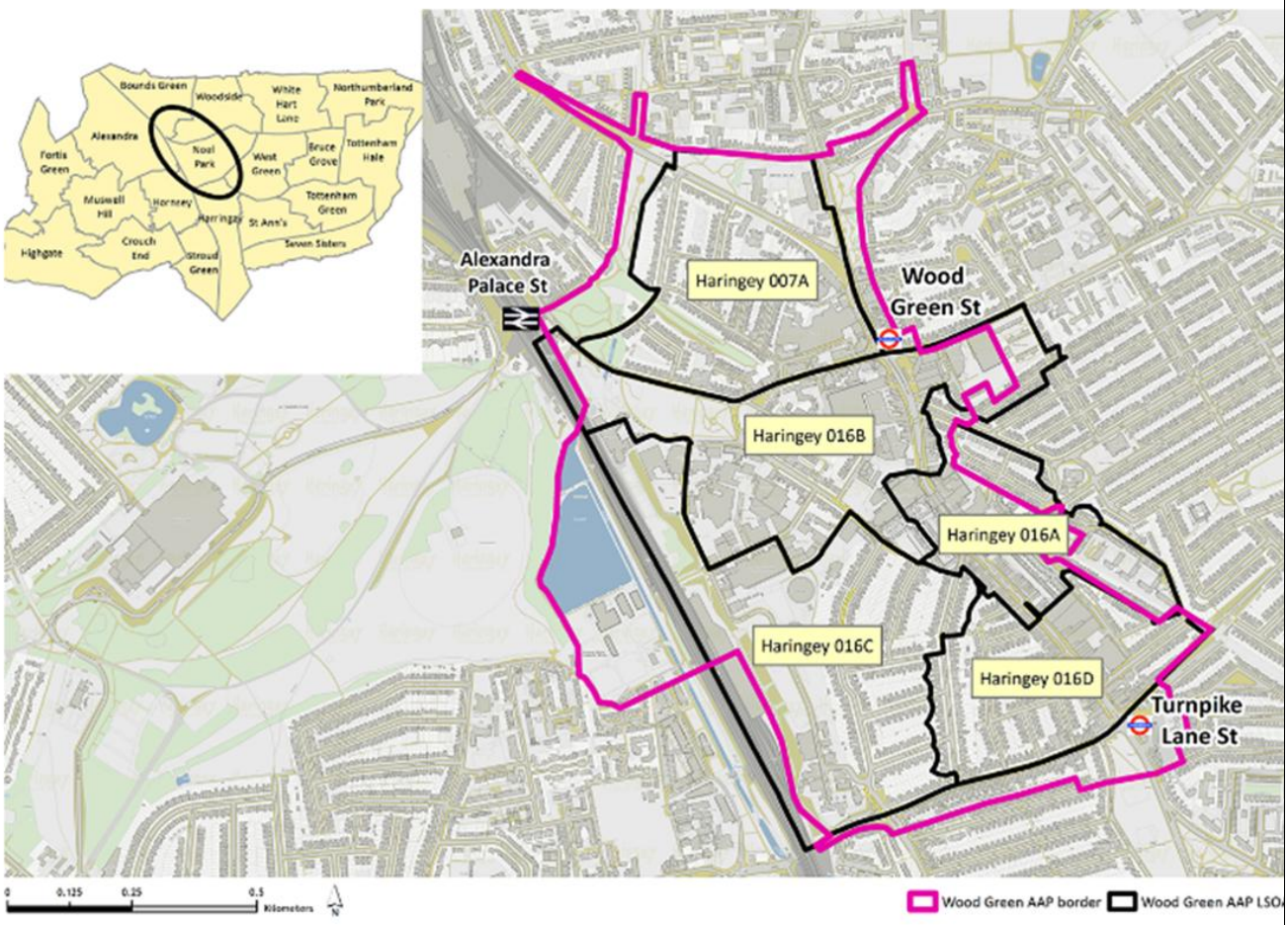
Explain how you will overcome this within the proposal.

Further information on how to do data analysis can be found in the guidance.

Demographics

The Demographic information below is based on the collective data for 5 Lower Layer Super Output Areas (Haringey 007A, 016A, 016B, 016C, and 016D), which together closely align to the Wood Green "Preferred Option" AAP boundary. The data does not reflect all nine protected characteristics and has therefore also used Census 2011 data for the wards of Noel Park and Woodside, Haringey Borough and London wide averages have been reviewed for comparison.

For the purposes of this section, the five LSOAs will be termed *the study area.* The population in the LSOAs is 9,539, which equates to roughly 1 in 30 Haringey residents living in Wood Green.



1. Sex[1]

	Female	Male
Study area	48.8%	51.2%
Noel Park	49.4%	50.6%
Woodside	48.7%	51.3%
Haringey	49.6%	50.4%
London	50.2%	49.8%
England	50.6%	49.4%

[1] Census 2011

The study area and most of the wards impacted by this decision differ from London and England in that they have a slightly larger male population compared to female, while in London and nationally this trend is reversed. In the study area this is slightly more marked compared to the wider borough trend, where 50.4% are male and 49.6% are female.

	Total lone parent families	Female headed lone parent families	Male headed lone parent families
Study area	377	349 (90%)	28 (10%)
Noel Park	739	699 (94.6%)	40 (5.4%)
Woodside	597	563 (94.3%)	34 (5.7%)

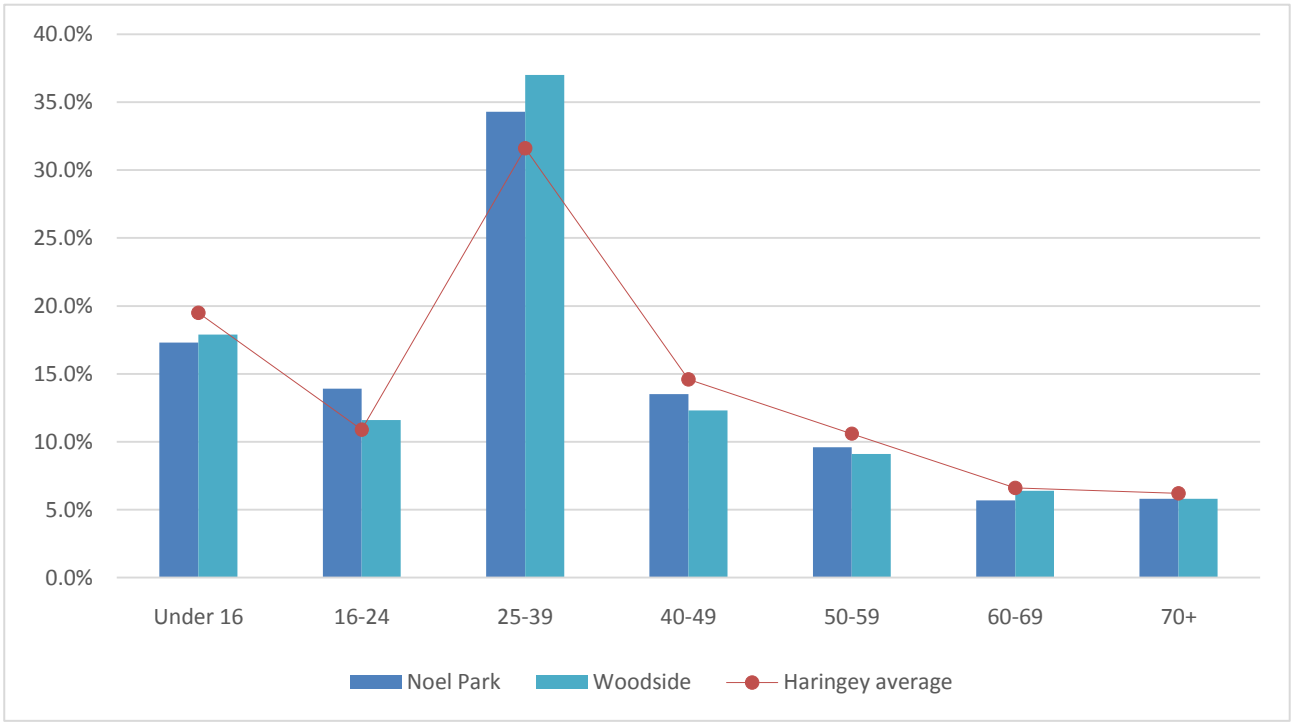
In the study area women are much more likely to head lone parent families.

One site allocation in the Wood Green AAP boundary includes the Community Hub (formerly known as the Asian Centre) which is disproportionately used by women. Women are also more likely to use council services and the Customer Service Centre, as well as the Wood Green library. Any development of these council owned sites will need to undertake a full EqIA.

2. Gender reassignment

We do not hold data on the number of people who are seeking, receiving or have received gender reassignment surgery, and there is no national data collected for this protected characteristic. The Equality and Human Rights Commission estimate that there is between 300,000-500,000 transgender people in the UK[2]. We will need to consider the inequalities and discrimination experienced for this protected group. For the purposes of this EqIA, we will use the inclusive term Trans* in order to represent the spectrum of transgender and gender variance.

3. Age [3]



[2] https://www.equalityhumanrights.com/en/trans-inequalities-reviewed/introduction-review
[3] Census 2011

Those aged 25-39 tend to be the predominant age group across Haringey, accounting for around a third of the overall population; this pattern is slightly exaggerated in Noel Park and Woodside, where a slightly smaller proportion falls into most age categories than the borough average with the exception of the 25-39 age group. Young people aged 16-24 account for a more significant percentage of the population of Noel Park and Woodside than the Haringey average.

The study area has an above average proportion of 20-64 year olds (72%). Conversely the study area also contains a below average proportion of 0-10 year olds (12%) as well as people aged 65 and over (7%).

0-19 Age groups by ward

Ward	All ages	0-4	5-9	10-14	15-19	Total 0-19	%
White Hart Lane	13431	1009	1148	1268	1107	4532	33.7%
Northumberland Park	14429	1333	1200	1127	1066	4726	32.8%
Seven Sisters	15968	1464	1421	1225	958	5068	31.7%
Tottenham Hale	15064	1231	1025	1089	1163	4508	29.9%
Bruce Grove	14483	1125	1034	919	1008	4086	28.2%
Alexandra	11795	860	811	730	647	3048	25.8%
Tottenham Green	14580	1083	858	878	891	3710	25.4%
Fortis Green	12488	829	800	864	658	3151	25.2%
West Green	13372	854	809	807	776	3246	24.3%
Noel Park	13939	875	818	823	853	3369	24.2%
Woodside	14514	1017	812	819	769	3417	23.5%
Bounds Green	13725	922	750	732	711	3115	22.7%
St Ann's	14638	1004	795	721	728	3248	22.2%
Hornsey	12659	806	751	598	622	2777	21.9%
Muswell Hill	10784	633	586	596	522	2337	21.7%
Stroud Green	11758	705	518	582	493	2298	19.5%
Crouch End	12395	815	574	477	408	2274	18.3%
Highgate	11632	694	516	506	385	2101	18.1%
Harringay	13272	853	549	473	488	2363	17.8%

One site allocation in the Wood Green AAP boundary includes the Efdal Supplementary school and Efdal Kids Club and therefore any change in provision or location of these services will disproportionately impact on children. The Community Hub (formerly known as the Asian Centre) is also predominately used by older people.

The current draft of the Wood Green "Preferred Option" AAP states that adequate reprovision for space for the community use should be provided prior to redevelopment. A new location for the facilities outlined will need to be identified and deliverable relocation strategy agreed prior to the redevelopment of the site. Consideration in this process should be made to ensure that there are no barriers for the age groups impacted in the engagement process.

Older people, children and young people are more likely to use council services and the Customer Service Centre, as well as the Wood Green library. Any changes to these elements will need to undertake a full EqIA.

4. Disability[4]

[4] Census 2011

	Noel Park	Woodside	Study Area
Day-to-day activity limited a lot	8.7%	7.3%	8%
Day-to-day activity limited a little	8.3%	7.6%	8.6%
Day-to-day activity not limited	83.0%	85.0%	83.4%
Day-to-day activity limited a lot: Age 16-64	5.1%	4.2%	6.4%
Day-to-day activity limited a little: Age 16-64	5.5%	4.7%	7.7%
Day-to-day activity not limited: Age 16-64	61.8%	63.4%	85.9%

	Haringey	London	England and Wales
Day-to-day activity limited a lot	6.8%	6.7%	8.3%
Day-to-day activity limited a little	7.2%	7.4%	9.3%
Day-to-day activity not limited	86.0%	85.8%	82.4%
Day-to-day activity limited a lot: Age 16-64	3.8%	3.4%	3.6%
Day-to-day activity limited a little: Age 16-64	4.6%	4.2%	4.6%
Day-to-day activity not limited: Age 16-64	62.4%	61.5%	56.5%

Higher proportions of residents in the study area, and impacted wards, are reported to have their day-to-day activity limited a lot by their disability as compared to the borough and London average, though slightly less than the England and Wales proportions.

Despite this there is a disproportionately high number of people with day-to-day activity limited a lot in Noel Park. Residents who use some of the buildings, such as the library, from Noel Park might have disabilities and therefore impacted by any future decision.

Disabled people are more likely to use council services and the Customer Service Centre, as well as the Wood Green library. Any changes to these elements will need to undertake a full EqIA.

5. Ethnicity

	Noel Park	Woodside	Study Area
White; English/Welsh/ Scottish/N.Irish/B ritish	24.5%	23.3%	26.2%
White Irish	2.8%	3.2%	3.0%
White; Gypsy or Irish Traveller	0.1%	0.2%	0.2%
White; White Other	27.4%	30.0%	27.0%
Mixed; White and Black Caribbean	2.3%	2.1%	2.0%
Mixed; White and Black African	0.9%	1.2%	0.8%
Mixed; White and Asian	1.3%	1.3%	1.4%
Mixed; Other mixed	2.2%	2.1%	2.0%
Asian/Asian British; Indian	3.2%	4.1%	3.0%
Asian/Asian British; Pakistani	1.1%	0.8%	0.9%
Asian/Asian British; Bangladeshi	2.8%	2.6%	2.4%
Asian/Asian British; Chinese	2.4%	2.4%	2.4%
Asian/Asian British; Other Asian	3.9%	4.4%	3.8%
Black African	8.7%	8.0%	9.5%
Black Caribbean	8.0%	5.6%	6.9%
Black Other	3.1%	3.3%	3.0%
Other Ethnic group; Arab	1.4%	0.8%	1.0%
Other Ethnic group; Any Other Ethnic	3.9%	4.4%	4.4%

	Haringey	London	England
White; English/Welsh/ Scottish/N.Irish/B ritish	34.68%	44.89%	79.75%
White Irish	2.75%	2.15%	0.98%
White; Gypsy or Irish Traveller	0.15%	0.10%	0.10%
White; White Other	22.97%	12.65%	4.58%
Mixed; White and	1.90%	1.46%	0.78%

Black Caribbean			
Mixed; White and Black African	1.02%	0.80%	0.30%
Mixed; White and Asian	1.47%	1.21%	0.63%
Mixed; Other mixed	2.10%	1.45%	0.53%
Asian/Asian British; Indian	2.33%	6.64%	2.62%
Asian/Asian British; Pakistani	0.75%	2.74%	2.10%
Asian/Asian British; Bangladeshi	1.73%	2.72%	8.23%
Asian/Asian British; Chinese	1.47%	1.52%	0.72%
Asian/Asian British; Other Asian	3.19%	4.88%	1.55%
Black African	9.04%	7.02%	1.8%
Black Caribbean	7.10%	4.22%	1.1%
Black Other	2.63%	2.08%	0.52%
Other Ethnic group; Arab	0.87%	1.30%	0.42%
Other Ethnic group; Any Other Ethnic	3.85%	2.14%	0.62%

The ethnic profile of the study area shows great ethnic diversity with significant 'White British' and 'White Other' populations.

13.5% of Noel Park residents are born in post 2001 EU countries, compared to 9.8% of Haringey. 17.6% of Woodside residents are born in post 2001 EU countries, the largest proportion in Haringey. The White English/Welsh/Scottish/N Irish/British group in the study area is less than the Haringey average (26.2% study area, 34.68% Haringey). This means this group is not the majority ethnic group in the study area, as it is borough wide.

Compared to the Haringey, London and national average, there is a smaller 'White British' population, but a larger 'White Other' population. Therefore, any decision within the SRF will impact on these groups in particular.

The majority group in the area is White Other, forming 27% (22.97% Haringey).
The study area has slightly larger proportions of Mixed White and Black Caribbean, Asian, Indian, Pakistani, Bangladeshi, Chinese and Arab groups than the Haringey averages.

Black African groups are broadly proportional to the Haringey average (9.05% study area, Haringey 9.04) but Black Caribbean groups are proportionally less than the Haringey average (6.9% study area, 7.10%). The proportion of Black Other is higher than the Haringey average. It can be deduced that this includes sizeable Somali and Eritrean communities.

For any changes to buildings used by specific ethnic groups, we will need to consider the impact on this protected characteristic.

The current draft of the Wood Green "Preferred Option" AAP states that adequate reprovision for space for community use, which would include specific ethnic communities, should be provided prior to redevelopment. New locations for facilities for specific ethnic groups will need to be identified and deliverable relocation strategy agreed prior to any redevelopment of sites which include community buildings. The SRF commits to working within the planning policy framework and the policies therein. Close engagement and support will be required from the outset. Consideration in this process should be made to ensure that there are no barriers for the ethnic groups impacted in the engagement process.

6. Sexual Orientation

We do not hold ward or borough level data on sexual orientation, and it is not collected nationally through the Census. However, the ONS estimates that 3.7% of Haringey's population are lesbian, gay or bisexual (LGB), which is the 15th largest LGB community in the country[5].

Wise Thoughts, is a charity for LGBTQ (and BAME) communities, and the organiser of London's Gaywise FESTival. The charity runs a Creative Cultural Hub in the Wood Green Library. It runs LGBT women's and men's separate meet ups, as well yoga sessions for all of the community

We will need to ensure that we consider the inequalities and discrimination experienced by LGB people throughout this EqIA and in changes to Wood Green library.

7. Religion

	Noel Park	*Woodside*	*Study Area*
Christian	46.4%	49.6%	45.6%
Buddhist	1.2%	1.4%	1.2%
Hindu	2.8%	3.0%	2.2%
Jewish	0.4%	0.7%	0.5%
Muslim	19.1%	17.0%	17.7%
Sikh	0.3%	0.5%	0.3%
Other religion	0.5%	0.6%	0.4%
No religion	21.3%	18.9%	23.5%
Religion not stated	8.0%	8.2%	8.5%

	Haringey	*London*	*England and Wales*
Christian	45.0%	48.4%	59.3%
Buddhist	1.1%	1.0%	0.4%
Hindu	1.8%	5.0%	1.5%
Jewish	3.0%	1.8%	0.5%
Muslim	14.2%	12.4%	4.8%
Sikh	0.3%	1.5%	0.8%
Other religion	0.5%	0.6%	0.4%
No religion	25.2%	20.7%	25.1%
Religion not stated	8.9%	8.5%	7.2%

[5]https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/articles/subnationalsexualidentityestimates/uk2013to2015#introduction

In the study area, Christianity is the largest religion, with significant Muslim and no religion populations. Christians are the largest religious group in the area, 45.6% of the study area identify as Christians, slightly higher than the Haringey average (45%). The Muslim population makes up 17.7% of the study area, more than the 14.2% borough average, and is the third largest religious group after Christianity and those identifying with no religion. There is a slightly lower Hindu population in the study area than in Haringey (1.2% study area, 1.8% Haringey). There is a lower Jewish population in the area compared to the borough (0.5%, 3.0%).

There are a large number of places of worship in the Wood Green area serving people of different religions. The 'UK Turkish Islamic Centre' situated at 10 Caxton Road, serves the Turkish community in the area, drawing in members of the community both working and living in the area. The 'Alevi Centre' serves followers of Alevi faith, also drawing in members of the community both working and living in the area.

Close engagement and support will be required from the outset. Consideration in this process should be made to ensure that there are no barriers for different religious groups in the engagement process.

The current draft of the Wood Green "Preferred Option" AAP states that adequate reprovision for space for the community use should be provided prior to redevelopment. A new location for the facilities outlined will need to be identified and deliverable relocation strategy agreed prior to the redevelopment of the site. The SRF commits to working within the planning policy framework and the policies therein. Close engagement and support will be required from the outset. Consideration in this process should be made to ensure that there are no barriers for different religious groups in the engagement process.

8. Pregnancy and maternity

There is a lower than average proportion of the age group 0-19 and a lower number of 0-4 year olds in the wards affected.

The number of 0-4 year olds in the wards affected in the Census 2011 were:

Ward	Number of 0-4 year olds
Study Area	523
Noel Park	875
Woodside	1017

Dependent Children

	Proportion of households with dependent children
Study Area	27.5%
Noel Park	31.2%
Woodside	30.7%
Haringey	31.4%
London	30.9%
England and Wales	29.1%

In the study area, there are fewer households with dependent children than the Haringey average. However, both Noel Park and Woodside have a higher proportion of families with dependent children than the England and Wales average, but roughly the same as the Haringey average. Only Noel Park has a higher than London average and, all are above England and Wales.

We can infer from this data that, while there is less likely to be women who fall under the pregnancy and maternity protected group compared to the rest of the borough, there is still likely to be an impact.

Marital and civil partnership status[6]

	Married (heterosexual couples)	Civil Partnership
Study Area	28.1%	0.5%
Noel Park	28.1%	0.7%
Woodside	34%	0.4%
Haringey	32.2%	0.6%
London	40%	0.4%
England and Wales	47%	0.2%

The number of married people is significantly lower than in London and England. The proportion of people in civil partnerships is slightly lower than the Haringey average but slightly higher than the London average. This data was collected before the Same Sex Marriage Act.

The proposals are not expected to discriminate between a couple in a marriage compared to a couple in a civil partnership.

Wider Socio-economic Data

Opportunities on your Doorstep

1 Build a bigger Metropolitan Town Centre with more employment space, delivering 4,000 new jobs.
2 Maximise opportunities for local residents through education, training, skills and employment.
3 Support a business destination with the infrastructure in place for existing businesses to grow and to attract new businesses.

Sustainable Urban Living

1 Deliver 6,400 new homes for existing and new residents to rent and buy in high quality, characterful neighbourhoods.
2 Invest in social and community infrastructure, including parks and a new library
3 Design a healthy and accessible town centre with welcoming spaces where people enjoy spending time.

Revitalise the Town Centre

1 A well-connected, lively destination which draws people from Haringey and beyond.
2 Celebrate and build on Wood Green's heritage so people are proud of their diverse communities.
3 Make Wood Green a destination of choice, with a strong cultural offer both day and night

The 9 objectives in the SRF can be grouped under the following areas which they aim to impact: employment, connectivity/transport, housing, air quality, education, training, skills, health and wellbeing, diversity and crime.

Employment

Haringey as a borough has experienced limited economic growth since 1994; only 120 local jobs were created each year, many of which are entry level jobs in the retail and service economy. The borough has the fourth lowest number of jobs per working age resident of any borough in London.

[6] Census 2011

Wood Green has a higher than Haringey average proportion of working age residents.

In the study area, an average of 2 more people claim Jobseeker's Allowance in each LSOA, than the Haringey average. There are more people claiming Employment support allowance for mental health issues than the Haringey average. The highest rate of Jobseeker's Allowance Claimants in Wood Green is found among those aged 50-64, much higher than the Haringey average and almost twice as high as the rate among 24-59 year olds and 16-24 year olds.

The number of Jobseeker's Allowance claimants in Wood Green dropped substantially in February 2017, by 41% from the figures recorded at 2007. This mirrors the pattern in Haringey, but the borough's drop is more significant at 51%. In Wood Green, there has been a decrease in the number of claimants in all categories except those aged 50+. Instead, for this age group in the same period 2002-2017, the number of claimants has increased by 57%.

Noel Park, the ward which most of the AAP area is within, has a disadvantaged labour market. ONS defines a disadvantaged labour market as comprising six key characteristics; numbers of disabled people, lone parents, people aged 50 and over, lowest qualified, those living in the most deprived local authority wards and having an ethnic background that is non-white. Noel Park has higher than borough averages for all six characteristics. Unemployment figures in the ward are disproportionately higher than the borough average. Census 2011 data shows that 544 households with dependent children and no adult in employment, 2.6% higher than the borough average.

During the preparation of the Economic Development and Growth Strategy, the Wood Green Investment Framework and Wood Green AAP, several studies have been commissioned looking at existing and emerging employment trends in Wood Green and Haringey.

1. LBH Workspace Viability Assessment, GVA, 2014
2. Haringey Economic Growth Assessment, PBA, 2014
3. Wood Green Local Economic Vitality Study, Fluid, 2015
4. Haringey Economic Growth Strategy, LBH, 2015
5. Wood Green Employment Land and Workspace Study, DTZ, 2015
6. Haringey Affordable Workspace Study, Carter Jonas, 2016
7. Economy and employment space study, GVA (draft) 2017

One key finding from these reports is that Haringey has seen a growth in business and associated employment in the Tech and Creative sectors- particularly in: (1) TV, Film, Video, photography (2) Music, Performing & Visual Arts (3) Creative Design (Graphic Design, Production Design and Fashion Design & Production) (4) IT & Software.

From the draft findings from the EESS, we know that WG does not have a critical mass of B-class uses. Comparison of jobs to businesses by sector shows that the existing B-class uses are generally low intensity (i.e. there are a large number of businesses but generating relatively few jobs). Growth in jobs are on average lower than greater London forecasts. Projections do suggest an upward trend in office-based activities.

	Median Household Income
Time Period	**2012/2013**
Noel Park	**£30,620**
Woodside	**£32,010**
Wood Green Area	**£32,618**
Haringey	**£35,420**
London Top Quartile	**£39,473**
London Median	**£35,152**

The median household earnings in Wood Green are lower than the Haringey average by £2,802,

and also lower than the London Median by £2,534.

In Haringey based on 2014 data, 29.5% of employee jobs are paid less than the London living wage. This is significantly higher than the London percentage of 19%.

Transport and connectivity

Wood Green has excellent connectivity with transport connections to the south and north, and direct routes into Central London. The AAP area has two underground stations on the Piccadilly Line, Wood Green and Turnpike Lane, with access to the Victoria Line at nearby Seven Sisters and Finsbury Park. Alexandra Palace rail station runs six trains per hour to Moorgate and regular services to Hertfordshire.

Despite these transport links, at peak times the tube, rail and bus services are very crowded. There is a perception that transport links are weak, with the Piccadilly line slower than the Victoria line getting into central London. There are issues with station accessibility, with both Wood Green and Turnpike Lane available only using stairs. Mitigating actions will be required to address these. Cycle parking provision outside of Wood Green station is limited, congested and blocks access to the station entrance.

The area suffers from weaker east and west links which is made worse by the East Coast Mainline running through Wood Green. Cycling through Wood Green is challenging with steep topography changes between Wood Green and Highgate, Alexandra Palace and south through the Harringay Ladder. Wood Green High Street and Green Lanes are popular routes but challenging to cycle.

Foot tunnels crossing the East Coast Mainline which runs through Wood Green are considered unsafe and attract anti-social behaviour. People do still cycle through and across the Wood Green area, and TFL has identified the route between Camden Town and Tottenham Hale travelling through Wood Green, as a priority cycle route with demand for improved cycling routes. TFL will also be introducing a new Quietway between Bowes Park and Farringdon which runs through the eastern side of Wood Green.

Housing:

Haringey's population has grown at a faster rate in the last 10 years than the average rate either across the borough's statistical neighbours or London. Continued population growth is accelerating demand for housing of mixed tenure.

This includes the need for all types of housing, with a large number of residents wanting to access affordable home ownership. Haringey has the second highest number of households living in temporary accommodation because they are homeless. Haringey's housing crisis is situated within London's distinct housing crisis. In 2017, it is anticipated that London's population will rise to pass the 8.4 million mark, with housebuilding not happening at the rate we need, and the existing housing market becoming more unaffordable to the people living and working in London.

London Councils estimate that 800,000 new homes will be needed in the capital over the next decade, for secure rented accommodation and home ownership, whilst recent annual completions have averaged less than 25,000 a year.

The Strategic Housing Market Assessment (SHMA) conducted in 2014 identifies an affordable housing requirement of 11,757 homes over the period 2011-2026, which equates to 59% of the total housing requirement of 20,172 homes of all tenures over the same period.

There is a significant shortfall in one and two bedroom dwellings and an acute shortage of affordable housing for larger family homes of three or more bedrooms. The GLA forecasts that by 2026 Haringey will have a further 1,881 households with at least three children, increasing the shortfall.

The Council's Housing Strategy in October 2016 outlines the issues in regard to housing demand and supply in the borough. The strategy can be found here: http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=118&MId=7846&Ver=4

The EqIA for the Housing Strategy found that there were a range of inequalities in housing across Haringey, including with issues of affordability which impact on protected characteristics. This includes:

- High levels of homelessness amongst female lone parents.
- Disabled people and supported housing needs
- Black households are more vulnerable to homelessness and are less likely to engage with shared ownership schemes
- LGBT young people are more vulnerable to homelessness.

As specific housing developments are brought forward, they should seek to implement the Housing Strategy and specific consideration should be given to equality considerations during development of the proposals, and at the decision-making stage. EqIAs will be required which should focus not only on directly impacted residents such as existing Council secure tenants, leaseholders and those in temporary accommodation, but a review should include the wider impacts of proposed developments. Wider impacts should cover impact on privately housed tenants, and potential impact on market value of housing, in relation to median earnings.

Air quality
GLA data suggests around 9,400 deaths per year in London are attributable to air quality related illnesses. GLA analysis shows that health effects of air pollution disproportionately impact communities experiencing deprivation, like in the study area.

Every borough in London including Haringey has recorded illegally high levels of pollution exceeding the limits set by World Health Organisation. Wood Green High Road and Turnpike Lane within the study area, are two of the worst rated areas for pollution in Haringey. The intensive traffic on the High Road, congested pavements and a lack of green infrastructure are impacting the air quality.

Education:
In the Wood Green area there are 3 primary schools and 1 secondary school, all of which were rated Good at their latest inspections. Despite this, the proportion of pupils achieving 5 A*-C grades at GCSE (Key Stage 4) is lower than the Haringey average. More than 6% of children in Wood Green live in temporary accommodation. Educational achievement is improving however at a faster rate than either the borough's neighbours or the rest of London.

In Noel Park, census data from 2011 shows there were 544 households with dependent children and no adult in employment, 2.6% higher than the borough average.

	5+ A*-C at GCSE inc Maths and English	**Level 4+ at Key Stage 2**
Time Period	**2016**	**2015**
Noel Park	**49.1%**	**74.7%**
Woodside	**44.9%**	**72.7%**
Woodside/Noel Park	**47.2%**	**73.7%**

Average		
Haringey	**59.0%**	**82.0%**
London Top Quartile	**64.7%**	**86.0%**
London Median	**59.4%**	**84.0%**

Training:
There is no sixth form provision or post-16 provision in the Wood Green area. Young people in Wood Green have to travel to centres outside of the area. St Thomas Moore is located just outside the AAP area to the north. To the east, College of Haringey, Enfield and North East London. To the south west, Hornsey Sixth Form College and Greig City Academy. Access for young residents to this provision is dependent on strong transport infrastructure.

	Qualification at Level 3 and 4 and above
Time Period	**2011**
Good Performance Is…	**High**
Noel Park	44.3
Woodside	42.2
Wood Green Area	**48.36**
Haringey	**50.4**
London Top Quartile	**56.3**
London Median	**48.8**

Skills:
Haringey's Pathways to Work study identifies the best routes (education, training and experience) into career-type roles across a number of major sectors of the London labour market. This will tap into the entrepreneurial spirit of Wood Green, where there are clusters of social enterprises. Haringey has an established 'rag trade' and is working to develop local skills in fashion and textiles. The borough is also aiming to increase tech led design and manufacture by up-skilling the local workforce and providing appropriate infrastructure to attract employers.

Haringey Adult Learning Service (HALS) provides a learning service for adults aged 19 and over. It offers concessionary fees for households with income less than £19,000 per year.
Since April 2015 to September 2017, 833 people have been supported to increase their skill level by HALS (based on course completion dates).

The Council also provides a free business recruitment service through the Haringey Employment and Skills Team (HEST).

Health

	Life expectancy male	**Life expectancy female**
Time Period	**2010-14**	**2010-14**
Noel Park	**77.4**	**84.4**
Woodside	**79.6**	**84.4**
Woodside/Noel Park	**78.5**	**84.4**

Average		
Haringey	**79.9**	**84.6**
London Top Quartile	**80.8**	**84.7**
London Median	**79.9**	**83.9**

We do not have study area life expectancy data at present. Based on the Woodside and Noel Park average, there is a lower life expectancy for males compared to Haringey (1.4 years), and slightly lower life expectancy for females (0.2 years). This is lower than the London median for males but slightly higher than the life expectancy for females.

Noel Park has the 4th lowest life expectancy of all 19 Haringey wards (80.9), while Woodside has the 7th (82.0). The average life expectancy in Haringey is 82.1, which is more or less in line with the London average (82.3).

RECEPTION AGE CHILDREN – 2011/12-2013/14

	% obese	**% excess weight**	**Rank obese**	**Rank excess weight**
Noel Park	**14.2%**	**25.4%**	5	7
Woodside	**12.0%**	**27.0%**	8	5

CHILDREN IN YEAR 6 – 2011/12-2013/14

	% obese	**% excess weight**	**Rank obese**	**Rank excess weight**
Noel Park	**31.3%**	**47.9%**	1	1
Woodside	**23.5%**	**40.7%**	11	10

Noel Park has the 5th highest rate of reception age children who are obese of all Haringey wards, and the 7th highest rate of reception age children who have excess weight, while Woodside ranks 8th and 5th respectively. The proportion of Haringey children who are obese and have excess weight increases with age, and in Noel Park in particular this is exacerbated, with the highest rate of children who are either obese or have excess weight out of all Haringey wards in Year 6 (aged 10-11). Woodside sits closer to the Haringey average, ranking 11th in relation to obesity, and 10th in relation to excess weight. While both Noel Park and Woodside have seen a slight decrease in the proportion of reception age children who are obese or overweight since 2010/11-2012/13 (between 1% and 4% decrease), both have seen an increase in the proportion of Year 6 children who are overweight or obese in the same time period (between 3% and 7% increase).

GLA – LONDON WELLBEING INDEX, 2013

In 2013 the GLA's wellbeing index, which ranks all London wards according to the wellbeing of residents, calculated using 12 measures that include life expectancy, unemployment rate and crime rate. Noel Park and Woodside both index substantially below the London average, and Noel Park ranks 615th out of 625 wards (in the bottom 2%).

Ward	**London Rank 2013 (out of 625)**	**Index Score 2013**
Woodside	450	-3.9

Noel Park	615	-11.1

Haringey has high levels of both severe and common mental illness compared to London. Around 34,500 or 17.6% of the 16-74 age group have a common mental health problem (mainly anxiety and depression), while 4,000 have severe mental ill health (2%) – this is the 9th highest prevalence of severe mental illness in London, significantly higher than the London average of 1.1%.

There are currently 3,817 children and young people in Haringey with mental ill health, including anxiety and emotional disorders.

Access to greenspace is linked to better health and wellbeing outcomes. 50% of people say they would be **less active** without their local parks and green spaces (Fields in Trust 2015) and 14% of people with good access to green spaces say they are dissatisfied with their mental health, compared to 22% of those with poor access (ResPublica, 2015).

Haringey Ward	% of homes with good access to nature
Alexandra	**100**
Bounds Green	**100**
Crouch End	**100**
Fortis Green	**100**
Harringay	**100**
Highgate	**100**
Muswell Hill	**100**
Seven Sisters	**100**
Hornsey	**99**
Tottenham Hale	**99**
Stroud Green	**98**
Northumberland Park	**93**
White Hart Lane	**87**
St. Ann's	**58**
Bruce Grove	**52**
Tottenham Green	**51**
Woodside	**46**
Noel Park	**41**
West Green	**38**

Noel Park and Woodside have only 41/46% of homes with good access to nature, with only West Green ward with a lower percentage in Haringey.

Diversity
Haringey is one of the most diverse boroughs in London, more so in the east side of the borough than the west. Wood Green reflects this diversity ethnically, with the largest group White Other and 44% of residents identifying as Black, Asian and Minority Ethnic. Predominant groups include Turkish, Somali and black Caribbean. Details covered under ethnicity and religion.

Crime

Crime and the fear of crime has also been a deterrent to attracting better investment and impacts

how residents feel about the area. Noel Park has a crime rate of 218.6 per thousand population, the highest rate for 'All crime' in the borough, more than three times the national rate (70 per 1,000 pop.) and more than double the borough average of 101.8.

	Violence with injury
Time Period	**2015-2016**
Noel Park	**19.4**
Woodside	**12.9**
Wood Green Area	**16.1**
Haringey	**10.0**

Violent crimes causing injury are significantly higher in the Wood Green area than the Haringey average.

There was a 29% increase in the number of racist and religious hate crime offences and a 49% increase in the number of Islamophobic hate crime offences in the borough between 2015/16 and 2016/17.

	Haringey			**London**
Type of hate crime	July 2015 – June 2016	July 2016 – June 2017	Change %	Change %
Racist & Religious	539	698	**+29%**	+24%
Anti-Semitic	31	27	**-13%**	+12%
Islamophobic	41	61	**+49%**	+25%

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please outline which groups you may target and how you will have targeted them

Further information on consultation is contained within accompanying EqIA guidance

The Council has undertaken a significant amount of community engagement already in Wood Green in order to develop the AAP and the SRF (section 4b). The preferred option AAP will require Reg18 consultation to begin early 2018, which will complement and enhance the existing work being undertaken. A number of studies are being developed borough wide which will include consulting with residents, for example the new Transport Strategy.

Communications resource will be dedicated to ensuring ongoing communication, consultation and engagement with residents, businesses, landowner and statutory partners.

Both Page High and Sky City residents will be engaged by the Council through messages shared through Sanctuary and Metropolitan Housing Association's channels. Sky City resident's association and Page High tenant's association will also be engaged directly.

The Council will employ a ladder of engagement with stakeholders, from informing and listening, consulting and partnership working. This will range from updating news on our website and channels, to public meetings, key stakeholder meetings through to capacity building training opportunities and small grants.

4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics

Explain how will the consultation's findings will shape and inform your proposal and the decision making process, and any modifications made?

Wood Green AAP

Since 2015 there have been several stages of consultation about the future of Wood Green. All consultation reports relating to Wood Green AAP can be found on the Haringey website.

- 14 February to 28 April 2017 – Wood Green Area Action Plan Public Consultation
- January to April 2016 – Wood Green Area Action Plan Public Consultation
- January to April 2016 – Wood Green's Future Public Consultation
- June to December 2015 – Wood Green's Future
- 14 February to 28 April 2017 – Wood Green Area Action Plan Public Consultation

Public consultation on the draft 'Preferred Option' for the Wood Green AAP (the AAP) took place from 14 February and 28 April 2017. The consultation has had a good response and several stakeholders and stakeholder groups have engaged with the process.

Over the course of the 10-week consultation period, Public Voice:

- Held 11 exhibitions of the plans in public places around Wood Green;
- Ran 9 workshops to invite different sections of the community to come and discuss the plans in more detail;
- Knocked on the doors of all homes that are included within draft Site Allocations in the plans (and so may potentially be affected by demolition and rebuilding work), left information with all of these, and spoke directly to 180 residents;
- Set up a consultation website where people could read about the plans and leave comments;
- Advertised the consultation on posters along the High Road, through e-mails to relevant contacts, on social media and in local press.

At the same time, Haringey Council:

- Sent newsletters to over 18,000 addresses in Wood Green to notify them about the consultation;
- Sent letters to local residents whose homes are proposed to be included within Site Allocations (and so may potentially be affected by demolition and rebuilding work);
- Sent letters to local businesses;
- Held 14 meetings with local businesses, residents, interest groups and statutory agencies;
- E-mailed or sent letters to all organisations and individuals on the Local Plan consultation

database, including over 800 people who took part in the previous round of consultation in 2016;
- Advertised the consultation on the Council's website;
- Made copies of the AAP available to view in all local libraries, at the Civic Centre, the Planning Office, and online;
- Placed an advert in the Haringey Independent

We listened to the views of people who live in and around Wood Green, people who go there to do their shopping, people who work or run businesses there, and people who visit for other reasons. We also heard from local landowners, and local and national statutory bodies. Over 1,000 people and organisations provided feedback on the plans for Wood Green, and more than 6,500 people viewed the consultation material online or at an event or public exhibition of the plans – just under a third of the total population of Wood Green.

The workshops were targeted at specific stakeholder groups including disabled people, older people, the Turkish community, the West Indian community, younger people, and Library users. Equalities data on age, disability, ethnicity and sex was collected from people who participated. All representations received were analysed, and a consultation report has been prepared listing all issues raised especially equality issues. The Council has considered how the AAP could be amended to reflect local concerns, and a new draft of the preferred option will now be considered by Cabinet for Reg18.

From the consultation report, the top issues for residents were:
- Concern over the impact of traffic on, and improving air quality on Wightman Road and the Harringay Ladder
- Opposition to demolishing the Victorian terraced homes on Caxton, Mayes, and Coburg Roads
- Interest in a new swimming pool and leisure centre in Wood Green
- The desire to see a better choice of shops, cafes and restaurants in the town centre
- Concerns about the level of new affordable housing that would be built as part of the regeneration

Site specific concerns were:
- **WGSA9 – Wood Green Town Centre West** – a large number of people objected to proposals to demolish Victorian homes on Caxton, Coburg and Mayes Roads, while others expressed concerns about how the rights of affected social housing tenants living above the Mall would be guaranteed
- **WGSA10 – The Mall (East)**– similar concerns were expressed about the rights of residents currently living above the Mall, if this were to be demolished, and where the current Market Hall traders would be relocated to. Several people made suggestions for refurbishing the Mall, and there was a desire to see at least one cinema remain in the centre of Wood Green
- **WGSA25 – Hornsey Filter Beds**– many people objected to building housing on this site, which is designated as Metropolitan Open Land (similar to green belt), with some people feeling it should be preserved for wildlife
- **WGSA8 – Wood Green Library** – some people objected to plans to demolish the library, instead arguing for it to be refurbished or extended, while others wanted to see a replacement library built either on the same site or in an equally accessible location
- **WGSA12 – Bury Road Car Park**– similar concerns were expressed about the rights of social housing residents living in the flats above the car park, though there was also some support for demolishing it to make better use of the space

5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics?

Please explain the likely differential impact on each of the 9 equality strands, whether positive or negative. Where it is anticipated there will be no impact from the proposal, please outline the evidence that supports this conclusion.

Further information on assessing impact on different groups is contained within accompanying EqIA guidance

8. **Sex**

The percentage of female residents in the area is slightly lower than the Borough average.

All residents regardless of gender will benefit from the proposals set out in the SRF including:

- The increase in jobs and training opportunities
- The provision of more homes
- The improved transport and connectivity
- The improvements to public spaces and streets
- The improved cultural offer of Wood Green
- A more sustainable, low carbon neighbourhood

Projects which impact sites used predominantly by women will require further EqIAs. As women are more likely to use council services and the Customer Service Centre as well as the Library, proposed changes to these elements will have separate EqIAs to supplement individual proposal Cabinet decisions.

Women are still more likely to be responsible for childcare and there are likely to be more female lead single parent families in the area, therefore changes to the Community Hub is likely to impact women. A new location for the TICC, Efdal Community and the community hub will need to be identified and relocation strategy agreed before the redevelopment of the sites. The AAP preferred option states adequate reprovision for space for community use should be provided prior to redevelopment. The SRF commits to working within the planning policy framework.

Positive	X	Negative		Neutral impact		Unknown Impact	

2. Gender reassignment

We do not have local data regarding this protected characteristic, but there is consideration for this protected group. There are not any known services specifically for Trans* people in Wood Green but wider LGBT services are run by Wise Thoughts from Wood Green Library. This will need to be considered and relocation sought for Wise Thoughts in the new Library proposals which require a full EqIA.

In Haringey there has been an increase of all recorded hate crime. The data for transphobic hate crime is small but we are aware that Trans* people are impacted by hate crime. They may benefit from possible reduction of crime and anti-social behaviour, or fear of hate crime, through making public realm safer and designing out crime.

Positive		Negative		Neutral impact		Unknown Impact	X

3. Age
Haringey has a young population with a quarter of the population under the age of 20 and 91% of the population aged under 65 (89% London, 83% England). The average of Noel Park and Woodside has a higher proportion of adults aged 25-39 than the Haringey average. Young people aged 16-24 also account for a more significant percentage of the population of Noel Park and Woodside than the borough average.

As the number of young people living in the study area is above the Borough average, the plans to deliver more homes and jobs will benefit these young people. All ages will benefit from the improvements in transport, community and leisure facilities, as well as the investments in open spaces, streets and public realm. There will be particular opportunities to tackle inequalities based on the 'age' characteristic.

This will include:
- Providing more homes that meet the needs of children and young people (such as family homes) and older people (such as adaptive homes)
- Increase in jobs and training opportunities, such as young people who are not in employment, education and training
- There will also be opportunities to tackle health inequalities such as childhood obesity through development of open spaces
- Creating safer, accessible communities benefitting all age groups

As there is a higher percentage of young residents in Wood Green, they are likely to be impacted negatively by the disruption caused by the construction phases of development plans.

Any schemes which include provision used by specific ages, for example Efdal Kids Club, will be required to provide adequate reprovision of space for the community use prior to redevelopment, as outlined in the WG AAP preferred option.

Older people, children and young people are more likely to use council services and the Customer Service Centre. Changes to these services require a full EqIA.

Positive	X	Negative	X	Neutral impact		Unknown Impact	

4. Disability

In Haringey 14% of residents have a long-term health problem that limits their day to day activity, lower than England but in line with London. Higher proportions of residents in both Noel Park and Woodside are reported to have their day-to-day activity limited a lot by their disability as compared to the borough and London average.

16.6% of residents of the study area reported a long-term disability or health condition, which roughly reflects the proportion of people reporting some limitation to day-to-day activity in wards affected by the SRF. However, all those areas affected by the SRF are below the national average in regard to people reporting limitation of day-to-day activity.

Despite this there is a disproportionately high number of people with day-to-day activity limited a lot in Noel Park. Residents who use some of the buildings, such as the library, from Noel Park might have disabilities and therefore will be impacted by any future decision on relocation.

Disabled people are more likely to use council services and the Customer Service Centre, as well

as Wood Green library. Any changes to these elements will need to undertake a full EqIA.

Improvements to public realm and open spaces should create more accessible neighbourhoods, which people with disabilities can benefit from. The Council should lobby TFL to improve the accessibility of Wood Green and Turnpike Lane stations.

Haringey has high levels of both severe and common mental illness compared to London. Improvements to green space and access to green space may be of benefit to increase mental wellbeing and reducing feelings of mental ill health.

Positive	X	Negative		Neutral impact		Unknown Impact	

5. Race and ethnicity
Compared to the Haringey, London and national average, there is a smaller 'White British' population, but a larger 'White Other' population. The majority group in the area is White Other, forming 27% (22.97% Haringey). The study area has slightly larger proportions of Mixed White and Black Caribbean, Asian, Indian, Pakistani, Bangladeshi, Chinese and Arab groups than the Haringey averages.

Black African groups are broadly proportional to the Haringey average (9.05% study area, Haringey 9.04) but Black Caribbean groups are proportionally less than the Haringey average (6.9% study area, 7.10%). The proportion of Black Other is higher than the Haringey average. It can be deduced that this includes sizeable Somali and Eritrean communities.

Providing more affordable housing in line with Planning Policy will benefit those who are vulnerable, in temporary accommodation or homeless, including BAME communities. One of the objectives of the SRF is to support local people with opportunities in education, training and employment. This should benefit existing residents including BAME communities.

The SRF also aims to safeguard and promote the diversity of Wood Green, which should benefit residents from all ethnicities, celebrating differences in cultures and traditions.

Specific groups who are potentially negatively affected by development plans are being engaged with and should be provided with space prior to redevelopment. We should ensure that translation and interpretation is considered for engagement with residents who do not have English as a First Language.

Positive	X	Negative	X	Neutral impact		Unknown Impact	

6. Sexual orientation
We do not hold data at the national, borough or ward levels. However, we are aware there is a significant LGB population in Haringey compared to other places in England.

Consultations with residents over Haringey's Housing Strategy showed concerns over exclusion of LGBT residents where homelessness is related to sexual orientation; over 50% of people who approach Stonewall Housing state that their housing problem is directly related to their sexual orientation or gender identity". The provision of additional housing should benefit LGBT residents in temporary accommodation. Housing associations and the Council have guidelines and adhere to legislation that does not allow for sexual orientation to negatively impact on housing allocation.

Wise Thoughts, is a charity for LGBTQ (and BAME) communities, and the organiser of London's Gaywise FESTival. The charity runs a Creative Cultural Hub in the Wood Green Library. It runs

LGBT women's and men's separate meet ups, as well yoga sessions for all of the community.

The development proposals for Wood Green library will need a full EqIA and to consider arranging adequate space for the charity to provide its services, aimed towards not only the general LGBT community, but also the intersections of sexuality and race.

Positive		Negative		Neutral impact		Unknown Impact	X

9. **Religion or belief (or no belief)**

Christianity is the largest religion, with the Muslim population of Wood Green higher than the borough average, higher than in London and England. There is a slightly lower Hindu population than in Haringey, and a lower Jewish population.

There are a large number of places of worship in the Wood Green area serving people of different religions. The 'UK Turkish Islamic Centre' situated at 10 Caxton Road, serves the Turkish community in the area, drawing in members of the community both working and living in the area. A new bigger and well-equipped mosque will be delivered.

The Alevi Centre which serves the Alevi community, will not be impacted.

Close engagement and support will be required from the outset. Consideration in this process should be made to ensure that no religious groups are disproportionately affected by the plans.

The current draft of the Wood Green "Preferred Option" AAP states that adequate reprovision for space for the community use should be provided prior to redevelopment. A new location for the facilities affecting specific religious groups will need to be identified and deliverable relocation strategy agreed prior to the redevelopment of sites serving religious purposes.

The SRF commits to working within the planning policy framework and the policies therein. Close engagement and support will be required from the outset. Consideration in this process should be made to ensure that there are no barriers for different religious groups in the engagement process for proposal development.

Further EqIAs will be required for any developments which impact on specific religious groups.

Increasing employment space and drawing business from Haringey and beyond could potentially increase the price to rent employment space in the area. This could negatively impact existing small businesses which cater to religious groups, for example local halal butchers. Business relocation strategies should pay particular attention to locations of businesses which serve specific religious groups.

Positive	X	Negative	X	Neutral impact		Unknown Impact	

8.Pregnancy and maternity

The study area has a slightly lower proportion of families with dependent children than the Haringey, England and Wales average. We do not envisage any inequalities based upon this characteristic as a result of any of the projects developed under the SRF.

There will be opportunities to tackle inequalities based on the 'pregnancy and maternity' protected characteristic including more homes including affordable homes as well as increased opportunities

in training and jobs.

Projects which impact sites used predominantly by women will require further EqIAs. As women, who may be mothers, are more likely to use council services and the Customer Service Centre as well as the Library, proposed changes to these elements will have separate EqIAs to supplement individual proposal Cabinet decisions.

Women are still more likely to be responsible for childcare and there are likely to be more female lead single parent families in the area, therefore changes to the Community Hub are likely to impact on women. A new location for the TICC, Efdal Community and the community hub will need to be identified and relocation strategy agreed before the redevelopment of the sites. The AAP preferred option states adequate reprovision for space for community use should be provided prior to redevelopment. The SRF commits to working within the planning policy framework.

Improved accessibility should benefit this protected characteristic as it makes travelling with prams easier.

Positive	X	Negative		Neutral impact		Unknown Impact	

10. **Marriage and Civil Partnership**

There is a lower proportion of people who are in marriages compared to the Haringey and London averages. There is a slightly lower proportion of people who are in civil partnerships in the area compared to the Haringey average, but this is still higher than the London average.

We do not envisage any inequalities based on marriage or civil partnership status based on projects identified to deliver the SRF objectives.

Positive	X	Negative		Neutral impact		Unknown Impact	

Outline the overall impact of the policy for the Public Sector Equality Duty:

- **Could the proposal result in any direct/indirect discrimination for any group that shares the protected characteristics?**
- **Will the proposal help to advance equality of opportunity between groups who share a protected characteristic and those who do not?**
  This includes:
  a) **Remove or minimise disadvantage suffered by persons protected under the Equality Act**
  b) **Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups**
  c) **Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low**
- **Will the proposal help to foster good relations between groups who share a protected characteristic and those who do not?**

The Strategic Regeneration Framework provides opportunity to develop interventions which support mixed tenure communities and safer, more welcoming public realm.

Projects developed to deliver the SRF's objectives will be assessed individually to ensure they remove or minimise disadvantage experienced by persons from protected characteristics, and will endeavour to be of benefit to all of the community in Wood Green. Projects will seek specifically to work to reduce the inequalities outlined in this report.

Procurement processes will ensure that no proposal will lead to discrimination, harassment or victimisation to residents and staff when delivering services.

6. a) What changes if any do you plan to make to your proposal as a result of the Equality Impact Assessment?

Further information on responding to identified impacts is contained within accompanying EqIA guidance

Outcome	Y/N
No major change to the proposal: the EqIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them.	Y
Adjust the proposal: the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below	N
Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.	N

6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

Impact and which protected characteristics are impacted?	Action	Lead officer	Timescale
Wood Green and Turnpike Lane station access issues (disability)	Lobby TFL to install lifts and step free access to WG and TPL stations as part of their improvement works. An accessibility steering group is being established to develop a public realm design guide.	Head of Area Regeneration Wood Green	1-3 years
Sky City and Page High demolition (all)	The ERRPP will be extended to housing association tenants in Page High and Sky City at the point which the scheme to develop the Mall is brought forward.	Director of Regeneration Sanctuary and Metropolitan Housing	2-5 years
Ensure that due regard is paid to the Public Sector Equality Duty when	EqIA required on the Council's preferred option for the Council Accommodation,	Project Manager for Council	When Cabinet considers the decision.

making decisions as a result of proposals which deliver the SRF objectives. Library and Customer Service Centre (Age, Sex, Sexuality, Gender Reassignment)	Library and Customer Service relocation, following options appraisal for how to achieve continuous service and/or reprovision of space for key services for protected characteristics.	Accommodation project	
Community buildings/spaces (age, sex, ethnicity, religion)	For all buildings with community uses which require demolition, work with the community to identify new locations in Wood Green prior to demolition. EqIAs required for individual proposal decisions.	Director of Regeneration	Establish a new location before redevelopment.

Please outline any areas you have identified where negative impacts will happen as a result of the proposal but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.

6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:

The Wood Green Programme Board and the Council's Priority 4 Board will monitor regeneration schemes which are brought forward to deliver the objectives of the SRF. All schemes which directly impact equalities groups will be developed in line with the Council's plans for engagement and consultation. The Head of Area Regeneration Wood Green will complete further EqIAs for specific programmes and projects brought forward in the delivery plan.

7. Authorisation

	03/01/18

8. Publication

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

Please contact the Policy & Strategy Team for any feedback on the EqIA process.

Report for: Cabinet 16 January 2018

Title: Shared Digital governance model review, including staffing implications

Report authorised by: Richard Grice

Lead officer: Ed Garcez | 020 7974 4583 | ed.garcez@haringey.gov.uk

Ward(s) affected: All

Report for Key/ Non Key decision: Key

1 Describe the issue under consideration

1.1 This report fulfils the requirement of the Joint Committee in its terms of reference to make recommendations to the Cabinets/ Executives following a consideration of the Governance options for Shared Digital.

1.2 This report follows consideration by the Shared Digital Joint Committee (on 30 October 2017) of governance options for the shared service with Camden and Islington. The terms of reference for the Shared Digital Joint Committee required that the Joint Committee, by October/ November 2017, receive and consider a detailed report setting out governance model options and make recommendations to the Cabinet/ Executive of each of the Councils in respect of the options.

1.3 The report is coming to Cabinet as required by the Shared Digital Joint Committee terms of reference and sets out the Joint Committee's recommendations. It builds on work with the Joint Committee Cabinet Members, the Councils' Chief Executives and senior officers over the summer to assess and consider governance models and sets out the reasons for the recommended option.

2 Cabinet Member Introduction

2.1 This report recommends that the Joint Committee model be refined to address the issues set out in paragraph 5.4 and that the service be governed under a 'lean' Joint Committee model.

2.2 The interim 'secondment' arrangement currently in place is not considered sustainable in the long term and will not establish a high-performing single team that retains and attracts the best Digital and ICT staff.

2.3 The 'do nothing' option is not recommended for the reasons set out in paragraph 5.4 below.

2.4 In the September report to Cabinet on changes to the terms of reference for the Shared Digital Joint Committee, I also highlighted that, due to restrictions of our Constitution lower value procurement decisions, over £500,000 but under £2m, which could be taken by the Chief Digital and information Officer for Camden and Islington, would be taken forward as Cabinet Member key decisions in Haringey. This was for an intermediate period until a review of the current Joint Committee model. Since this has now been completed, and the transfer of the operation of ICT-related functions to Camden's Executive proposed, these lower value procurement decisions for ICT related functions, not reserved to the joint committee, are also transferred to Camden's Executive subject to the Chief Digital Information Officer being authorised to take such decisions where spend is below £2m for any one Council or below £6m for the three Councils, under the general direction of an officer Shared Digital Management Board. This is permitted under, Part 2 Article 10.04 (b) of our Constitution which states that the Leader, or the Cabinet with the Leader's agreement, may delegate Executive functions to another local authority, or the Executive of another local authority in certain circumstances.

3 Recommendations

3.1 The following decisions, which are by necessity technical in nature, will in summary for all three Councils achieve the following:

1. Transfer the ICT function of both Haringey and Islington to Camden including staff who will TUPE on 1 April 2018.
2. Transfer the decision making for the ICT functions for Haringey, Islington and Camden to either a new and reconstituted lean Joint Committee or via Camden's usual delegation arrangement to the Executive Director Corporate Services to be undertaken by the Chief Digital and Information Officer.
3. To approve the underlying consultative management arrangements noting that these will develop as the service itself develops.
4. Delegate authority to allow the necessary further supporting documentation to be completed in support of the arrangements.

Therefore, and further to the recommendations from the Shared Digital Joint Committee at Appendix 3, the Cabinet is asked:

3.2 That further to the recommendations from the Shared Digital Joint Committee at Appendix 3, the Cabinet

3.3 To note the options set out in the detailed 'Shared Digital Governance Model Options' report at Appendix 1 prepared by Activist Group following extensive work since March 2017 with Councillors and senior officers.

3.4 To approve the adoption of the governance model for Shared Digital set out as Option 1 (a 'lean' Joint Committee model in paragraphs 4.5 to 4.14 of this report and paragraphs 4.5 – 4.9 of Appendix 1) based on the outcomes framework at Table 2.4, paragraph 2.26 of Appendix 1 with a commencement date of 1 April 2018 (throughout this report 'the Commencement Date' means 1 April 2018).

3.5 To approve, pursuant to Regulations 9 and 11 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 ('the Regulations'), that as from the Commencement Date:

(i) those parts of Haringey's ICT service and function (including the procurement of ICT related services, equipment and software) specified in paragraphs 6 to 16 of the attached terms of reference set out at Appendix 4 be jointly exercised with the London Boroughs of Islington, Haringey and Camden by a Joint Committee

(ii) that the current Joint Committee be reconstituted with the terms of reference at Appendix 4 with effect from the Commencement Date

(iii) that the Joint Committee will consist of two elected Executive/ Cabinet Members from each Council, normally for an annual term, with the term and appointment to be decided by the Leader.

3.6 To approve, pursuant to Regulation 5 of the Regulations that those parts of the executive function of Haringey's ICT not transferred to the Joint arrangements specified in paragraph 3.5(i) above and Appendix 4 be delegated to and discharged by the Executive of the London Borough of Camden as from the Commencement Date subject to the arrangements set out in paragraph 4.7.

3.7 To approve Camden as the host Council and note the impact on the proposed staffing arrangements set out in section 4.16 of this report as a result of the decisions at paragraphs 3.4 to 3.6 above namely that Haringey and Islington ICT staff will transfer to Camden (as the host authority) under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) and to agree that as a result Camden will be responsible for employing staff engaged to deliver the Shared ICT service.

3.8 To approve the creation of a Shared Digital Management Board, accountable to the Shared Digital Joint Committee, to manage the service, with an appointed Director from each Council amongst other key members of staff to be appointed from each Council and the Chief Digital and Information Officer (or suitable alternative). Terms of reference for the Shared Digital Management Board set out in Appendix 6.

3.9 To give due regard to the equalities implications as summarised in paragraph 8.16 – 8.18.

3.10 To note that the Cabinet of Camden are considering a recommendation to be the primary host authority in the Shared Service, and to accept the delegation from Haringey and Islington. The Executive of Islington are also considering a recommendation to delegate to Camden (as the primary host authority in the Shared Service) the delivery of ICT services in like terms and that the recommendations set out in this report, if agreed, will only be implemented if the Camden Cabinet and Islington Executive agree the equivalent and related recommendations that they are considering.

3.11 To note that a memorandum of understanding will accompany the Inter-Authority Agreement and will set out the boroughs commitments to partnership

working behaviours and to note the shared ICT service success factors in Table 0.1 of Appendix 1. The Inter-Authority Agreement and memorandum of understanding will be in keeping with the intentions and agreements of this report and appendices.

3.12 To delegate authority to the Director, Transformation and Resources, in consultation with the Assistant Director of Corporate Governance/ Monitoring Officer, to take all necessary steps to put arrangements for the new governance model into effect as set out in this report including but not limited to finalising the terms of the inter-authority agreement and any changes to it and for the operation of the 3 way Shared Digital service.

3.13 Further to recommendation in paragraph 3.5 (iii) above, the Leader is asked to appoint the Cabinet Member for Corporate Resources and the Cabinet Member Finance and Health to the reconstituted Shared Digital Joint Committee from the commencement date of 1 April 2018 until the end of the 2017/18 Municipal Year.

4 Reasons for decision

4.1 Camden, Haringey and Islington Councils recognise that sharing their Digital and ICT services efficiently and effectively will bring many benefits, including saving money, improving performance and resilience, and sharing learning to support better digital services to citizens and residents.

4.2 Shared Digital was established using a Joint Committee governance structure. The terms of reference for the Shared Digital Joint Committee required that the Joint Committee, by October/ November 2017, receive and consider a detailed report setting out Governance Model Options for Shared Digital and to make recommendations to the Cabinet/ Executive of each of the Councils in respect of the report. Options to be evaluated to include the Joint Committee model as well as company models.

4.3 The current governance of Shared Digital is underpinned by a legal agreement and terms of reference for the Shared Digital Joint Committee. The legal agreement works within the framework of the Local Government Acts 1972 and 2000, and the Localism Act 2011, which give Local Authorities powers to delegate the discharge of functions to another Local Authority or to a Joint Committee, and to make staff available ('place' staff) in order to discharge the functions in accordance with s113 Local Government Act 1972. Section 113 of the Local Government Act 1972 enables staff of local authorities to be placed at disposal of other local authorities, subject to consultation. Staff are essentially shared by a form of secondment, in which staff remain employees of their original authority for employment and superannuation purposes, but may also take delegated decisions on behalf of the authority they have been seconded to. At the inception of Shared Digital, ICT staff in the Councils were issued with a Section 113 notice and have received recent confirmation that this arrangement continues indefinitely pending any further decision stemming from the conclusion of the review undertaken by the Joint Committee or change to the shared service which impacts on this arrangement.

4.4 From March 2017, a Governance Model Review Project was set up to fulfil the commitment to find the right governance model for Shared Digital in two phases:

- **Phase 1** was completed in July, and focused on exploring the future and helping the three partner boroughs to develop a shared understanding of the options available for the governance of their shared service, and to confirm their future ambitions (narrowing down options for detailed review in the options report).
- **Phase 2** has investigated the options from Phase 1, and set out in detail an assessment of the two main options (a 'lean' Joint Committee and a public service company) for the Joint Committee to consider. This is set out in the discussion report attached as Appendix 1 to this report.

4.5 On 30 October 2017, the Joint Committee considered the report attached as Appendix 1 and agreed to recommend the more efficient and effective lean joint committee model to the Camden, Haringey and Islington Cabinets and Executive. The implications of this are set out in the paragraphs that follow.

4.6 In this model Haringey and Islington will directly delegate their Digital and ICT services to Camden as 'host' authority under s101 of the Local Government Act 1972 (this is the model used by Brent, Lewisham and Southwark for their shared ICT service) but with strategic matters and high value procurements reserved to the Joint Committee as set out in the recommended terms of reference in Appendix 4. Haringey and Islington delegating their ICT service to Camden under s101 will trigger the transfer of staff, and TUPE will ensure that staff rights are protected in the transfer. An example of how this might work is shown in Appendix 2 (How typical decisions will be taken, and how responsibilities will work in the proposed governance model).

4.7 This delegation would include managing the service and making day-to-day operational decisions about the service subject to strategic direction by the Joint Committee and result in staff being employed by Camden as a result of the application of TUPE. The operational and day-to-day management of the service would fall to Camden, and would be managed as such. The delegation of the Councils' ICT services to Camden would be subject to Camden's cabinet agreeing to delegate responsibility for day to day management, operation, delivery of the shared ICT service and procurements not reserved to the joint committee, at the levels set out in paragraph 4.8 to the CDIO, via the Executive Director Corporate Services to whom the CDIO reports. Decisions on the delegated ICT functions will therefore be taken by the CDIO rather than by the Camden Cabinet or individual Camden Cabinet member. Camden would be required to exercise the delegated ICT function in accordance with the business plan, work plan and ICT strategy agreed by the Joint Committee and in accordance with the agreed budget for the Shared ICT service.

4.8 The delegation to the Joint Committee by Camden, Haringey and Islington has no financial ceiling. Digital or IT spend exceeding £2m for any one council, or exceeding £6m for the three Councils (whether capital or revenue), is reserved for the Joint Committee. In the 2017/18 financial year 4 contracts are expected

to exceed these thresholds. The governance proposed and set out in Appendix 4 would mean based on current levels 4 procurement strategy reports and 4 contract award reports for the Joint Committee to consider. Spend below £2m for any one Council, or below £6m for the three Councils, would be delegated to the CDIO and generally would not be a key decision under Camden's constitution.

4.9 Staff would be transferred to Camden under TUPE Regulations and their existing terms and conditions will be protected under this arrangement. Pension fund arrangements will need to be examined and addressed by the three Councils as part of the transfer due diligence.

4.10 The arrangements would be underpinned by an inter-authority agreement which, amongst other matters sets out service descriptions and the roles and responsibilities of Camden as host authority, Haringey and Islington and the Joint Committee and mutual expectations generally.

4.11 The Joint Committee would approve business plans and strategies; monitoring high-level progress against the business plans and financial budgets.

4.12 Re-casting the arrangements to include consistent and specific delegations to Camden as the host authority and to the Joint Committee would streamline decision-making while retaining transparency and accountability. The principles of a governance framework to support the 'lean' Joint Committee are set out Table 4.1, paragraph 4.7 of Appendix 1.

4.13 The governance framework aligned with the lean Joint Committee is made-up of four key elements (see the graphical representation in Appendix 5):

1. The **Shared Digital Joint Committee** approves the service budgets, business plans and strategy. It monitors progress against the business plan and takes strategic decisions about the service and high value procurement decisions at a level to be decided by the three Boroughs. It maintains democratic accountability and oversight, avoiding the need for the service to work through three decision-making processes. It will be decision making.

2. The **Shared Digital Management Board** is the strategic interface to the three Councils, advocating for the shared service and ensuring that key priorities are reflected and optimised in the portfolio. It is the portfolio board for shared programmes, resolving conflict and ensuring that transformation effort is focused and delivering effectively. The Shared Digital Management Board will support the development of the service and its strategies and decisions, ensuring borough interests are represented and responded to. It will oversee the realisation of savings and consider investment plans, ensuring that the CDIO has the support and resources needed to succeed. It is a consultative board which shall be informative to the CDIO and Shared Digital Joint Committee, where decisions will rest.

3. **Priority shared digital transformation themes**/ programme boards for each of the key transformation themes. These are each jointly chaired by a senior officer from each of the three Councils. These boards will ensure that demand is managed and prioritised, and that service and digital resource is effectively allocated to the projects that matter most. The co-chaired programme boards ensure that sponsorship of each programme is distributed across the three Councils.

4. The **Shared Digital Senior Leadership Team** is responsible for day-to-day delivery of transformation programmes and operational ICT services. The SLT reports operational matters to the Shared Digital Management Board on an exceptional basis, and coordinates regular monthly highlight reports for the Shared Digital portfolio to report to the Shared Digital Management Board. The SLT acts as a first point of escalation for programme boards.

4.14 Based on work undertaken with stakeholders across the Councils as part of the early Shared Digital engagement sessions, and refined through the Governance Model Review work led by Activist Group, primary and secondary outcomes were identified as shown in paragraph 2.26 (Table 2.4) of Appendix 1. These will shape the priorities for the service for the next 2 to 3 years.

4.15 What are the key impacts/ risks? How will they be addressed?

4.16 If the recommendation to adopt Option 1 is approved by the Cabinet/ Executive of the Councils then Camden will be responsible for employing staff engaged to deliver the Shared ICT service. As a result of the delegation of the service under this model, as stated in paragraph 4.9, Haringey and Islington ICT staff will transfer to Camden (as the host authority) under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE), (as amended). Pension arrangements and liabilities arising from transferring staff will need to be determined. Camden, Haringey, and Islington will be required to comply with their obligations under the TUPE regulations. The Council's respective procedures on managing change and informing and consulting with departments, staff and the respective unions will be followed in respect of all affected staff where applicable.

4.17 An increase in the number of stakeholders for the service can reduce the effectiveness and speed of decision making. The recommendation in this report is intended to counter this risk by proposing a governance model that balances transparency and oversight with simplified decision-making processes.

4.18 Differences in organisation strategies and priorities will limit the benefits that shared services can deliver. Early indications show that there is a high level of alignment across Camden, Haringey and Islington. The proposed theme boards will encourage closer working across service areas to support alignment, shared thinking and learning.

4.19 Different organisation cultures and a loss of local identity/ control of the service can result in increased intervention, reducing the efficiency of the service and

compromising benefits. By opting for a Joint Committee model, and a layered governance approach, shared strategic leadership of the service is emphasised. Ongoing relationship development will, over time, strengthen ties and build trust.

4.20 The risk of a future change in direction from any of the boroughs would mean needing to untangle all or part of the shared service arrangement. This risk could be mitigated by moving to a 'Shared Digital Lite' model, where the Councils share core infrastructure and commodity ICT, repatriating strategic Digital and transformation elements of the service.

4.21 What actions will be taken and when following the decision and how will this be monitored?

4.22 Camden and Islington officers are presenting reports to their respective Cabinets in relation to this delegation and future Shared ICT service. Subject to their approval steps will be taken to implement the lean joint committee with the implications set out in paragraph 4.5 to 4.14.

4.23 The report recommends the Cabinet delegate authority to the Director, Transformation and Resources, in consultation with the Assistant Director of Corporate Governance / Monitoring Officer, to take the necessary steps to put the arrangements into effect including but not limited to finalising the terms of the inter-authority agreement and any changes to it and for the operation of the 3 way Shared Digital service.

4.24 The Council's respective procedures on managing change and consulting with departments, staff and the respective unions will be followed in respect of all affected staff where applicable.

4.25 If the recommendation to approve Option 1 is not agreed by the three Councils then the status quo will be maintained as set out in paragraph 5.4 below.

5 Alternative options considered

5.1 There are three options, to adopt one of the two models: a 'lean' Joint Committee model or a company model as identified and evaluated in the detailed report (Appendix 1), or to maintain the status quo.

5.2 **Option 1**: to approve the recommendations of the Joint Committee and adopt a 'lean' Joint Committee, similar to the current arrangements, with some streamlining – see the following paragraphs of Appendix 1 for more detail:

- discussed in paragraphs 3.7 to 3.14
- specific detail on the model in paragraphs 4.5 to 4.8
- evaluation in paragraphs 4.9

Option 1 is recommended as set out in paragraphs 4.5 to 4.14.

5.3 **Option 2**: not to approve the recommendations of the Joint Committee and instead opt for a public service company that would be jointly owned by the three partners – see paragraph 4.10 of Appendix 1 for more detail.

Options 2 is <u>not</u> recommended at this time as it is considered on balance that the lean JC model will be able to satisfactorily develop this project at this time.

Should the Councils wish to trade services in the future, a trading arm could be established to facilitate that. The three Councils could set up a publicly owned company (without requiring a procurement exercise providing they all take part in the control of the company (this is often called the 'Teckal exemption')).

The company could offer a proportion of its services commercially to external customers up to a maximum of 20% of its turnover. If that threshold is exceeded the company will lose its Teckal exemption and the work undertaken by the company on behalf of its owning bodies will need to be put out to tender by those owning bodies in line with public procurement regulations.

Legal arrangements for a company owned by local authority partners would need to be put in place and a board of directors would need to be established.

5.4 **Option 3**: do not approve the recommendations of the Joint Committee and maintain the current governance model.

Option 3 is <u>not</u> recommended. The current model cannot address the three fundamental issues that have been identified and which need to be resolved if the shared service is to meet the Councils' ambitions (see Table 2.3, paragraph 2.25, of Appendix 1), ie:

- **Complex decision-making**: current decision-making processes and delegations are complex and introduce unnecessary risks and delays.
- **Constitutional differences**: there is currently a divergence in views as to the operation of the arrangements and some ambiguity over some of the provisions which should be addressed by the recommended option.
- **Diffuse employment arrangements**: the current arrangements for employment (with three employers) adds complexity and impedes the formation of a cohesive and focussed organisation.

5.5 To meet the Councils' ambitions, and provide stability for staff in the service, a new governance model is needed.

6 Background information

6.1 A series of engagement sessions have taken place with senior officers and Members from Camden, Haringey and Islington, around the governance model detailed in this report and associated appendices, including:

- meetings with the Legal services on 22 and 29 September
- meetings with the Shared Digital Delivery Board on 22 and 29 September

- meetings with members of the Shared Digital Joint Committee on 24 July (at an informal meeting), and in a series of interviews over the second half of September
- meetings and calls with the three Chief Executives in September and October

6.2 Staff across the service have been advised that this review of governance options is underway and there have been informal discussions at staff 'huddle' meetings. Further consultation with staff on transfer will take place, subject to the decision of the Councils' Cabinet/ Executive.

7 Contribution to strategic outcomes

7.1 The proposals will allow us to optimise the delivery of Digital and ICT services, supporting efficiency and digital service improvements to residents.

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

8.1 Finance

8.2 The implications below are agreed across Camden, Haringey and Islington.

8.3 The two options for proposed governance models of Shared Digital presented in this report will carry different financial implications. Whichever governance model is chosen, any associated costs would be shared equally between the three Councils, as per the agreed financial approach for Shared Digital, and additional funding will need to be identified to support this.

8.4 The lean Joint Committee option builds on the current governance model, and no significant cost increase would be expected. The public services company model will incur additional governance and set up costs. These are as yet unquantified but further due diligence, including professional legal and tax advice, will be needed for a detailed assessment of financial implications.

8.5 The transfer of staff under TUPE would result in the transfer of pension liabilities to the host employer's pension fund, with accompanying proportional transfer of assets to be determined by actuarial valuation. Cost associated with the transfer would also be shared equally between authorities as per the agreed financial approach. The arrangements for cost of staff transferred under TUPE will be covered by the wider arrangements for ongoing cost of service, and align with the funding agreements across the three councils.

8.6 Procurement

8.7 If the transfer is agreed procurement of operational services will be undertaken by Shared Digital, operating within the Camden policies. The detail around the arrangements for procurement will be resolved as part of the transfer, if agreed.

8.8 Legal

8.9 The report recommends that each Council now re-cast the current arrangements for the delivery of a joint ICT service. In summary, it recommends:

(i) That the operation of ICT-related functions are transferred to Camden which will as a consequence include the employment of staff (which will entail on the day this "delegation" takes effect a TUPE transfer of the relevant staff to Camden) subject to (ii) and (iii).

(ii) That the Joint Committee is re-constituted to provide strategic oversight on behalf of the three Boroughs including monitoring high-level progress on business plans, financial budgets and strategies and taking high value procurement decisions with other specified matters.

(iii) That lower value procurement decisions for ICT related functions not reserved to the joint committee are also transferred to Camden's Executive under (i) above subject to the Chief Digital Information Officer being authorised to take such decisions under the general direction of an officer Shared Digital Management Board.

8.10 The Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE") would apply to the transfer of the operation of the ICT-related functions to Camden as set out in this report. Accordingly, those Council employees who are assigned to the carrying out of these functions would transfer to Camden's employment on the commencement of the new arrangements for the delivery of a joint ICT service.

8.11 So far as the Joint Committee is concerned, the power to make joint arrangements originates from s. 101(5) of the Local Government Act 1972 read with Part 4 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations SI 2012/1019 ("the Discharge of Functions Regulations"). These provisions confer power upon the executive of each Council (reg. 4 of the Discharge of Functions Regulations) to make arrangements for the joint exercise of their powers with another authority. The functions here, ICT and related activity, are matters within the power of the executives. The ultimate form of "delegation" to a Joint Committee must be aligned with each Council's constitution in the sense that a constitution might prevent or limit the scope of "delegation" to a Joint Committee, or might impose conditions as to the further "delegation" of decision-making power by a Joint Committee, but subject to any express provision to that effect, the power to "delegate" to a Joint Committee, and the terms on which powers may be exercised by a Joint Committee, are a matter for the executive to determine by way of the particular arrangements entered into pursuant to s. 101(5). If no express provision is made then the default position in s. 101(5)(a) and 101(2) will apply and the Joint Committee will be entitled to arrange for the discharge of its functions by a sub-committee or officer.

8.12 As to a key decision made by the Joint Committee, the decision may be called in by each Council in accordance with the overview and scrutiny provisions of that Council's constitution.

8.13 Therefore, it will be open to each authority to impose express limitations on the exercise of power by the Joint Committee in the terms of the arrangements regarding transfer of powers to the Joint Committee. Once functions have been "delegated" to the Joint Committee then their exercise is for the Joint Committee to manage subject only to the terms of that "delegation". Hence, for example, the schemes of delegation which apply internally within each Council regarding the exercise of decision-making power by committees and officers within that Council do not apply to the delegation of power to the Joint Committee (unless they are expressly incorporated into or otherwise applied to the terms of "delegation" of power to the Joint Committee).

8.14 Similarly, the transfer of certain functions to Camden's Executive will be arranged pursuant to express provisions in s. 101(1)(b) of the Local Government Act 1972 and Part 3 of the Discharge of Functions Regulations. The terms on which Camden's Executive will be entitled to exercise those functions, including any relevant restrictions on "delegation" of decision-making power within Camden, depend upon the terms of the arrangements which transfer the relevant functions to Camden's Executive rather than upon the constitution of any Council. In default of specific provision, Camden's Executive can arrange for the transfer of functions to Camden by Haringey and Islington to be discharged in accordance with Camden's Constitution. Therefore Camden's scheme of "delegation" will apply to decisions taken by Camden pursuant to the transfer of functions to Camden by Haringey and Islington.

8.15 The proposed new model – of direct "delegation" to Camden of some functions and the re-casting of the JC to provide strategic oversight – can be achieved without the need to change constitutions (unless, exceptionally, a constitution has already made express provision which would restrict the power of the executive to "delegate" functions to the Joint Committee or the powers of the Joint Committee to exercise those functions). Under Part 2 Article 10.02 (c) of the Haringey's Constitution the Cabinet with the Leader's agreement may establish joint arrangements with the Executives other local authorities, such arrangements may involve the appointment of a joint committee. Further, Part 2 Article 10.04 (b) states that the Leader, or the Cabinet with the Leader's agreement, may delegate Executive functions to another local authority, or the Executive of another local authority in certain circumstances. There are no constitutional bars to the proposed arrangements in Haringey's Constitution.

8.16 Equality

8.17 Cabinet Members must take into account in coming to any decision the Councils equality duties. In summary these legal obligations require the Council, when exercising its functions, to have 'due regard' to the need to:

1. eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act

2. advance equality of opportunity between people who share a relevant protected characteristic and those who do not
3. foster good relations between people who share a relevant protected characteristic and those who do not (which involves tackling prejudice and promoting understanding).

Under the Duty the relevant protected characteristics are: Age, Disability, Gender reassignment, Pregnancy and maternity, Race, Religion, Sex, Sexual orientation. In respect of the first aim only i.e. reducing discrimination, etc. the protected characteristic of marriage and civil partnership is also relevant.

8.18 In this case the attached EIA (Appendix 7) at present concludes that there is no potential for discrimination and all appropriate opportunities to advance equality and foster good relations have taken place. The protected characteristic which is currently disproportionate is gender with 70.2% of the service being male however, the 20.8% of the service which females represent is still higher than the UK average of 16%. The proposal to TUPE posts along with staff from Haringey into Camden will not have a potential impact at this stage as no jobs are expected to be deleted and staff will transfer across on their existing terms and conditions of employment.

8.19 In implementing the undertakings of this document, the equalities impact will continue to be reviewed and fully considered. This has been factored into the project plan and HR colleagues from across the three organisations will work collaboratively on this and the correct process will be adhered to across the three. This information will be shared with the Unions and all staff affected by this process.

9 Appendices

9.1 Shared Digital Governance Model Options Discussion Paper (Appendix 1) prepared by Activist Group.

9.2 How typical decisions will be taken, and how responsibilities will work in the proposed governance model (Appendix 2).

9.3 Shared Digital Governance Model Review (Appendix 3), Joint Committee report of 30 October 2017.

9.4 Revised Joint Committee Terms of Reference (Appendix 4).

9.5 The governance framework (Appendix 5).

9.6 Shared Digital Management Board Terms of Reference (Appendix 6).

9.7 Staffing Equalities Impact Assessment (Appendix 7).

10 Local Government (Access to Information) Act 1985

10.1 No documents that require listing were used in the preparation of this report.

APPENDIX 1

Camden, Haringey and Islington

Shared Digital Governance Model Options

Discussion Paper

Activist Group

October 2017

This report was produced on behalf of Camden, Haringey and Islington Councils by Activist Group.

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Executive summary

1. This purpose of this report is to provide the basis of a discussion about the best governance option for the 'Shared Digital' service for the London Boroughs of Camden, Haringey and Islington. It is designed to enable you to meet the partners' commitment to a detailed report in the depth required to explore fully the governance options available.

2. Camden, Haringey and Islington Councils have recognised that sharing their digital and ICT services would bring numerous benefits, including saving money and improving their performance and resilience. Building on the initial plans for a shared service between Camden and Islington, the three councils launched their three-way shared Digital and ICT Service in 2016.

3. Activist Group were commissioned by you to provide independent advice on the most suitable governance model for Shared Digital and this report sets out to meet the requirements of the Joint Committee's terms of reference for a detailed report on the options.

4. We have carried out our work for you in two phases – the first phase explored the current position for Shared Digital, including your initial governance framework and supporting agreements. The second phase involved working with stakeholders from all the partners to establish:

   - Their views about the issues around the current governance arrangements.
   - What their ambitions are for the Shared Digital service, expressed as a series of outcomes.
   - Which of these are critical to evaluating a new model.
   - What governance options are available.

5. In our experience, there a number of factors that are characteristic of effective ICT shared services and which have helped to inform our analysis:

Table 0.1: Success factors for shared ICT services

- **Commonality of vision** and strategies between the partners.
- **Senior business sponsorship** of transformation and technology.
- **Shared expectations** about relationships between the shared service and partners - and between partners.
- **Partners working together** as a joint sponsor rather than as separate clients.
- **Close collaboration** between partner authorities and the shared service.
- **An agreed balance** between cost and quality that is endorsed by all partners.
- **Transparency** over performance and costs between the shared services and the clients.
- **Simplicity and consistency** in governance and charging arrangements.
- **Clarity** about what the service is and what it isn't.

6. We have found that Shared Digital demonstrates many of these success factors. For example, we found it possible from our discussions with senior stakeholders to identify an ambitious yet realistic set of outcomes with which the partners were well aligned.

7. However, our assessment of the issues reported to us that have arisen from Shared Digital's initial governance model suggested that the current model acts as a barrier to you achieving your ambitions. As a result, we have recommended that you replace the current model. You wisely planned to review your initial governance model after the first year of operation and now have the opportunity to identify the right model for the future.

8. We have developed two shortlisted alternative models for consideration and used evaluation criteria to assess their competing claims:

   - **Option 1: a 'lean' joint committee**, which is designed as a streamlined version of the current arrangements.
   - **Option 2: a public service company** that would be jointly owned by the three partners.

9. We have considered how these models support the desired outcomes and address the issues raised. The remainder of the report considers the activities required to implement these models and the key risks involved.

10. We have concluded that either of these models would be capable of enabling you to meet your objectives, although each has nuances that need to be considered by you before you decide on recommendations to your cabinets or executives about the future governance model for Shared Digital.

11. The partners in Shared Digital have recognised the need to keep the governance model under review and examine opportunities for improving its effectiveness. This discussion document is designed to help the Joint Committee to steer Shared Digital towards the next landmark in its journey.

Summary of recommendations

1. That it be noted that the initial governance model for Shared Digital cannot address the fundamental issues summarised in table 2.3 and that a new model will be required in order to deliver the partners' ambitions.
2. That the outcomes framework set out in table 2.4 be endorsed as the basis for further work to guide the development of Shared Digital.
3. That each partner ensures that its senior political and managerial leadership provides active sponsorship for the technology-enabled transformational programmes that Shared Digital will support.
4. That regardless of the model selected, if necessary, you proceed to amend your constitutions as envisaged in your legal agreement and, in particular, to align your schemes of delegation in respect of Shared Digital.
5. That you consider our evaluation of two models and decide which governance model or models are most likely to deliver the outcomes you are seeking at this stage of the development of Shared Digital.

1. Introduction

Purpose of this report

1.1 This purpose of this report is to provide the basis of a discussion concerning the best governance option for the 'Shared Digital' service for the London Boroughs of Camden, Haringey and Islington. It is designed to enable you to meet the partners' commitment to a detailed report in the depth required to explore fully the governance options available.

Background to the report

1.2 Camden, Haringey and Islington Councils have recognised that sharing their digital and ICT services would bring numerous benefits, including saving money and improving their performance and resilience. Building on the initial plans for a shared service between Camden and Islington, the three councils launched their three-way shared Digital and ICT Service in 2016.

1.3 The shared service partnership was established using a joint committee governance structure. As part of the original terms of reference for the Joint Committee, it was agreed that the Joint Committee would:

"Receive and consider a detailed report, within twelve months of the creation of the Joint Committee [by October 2017] that considers the options for the Shared Digital and ICT Service to be delivered via a public services company rather than a Joint Committee structure and make recommendations to the Cabinet/Executive of each of the Councils in respect of the report."

1.4 Activist Group were commissioned by you to provide independent advice on the most suitable governance model for Shared Digital and this report sets out to meet the requirements of the Joint Committee's terms of reference for a detailed report on the options.

Our approach

1.5 Our work has been undertaken in two phases, beginning with an initial, **exploratory** phase to help to shape the subsequent **evaluation** phase. The first phase focused on engagement with your senior stakeholders to establish a shared grounding in the options and to identify your individual and collective ambitions for the future.

Table 1.1: Activist work programme for phase 1 - exploration

Activities	Tasks
Exploring the future: helping the partners to develop a shared understanding of the options available and to confirm their future ambitions.	• Identify the current position, including a document review of the background and strategic context for each partner. • Interview senior stakeholders to identify their aspirations and expectations. • Analyse the results and provide collective and personal feedback to the stakeholders.

Activities	Tasks
	• Design and facilitate workshops and meetings for officers and Members of the Joint Committee to brief on the options and confirm the partnership's ambition. • Develop and agree an outcomes statement to govern the choice of governance model. • Present preliminary findings and agree the next steps.

1.6 Following the completion of that first phase, we established the focus and extent of phase 2 of the work:

- The work of phase 2 would focus on evaluating two principal options: the joint committee and public service company.
- There was some concern that the current arrangements for the Joint Committee have raised governance issues that will need to be addressed so that Shared Digital can operate in a more agile and efficient way.
- The report to the Joint Committee required by its terms of reference would take the form of a discussion paper that will lead to recommendations for a decision by the three Cabinets/ Executives on the future model by the beginning of 2018.

1.7 The work programme identified for phase 2 is summarised below.

Table 1.2: Activist work programme for phase 2 - evaluation

Activities	Main tasks

Evaluating the options: undertaking an initial evaluation of the options for inclusion in discussion document for Joint Committee.	• **Prepare and plan:** revise, update and consult on the engagement plan and develop a mini-project plan for phase 2.
	• **Develop proposals for improving the governance of Shared Digital, including:**
	  • Review and validate your summary of governance issues faced by Shared Digital to identify the underlying constitutional position and the changes required to address those issues.
	  • Develop the model of a 'lean' JC that addresses the current governance issues in discussion with partners' legal teams.
	  • Develop a new current governance framework that is capable of addressing the strategic and operational direction and management of Shared Digital.
	• **Undertake the appraisal of the principal options for the future governance model for Shared Digital:**
	  • Update the outcomes framework and confirm the evaluation criteria for the choice of governance model.
	  • Undertake a review of examples of public service companies and shared services operating under a joint committee (JC) and identify their essential differences.
	• **Support the partners' decision-making and implementation planning:**

Activities	Main tasks
	• Advise on the implementation and transition plans from the current shared service governance model to a new one for both a public service company and a lean JC, including a risk management plan. • Consolidate the findings into a written discussion document suitable for the Joint Committee.

How we engaged with people

1.8 During the course of our project, we have undertaken a range of activities to engage with senior stakeholders. These have included:

- Interviews with members of the Joint Committee.
- Meetings with the Joint Committee.
- Interviews with representatives of the officer-level Management Board.
- Meetings with the Chief Executives.
- Meetings with the Delivery Board.
- Meetings with the Councils' legal advisers.

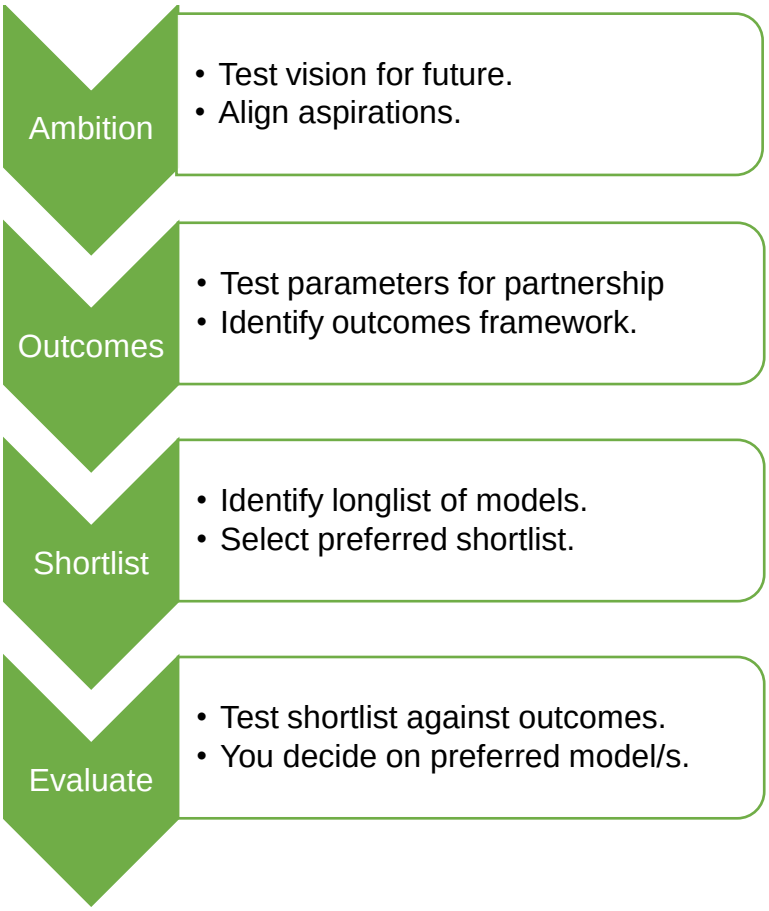
1.9 These informal meetings served to clarify the partners' ambitions, preferences and perceptions as well as the issues they wanted to see addressed by our project.

1.10 Later in this report, we have recommended wider engagement and communication in order to enable Shared Digital to thrive, regardless of the governance model the partners eventually choose.

The process for identifying the right governance model

1.11 Our approach to this review has been based on ensuring that 'form follows function', i.e. you are able to select the model that is most likely to deliver your ambitions for Shared Digital. As a result, we started by identifying your ambitions and translating them into an outcomes framework for Shared Digital. That framework would then be used to evaluate the model most likely to deliver what you want to achieve. This process is summarized in the diagram below.

Figure 1.1: Process for identifying a preferred governance model option



2. Summary of findings in phase 1

Introduction

2.1 Our work in phase 1 centred on engaging with stakeholders to establish:

- The current governance model for the service.
- Their views concerning the current service, the efficacy of the governance and their ambitions for the service.
- What outcomes any new model should support and how this could be evaluated.

What makes for a successful shared ICT service

2.2 Drawing from our experience working with shared services, including looking at case studies, we have established a list of success factors for ICT shared services. These are:

Table 2.1: Success factors for shared ICT services

- **Commonality of vision** and strategies between the partners.
- **Senior business sponsorship** of transformation and technology.
- **Shared expectations** about relationships between the shared service and partners - and between partners.
- **Partners working together** as a joint sponsor rather than as separate clients.
- **Close collaboration** between partner authorities and the shared service.
- **An agreed balance** between cost and quality that is endorsed by all partners.
- **Transparency** over performance and costs between the shared services and the clients.
- **Simplicity and consistency** in governance and charging arrangements.
- **Clarity** about what the service is and what it isn't.

2.3 We have used these success criteria to test Shared Digital's governance arrangements as all of these factors relate to the governance of the service in several connected aspects. In particular, consideration of the 'governance' of a shared service needs to address:

- The formal governance model,
- The protocols and processes through which the model is managed, and
- The culture and behaviours of the partners.

2.4 All three need to be aligned to support a successful shared service.

Initial governance of the shared service

2.5 The current governance of the Shared Digital services is underpinned by a legal agreement drafted in April 2017 and signed in July 2017[1]. The legal agreement works within the framework of the Local Government Acts 1972 and 2000, and the Localism Act 2011, which give local authorities powers to delegate the discharge of functions to another local authority or to a joint committee, and to make staff available ('place' staff) in order to discharge the functions.

2.6 The legal agreement delegates power to govern the operation of the shared service to the Joint Committee ('the Committee') and includes Terms of Reference (TOR) for the Committee. The powers delegated to the Committee include:

- Providing democratic oversight to the shared service.
- Approving the strategic service and financial plan, including performance measures.
- Agreeing the procurement strategy and awarding contracts related to digital and IT spend where the total estimated value exceeds £2m revenue and/or £5m capital[2]. Below these thresholds the authority to agree procurement strategies and award contracts is delegated to the Chief Digital and Information Officer ('CDIO').[3]
- Suggesting revisions to their TOR to be referred back to the Leaders and/or Executive for approval.
- Receiving a detailed report by October / November 2017 that considers the Governance Model for Shared Digital and to make recommendations to the Cabinet / Executive of each partner council.
- Delegating all matters not specifically mentioned above to the CDIO, and delegating any matters mentioned above to a named officer or any of the councils.

2.7 The Committee comprises six members, two appointed by each council of which one must be the Cabinet/Executive member responsible for information and digital technology.

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[1] Shared Digital Agreement 180417 (Clean)
[2] It has been suggested that this may not yet align with Haringey's constitution.
[3] This is a recent amendment to the Committee TOR, proposed in September 2017 which clarifies the position regarding the powers to award contracts. These changes will take effect from October 1st, 2017. in relation to Camden and Islington. In the case of Haringey see Cabinet minutes 12 September 2017 item 60:
http://www.minutes.haringey.gov.uk/documents/g8289/Printed%20minutes%2012th-Sep-2017%2018.30%20Cabinet.pdf?T=1
"The Cabinet Member for Corporate Resources further referred to the legal comments in the report, which highlighted that the Council's Constitution has set a threshold of £500,000 or above where decisions to award contracts or expenditure on a service would be a key decision, which our constitution prohibits an officer from taking.
This meant that awards of contracts related to the Shared Digital IT spend, where Haringey's contribution is estimated to be £500,000 or above, that would be taken by the Chief Digital and Information Officer on behalf of Camden and Islington, would be taken in parallel by a Cabinet Member for Haringey
This was for an intermediate period until a more detailed review of the Shared ICT and Digital Service Joint Committee Terms of Reference is carried out as part of the Governance Model review which will include a review of the current Joint Committee model.

2.8 All Members appointed to the Joint Committee must be members of the Executive or Cabinet of their own council. The Chair of the Committee rotates between the three councils. The Committee must meet at least three times a year at a venue agreed by the Committee[4]. Authority is delegated to Camden to support the Committee in terms of administration.

2.9 The legal agreement also includes Terms of Reference for a Shared Digital Management Board. This is an Officer Board made up of 10 members including the CDIO and the Corporate Director responsible for Finance and/or Resources from each council. This board has overall responsibility for strategic management to ensure the delivery of the joint digital service provided to Camden, Haringey and Islington. The TOR for the SD Management Board also refers to a Delivery Board which oversees the programme to deliver the shared service.

2.10 The Management Board also has responsibility for:

- The business plan and strategy, including key service objectives and investment priorities.
- Ensuring that there are sufficient resources – both financial and non-financial – in place to achieve the key priorities and objectives for the service.
- Monitoring and reporting, to the partner councils, on Shared Digital's performance against agreed metrics on a quarterly basis, taking any corrective action as and when required. The portfolio reporting will include all digital and technology initiatives, a combination of sovereign and SD projects/ programmes.
- Leading on the financial strategy and investment priorities for the service.
- Overseeing and agreeing the cost and benefit sharing framework, ensuring that it remains fair and appropriate for all partners.
- Providing updates on the strategic business plan and performance to the Joint Committee.
- Overseeing the development of work to ensure that, by October 2017, the Joint Committee is presented with, considers and makes a decision regarding the options for the Shared Digital Service to be delivered via a corporate model rather than a joint committee structure.

2.11 The TOR for the Joint Committee and the Management Board recognise the need for an early review of the initial governance model for Shared Digital and consider opportunities for change and improvement, drawing on the experience of the first phase of Shared Digital's operation.

2.12 The Job Description for the CDIO says that the CDIO will report to the Executive Director of Corporate Services in Camden with dotted line reporting to the Chief Operating Officer in Haringey and the Corporate Director Resources in Islington.[5]

[4] The recent amendment says that meetings will rotate around the partners in alphabetical order
[5] See Job Description in the Shared Digital Agreement 180417 (Clean)

Issues identified by stakeholders

2.13 During the course of our discussions with stakeholders, we were asked to summarise the issues identified that the governance model review needed to address. We have summarised the issues reported to us by various stakeholders, including members of the Joint Committee and the management of Shared Digital. The issues raised with us were a mixture of problems experience so far, perceptions and hypotheses. The issues and their potential impact are summarised in the table below. In the next section we have commented on these issues reported to us before highlighting what we perceive to be the key, fundamental challenges that any changes to the governance model should seek to address.

Table 2.2: List of issues identified by stakeholders and their impact on the service

No.	Description of reported issue	Suggested impact
Building the partnership		
1	**Lack of understanding about Shared Digital.** Information about SD is not widely known. Some do not regard Shared Digital as part of them, it is rather perceived as an external new entity. This leads to them making a choice between the concerns of their staff and driving forward the shared service. Members established at the last Joint Committee that their role is to keep other members briefed, but is that happening among officers? This is exacerbated by Shared Digital staff still being employed across the three partners meaning they naturally look to their employing borough to resolve issues rather than to Shared Digital as their lead employer.	Lack of information allows rumours to spread and impact morale and joint working. This impacts the capacity to deliver and leads to partners reverting to their old ways of working, making it difficult to build a trusting relationship between the partners and the shared service.
Decision making		
2.	**Different key decision thresholds and planning processes.** The three partners have different key decision thresholds and different forward planning processes.	Decisions, especially spending decisions, can be complex to plan and time consuming to steer through each partner's planning processes. In one example, this has added over 50% (3.5 months) to the 6 month procurement timetable. This is likely to delay service improvements (and potentially delay efficiency savings).

No.	Description of reported issue	Suggested impact
3	**The Legal Agreement and JC TOR do not yet align with parts of the constitutions of each partner.** The intention of the delegations within the legal agreement and JC TOR seems to be to delegate authority to procure to the CDIO – however this is not yet reflected within the constitutions of the partners. It was envisaged that the partners (as reflected in the legal agreement) would review their constitutions to reflect the plans for Shared Digital. This also causes concern about the delegations within the legal agreement, and whether they can be adopted, rather than following the procedures in each constitution.	Lack of clarity about decision making processes adds time and confusion to the decision-making processes. Added to this is a continuing risk of challenge on issues such as the design and shape of the service and the extent to which the CDIO has authority for such matters as restructuring the service. This could lead to an increased use of call-in.
4	**Different report formats and report styles leading to nuanced final decision reports.** Each council has different approaches to council reports. The differences mean that the reports can be, albeit unintentionally, amended so that there are differences to the meaning. Advice such as from Finance and Legal advice can be inconsistent leading to three different understandings of the same report.	Each partner's understanding of the meaning of the reports can be different as a result of differing perspectives, leading to confusion. Extra time needs to be taken to develop reports for each partner. Time wasted through duplication; asking three finance and legal teams to review the same decision separately.
5	**Inflexible forward planning processes.** Timescales for decisions are fixed and can be inflexible if urgent and/or sudden changes need to be accommodated.	Decision cycles can be up to three months – if any urgent changes are required the processes are not flexible enough to accommodate this. The delays could have serious negative impacts, eg delaying savings or critical service improvements.

No.	Description of reported issue	Suggested impact
6	**Lack of clarity within the procurement section of the legal agreement.** The legal agreement states that procurement will be delegated to one partner whose contact standing orders and processes should be followed. Later it says any procurement must take account of the other councils' policies. Exactly what this means is unclear. Further the new JC TOR delegates authority to award to the CDIO but does not specify which procurement processes should be followed.	Lack of clarity over what procurement processes need to be followed impacts procurement decisions and timescales and effective and timely contracting and delivery of benefits which are dependent on the procurements being proposed. Could also result in a clash between the procurement processes and introduce the risk of unlawful decisions being made.
Management, recruitment and retention		
7	**Lack of clarity about the terms of the 'lead employer' status.** When initial discussions took place, it was envisaged that Camden would be the 'lead employer', so that it would be responsible for providing a range of support and advice services such as finance, procurement and HR. The legal agreement, however, does not include any terms to clarify the role of 'lead employer' and this has led to confusion about whether there is a lead or host borough or not.	The legal agreement does not mention a 'lead' borough as such although several functions such as committee support and employment of new staff are delegated to Camden. This lack of clarity can cause confusion around roles and responsibilities.
8	**Difficulty in retaining staff.** Some key staff have left citing as their reasons the slow progress towards implementing the shared service and the difficulty of reaching decisions. Managing staff with different Ts and Cs can also cause difficulties. This may also be the result of the brand 'Shared Digital' not being widely recognised and/or understood.	Key staff will be lost, further hampering the implementation of an effective service.
9	**Inability to vary Ts and Cs to attract the best talent.** LA terms and conditions may not be flexible enough to attract and retain the best talent, especially in competition with the private sector. It can also be hard to build a single team in an environment when everyone has a different 'deal'.	The service cannot recruit the best candidates and/or loses staff to the private sector. Effective management of the single team is difficult.

Our assessment of the issues identified

2.14 We have reviewed the issues reported in the table above and would make the following observations for each group of issues:

Building the partnership

2.15 We have found a high degree of alignment of vision and ambition (as we demonstrate below in the proposed outcomes framework) among the members of the Joint Committee and the managerial leadership of the three authorities. Almost without exception, our interviews with senior stakeholders demonstrated an impressive unanimity of purpose and a commitment to collaboration.

2.16 In the next phase of the development of Shared Digital, senior stakeholders will have the chance to communicate, champion and spread this unanimity and commitment throughout the three authorities. Key to this next phase will be the demonstration of **active sponsorship** by the political and managerial leadership in each authority of the cross-cutting programmes of technology-enabled change that Shared Digital will support. While the choice of governance model will assist or hamper that change, the quality of collective leadership will determine Shared Digital's ultimate success. We consider this to a fundamental issue that will need to be pursued regardless of the model chosen.

Decision-making

2.17 Like many shared services, Shared Digital has faced some challenges in navigating the different decision-making arrangements in the three authorities. Having examined one example of a procurement exercise that fell foul of the different delegation levels and committee cycles, it is clear that the current arrangements (with different delegation levels and decision-making processes and cycles) are complicated and protracted.

2.18 Unlike most shared services, the partners in Shared Digital anticipated this issue, by building into their legal agreement a commitment to keep their governance arrangements (including their constitutions) under review to ensure they support, rather than hinder, the work of Shared Digital.

2.19 It might be suggested that navigating the differences in the partners' governance processes is the lot of a local government officer and one that should be undertaken with patience and good planning. However, it can be argued that adding several months to an important procurement exercise is not something that should be tolerated. Savings, service improvements or cyber-security measures could be delayed – with serious consequences.

Management, recruitment and retention

2.20 The issues raised by stakeholders about the impact of the current arrangements for employing staff on the service's ability to manage, recruit and retain are consistent with routine expectations of what will enable an employer to recruit and retain effective staff. Human resource professionals will argue that an employer needs a distinctive set of vision and values which are reflected in an employment relationship in which the employee feels respected and valued. They will stress the importance of communication and clarity and a commitment to staff involvement and engagement. This review provides an opportunity to clarify a number of issues, including the role of the 'lead employer'.

2.21 Given the length of time that Shared Digital has been in operation, it is too early to identify firm trends based on current levels of staff turnover from the evidence available. As the service is embarking on a major change programme there will be degrees of uncertainty for staff a period until the transformation is complete.

2.22 In validating the other employment issues raised, we would make the following observations:

- Branding: it is possible for shared services to develop a distinctive and recognisable brand whichever the model chosen (as demonstrated by the case studies we explore later). The impact of a particular brand on recruitment and retention is more difficult to predict and would merit being tested before being finalised.

- Standardisation of terms and conditions: the challenge for line managers dealing with team members on different terms and conditions and employment procedures has been highlighted as a problem in our work for other shared service partnerships. Some of our case study interviewees identified this as an issue, others did not, putting up with 'muddling through' (as one interviewee described it). We would suggest that muddling through is not advisable as a management practice and that any *avoidable* complexity in operational management should be eliminated if at all possible.

- Flexibility in terms and conditions: the question has been raised whether a company model would enable Shared Digital to respond more quickly and flexibility to difficulties in recruitment and retention in a competitive marketplace for scarce skills. A company can establish its own terms and conditions, but the process for changing the contracts for existing staff would be protracted and may be contentious. Local authorities can and do use market supplements to address skill shortages, so can respond to market pressures.

- Creating a single team: the partners recognise that the benefits of sharing depend on creating a single, cohesive organisation. Shared Digital is currently investigating the best way of achieving that, whether through an overarching shared service employment protocol (that gives the staff of all three organisations equal access to opportunities in Shared Digital) or through transferring all staff to one employer.

Summary of our findings on the issues identified

2.23 Having reviewed the issues raised by stakeholders and tested them based on our experience advising numerous other shared services, we have concluded that some of the issues raised have little substance, but others present a serious threat to the success of Shared Digital unless addressed and are not capable of being resolved adequately within the current governance model.

2.24 Other shared service partnerships often put up with 'muddling through'. The partners' wisdom in undertaking an early review of your initial governance model enables you to avoid repeating the mistakes of others and of building a more effective and sustainable partnership. The partners have a vision of Shared Digital becoming a high-performance organisation. Tortuous decision-making processes and fudged management arrangements are not compatible with your aspiration.

2.25 We consider that the issues summarised below are likely to interfere with the next stage of Shared Digital's development and are not capable of being addressed satisfactorily within your initial governance model.

Table 2.3: Fundamental issues to be resolved in next governance model

- **Complex decision-making**: current decision-making processes and delegations are complex and introduce unnecessary risks and delays.
- **Constitutional differences**: the partners are committed to reviewing their constitutions to facilitate Shared Digital and changes will be needed to ensure consistency.
- **Diffuse employment arrangements**: the current arrangements for employment (with three employers) add complexity and impede the formation of a cohesive organisation.

Recommendation 1

That it be noted that the initial governance model for Shared Digital cannot address the fundamental issues summarised in table 2.3 and that a new model will be required in order to deliver the partners' ambitions.

Confirmation of outcomes and evaluation criteria

2.26 In the introductory section, we set out an approach based on ensuring that form follows function, ie that the governance model chosen reflects your ambitions. They are summarised in an 'outcomes framework' as the basis for evaluating your governance model options. Working with stakeholders, we have developed the outcomes framework below to summarise your ambitions for Shared Digital over the next two to three years:

Table 2.4: Outcomes framework for Shared Digital

Primary outcomes	Secondary outcomes
1.Delivering an excellent digital service	1.1 We enable our partners to make the best use of technology to achieve the right outcomes for our boroughs. 1.2 We provide a great digital offer to residents and help them to take part in a digital world. 1.3 We provide a reliable, quality user experience to all our staff and elected members. 1.4 We ensure our users have the digital skills and tools to work effectively and intelligently. 1.5 We enable partners to use business intelligence to deliver better results for their residents. 1.6 We provide digital leadership to encourage innovation and transformation.
2. Providing great value for money	2.1 We maximise economies of scale, taking a common approach wherever practical and beneficial. 2.2 We offer affordable costs that compare well with other providers. 2.3 We benefit by sharing the cost of investment in new developments. 2.4 We invest together in the technology-enabled transformation of our services. 2.5 We deliver constant improvement by keeping service levels and processes under review.
3. Forging a lasting partnership	3.1 We are a collaborative partnership of equals that everyone benefits from. 3.2 We are streamlined and agile in our decision-making and management. 3.3 We govern the service and its expenditure with transparency and accountability. 3.4 We deliver greater resilience by sharing and mitigating risks. 3.5 We offer each partner more capacity and capability by pooling resources and knowledge. 3.6 We have recruited and retained a talented team with a great reputation for supporting the business of each partner. 3.7 We will consider growth where suitable opportunities present themselves.

Recommendation 2

That the outcomes framework set out in table 2.4 be endorsed as the basis for further work to guide the development of Shared Digital.

The key issues to inform the evaluation criteria

2.27 From the outcomes set out in the table above we have selected those which are particularly pertinent to a governance discussion and set them out below with some additional questions – these will form part of the evaluation criteria for a new governance model (see section 4). The questions have also been informed by the fundamental issues with the initial governance model we identified in table 2.3 above.

Table 2.5: Key questions for evaluating the governance model options

No	Secondary outcome	Key questions
2.1	Taking a common approach	• Does the model make it more or less likely that the partners will be able to adopt a common approach?
3.1	Collaborative partnership of equals	• Will the model help the partnership feel truly equal? • Does the model distribute ownership and risk better?
3.2	Streamlined and agile	• How could it help to streamline and speed up our decision-making? • How does it help address the fundamental issues that have been highlighted?
3.3	Transparency and accountability	• Does the model support transparency and accountability sufficiently to reassure partners?
3.4	Greater resilience	• Does the model help to distribute and mitigate risks?
3.5	Talented team	• What implications would it have for staff's terms and conditions? • Would it help to improve ability to compete for staff? • Could it enable more simplified staff management?
3.7	Considering growth	• Will the model allow for growth if the opportunity arises? • Would it be straightforward for another organisation to join?

Summary of our findings on the initial governance model

2.28 The partners have demonstrated a readiness to keep the governance of Shared Digital under review to ensure it supports its work and your ambitions. We have been struck by **the impressive degree to which your ambitions for Shared Digital are aligned and complementary**. The initial governance model for Shared Digital presents some significant issues that will hamper its subsequent development. The opportunity of this review will enable you to resolve those fundamental issues and choose a governance model that provides a firm foundation for the success of Shared Digital. That success will, however, only be delivered if the partners' senior political and managerial leadership provide active sponsorship for the technology-enabled transformational programmes of change that Shared Digital will support.

Recommendation 3

That each partner ensures that its senior political and managerial leadership provides active sponsorship for the technology-enabled transformational programmes that Shared Digital will support.

3. What governance options are available?

Introduction

3.1 Local authorities have four basic 'sourcing' choices (make, buy, share or divest) when considering how best to organise the delivery of the services that it wants. These are summed up in the table below.

Table 3.1: Sourcing options

Make	Buy	Share	Divest
• In-house transformation • Continuous improvement • Arm's length trading company	• Outsourcing to private sector • Outsource to third sector • Private-sector joint ventures	• Shared services • Shared management • Public sector joint ventures	• Transfer to community • Spin-out to mutual or trust • Devolve to district or parish • Closure
Examples[6]			
• Westco Trading • iCo	• Elevate East London	• LGSS • Norse	• GLL • BIT

3.2 In our discussions with stakeholders, we explored the options available and identified a longlist of four options to consider as highlighted in the table below.

Table 3.2: Longlist of options for consideration (longlist highlighted in red)

Make	Buy	Share	Divest
• In-house transformation • Continuous improvement • Arm's length trading company	• Outsourcing to private sector • Outsource to third sector ✓ **Private-sector joint ventures**	✓ **Shared services** • Shared management ✓ **Public sector joint ventures**	• Transfer to community ✓ **Spin-out to mutual or trust** • Devolve to district or parish • Closure

3.3 The option of a spin-out to a mutual was explored and rejected. It would take a considerable amount of time and introduce risk, not least because it would require a procurement exercise. This would quite probably be won by a private sector provider, thus resulting in a model that had already been discounted.

[6] A short summary of these public sector examples is shown in Appendix 1.

3.4 The option of a private sector joint venture was explored and considered to be unrealistic. Again, this would require a substantial investment of time with uncertain results. However, it was recognised that Shared Digital would have a relationship with the private sector and we were asked to explore that further (see paragraph 3.24 onwards).

3.5 Following a review of the suggested longlist, two options were selected for further examination:

- **Option 1: shared services, focusing on a joint committee model**, including variations to the current model.
- **Option 2**: **company models**, which would take the form of a joint venture between public sector partners.

3.6 We have described the main features of each of the two models below and have illustrated them with experience drawn from a number of case studies. We have provided a lay summary of the main legal provisions, but we have not been asked to provide a legal opinion and so we would advise you to draw on your own legal teams to confirm the legal position and the most appropriate legal mechanisms to deliver your objectives.

Option 1: joint committee structures

3.7 Joint committees are used by English local authorities in a wide range of contexts. Many are partnership boards representing two or more authorities set up in order to discuss, for instance, an area strategy. Joint committees for shared services are rather different as they are usually set up with powers delegated from the partner LAs to monitor and make decisions concerning shared services.

The legal context

3.8 One or more local authorities engaging in collaboration or shared services arrangements may delegate one or more of their functions to:

- Another local authority (Section 101 (1) Local Government Act 1972);
- The executive of another local authority (Section 19 and 20 Local Government Act 2000 and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2000; or
- A joint committee (Section 101(5) Local Government Act 1972).

3.9 Local authorities can also make staff available (‘place’ staff) to another authority for the discharge of their functions.

3.10 Most local government shared services use a combination of the powers set out above to govern the shared service.

Setting up a joint committee under the 1972 Act

3.11 Local authorities have considerable flexibility to set up a joint committee appropriate to the purpose of the shared service. Some LAs have a single shared services joint committee which covers several different shared services, some will have one for each shared service. However, all joint committees are public meetings subject to the same governance and scrutiny as other Member meetings of the partner LAs.

3.12 Typically, one of the partner LAs will be chosen to support the JC in terms of administration, although this can rotate round the partners. Similarly, a different LA can be chosen to support the JC on financial matters. Arrangements need to be made for paying expenses, declarations of interest and nomination of substitute members as in any Member Committee. Frequently the Chair of the committee will rotate on a yearly basis. Meetings can be of any frequency which is appropriate.

Models for shared services using joint committees

3.13 A variety of models use joint committees as part of the governance for shared services – below are examples of three models:

- **Joint committee overseeing one or more individual section 101 delegations**: each partner delegates the running of the service, including the operational management, employment, administration of the JC and financial management to a single LA, overseen by a joint committee, which monitors the service and may also review budgets and business plans.

- **Joint committee delegating some aspects of the function to one or more LAs**: in this model, the responsibility for running the service is delegated to the joint committee, which then delegates different aspects of running the service to individual LAs. This is the model closest to Shared Digital's.

- **Joint committee with no further delegations to LAs**: in this model, the responsibility for running the service is delegated to the joint committee supported by staff from partner organisations.

3.14 Whatever the model, a joint committee provides democratic accountability for monitoring the shared services. We were asked to examine whether there are alternatives to the current Shared Digital Joint Committee arrangements that could help to deliver the streamlined approach being sought. We have described such a 'lean joint committee' option in section 4 of this report

Option 2: company structures

Introduction

3.15 Company structures are commonly used by public bodies to deliver services on their behalf. The companies can be owned by a single organisation or the ownership can be shared. Numerous local authorities have established trading companies (such as Islington's iCo) in order to offer services on a commercial basis to other authorities, sometimes to the private sector and, occasionally, direct to the public. Companies are frequently created with the express aim of securing a profit for the benefit of its public sector owners and often form part of an authority's embrace of 'commercialism' in response to financial pressures.

The legal context

3.16 The legal framework for company governance has evolved over the course of centuries through legislation and common law. The principal legislation is incorporated in the Companies Act 2006 (with subsequent amendments), which provides extensive provisions covering issues such as company formation, constitutional arrangements, shareholding and the duties of directors.

3.17 There are other provisions which impact on the operation of companies owned by local authorities:

- Localism Act 2011: Local Authorities wishing to provide service on a commercial basis to make a profit must do so via a company.
- Public Procurement Regulations 2015: allows the direct award of a contract by an authority to a body it controls and for it is the principal client[7]. These regulations put into effect the updated 2014 EU directive on public procurement.

3.18 A publicly owned company can be owned jointly by more than one public body and each body can award a contract without a procurement exercise directly to the company providing the body takes part in the control of the company (this is often called the 'Teckal exemption'). The company can offer a proportion of its services commercially to external customers up to a maximum of 20% of its turnover. If that threshold is exceeded the company will lose its Teckal exemption and the work undertaken by the company on behalf of its owning bodies will need to be put out to tender by those owning bodies in line with public procurement regulations.

[7] Subject to minimum threshold of 80% of the company's revenue being undertaken on behalf of its owner. If this 'function' test and the control test are met, the public sector own can award a contract to the company without undertaking a tendering exercise. This is called the 'Teckal exemption' from EU procurement regulations, with the name Teckal deriving from case law (Teckal Srl v Commune di Viano (1999)).

Setting up a company

3.19 The administrative process for registering and setting up a company is very straightforward. In addition to registering a company at Companies House (which can be undertaken quickly and online), other administrative arrangements need to be put in place, including banking, insurances and registering with HMRC.

3.20 The company will typically take the form of a company limited by guarantee or a company limited by shares. Agreement will need to be reached between the owning bodies about the distribution of ownership (eg the proportion of the shares each body will own). The process of establishing the legal arrangements between the local authority owners and the company they own can be more complex.

3.21 Although staff are sometimes seconded to a company, it is likely that a planned long-standing company arrangement would involve the transfer of staff's employment from the authority to the new company.

Governance arrangements

3.22 The various legal arrangements for a company owned by local authority partners will include:

- The articles of association of the company which sets out the governance of the company, including issues such as decision-making arrangements for shareholders and directors.
- A shareholders' agreement: this will cover arrangements between the owning partners such as mechanisms for managing changes to shareholdings; and notice periods and provisions from withdrawal from the company.
- The contract between the company and each of the owning authorities, identifying the service provided and the payment mechanisms.
- Reserved matters: this will include decisions (eg over major expenditure and taking on new partners) that the owning partners will not delegate to the board of directors.

3.23 A local authority company’s board of directors will generally include a combination of staff directors, directors and/or elected members from the owning authorities. Elected members can be nominated to sit on the board of directors for the company. If they are appointed as directors, they will have a duty to 'promote the success of the company' which may sometimes be at odds with the objectives of one or more of the shareholding owners. As a result, a separation is advisable between decisions made by the board of directors and decisions made by shareholders (eg at general meetings of shareholders).

Involvement of the private sector

Introduction

3.24 In establishing Shared Digital, the partner authorities chose a 'sharing' option in preference to a 'buy' option, i.e. outsourcing the service to the private sector or entering into a joint venture partnership with the private sector.

3.25 While recognising the direction of travel that has been embarked upon, it was suggested during our discussions that it would be helpful to clarify what role the private sector might play in Shared Digital's development. We explore this briefly in this section.

3.26 In the field of ICT and digital services, there are four principal types of private sector provider:

- Software: companies that develop applications, increasingly cloud-based.
- Hardware: vendors of devices and other hardware (eg servers).
- Services: outsourced service providers.
- Consultancies: advisers on the selection and implementation of systems.

3.27 The market is highly diverse and rapidly changing, with some companies trying to offer a comprehensive service across all fields and others specialist (at least initially) in a particular niche.

Working with service providers

3.28 There are various arguments made for entering into service delivery partnerships with private sector ICT providers. These include a desire to reduce costs and/or improves services and are based on an assumption outsourcing will provide economies of scale; access to expertise; access to funding; and greater innovation.

3.29 The evidence of such benefits has been mixed. Some more generalist ICT providers have not been able to satisfy local authorities' expectations and Southwark and Lewisham Councils have both chosen to share with Brent Council rather than continue with outsourcing to the private sector.

3.30 A number of authorities have entered into joint venture arrangements, sharing in the creation of a new company jointly owned with the private sector. Examples include the more recent creation of Elevate East (a joint venture between Barking and Dagenham and Agilisys). Such joint ventures can prove highly complex - our case study of Southwest One illustrates some of the reported lessons.

3.31 Whether outsourcing a substantial part of the service or entering into a joint venture, this would require an expensive and time-consuming procurement exercise and would demand a well-resourced client function once established.

3.32 Given the demands of creating such a partnership and the experience of other authorities, the partners in Shared Digital would need to satisfy themselves that the provider market could now offer an attractive proposition and that the partners had the time and capacity to make such arrangements work.

Working with software and hardware providers and specialists

3.33 Shared Digital already operates a mixed economy, buying both software, hardware and specialist advice from the private sector.

3.34 Few authorities would attempt to write their own large software systems, given the costs and risks involved. Instead, authorities buy software off the shelf or, increasingly, 'rent' applications hosted in the cloud, cf Shared Digital's implementation of Office 365. Local authority digital teams may also develop and maintain small applications and interfaces between systems.

3.35 No authorities would try to build their own hardware and devices and even the direct ownership of server hardware is reducing as storage capacity becomes cloud-based.

3.36 Authorities will also continue to buy specialist expertise to help implement new applications, whether hiring freelance specialists or support from specialist consultancies. The extent of their use is likely to reduce as more technology is 'commoditised', ie it becomes more standard and less configuration is required.

3.37 Such support is likely to be time-limited and project-specific. Using experienced support who have implemented particular solutions on numerous occasions will be quicker, cheaper and less risky than asking in-house teams to learn how to implement a solution that is new to them.

The likely future role of private partners

3.38 Given the progress in creating Shared Digital, an organisation with significant capacity in its own right, there is likely to be little benefit in entering into a long-term partnership with a provider of outsourced services.

3.39 However, Shared Digital can be expected to continue with a mixed economy model in which it will increasingly rent cloud-based applications and server storage, drawing on a project basis on specialist advice and expertise.

Case studies – key points and findings

3.40 We looked at seven case studies as part of our work:

- OneSource shared service
- Hoople Ltd.
- LGSS shared service (and trading company)
- Anglia Revenues Partnership shared service
- Southwest One
- Sutton/Kingston
- Brent, Southwark and Lewisham

3.41 The case studies can be found in Appendix 2 to this document. We are grateful to the organisations who were willing to help us undertake the case studies. The text of each case study reflects their own words and was approved by them.

3.42 The shared service examples illustrate the broad range of shared service arrangements which are possible from a legal partnership through to a joint committee arrangement. Those choosing a joint committee arrangement commented on the fact that it was straightforward to set up and administer, although too many meetings might lead to too much paperwork. Another recommended ensuring that the governance aligns with the political and organisational agendas of each partner for the coming 3-5 years. Another suggested that a joint committee structure helps to ensure that all partners are treated equally. One theme was the importance of setting the delegations at the right level.

3.43 Other points that emerged from the case studies include:

- **Strategic principles of each partner:** interviewees commented that the strategic principles of each partner for the foreseeable future should drive the governance and service model, based on what they value most, e.g. improved service quality, generating new trading income or solely saving money.
- **SLAs**: a number of interviewees stressed that having clear SLAs in place will ensure there is absolute clarity about what is going to be delivered and at what price for each partner, as well as providing a baseline for service planning, savings and any future changes. Comments were also made about the need to build in opportunities for reaffirming and realigning SLAs to adapt to changes in partner circumstances or their drivers for sharing services.
- **Staff terms and conditions**: a number of interviewees took the view that it is easier for all staff to be on the same terms and conditions, but some did not consider addressing this to be priority and suggested that gradual harmonisation can be managed and take place over time through the naturally occurring turnover of staff.
- **Infrastructure**: reliable, shared and common ICT infrastructure should be introduced as soon as possible to enable better collaboration – e.g. WiFi that works for everyone and video conferencing facilities.
- **Procurement:** some of the shared services reported that decisions over certain thresholds were taken at the Joint Committee or were referred to the partners' cabinets for decision. In one case, an authority had delegated procurement decisions to the host authority.

4. Evaluating the governance model options

Introduction

4.1 In this section we consider how the two shortlisted governance model options will enable to you to achieve your ambitions for Shared Digital, as reflected in the outcomes framework set out in section 2 (see table 2.4).

4.2 Each model is examined in turn, using the evaluation criteria set out in table 2.5 which focus on those secondary outcomes most likely to be impacted by Shared Digital's governance model. Before evaluating each model, we have examined how the existing joint committee model could be improved to address the issues identified with the initial governance model option.

4.3 In section 2, we concluded that the initial governance model for Shared Digital does not address the fundamental issues identified in table 2.3:

- Complex decision-making.
- Constitutional differences.
- Diffuse employment arrangements.

4.4 As a result, the current joint committee model has been discounted. However, we have identified that it is possible to adopt a 'lean' joint committee model that could deliver the more streamlined, unified approach the partners are seeking.

A 'lean' joint committee model

Key features of the lean model

4.5 A joint committee governance model could take several different forms as summarised in section 3. We consider the following option balances an agile and 'lean' governance process, which supports the development of a single identifiable organisation, while retaining robust democratic transparency and accountability. Legal advice should be taken on the best approach to delegating decisions to the Joint Committee.

4.6 The key features of the lean model would be:

- **Haringey and Islington directly delegate their digital services to Camden** as 'host' authority under s101 of the Local Government Act 1972. This is the model used by Brent, Lewisham and Southwark for their shared ICT service. This would include employing the staff, managing the service and making day-to-day operational decisions about the service below an agreed level. Staff could be transferred under TUPE or could be seconded (although this does not represent a long-term solution). The arrangement would be underpinned by inter-authority agreements and service descriptions which set out roles and responsibilities and mutual expectations.

- **A joint committee of the partners** approves business plans and strategies; monitors - at a high level - progress against the business plans; and has delegated authority from all three partners to make decisions according to their constitutions. If necessary, the constitutions for all three partners would be amended to include **standard specific delegations** to the Host authority and to the Joint Committee. For example, if each partner delegated authority to the Joint Committee to make decisions above a financial threshold of, say, £500K per partner, and authority to the CDIO to make decisions below this limit, the resulting clarity should make decision-making more streamlined while retaining transparency and accountability at Joint Committee level.

Governance framework for lean joint committee

4.7 These changes would also need to be reflected in a new governance framework for the lean joint committee (lean JC) model. The key elements are set out below:

Table 4.1: Governance framework for lean JC – advantages and disadvantages

Element of model	Advantages	Disadvantages
Islington and Haringey separately delegate operating the service to Camden, including employment and financial management, using s101 of the 1972 Act. This would be underpinned by an inter-authority legal agreement and a service level agreement. If necessary, partners could rationalise their constitutions in terms of the level of decisions which can be delegated to the host authority.	• Unifies the service under one host authority. • Makes it easier to work as a single team and rationalise terms and conditions over time. • Streamlines decision making, particularly if a single set of thresholds and delegations is agreed. • May be easier to establish a brand for a unified organisation.	• Could be perceived as a 'takeover' by host council, rather than partnership of equals. • Pension fund arrangements will need to be examined and addressed if the decision is to TUPE staff to the host authority. • May require changes to the partners' constitutions if certain key decisions or procurement decisions were to be delegated to Camden.
The Joint Committee monitors progress against the business plan; approves budgets and strategies/business plans; also takes decisions over officer delegated limits.	• All decisions not delegated to Camden come to the JC rather than to 3 councils. • Maintains democratic accountability and transparency, including scrutiny. • Avoids the need to go through three separate decision-making processes.	• May require amendments to all three constitutions to set up a standard set of delegations to the Joint Committee and Host Authority. • Still requires a formal decision-making process. • Still open to call-in and any delays that might result. • Shared services under joint committee

Element of model	Advantages	Disadvantages
		arrangements cannot trade (although can set up trading arms).
An officer portfolio board monitors implementation programme and is then convened where necessary over periods of major change. This could become a portfolio management board for the transformational change programme with officers from different partners providing managerial sponsorship of the delivery of each programme. Themed programme boards may report to the portfolio board.	• Keeps focus of service monitoring board on operational matters. • Ensures change programmes are driven forward on behalf of JC. • Distributes sponsorship of programme delivery across the 'partnership of equals'.	• Could result in duplication if not aligned with partners' governance arrangements for other transformation programmes.
A service monitoring board made up of officers from each partner monitors operational service on behalf of JC.	• Keeps the JC focussed on strategic matters. • Could include a commissioning function.	• Having a separate monitoring board would increase the management demands. • May create a customer-supplier mindset.

4.8 This model has the benefit of being consistent with both the outcomes for Shared Digital and the original direction of travel set by the partners:

- Camden already acts as the 'de facto' host for Shared Digital as it employs new staff and provides a number of specific support services.
- It removes the concept of a 'lead' organisation and embeds the 'partnership of equals' through shared strategic leadership and decision-making by the Joint Committee and portfolio board.
- The partners have already anticipated in the legal agreement the potential need to change and align their constitutions to support Shared Digital's operation.[8]

[8] This may not be necessary under direct s101 delegations.

Evaluating option 1: the 'lean' joint committee option

4.9 In this section, we evaluate the 'lean' joint committee model against the 'key questions' set out in table 2.5, to assess the model's ability to support the achievement of the outcomes for the service.

Table 4.2: Evaluation of 'lean' joint committee

	Secondary outcome	Key questions	Evaluation
2.1	Taking a common approach	• Does the model make it more or less likely that the partners will be able to adopt a common approach?	• All routine operational matters will be carried out by Camden as host borough who can then lead the adoption of common approach to policy, procedure and practice. • Having a single organisational structure will enable SD management to spot inconsistencies and inefficient variations more easily.
3.1	Collaborative partnership of equals	• Will the model help the partnership feel truly equal? • Does the model distribute ownership better?	• Could be seen as a 'takeover' rather than a partnership of equals, although the oversight of the Joint Committee and the shared officer governance boards should mitigate this as should the role of CDIO as CO in each authority • Appointing sponsors of change programmes from all the partners should help to ensure ownership across the partnership. • Should not require any additional client-side management.
3.2	Streamlined and agile	• How could it help to streamline and speed up our decision-making? • How does it help address the fundamental issues that have been highlighted?	• Day-to-day operational decisions should be streamlined with a single host authority. • If decisions only need to go to the JC, and not to individual cabinets, this should speed up decision-making.

	Secondary outcome	Key questions	Evaluation
3.3	Transparency and accountability	• Does the model support transparency and accountability sufficiently to reassure partners?	• The Joint Committee, supported by the joint management and delivery boards, should offer sufficient transparency for partners. • If strategic decisions are made by the Joint Committee this ensures that key democratic elements, such as scrutiny and call-in, are in place. • The partners can ensure robust reporting is built in to the service descriptions with the host authority.
3.4	Greater resilience	• Does the model help to distribute and mitigate risks?	• The host borough could take on disproportionate liabilities (e.g. pensions) unless itemized, quantified and addressed through legal agreements. • Shared leadership sponsorship of transformation programmes should mitigate risk.
3.5	Talented team	• What implications would it have for staff's terms and conditions? • Would it help to improve ability to compete for staff? • Could it enable more simplified staff management?	• If staff transfer to the host authority under TUPE, terms and conditions will have protections in line with TUPE law. • It should be more straightforward to develop an identifiable brand for the shared service which may help to recruit staff. • It should be easier for the CDIO to manage staff if they are employed by a single employer.
3.7	Considering growth	• Will the model allow for growth if the opportunity arises? • Would it be straightforward for another organisation to join?	• The service will not be able to trade but additional local authorities can join the Joint Committee without the need for procurement by delegating the service to Camden.

Evaluating option 2: the public sector company option

4.10 In this section, we evaluate the public sector company model against the 'key questions' set out in table 2.5, to assess the model's ability to support the achievement of the outcomes for the service.

Table 4.2: Evaluation of public sector company model

	Secondary outcome	Key questions	Evaluation
2.1	Taking a common approach	• Does the model make it more or less likely that the partners will be able to adopt a common approach?	• All strategic and operational matters will be carried out the company which would ensure a common approach to policy, procedure and practice. • The company should be able to spot inconsistencies and inefficient variations more easily if they are fully hosting the service.
3.1	Collaborative partnership of equals	• Will the model help the partnership feel truly equal? • Does the model distribute ownership better?	• The joint ownership of the company would visibly distribute ownership among the partners. • Appointing sponsors of change programmes from all the partners should help to ensure ownership across the partnership's organisations. • Would require some client-side management.

	Secondary outcome	Key questions	Evaluation
3.2	Streamlined and agile	• How could it help to streamline and speed up our decision-making? • How does it help address the fundamental issues that have been highlighted?	• Day to day operational decisions should be streamlined within a single organisation. • A separation of duties would be required between shareholders' representatives and directors appointed by the authorities, adding a layer of complexity. • Unless a 'light touch' approach is taken to reserved matters and delegations, the company could be subject to the same variances in decision-making processes present in the current arrangements. • If key decisions were delegated to shareholders' representatives and the board of directors and not to individual cabinets, this should speed up decision-making. • Requires commercial administration and accounting disciplines that introduce an additional overhead and are likely to require recruitment.
3.3	Transparency and accountability	• Does the model support transparency and accountability sufficiently to reassure partners?	• Public meetings of the board of directors, supported by the joint management and delivery boards, should offer transparency for partners. • If key decisions are made by the shareholder representatives or the board of directors, care will be needed to ensure that key democratic elements, such as scrutiny and call-in, are in place. • The partners can ensure robust reporting is built in to the service level agreement with the company. • Would require a formal service contract and more complex service level agreement to be established.

	Secondary outcome	Key questions	Evaluation
3.4	Greater resilience	• Does the model help to distribute and mitigate risks?	• The model avoids any one authority taking on a particular burden of risk. • In theory, the partners' liability would be reduced through a limited company. In practice, the partners would find it hard to walk away from the company's liabilities.
3.5	Talented team	• What implications would it have for staff's terms and conditions? • Would it help to improve ability to compete for staff? • Could it enable more simplified staff management?	• If staff transfer to the company under TUPE, terms and conditions will have protections in line with TUPE law. • It should be more straightforward to develop an identifiable brand for the company which may help to recruit staff. • It should be easier for the CDIO to manage staff if they are employed by a single employer.
3.7	Considering growth	• Will the model allow for growth if the opportunity arises? • Would it be straightforward for another organisation to join?	• The service will be able to trade but within limits set by the Teckal exemption (see section 3). • New partners can join without the need for a procurement exercise, providing they share in the company's ownership and control. • The company will be able to trade for profit, but the market will be highly competitive and the prospects uncertain. • Profits will be subject to corporation tax, but can be reduced if prices to owning partners are reduced. • VAT implications will need to be identified. • Will require investment in business development and sales pipeline management and likely to require specialist skills.

Conclusions

4.11 In this section, we have set out to provide a summary evaluation to aid the Joint Committee's discussion. As requested, we have not conducted an exhaustive, formal evaluation including ratings, weightings and a cost/benefit analysis. Given the low set-up costs for each of the two options and the number of similarities, we do not think this would be necessary.

4.12 Nevertheless, we would observe that both models appear capable of delivering the outcomes required for Shared Digital, albeit that the joint committee model does not allow for commercial trading and the company model introduces some additional governance complexities. As demonstrated by the LGSS case study, it would be possible to operate both models in parallel - perhaps at a point when the partners felt that the service was mature and robust enough to make trading for profit a realistic prospect. As trading for profit is not an immediate focus for the partners, a company model may not be a priority.

4.13 For both models, the key to achieving the outcomes you are aiming for, the partners should ensure:

- That you pursue your intention to examine how your constitutions can be aligned to facilitate streamlined decision-making by Shared Digital and the Joint Committee.

- That there is a focus on ensuring senior political and managerial sponsorship of technology-enabled transformation programmes across the three authorities.

Recommendation 4

That regardless of the model selected, if necessary, you proceed to amend your constitutions as envisaged in your legal agreement and, in particular, to align your schemes of delegation in respect of Shared Digital.

Recommendation 5

That you consider our evaluation of two models and decide which governance model or models are most likely to deliver the outcomes you are seeking at this stage of the development of Shared Digital.

5. Next steps

Introduction

5.1 In this section, we set out the main activities which would be needed to implement the two models, and comment on the key transition risks and issues associated with the models.

Implementation – Joint Committee

Action plan

5.2 The key activities required to implement the 'Lean' Joint Committee structure are outlined below in table 5.1. It is important that the changes are managed as a single project or programme so that stakeholders can see how each change is linked to the successful outcomes and those working on the project or programme can understand the importance of timely delivery of each activity and task.

Table 5.1: Key activities for the implementation of a 'lean' joint committee

Activity area	Key activities
Project planning	• Develop and agree the programme or project definition and plan. Put in place appropriate project governance.
Engagement	• Agree and implement an engagement plan to ensure all stakeholders understand the change and the reason for it.
Develop / amend Service Plan for Shared Digital to include the changed responsibilities and, crucially, the new staffing structure	• Review existing plan and agree changes.
Commence staffing project	• Plan the project to transfer staff (if agreed), building in appropriate policies and procedures and formal consultation timescales. • Include an investigation of potential pension fund issues if staff are TUPEd (see Financial Planning below) • Review your support service arrangements in each council in respect of the staff transferred to the host authority.
Governance	• Draw up and agree the legal agreements required for the s101 delegations. • Make decisions regarding any changes to the constitutions of any of the partners. • Revisit the TORs for the Joint Committee and the Shared Digital Management Board and agree changes. • Develop and agree the Service Description including roles and responsibilities and mutual expectations.

Activity area	Key activities
Financial planning	• Revisit the budget necessary for the new arrangements and agree any changes. • Assess the financial impact of TUPE including pension issues and support service arrangements. • Agree apportionment of any redundancy and early retirement costs and any revisions to support service costs.
Team building and workforce development planning	• Invest in a training plan that will double up as a team building programme. • Create a workforce development plan as part of the business planning process. • Develop an organisational development plan for all three partner organisations to develop the culture and management practices required to support Shared Digital and undertake cross-partner, technology-enabled, transformational change programmes.

Key risks

5.3 The table below sets out the key risks associated with the implementation of the 'lean' Joint Committee model.

Table 5.**2: Key risks and suggested mitigations**

Risk	Likelihood and impact	Proposed mitigation
The change will be seen as a 'takeover' by Camden and the relationship will shift towards an 'us and them' relationship rather than a partnership of equals.	Medium/High	Significant engagement with all levels of stakeholders, including staff, Members and Trade Unions explaining the reasons for the change. Make clear that Camden is simply the 'host' and that overall leadership is provided by the Joint Committee and by officer governance boards. Ongoing communication about the service so that all partners feel included. Staff from all partners working on change programmes.
TUPE will be resisted and key staff will leave.	Medium/High	Engagement as above. Communication of new opportunities arising from the changes.
Issues with pension deficits	Low/Medium	Very early engagement with

Risk	Likelihood and impact	Proposed mitigation
and liabilities makes TUPE unaffordable.		the actuaries to assess the impact of any pension issues.
Delays drawing up changes to the constitutions and 101 legal agreements undermine the effective working of the service and partnership.	Medium	Careful planning and management of the implementation project, and excellent engagement on all levels should mitigate this risk.

Implementation – public service company

Action plan

5.4 The key activities required to implement a company model are outlined below in table 5.2. Again, it is important that the changes are managed as a single project or programme so that stakeholders can see how each change is linked to the successful outcomes and those working on the project or programme can understand the importance of timely delivery of each activity and task.

Table 5.3: Key activities for the implementation of a company model

Activity area	Key activities
Project planning	• Develop and agree the programme or project definition and plan. Put in place appropriate project governance.
Engagement	• Agree and implement an engagement plan to ensure all stakeholders understand the change and the reason for it.
Develop / amend Service Plan for Shared Digital to include the changed responsibilities and, crucially, the new staffing structure	• Review existing plan and agree changes.
Commence staffing project	• Plan the project to transfer staff (if agreed), building in appropriate policies and procedures and formal consultation timescales. • Include an investigation of potential pension fund issues if staff are TUPEd (see Financial Planning below). • Review your support service arrangements in each council in respect of the staff transferred to the host authority.
Governance	• Draw up and agree legal agreements required, eg shareholders' agreements. • Make decisions regarding any changes to the constitutions of any of the partners. • Develop the governance framework for company, including delegations to shareholders' representatives and the board of directors. • Form and appoint board of directors and shareholders' representatives and induct into their new roles. • Develop service contract including service level agreements and contract performance management framework. • Establish client side arrangements and client side governance arrangements.
Company formation	• Develop and implement plan for company formation, including registrations and administration.

Activity area	Key activities
	• Establish accounting arrangements for company, including separate accounts. • Appoint suitably qualified commercial company secretary and commercial accountancy support. • Establish commercial disciplines, such as cashflow and profit and loss account management. • Establish support service sourcing policies, considering option for continuing support from the partners.
Financial planning	• Revisit the budget necessary for the new arrangements and agree any changes. • Assess the financial impact of TUPE including pension issues and support service arrangements. • Agree apportionment of any redundancy and early retirement costs and any revisions to support service costs. • Identify cashflow plans for new company, including any start-up funding.
Team building and workforce development planning	• Invest in a training plan that will double up as a team building programme for the management and staff of the new company. • Create a workforce development plan as part of the business planning process. • Develop an organisational development plan for all three partner organisations to develop the culture and management practices required to support the new company and undertake cross-partner, technology-enabled, transformational change programmes.

Key risks

5.5 The table below sets out the key risks associated with the implementation of a company.

Table **5.4: Key risks and suggested mitigations**

Risk	Likelihood and impact	Proposed mitigation
The new company will be seen as an outside body and there will be a shift towards an 'us and them' relationship rather than a partnership.	High/High	Significant engagement with all levels of stakeholders, including staff, Members and Trade Unions explaining the reasons for the change. Make clear that the company is *our company* that the partners own and control. Ongoing communication about the service so that all partners feel included. Staff from all partners working on change programmes.
TUPE will be resisted and key staff will leave.	Medium/High	Engagement as above. Communication of new opportunities arising from the changes.
Issues with pension deficits and liabilities makes TUPE unaffordable.	Low/Medium	Very early engagement with the actuaries to assess the impact of any pension issues.
Delays drawing up legal arrangements which undermine the effective working of the service and partnership.	Medium/medium	Careful planning and management of the implementation project, and excellent engagement on all levels should mitigate this risk.
Difficulties in developing the skills and disciplines required to manage a commercial organisation.	Medium/high	Careful planning for the commercial requirements for company management, recruiting the experienced resources required to support a commercial operation.
Inability to compete effectively for new business.	High/medium	Create and resource business development plan. Develop bidding and contracting disciplines and client relationship management.

Summary

5.6 There is a good track record in local government of implementing joint committee and company governance arrangements and the partners in Shared Digital have the resources, skills and commitment required, drawing on external specialist advice as and when needed.

5.7 Ultimately, the success of Shared Digital will depend on effective collaborative leadership and committed partnership working. While the governance model is important, culture and leadership will be critical if you are to achieve your ambitions.

Appendices

Appendix 1

Examples of sourcing options

In table 2.1, we have provided some examples of the sourcing options (make, buy, share or divest). The examples are summarised below.

Example	Summary
Westco Trading	Westco Trading is the trading company for Westminster Communications, a communications and market research consultancy established by the City of Westminster Council.
iCo	iCo is the trading name of Islington Limited, a trading company established by Islington Council to provide engineering and environmental services.
Elevate East London	Elevate East London is a joint venture between London Borough of Barking & Dagenham and Agilisys, an IT service provider which provide customer services, revenues and benefits, ICT and other back office services.
LGSS	LGSS is a shared service partnership between Cambridgeshire, Northamptonshire County Councils and Milton Keynes Council. It provides a range of support services to the partners and other authorities.
Norse	Norse Group is a holding company with a turnover of over £250m, wholly owned by Norfolk County Council. Norse Group's companies provide a wide range of services (eg technical, environmental, catering and building maintenance) to a range of partners and clients across the country.
GLL	Greenwich Leisure Limited (operating under the brand 'better') is a charitable social enterprise providing leisure and library services to various authorities around the country.
BIT	The Behavioural Insights Team, which began as 'the Nudge Unit' in the Cabinet Office was spun out to into a company jointly owned by the UK government, Nesta and its employees. It now operates across the world offering behavioural insight advice to the public sector.

Appendix 2

Case studies

Seven case studies have been developed, six with the assistance of the organisations involved. After speaking to each interviewee, we drafted the text of a case study. That draft case study was then forwarded to the interviewee to review and approve. As a result, the case studies reflect their own words, which we have not sought to validate further. The case study on Hoople Ltd is drawn from publicly available material and is not the result of an interview.

Ref	Organisation
1	OneSource
2	LGSS
3	Hoople Ltd
4	Southwest One
5	ARP
6	Sutton/Kingston
7	Brent, Southwark and Lewisham

Case study: oneSource – joint committee

Shared service
oneSource is the shared back office support service for Havering, Newham and Bexley Councils. In April 2016, Bexley's financial services joined the two founding councils. The three councils are estimating to achieve approximately £40M in savings by 2018/19.

Summary
oneSource has approximately 1000 staff and a £36m budget. They provide a shared service solution covering a wide range of 22 transactional, operational and strategic services, including finance, ICT, legal, HR, transport for Havering, support services and property.

Shared service governance model
The joint committee (JC) was set up in 2014. Havering and Newham have 3 JC members each. As Bexley joined with financial services only, they have 1 member on JC, making 7 members on JC in total. Each council has delegated certain powers to JC in line with their constitutions and organisational needs.

In terms of procurement, oneSource contract from a lead authority on behalf of the other two. The preferred lead authority depends on the nature of the procurement and the democratic processes that need to be followed (such as delegated financial limits and speed). The Managing Director is delegated permission to spend up to £500k before it refers to JC.

With close to 4 years of successful operations, oneSource is currently exploring its future options and examining the market. It is perceived that being delegated more autonomy at arms-length could enable the delivery of greater efficiencies and help oneSource grow its customer base beyond the current three boroughs, generating more income for its shareholder councils.

Why the model was chosen
The JC was chosen for reasons of speed of set up – it was considered the quickest and speediest way to get the new model in place and help deliver savings.

All oneSource staff have stayed employed by their home boroughs – there has been no TUPE. If someone leaves, they are replaced on the same T&Cs. This help keep staffing levels consistent across the partners. oneSource manage the range of T&Cs across the organisations without much difficulty. Staff have experienced some challenges, as two of the partners have gone recently through their own T&C transformation changes that affected staff who are part of oneSource. No TUPE has also minimised the perception of risk with Unions and staff, as well as pension considerations and cash flow at each employing borough.

Lessons learned
oneSource recommend ensuring that the governance model aligns with the political and organisational agendas of each partner for the coming 3-5 years. This avoids conflicts and establishes a timescale for the journey ahead. Realistic, open budget conversations are also required to ensure everyone is clear about what is in, or out, of the partnerships – SLAs are essential to confirm these arrangements. Confirming the customer relationship and business culture is also important. oneSource are there to support their customers, not to act as policemen – and Customer Boards are in place to address developing issues formally as and when required. Finally, it is considered inevitable that the more partners involved, the more complicated reaching decisions can theoretically be. The best way to get around this is through trust and delegations that suits the needs of the partners.

Key learning points

The strategic direction and priorities of each partner council must be considered when deciding upon a preferred governance model and plans for the future growth of a shared service. A visible and credible brand for the service is also extremely helpful when recruiting, which can be helped by promotion efforts and visibility at awards and exhibitions. The topic of having staff on different T&Cs is considered a minor frustration. Market supplements can be offered when required, but areas such as upskilling of staff and costs of training can become sticky. It is considered that a single set of T&Cs for all staff would eventually be the ideal situation but it isn't a priority in the short term.

For further information

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Case study: LGSS - joint committee and public service company

Shared service
LGSS is one of the largest public sector shared services ventures in the UK, jointly owned by Cambridgeshire, Northamptonshire County Councils and Milton Keynes Council. LGSS was originally created in 2010 through the merger of Corporate Services operations at Cambridgeshire and Northamptonshire into one unified, public-to-public shared service. LGSS has since secured new partnerships across the region with other public services including Norwich City and Northampton Borough Councils, and the Northamptonshire Foundation Health Trust. From 1st April 2016, Milton Keynes became a full partner with representation on the LGSS Joint Committee (JC) board.

Summary
LGSS has grown to approximately 1600+ FTEs providing the full scope of Business Support Services, including all Finance and Audit, HR & Payroll services, Legal Services, ICT and Business Systems to its customers. It has a turnover in the region of £85m pa of which c£8.5m is being generated by its subsidiary company LGSS Law (which has Admitted Body Status with the SRA). LGSS Law Ltd staff were transferred under TUPE from each of the three ownership councils' T&Cs, with no specific plans to harmonise T&Cs.

Shared service governance model
LGSS shared services is governed under delegation to an LGSS joint committee board. Each council or public body has therefore delegated budgets, staff management and the employment responsibilities to the LGSS JC who in turn delegated operational management responsibility to the LGSS Managing Director and shared Service Directors. There is no lead authority as service and budget responsibility has been delegated to the LGSS JC. The LGSS Law Ltd legal service arm was originally formed as a jointly owned company limited by shares between Cambs and Northants, which was recently expanded to include Central Bedfordshire Council.

The LGSS JC is a cross-party, members based board of governance structure whereas LGSS Law Ltd is governed through a shareholders' board consisting of the MD, NEDs, Finance and Legal Directors, with each Portfolio holder having the shareholder representatives and voting rights.). LGSS JC meetings are held quarterly whereas LGSS Law Ltd holds regular shareholder general meetings typically 3 times a year. The Chair is replaced annually on a turn-taking basis and holds a power of casting vote.

For LGSS Services it is usual for the retained Finance Director of partner authority to act as an intelligent client or LGSS Services Commissioner. LGSS operates a business partner model and adapt is able to customise and adapt their model to meet specific service requirements of each customer. There are formal SLAs agreed between LGSS and all its customers including the three owning councils (i.e. as LGSS customers). LGSS Law Ltd also operates a Business Partner customer service engagement model.

To date, there have been no real issues with joint procurements of shared systems and assets, as the approach is production of joint investment and joint business cases whereby each partner is asked to invest against discrete benefits/ costs/ risks/ rewards as part of any co-commissioned or jointly planned programmes between the various parties who choose to participate. There are currently no major changes planned in the LGSS shared business model apart from LGSS continuing to evolving its current governance structure as it grows and responds to its core partners' circumstances and their challenges.

Any additional full scope major partners for LGSS Services would simply involve extending the LGSS JC membership over time. And for LGSS Law Ltd specifically we have the ability to issue new shares to help facilitate strategic mergers and consolidations for legal service public service partnerships and growth plans.

Why the model was chosen
During the setup of LGSS, a range of options were considered. The partners felt that the JC route offered the best route for ownership and political partner buy-in at the time, as well as its simplicity it avoided staff TUPE transfer concerns. It is perceived to be the most expedient governance model for start-up with the minimum pain, change and member resistance associated with its inception. New customer and shareholders can be brought on-board fairly easily through delegation and avoid time consuming, costly and expensive OJEU procurement procedures to new partners. We moved LGSS Law Ltd to the ABS SRA regulated model because this best suits the professional service plans we have for it, and it affords LGSS Law Ltd greater degree of freedom when it comes to workforce development, and competing for legal skills in recruitment and retention terms.

Lessons learned
LGSS note the value in retained council commissioners sitting with the councils acting as senior intelligent client role. From practical experience, some service areas do not suit being delegated or shared, so it is important to consider carefully what gets included. It is essential to have SLAs and agreed annual service charge arrangements in place with each partner, to provide baselines for service planning and change management, measuring quality and service delivery expectations, and agreeing what, how and where savings will be achieved and their agreed impacts on service over time, and to do this joint service planning openly as part of the normal Mid-Term Financial Planning individually with each partner annually.

Key learning points
To avoid the perception of ‘forced’ changes upon any partner, it is crucial all partners and members share an understanding of how the shared service and JC will operate. LGSS saves money by getting bigger (i.e. it’s a shared risk/ reward economies of scale model. LGSS’ key purpose is to serve its customers, offering value for money and at an agreed quality of service, i.e. a not for profit model. The idea of “thinking like a customer, acting like a tax payer” is LGSS’s business ethos and it aligns with each partner’s long-term goals. Having staff on different sets of T&Cs is considered a distraction, rather than a real issue to contend with and is effectively managed as part of the shared services model. Experiences in the private sector has seen similar shared teams working with multiple T&Cs so why would shared services be any different? Gradual harmonisation can be managed and take place over time at service team levels if beneficial and is naturally occurring and managed through normal staff turnover.

For further information
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Case study: Hoople Ltd - public service company

Summary (taken from public domain reports)
Hoople was created in 2011 by Herefordshire Council, the Wye Valley Trust and the then Herefordshire Primary Care Trust as a “Teckal” or “in house” company with a vision “to provide excellent business support services to the public sector and those who work with them”. Since 2011, Hoople has established itself as an effective organisation and has delivered significant cost savings to the shareholders.

Over the past two years, a number of changes have been introduced to ensure the company remains able to deliver back office services to the shareholders and other customers in the future. Herefordshire Council and Wye Valley Trust are the two shareholders with 85% and 15% shareholding respectively. Reductions in management overheads were delivered in 2015/16 and the size of the company board reduced to ensure the company focused on future priorities of the shareholders. The company board currently comprises Andrew Cottom (Wye Valley Trust), Councillor David Harlow (Herefordshire Council) and Geoff Hughes (Herefordshire Council).

The council commission services with Hoople through a strategic service level agreement with services provided at cost with no profit element. Performance of the services delivered through the SLA is currently reported and monitored in accordance with the Council’s Performance and Risk Opportunity Management (PROM) framework through Directorate performance processes on a monthly basis. Current requirements in relation to service volumes and key performance indicators are included within the SLA. The revenue expenditure through the Hoople SLA for 2017/18 is expected to be £5.545m. This is contained within existing budgets and provides for a range of services covering ICT, Human Resources, payroll, recruitment, training support, finance, revenues and benefits.

The Parties understand and agree that the success of the delivery of the services is heavily reliant on the implementation of a robust and appropriate governance structure. Effective governance is essential in achieving the objectives of any Partnership, especially one where outputs rather than inputs, are the defined objectives.

The three key aspects of governance in this relationship are:

1. Formal Communication – regular meetings at operational level and relationship level to monitor the performance of the services and for both parties to understand the impact of day to day activities and decisions.

2. Reporting Performance – monthly performance reports focusing on key performance information along with corrective action plans as necessary.

3. Escalation – wherever an issue or potential issue that cannot be resolved by those directly involved occurs, it is incumbent upon those involved to escalate to their line manager (who may in turn escalate further up the management hierarchy) to ensure that a prompt resolution or action plan to achieve resolution is implemented.

Monitoring takes place through regular meetings between service leads from both organisations. In addition, meetings at senior level take place quarterly to ensure there are no major contract changes or quality issues to address. Without effective governance it is acknowledged that the delivery of the Services will be compromised and that the Partnership Statement will not be fully achieved.

For further information
Hoople Ltd, E: enquiries@hoopleltd.co.uk

Case study: Southwest One – private sector involvement

Shared service
The Southwest One (SWO) partnership and contract was originally entered into by Taunton Deane Borough Council (TD) in conjunction with Somerset County Council (SCC) and IBM in 2007. Avon and Somerset Police (ASP) joined in 2008. The 10-year contract was for the delivery of a range of back office services and a number of key transformation projects. At the time of exit, SWO was one of TD's largest contracts, costing circa £1.7m per annum, although this had significantly reduced by service de-scoping during the term.

Shared service governance model
SWO was set up as a third party joint venture company, with IBM as the majority shareholder and the public sector partners holding percentage shares based on original contract size. The Board had equal shareholder representation, but with certain reserved matters per shareholder. The Board received regular updates on performance and financials, but it is felt that the right things were not always being measured and that actual achievements versus targets were only a small part of the overall picture.

SWO ran a secondment model - there was no automatic TUPE of staff – and seconded staff had a 10-year period of assured employment. However, this meant SWO was unable to reduce staffing levels to help it deliver savings. SWO teams would consist of a mixture of staff from the two councils, SWO direct employees, police, IBM and/or agency staff. This occasionally caused confusion and conflicts with communications being issued to staff from SWO as well as their host organisations.

Initially, it was intended that the public sector partners would have a joint client team. In reality, separate client teams represented each partner's interests. This made life difficult for SWO as each had different aims and priorities. Insisting on a joint client team may have informed the development of a shared strategy for SWO.

Why the model was chosen
In pre-recession 2005-06, TD and SCC had been rated as Excellent councils and were exploring avenues for achieving Gershon savings targets of c2.5%. Entering a contract with a private sector partner to deliver savings and reinvest in service delivery was considered a positive move, with a standalone 3rd party company, following a growth model, considered the best vehicle to achieve this. The idea led to the formation of SW1 in 2007, led by TD and SCC, with ASP joining 6 months later.

It was perceived that great opportunities for economies of scale existed within the new SWO's body of over 1000 employees, as well as year on year price reductions, primarily through procurement savings of c£200m over 10 years and creation of a new back office hub that would attract new business from within the public sector. There was a lot of initial enthusiasm and interested parties, but the effects of the recession and harsh austerity meant that the money was no longer available in the sector to invest - the sector had tightened its belts. Delays to the major programme of work required to integrate the partners also led to a significant period of time elapsing before SWO was fully up and running, coupled with the need for additional investment being required by IBM to make it all work.

By 2010, the Councils had much larger savings targets as a result of the recession, but basically had a fixed price contract with SWO, and no new joiners to provide SWO with opportunities for efficiencies. The initial vision had fizzled away and contracts were all that was keeping the partners together. SWO/IBM had been left with a service contract, predicated on a growth model. As a result, SWO was reporting significant losses.

Lessons learned
The world has changed significantly since TD entered the SWO contract in 2007. The recession had an unforeseeable impact on local government funding and the levels of savings TD needed to make. The ambitions and direction of travel of the partners also became significantly different to how they were when they started. Whilst there are still opportunities to work together in specific areas, TD no longer look to combine services in an organisation the size of SWO. Advice and guidance from central government has also changed and recognises that large, multi-faceted and lengthy contracts are not the right solution in the current environment. Instead, best practice has recommended smaller, more focussed contracts where outsourcing is being considered.

TD have brought back in-house a number of services from SWO during the past 3 years. The remaining TD services returned early in two phases in Dec 2016 and March 2017 being Customer Contact, ICT, Procurement and the transactional elements of HR (including Payroll) and Finance. The 10-year contract was scheduled to end on 1st November 2017.

Key learning points
Creating a stand-alone organisation may be speedy, but it can lead to a loss of control, particularly around the new organisations procurement policies. It is essential to maintain alignment of strategic objectives and desired outcomes of each partner. Ensuring each partner keeps an element of service expertise in-house also means that an intelligent client team has the knowledge and skills to influence, inform and shape the delivery and service's strategic direction.

Working with different sized partners can cause problems – but if you are broadly the same size, it can make it easier. Mixing teams with a bigger organisation can lead to the most common cultures being embedded as the new norm, which can frustrate smaller partners.

Contracting a large basket of services over a lengthy period is also to be avoided. Breaking up contracts into smaller chunks is recommended. Ensuring there are opportunities to adapt to inevitable changes in partners' circumstances and objectives is also recommended, as is avoiding complex contracts that are ambiguous or difficult to unpick. Building in review periods to reaffirm, reflect and realign contracts is recommended.

Being realistic about savings is also important. Setting expectations over a foreseeable period will mean the service can move forward with realistic targets in sight. Bundling in big packages of work over lengthy periods leads to more uncertainty for all parties involved.

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Case study: Brent, Southwark and Lewisham - joint committee

Shared service
A three-way shared ICT service is in place between the London Boroughs of Brent, Southwark and Lewisham. With a combined team of approximately 100 people, Brent is delegated to act as the host authority for delivery of the ICT service within the agreed scope, including the procurement of ICT related goods and services and management of shared ICT service staffing.

Shared service governance model
The service operates a joint committee (JC) model. The model was chosen for reasons of simplicity – it was considered the least painful to setup legally. Most decision making is delegated to JC by the partners under S101 arrangements. JC acts as a place to resolve any conflicts and report performance to. Under normal circumstances, the service is run by the Service Manager.

In terms of procurement, there are two arrangements. Southwark delegate to Brent, who follow Brent's procurement rules, with a procurement limit of £500k, and anything above this is referred to the Brent Cabinet for approval. Lewisham refer expenditure decisions of over £500k to their Mayor & Cabinet, but require supporting reports.

Moving forward, the service is ambitious about growth, so the model may be reviewed, and the possibility of a company explored, to accommodate a shift towards trading and selling services in addition to the current sharing arrangements. Brent already currently sell services to the LGA through a jointly-owned Teckal company.

Why the model was chosen
The JC was chosen to suit the partners' circumstances at the point of establishing the shared service. It is not believed to be workable to keep adding extra representatives to the JC should the service grow further as is the intention, so a range of potential options for the future are currently being explored.

Due to the host authority approach, Brent received Lewisham's teams from Capita (as the external provider of the service). It is possible that staff from other retained/devolved Lewisham teams may TUPE to join Brent going forward. Southwark are in a similar situation, although staff in scope have not yet been transferred to Brent. Upon receiving Lewisham/Capita staff under existing T&Cs, Brent conducted a full restructure of the new service resulting to all staff, either existing Brent or transferred to Brent, being issued with new JDs. This was done with the intention of delivering a structure that is fit for purpose to deliver services to a wider user base across multiple authorities. This exercise also resulted in all staff having standard Brent T&Cs and the new JDs are suitable for receiving new staff when required.

The lead authority approach has meant that, with Brent as the host, all contracts are novated to, and new contracts procured by, Brent as a single contract. This has been a time-consuming process, as upon exploration, historic contract records have been patchy and therefore difficult to baseline and novate. This has caused delays, but has been a worthwhile process to achieve benefits and secure savings for the partners.

Lessons learned
Whilst the JC process is smooth, it is recommended that JC meets as little as possible in order to minimise overheads and reduce the need for report preparation. Quarterly meetings currently take place, but often there is not much to report, due to smooth progress.

1 year in, there is occasionally a perception that the service is external (i.e. provided by Brent) to the other partners. This is considered something that will iron out over time as ways of working and sharing culture becomes the norm.

Key learning points
Brent believe that growing further will produce more savings opportunities, built on being able to achieve greater economies of scale. However, it is not felt that new partners would choose to go with an LA over an external brand for reasons of cost alone, and that the brand and culture of local government offers a USP to shared services.

Pursuing a shared service is considered the obvious ‘no-brainer’ solution for the partners. Savings have been delivered, resilience has increased as well as the number of staff in the service.

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Case study: Anglia Revenues Partnership - joint committee

Shared service
The Anglia Revenues Partnership (ARP) is a group of seven district/borough councils working together to provide a shared service to the residents of Breckland District Council, East Cambridgeshire District Council, Forest Heath District Council, Fenland District Council, St Edmundsbury Borough Council, Suffolk Coastal District Council and Waveney District Council. ARP deliver a range of services, primarily billing, council tax, housing benefit, benefit fraud, bailiff enforcement and training.

Shared service governance model
ARP operates a S101 delegated joint committee (JC) arrangement with no lead authority - all partners are equal. There is a single Member representative per authority for quorum of JC, with majority vote rule, and the Chair having the power of casting vote. The position of Chair rotates annually amongst the partners. Reports are created following one of the original authority's templates, with officers at each partner authority creating their own tailored versions as required.

In terms of procurement, a lot of decisions are not delegated to JC. Major procurements would go to JC, but then each decision would be noted by, or goes through, each individual Council's approval processes as per their individual constitutions. Members revert back to their individual Councils if anything is over their individual financial limits – however approvals don't necessarily need to go through any great decision-making timeline.

Why the model was chosen
A range of options were considered at the point of set up, including a lead authority approach or joint venture company. However, the strategic desire of each authority was to retain the staff, so no TUPE's have taken place (except for one previously outsourced partner's teams who have been brought into the partnership). ARP staff work on different T&Cs whilst still being employed by their sovereign authorities, with a little bit of geographic movement having taken place for operational benefits. In addition, actuarial advice flagged a detrimental impact on pension schemes were a number of staff to be TUPE'd out, reinforcing the decision to follow this approach and not pursue becoming a Teckal company.

Lessons learned
ARP believe any governance model can be made to work, but each have pros and cons. The JC model best suits ARP, but care is needed to avoid holding up decision making and over-onerous processes being introduced or retained. One advantage of a JC is considered to be that all partners come out with a shared outcome, however if there is any sense of imbalance at the start, this must be addressed. It is not perceived that there is any better model to choose than JC.

It is noted that co-locating staff can make different T&Cs more of an issue amongst staff, but offer greater managerial economies of scale. The topic occasionally rears its head, but is considered a distraction, rather than a significant issue, and will solve itself over time.

It is suggested that the strategic principles of each partner should drive the end model, based on what is most valued – e.g. value for money, service quality, generation of income from trading or just saving money. ARP are also no longer interested in adding any extra full partners as they have now reached a critical size where the operational benefits will not outweigh the risks. Getting actuarial advice on the pension implications of each model being considered is also strongly advised.

For further information
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Case study: Sutton and Kingston – shared service

Shared service
Since 2013, the Royal Borough of Kingston Upon Thames and the London Borough of Sutton (KS) councils have shared an ICT service, saving c£4m to date. The authorities believe that sharing ICT helps enable digital transformation, saves money, modernise ways of working and improve service delivery to residents.

Shared service governance model
KS do not operate a joint committee arrangement. Instead they report to a monthly shared Director-level management board as the decision-making body. Within the scope of a shared legal agreement, KS each have a vote, with a legal framework in place to resolve potential deadlocks, although it has never been used. Both KS have a small number of reserved matters that they retain sovereign control over. A Member board leads on service communications and provides strategic oversight, but it is not a decision-making committee.

When the service was set up, approximately 30 Sutton staff TUPE'd to Kingston as the host authority. This was followed by a restructure, leaving the service with a workforce of about 90 people. T&Cs have not been an issue, as both sets of staff were fairly aligned pre-TUPE.

In terms of procurement, KS trust the effectiveness of each other's commissioning processes. A preferred process will be followed depending on the nature of the service area according to the commissioning rules of the Council.

Why the model was chosen
ICT was one of the early shared service arrangements between the two Councils, and the belief was that having ICT in place has made it easy to share other services subsequently. Each service is hosted by a lead from one of the two partners. Decision making feels efficient and KS have deliberately tried not to over-engineer the governance arrangements. The levels of management – up to Director level, with a shared decision making management Board - works well and is not overly complex. The ICT Head of Service has arrangements in place to report to the portfolio holding Member at each Council.

The shared model is perceived to drive cost savings, provide value for money and help KS pursue new business. At the start, KS had poor ICT infrastructure, which has since been completely modernised through the use of partners such as Citrix and Google. This early investment in shared ICT has enabled the councils to share other services more effectively, such as HR, Finance, customer services, Environmental Services and shared telephony.

Lessons learned
The organisational and infrastructure requirements to best support the sharing of ICT has had to be refined and evolved since the service was set up – it would be difficult for any shared service to get it 100% correct from the start. Bringing different organisational cultures together has also taken time as staff had to adapt to new ways of working. Stakeholders comment that the service feels like a single joint-team providing ICT to multiple organisations, with a shared single set of collaborative, integrated technology infrastructure and email structure helping facilitate this. A focus on getting the basics right from the start - e.g. making sure the Wi-Fi works everywhere for everyone – was essential. It is worth noting that service failures can happen like with any ICT service – but they are never due to it being a 'shared' ICT service.

Key learning points
KS perceive the partners' cultures and location of the teams as important to consider and integrate from the start. Reliable, shared and common ICT infrastructure should be introduced as soon as possible to help collaboration happen remotely – e.g. video conferencing facilities. KS note the amount of time they save by having made it the new norm for meetings to take place where not everyone is based in the same room. This continues to save colleagues travel between geographical sites and enables other shared services outside of ICT to do the same as well.

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Appendix 2: How typical decisions will be taken, and how responsibilities will work in the proposed governance model

1. The recommendation is that Haringey and Islington Councils delegate all operational and day-to-day management of their Digital and ICT functions to Camden as 'host' authority under s101 of the Local Government Act 1972.

What the recommendation means

2. The s101 delegation will:
    - 'trigger' a transfer of staff from Haringey and Islington to Camden. The purpose of TUPE is to protect employees if their employer changes.
    - transfer day-to-day management of the service, including operational decisions about the service, to Camden where those decisions will be taken within Camden's governance.
    - introduce inter-authority agreements and service descriptions that set out the roles and responsibilities of the parties and Joint Committee.

3. The Joint Committee will approve business plans and strategies, monitoring high-level progress against the business plans and financial budgets.

4. The Joint Committee will take high-value procurement decisions, with other matters delegated to the Chief Digital and Information Officer under the general direction of an officer Strategy and Portfolio Management Board. The Strategy and Portfolio Management Board will comprise the directors of finance and directors of transformation for the Councils.

    - High-value decisions will be decisions exceeding £2m for any one borough, or exceeding £6m for all three boroughs. All non-administrative decisions at the Joint Committee are likely key decisions and are transparent/ can be called in.

    - Decisions delegated to the CDIO (ie where spend falls below £2m for one borough or below £6m for all three boroughs) will likely not be considered key decisions. The Joint Committee retains the right to review decisions within its terms of reference or referred to it by the Strategic Portfolio Management Board.

5. The level of delegation proposed impacts the number of contract renewals that the Joint Committee decide on, and the number of reports that the Joint Committee will receive. A £6m total contract value (TCV) delegation for spend across the three councils is the same as a £500k annual spend per council (£500k x 4 years = £2m x 3 councils = £6m).

    The table below shows the approximate number of contract renewals (not new initiatives) that would be progressed through the Joint Committee under this level of delegation. Each contract would need 2 reports to the Joint Committee, a

procurement strategy report and a contract award report. Based on there being 3 Joint Committee meetings per year this would mean a minimum of 4 months between agreement of the procurement strategy and contract award (unless additional Joint Committee meetings were arranged).

Annual spend/ council	TCV (3 councils, 4 years)	2017/18 estimated	
		no. of contracts	no. of reports
£125,000	£1,500,000	36	72
£167,000	£2,000,000	30	60
£300,000	£3,600,000	14	28
£500,000	£6,000,000	4	8

6. The three Councils will each need to agree the powers that are to be delegated to the Joint Committee.

7. The schemes of delegation which apply internally within each Council regarding the exercise of decision-making power by committees and officers within that Council **do not** apply to the delegation of power to the Joint Committee.

8. These changes can be achieved without any constitution changes (unless, exceptionally, a constitution has already made express provision which would restrict the power of the executive to "delegate" functions to the Joint Committee or the powers of the Joint Committee to exercise those functions).

An example of what this how this might work in practice

9. Where the Councils' systems in an area are all approaching the end of their contracts there are 2 scenarios, the Councils can:
    - individually renew their contracts, maintaining three separate systems and associated support etc.
    - collectively specify and introduce a common shared system, with associated support etc.

10. The business case for the shared service, and steer from the Joint Committee, has been to look for opportunities to work together – sharing learning and potentially systems etc. to improve services while reducing costs.

11. Where it is decided not to share systems this will detract from the savings envisaged from the shared service, and would most likely attract additional costs.

12. To enable alignment, we would look to make arrangements to co-terminate existing arrangements across the Councils as contracts come up for renewal. In parallel we would bring together a working group of specialists from the service area(s) and Shared Digital to assess changes in the service – and likely future changes as well as how digital and technology could best support the services' needs. That may result in a single specification and single solution, or multiple specifications and solutions.

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13. If the conclusion of the exercise (ie single specification or multiple solutions) was agreed by the working group and key stakeholders then, subject to the anticipated level of the decision, this would either fall within the delegations of the CDIO (less than £2m for a single borough, or less than £6m for all three) or need to be referred to the Joint Committee.

14. If the conclusion of the exercise was not agreed by the working group and key stakeholders, then the disagreement would need to be escalated for resolution. Ultimately if agreement could not be reached then the Councils would need to proceed individually, accepting the additional costs and lost savings of this.

ENDS

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APPENDIX 3

REPORT TITLE
Shared Digital Governance Model Review

REPORT OF
Ed Garcez, Chief Digital and Information Officer

FOR SUBMISSION TO	**DATE**
Shared Digital Joint Committee	30 October 2017

SUMMARY OF REPORT
The terms of reference for the Shared Digital Joint Committee require that the Joint Committee, by October/ November 2017, receive and consider a detailed report setting out Governance Model Options for Shared Digital and to make recommendations to the Cabinet/ Executive of each of the Councils in respect of the report. Options to be evaluated were to include the Joint Committee model as well as company models.

This report builds on work with the Joint Committee Cabinet Members, the Councils' Chief Executives and senior officers over the summer to assess and consider governance models and sets out the reasons for the recommended option.

Local Government Act 1972 – Access to Information

The following document(s) has been used in the preparation of this report: none.

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WHAT DECISIONS ARE BEING ASKED FOR?
That the Shared Digital Joint Committee agree and recommend to the Cabinets/ Executive of Islington, Haringey and Camden that:

1. The Cabinet/ Executives note the options set out in the detailed 'Shared Digital Governance Model Options' report at Appendix 1 prepared by Activist Group following extensive work since March 2017 with Councillors and senior officers.

2. The Cabinet/ Executives approve the adoption of the governance model for the Shared Digital Service set out as Option 1 (a 'lean' Joint Committee model in paragraphs 3.2, 3.6 – 3.13 of this report and paragraphs 4.5 – 4.9 of Appendix 1) based on the outcomes framework at Table 2.4, paragraph 2.26 of Appendix 1

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with a planned service commencement date of {to be confirmed before submission to Cabinet/ Executives}.

3. The Cabinet/ Executives approve Camden as the host Council and agree to the proposed staffing arrangements set out in section 5.1 of this report.

4. The Executive/ Cabinets of Islington and Haringey delegate to Camden (as the primary host authority in the Shared Service) the delivery of ICT services to include employing staff, managing the service, financial management and making day to day decisions.

5. The Executive/ Cabinets agree the Joint Committee be reconstituted to reflect the new governance model at 2 above.

6. The Executive/ Cabinets agree the Joint Committee will consist of two elected members from each Council.

7. The Executive/ Cabinets approve the creation of a Strategy and Portfolio Management Board, accountable to the Joint Committee, to manage the service, with an appointed Director from each Council amongst other key members of staff to be appointed from each Council and the Chief Digital Information Officer (or suitable alternative).

8. The Executive/ Cabinets make arrangements to delegate to relevant officers, on advice from their respective Borough Solicitors or equivalent, to take the necessary steps to put the above arrangements into effect including but not limited to finalising the terms of the inter-authority agreement and any changes to it and for the operation of the 3 way Shared Digital Service.

Date: 19/10/2017 Signed: 

1 WHAT IS THIS REPORT ABOUT?

1.1 Camden, Haringey and Islington Councils recognise that sharing their Digital and ICT services will bring many benefits, including saving money, improving performance and resilience, and sharing learning to support better digital services to citizens and residents.

1.2 Shared Digital was established using a Joint Committee governance structure. The terms of reference for the Shared Digital Joint Committee require that the Joint Committee, by October/ November 2017, receive and consider a detailed report setting out Governance Model Options for Shared Digital and to make recommendations to the Cabinet/ Executive of each of the Councils in respect of the report. Options to be evaluated to include the Joint Committee model as well as company models.

1.3 The current governance of Shared Digital is underpinned by a legal agreement and terms of reference for the Shared Digital Joint Committee. The legal agreement works within the framework of the Local Government Acts 1972 and 2000, and the Localism Act 2011, which give Local Authorities powers to delegate the discharge of functions to another Local Authority or to a Joint Committee, and to make staff available ('place' staff) in order to discharge the functions in accordance with s113 Local Government Act 1972. Section 113 of the Local Government Act 1972 enables staff of local authorities to be placed at disposal of other local authorities, subject to consultation. Staff are essentially shared by a form of secondment, in which staff remain employees of their original authority for superannuation purposes, but can also take delegated decisions on behalf of the authority they have been seconded to. At the inception of the Shared Digital staff in the Councils were issued with a Section 113 notice and have received recent confirmation that this arrangement continues indefinitely pending any further decision stemming from the conclusion from the review being undertaken by the Joint Committee or change to the shared service which impacts on this arrangement.

1.4 From March 2017, a Governance Model Review Project was set up to fulfil the commitment to find the right governance model for Shared Digital in two phases:

- **Phase 1** was completed in July, and focused on exploring the future and helping the three partner boroughs to develop a shared understanding of the options available for the governance of their shared service, and to confirm their future ambitions (narrowing down options for detailed review in the options report).
- **Phase 2** has investigated the options from Phase 1, and set out in detail an assessment of the two main options (a 'lean' Joint Committee and a public service company) for the Joint Committee to consider. This is set out in the discussion report attached as Appendix 1 to this report.

2 WHY IS THIS REPORT NECESSARY?

2.1 This report provides the detail for the Joint Committee in order to fulfil the requirement in its terms of reference that it:

> *"Receive and consider a detailed report, within twelve months of the creation of the Joint Committee [by October/ November 2017] that considers the Governance Model Options for Shared Digital and to make recommendations to the Cabinet/ Executive of each of the Councils in respect of the report. Options to be evaluated to include the Joint Committee model as well as company models."*

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3 OPTIONS

3.1 There are three options, to adopt one of the two models: a 'lean' Joint Committee model or a company model as identified and evaluated in the detailed report (Appendix 1), or to maintain the status quo.

3.2 **Option 1**: a 'lean' Joint Committee, similar to the current arrangements, with some streamlining – see the following paragraphs of the Activist Group report in Appendix 1 for more detail:

- discussed in paragraphs 3.7 to 3.14
- specific detail on the model in paragraphs 4.5 to 4.8
- evaluation in paragraphs 4.9

3.3 **Option 2**: a public service company that could be jointly owned by the three partners – see the following paragraphs of the Activist Group report for more detail:

- evaluation in paragraph 4.10

3.4 **Option 3**: to maintain the current governance model.

3.5 Option 3 is not recommended. The current model cannot address the fundamental issues that have been identified (see Table 2.3, paragraph 2.25, of Appendix 1), ie:

- **Complex decision-making**: current decision-making processes and delegations are complex and introduce unnecessary risks and delays.
- **Constitutional differences**: there is currently a divergence in views as to the operation of the arrangements and some ambiguity over some of the provisions which should be addressed by the recommended option.
- **Diffuse employment arrangements**: the current arrangements for employment (with three employers) adds complexity and impedes the formation of a cohesive and focussed organisation.

To meet the Councils' ambitions, and provide stability for staff in the service, a new governance model is urgently needed.

Option 1: a 'lean' Joint Committee

3.6 In this model Haringey and Islington would directly **delegate their Digital and ICT services to Camden as 'host' authority under s101** of the Local Government Act 1972 (this is the model used by Brent, Lewisham and Southwark for their shared ICT service) but with that being strategically directed by the Joint Committee.

3.7 This **delegation would include employing the staff, managing the service and making day-to-day operational decisions about the service subject to strategic direction by the JC**.

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3.8 **Staff would be transferred to Camden under TUPE Regulations**. Pension fund arrangements will need to be examined and addressed by the three Councils as part of the transfer due diligence.

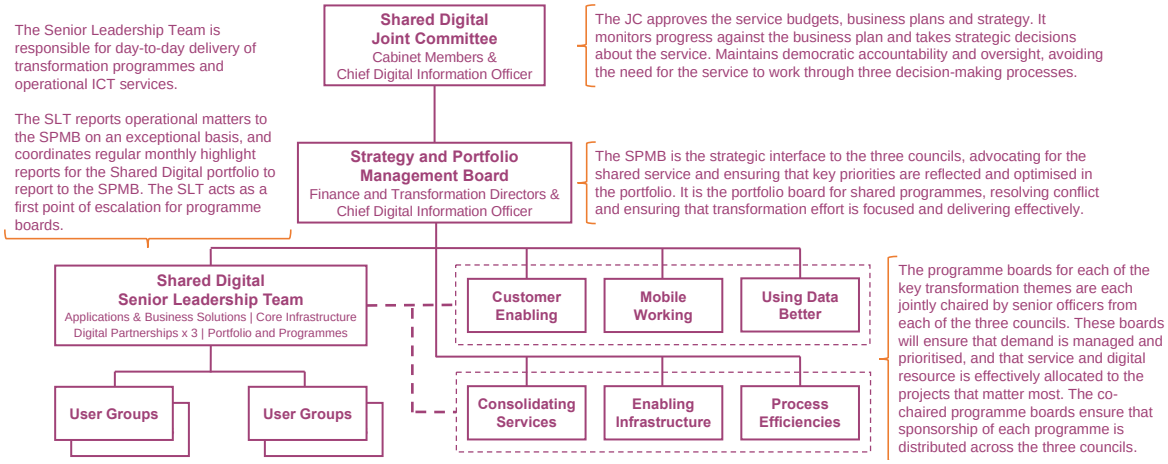
3.9 The arrangement would be underpinned by **inter-authority agreements and service descriptions which set out roles and responsibilities of in particular the Joint Committee and mutual expectations generally**.

3.10 A **Joint Committee of the partners would approve business plans and strategies**; monitoring high-level progress against the business plans and financial budgets.

3.11 Re-casting the arrangements to include standard consistent and specific delegations to the host authority and to Joint Committee would streamline decision-making while retaining transparency and accountability.

3.12 The principles of a governance framework to support the 'lean' Joint Committee are set out Table 4.1, paragraph 4.7 of Appendix 1.

3.13 An overview of the governance framework aligned with the lean Joint Committee is shown below, with four key elements:



1. The **Shared Digital Joint Committee** approves the service budgets, business plans and strategy. It monitors progress against the business plan and takes strategic decisions about the service and high value procurement decisions at a level to be decided by the three Boroughs. It maintains democratic accountability and oversight, avoiding the need for the service to work through three decision-making processes. It will be decision making.

2. The **Strategy and Portfolio Management Board** is the strategic interface to the three Councils, advocating for the shared service and ensuring that key priorities are reflected and optimised in the portfolio. It is the portfolio board for shared programmes, resolving conflict and ensuring that transformation effort is focused and delivering effectively.

3. **Priority shared digital transformation themes**/ programme boards for each of the key transformation themes. These are each jointly chaired by a senior officer from each of the three Councils. These boards will ensure that demand is managed and prioritised, and that service and digital resource is effectively allocated to the projects that matter most. The co-chaired programme boards ensure that sponsorship of each programme is distributed across the three Councils.

4. The **Shared Digital Senior Leadership Team** is responsible for day-to-day delivery of transformation programmes and operational ICT services. The SLT reports operational matters to the Strategic Portfolio Management Board on an exceptional basis, and coordinates regular monthly highlight reports for the Shared Digital portfolio to report to the Strategic Portfolio Management Board. The SLT acts as a first point of escalation for programme boards.

Option 2: a public services company

3.14 The three Councils can setup a publicly owned company (without requiring a procurement exercise providing they all take part in the control of the company (this is often called the 'Teckal exemption')).

3.15 The company can offer a proportion of its services commercially to external customers up to a maximum of 20% of its turnover. If that threshold is exceeded the company will lose its Teckal exemption and the work undertaken by the company on behalf of its owning bodies will need to be put out to tender by those owning bodies in line with public procurement regulations.

3.16 Legal arrangements for a company owned by local authority partners would need to be put in place and would include:

- The **articles of association of the company** which sets out the governance of the company, including issues such as decision-making arrangements for shareholders and directors.
- A **shareholders' agreement**: this will cover arrangements between the owning partners such as mechanisms for managing changes to shareholdings; and notice periods and provisions from withdrawal from the company.
- The **contract between the company and each of the owning authorities**, identifying the service provided and the payment mechanisms.
- **Reserved matters**: this will include decisions (eg over major expenditure and taking on new partners) that the owning partners will not delegate to the board of directors.

3.17 A **board of directors would need to be established**. A local authority company's board of directors would generally include a combination of staff, directors, and/ or elected members from the owning authorities. Elected members can be nominated to sit on the board of directors for the company. If they are appointed as directors, they will have a duty to 'promote the success of the company' which may sometimes be at odds with the objectives of one or more of the shareholding owners. As a result, a separation is advisable between decisions made by the board of directors and decisions made by shareholders (eg at general meetings of shareholders).

4 WHAT ARE THE REASONS FOR THE RECOMMENDED DECISIONS?

4.1 This report recommends that the Joint Committee model be refined to address the issues set out in paragraph 3.4 and that the service be governed under a 'lean' Joint Committee model.

4.2 The Councils' Digital and ICT teams have been in a state of transition for a number of years. Ongoing uncertainty is adversely impacting staff morale, and in turn the service. It is imperative that the future governance arrangements for the shared service be confirmed and implemented.

4.3 The interim 'secondment' arrangement currently in place is not considered sustainable in the long term nor are long term secondments generally considered to be good practice, and such arrangements are not aligned with the Councils ambition to establish a high-performing single team that retains and attracts the best Digital and ICT staff. Both of the options discussed in this paper involve the formation and development of a single team. Delay in implementing the single team will compromise committed savings and further undermine staff morale.

4.4 The public services company model is not recommended at this time as it is considered on balance that the lean JC model will be able to satisfactorily develop this project at this time. Should the Councils wish to trade services in the future, a trading arm could be established to facilitate that.

4.5 The 'do nothing' option is not recommended for the reasons set out in paragraph 3.4 above.

5 WHAT ARE THE IMPACTS/ RISKS? HOW WILL THEY BE ADDRESSED?

5.1 If the Shared Digital Joint Committee approve the recommendation, Camden would be responsible for employing staff engaged to deliver the Shared ICT Service. As a result of the service transferring under this model, as stated in paragraph 3.8, it is considered likely that some Islington and Haringey staff would be eligible to transfer to Camden (as the host authority) under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE). Pension arrangements and liabilities arising from transferring staff will need to be determined. Haringey, Islington and Camden will be required to comply with their usual statutory obligations. The Council's respective procedures on managing change and consulting with departments, staff and the respective unions will be followed in respect of all affected staff where applicable.

6 WHAT ACTIONS WILL BE TAKEN AND WHEN FOLLOWING THE DECISION AND HOW WILL THIS BE MONITORED?

6.1 If the Shared Digital Joint Committee agrees the recommendation, officers will prepare a report for the consideration at the 6 December Cabinet in Camden, the 12 December Cabinet in Haringey, and the 23 November Executive in Islington.

6.2 The report will seek approval or delegated approval for other all of the changes needed to legally implement the recommended option so that this can be implemented as efficiently as possible once the decision is taken.

6.3 If the Shared Digital Joint Committee is unable to agree the recommendation, the risks associated with uncertainty for staff would continue and would be exacerbated. This could impact service delivery and resilience.

7 CONSULTATION

7.1 A series of stakeholder engagement sessions have taken place with senior officers and Members from Camden, Haringey and Islington, around the governance model detailed in this report and associated appendices, including:

- meetings with the Legal services on 22 and 29 September
- meetings with the Shared Digital Delivery Board on 22 and 29 September
- meetings with members of the Shared Digital Joint Committee on 24 July (at an informal meeting), and in a series of interviews over the second half of September
- meetings and calls with the three Chief Executives in September and October

7.2 Staff across the service have been advised that this review of governance options is underway and there have been informal discussions at staff 'huddle' meetings. Further consultation with staff on transfer will take place, subject to the decision of the Joint Committee and Cabinet/ Executive.

8 LEGAL IMPLICATIONS

APPENDIX 3

8.1 The report recommends that each Council now re-cast the current arrangements for the delivery of a joint ICT service. In summary, it recommends:

(i) That the operation of ICT-related functions are transferred to Camden including the employment of staff (which will entail on the day this "delegation" takes effect a TUPE transfer of the relevant staff to Camden) subject to (ii).

(ii) That the Joint Committee is re-constituted to provide strategic oversight on behalf of the three Boroughs including monitoring and approving budgets and business plans and taking high value procurement decisions with other specified matters delegated to the Chief Digital Information Officer under the general direction of an officer Strategy and Portfolio Management Board.

8.2 So far as the Joint Committee is concerned, the power to make joint arrangements originates from s. 101(5) of the Local Government Act read with Part 4 of SI 2012/1019 ("the Discharge of Functions Regulations"). These provisions confer power upon the executive of each Council (reg. 4 of the Discharge of Functions Regulations) to make arrangements for the joint exercise of their powers with another authority. The functions here, ICT and related activity, are matters within the power of the executives. The ultimate form of "delegation" to a Joint Committee must be aligned with each Council's constitution in the sense that a constitution might prevent or limit the scope of "delegation" to a Joint Committee, or might impose conditions as to the further "delegation" of decision-making power by a Joint Committee, but subject to any express provision to that effect, the power to "delegate" to a Joint Committee, and the terms on which powers may be exercised by a Joint Committee, are a matter for the executive to determine by way of the particular arrangements entered into pursuant to s. 101(5). If no express provision is made then the default position in s. 101(5)(a) and 101(2) will apply and the Joint Committee will be entitled to arrange for the discharge of its functions by a sub-committee or officer.

8.3 Therefore, it will be open to each authority to impose express limitations on the exercise of power by the Joint Committee in the terms of the arrangements regarding transfer of powers to the Joint Committee. Once functions have been "delegated" to the Joint Committee then their exercise is for the Joint Committee to manage subject only to the terms of that "delegation". Hence, for example, the schemes of delegation which apply internally within each Council regarding the exercise of decision-making power by committees and officers within that Council do not apply to the delegation of power to the Joint Committee (unless they are expressly incorporated into or otherwise applied to the terms of "delegation" of power to the Joint Committee).

8.4 Similarly, the transfer of certain functions to Camden will be arranged pursuant to express provisions in s. 101(1)(b) of the Local Government Act 1972 and Part 3 of the Discharge of Functions Regulations. The terms on which Camden will be entitled to exercise those functions, including any relevant restrictions on "delegation" of decision-making power within Camden, depend upon the terms of the arrangements which transfer the relevant functions to Camden rather than upon the constitution of any Council. In default of specific provision, it can be expected that Camden's scheme of "delegation" will apply to decisions taken by Camden pursuant to the transfer of functions to Camden by Haringey and Islington.

8.5 The proposed new model – of direct "delegation" to Camden of some functions and the re-casting of the JC to provide strategic oversight – can be achieved without the need to change constitutions (unless, exceptionally, a constitution has already made express provision which would restrict the power of the executive to "delegate" functions to the Joint Committee or the powers of the Joint Committee to exercise those functions).

Next Legal steps

1. Each Council to confirm that there are no constitutional bars to the proposed arrangements and if there are to take appropriate steps to amend those provisions or seek dispensation for these particular arrangements

2. Each Council to work up the detail around the proposed amended terms of reference for the JC and Strategy and Portfolio Management Board. The powers of this Board will need to be carefully considered and distinguished from those of the Joint Committee and Camden

3. The results of the above to feed into agreed decisions to be taken by each Executive

4. The Councils to agree a go live date for the transfer of the function to Camden and therefore the TUPE date for staff to be captured in the decisions of the Executives

9 RESOURCE IMPLICATIONS (finance comments of the Executive Director Corporate Services)

9.1 The implications below are agreed across Camden, Haringey and Islington.

9.2 The two options for proposed governance models of Shared Digital presented this paper will carry different financial implications. Whichever governance model is chosen, any costs associated should be shared equally between the three authorities, as per the agreed financial approach for Shared Digital, and additional funding will need to be identified to support this.

9.3 The lean Joint Committee option builds on the current governance model, and no significant cost increase would be expected. The public services company model will incur additional governance and set up costs. These are as yet unquantified but further due diligence, including professional legal and tax advice, will be needed for a detailed assessment of financial implications.

9.4 The transfer of staff under TUPE would result in the transfer of pension liabilities to the host employer's pension fund, with accompanying proportional transfer of assets to be determined by actuarial valuation. Cost associated with the transfer would also be shared equally between authorities as per the agreed financial approach. The arrangements for cost of staff transferred under TUPE will be covered by the wider arrangements for ongoing cost of service, and align with the funding agreements across the three councils.

10 APPENDICES

10.1 Shared Digital Governance Model Options Discussion Paper (Appendix 1) prepared by Activist Group.

REPORT ENDS

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APPENDIX 4

Shared Digital Joint Committee

of the London Boroughs of Camden, Haringey and Islington

Constitution

In exercise of their powers under the Local Government Act 1972, the Local Government Act 2000, the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 and all other enabling powers the Councils (which for this purpose includes Camden's Cabinet, Haringey's Cabinet and Islington's Executive) shall establish a joint committee to be known as the 'Shared Digital Joint Committee' with effect from 1 April 2018.

Each Council hereby empowers the Shared Digital Joint Committee to discharge on their behalf the functions set out in paragraphs 6 to 16 below (together known as 'the Agreed Functions')

Membership

1. The Shared Digital Joint Committee shall be strategically focused and comprise of six members, two appointed by each of London Borough of Camden, London Borough of Haringey and London Borough of Islington ("the Councils"). Together these are referred to below as the Appointed Members.

2. One member appointed by each council should be the Cabinet/ Executive Member responsible for information/ digital technology.

3. Every member appointed to the Shared Digital Joint Committee shall be a member of the Executive/ Cabinet of their Council.

4. Each Council should nominate named substitute Members who must be a member of the respective Executive/ Cabinet to attend meetings of the Shared Digital Joint Committee in the event an appointed member of the Joint Committee is unavailable or unable to attend a meeting of the Joint Committee. A substitute Member attending in the absence of an appointed member will have full voting rights and shall be considered an appointed member for the purposes of these terms of reference when acting as a substitute at a meeting of the Joint Committee.

5. Each Member of the Shared Digital Joint Committee shall be appointed annually but shall cease to be a member if s/he ceases to be a member of the Council appointing him/ her or of its Cabinet/ Executive or if removed by the relevant Leader.

Terms of Reference

The Shared Digital Joint Committee will:

6. Following the delegation of those parts of the executive function of ICT services (as set out in the inter-authority agreement) from Haringey and Islington Councils to Camden's Executive, provide strategic and democratic oversight over the Shared

Digital service provided to the Councils by Camden. It will be guided by the behaviours success factors set out in the Memorandum of Understanding between the Councils.

7. Be responsible for the strategic direction of Shared Digital including (without limitation) approval of the business plans and strategies for Shared Digital to which all decisions taken by Camden as host authority shall comply.

8. Receive updates and monitor high level progress on business plans, financial budgets, high-level operational performance, and strategies.

9. Agree the procurement strategy and then make the decision to award contracts related to digital and IT spend in all three Councils whether the systems are shared or located in one of the Councils only where the total estimated value of the contract is:
   (i) £2m or more revenue or £2m or more capital per Council; or
   (ii) where jointly the estimated value is £6m revenue or more or £6m capital or more

10. Approve restructuring proposals involving more than twenty posts.

11. Consider exceptional matters referred to it by the Shared Digital Management Board.

12. The Shared Digital Joint Committee may further delegate its functions to an officer on a case by case basis but shall not delegate a function to any Member or create any Sub-Committees.

13. Notwithstanding delegation of any of its functions to an officer by the Shared Digital Joint Committee, the Shared Digital Joint Committee may itself make the decision on any such matters.

14. Suggest revisions to the Terms of Reference of the Shared Digital Joint Committee to be referred back to the Leaders and/ or Executive/ Cabinet of each of the Council's for approval.

15. Approve the work plan of the Joint Committee but this does not prevent additional items being added to the work plan as and when required throughout the municipal year as agreed by the Joint Committee or otherwise considered urgent

16. Recommend to the Councils for approval the budget requirement for Shared Digital for each financial year.

Meetings of the Committee

17. The Shared Digital Joint Committee will meet at least three times a year. The venues of the meetings will be rotated by borough in alphabetical order (ie Camden, then Haringey, then Islington).

18. Further meetings may be called by the Head of Paid Service of any of the Councils as required.

APPENDIX 4

19. Meetings of the Shared Digital Joint Committee may, after consultation with the Chair, be cancelled if there is insufficient business to transact or some other reason warranting cancellation. The date of the meeting may be varied after consultation with the Chair and Appointed Members of the Shared Digital Joint Committee

20. The Shared Digital Joint Committee shall appoint one of the Appointed Members as Chair at the first meeting of the municipal year, whose term of office shall run for one calendar year unless that Appointed Member ceases to be a member to the Joint Committee. The Chair shall rotate between the boroughs alphabetically (i.e. Camden, Haringey, and Islington) at the first meeting of the municipal year unless otherwise agreed between the Appointed Members of the Joint Committee. Haringey will hold the Chair until May 2019 at which point it will pass to Islington, unless otherwise agreed between the Appointed Members of the Joint Committee.

21. A meeting of the Shared Digital Joint Committee shall require a quorum of one Appointed Member of each Council who are entitled to attend and vote.

22. Subject to the provisions of any enactment, all matters coming or arising before the Joint Committee requiring a vote shall be decided by a majority of the Appointed Members of the Joint Committee immediately present and voting thereon. Subject to the provisions of any enactment, in the case of an equality of votes the Chair shall have a second or casting vote but before exercising this, the Chair shall consider whether it is appropriate to defer the matter to the next meeting of the Joint Committee.

23. Any Appointed Member of the Shared Digital Joint Committee may request the Joint Committee to record the votes of individual Appointed Members of the Joint Committee on a matter for decision.

24. In its operation and functioning the Shared Digital Joint Committee shall, unless varied within these Terms of Reference, be governed and abide by the Camden Committee procedure rules and standing orders applying to Committees of the Council. The rules of debate in operation in the London Borough of Camden as set out in its Constitution shall apply.

25. Any member of the Councils who is not an Appointed Member of the Shared Digital Joint Committee is entitled to attend the Joint Committee but he/she shall not be entitled to vote. Any member not an Appointed Member of the Joint Committee shall not shall not take part in the consideration or discussion of any business, save by leave of the Chair.

26. Meetings of the Shared Digital Joint Committee will be open to the public except to the extent that they are excluded under paragraph 27.

27. The public may be excluded from a meeting of the Shared Digital Joint Committee during an item of business whenever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that, if members of the public were present during that item, confidential information as defined in section 100A (3) of the

Local Government Act 1972 or exempt information as defined in section 100I of the Local Government Act 1972 would be disclosed to them.

28. Each Council may call in any decision of the Joint Committee in accordance with the overview and scrutiny provisions of that Council's constitution. If any decision of the Joint Committee is subject to call in by a Council, the Joint Committee and officers shall take no irreversible action to implement that decision until after the call-in process is completed.

29. All papers to be considered and/ or decided on by the Joint Committee shall be provided to the Committee in electronic format. Appointed Members will receive the draft papers for comment 10 working days prior to their publication in accordance with the business process set out in the Inter-Authority Agreement.

30. The Chair may vary the order of business and take urgent items as specified in the Access to information Procedure Rules Requirements set out in Camden's constitution at his/her discretion. The Chair shall inform the Appointed Members of the Shared Digital Joint Committee and Appointed Directors of the Shared Digital Management Board prior to allowing the consideration of urgent items. The reasons for urgency shall be agreed by the Chair and recorded in the minutes.

Host Borough/ Accountable Body Arrangements

31. The London Borough of Camden is the host authority accountable for Shared Digital.

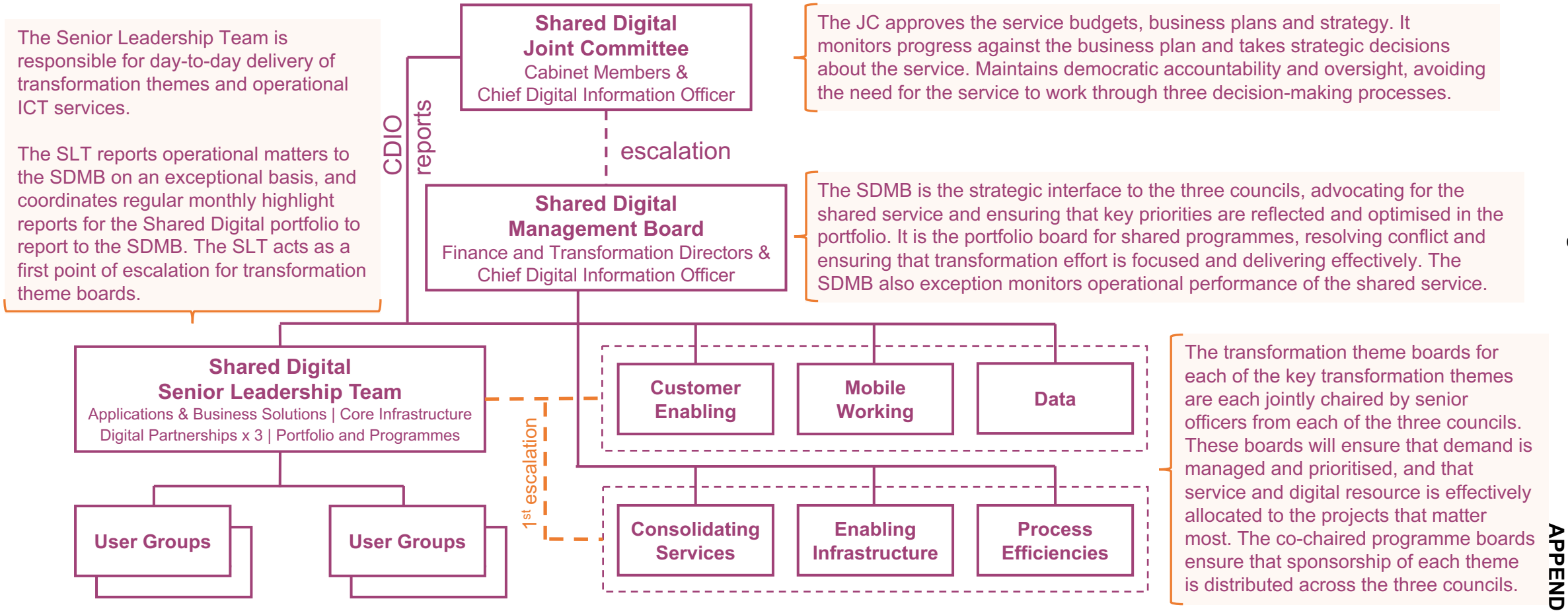
Administration

32. Administrative support for the meetings of the Joint Committee will be provided by the Host Authority and will be formally designated as clerk to the Joint Committee with responsibility for the provision of administrative support.

Dispute Resolution

33. Any dispute that arise as a result of these terms of reference shall be dealt with in accordance with the Councils' Inter-Authority Agreement.

Shared Digital governance framework



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APPENDIX 6

Shared Digital Management Board
of the London Boroughs of Camden, Haringey and Islington

Establishment

1. These terms shall have effect from the first meeting of the Shared Digital Management Board (SDMB).

2. The Board shall be called the Shared Digital Management Board. It may be cited as "SDMB".

Membership

3. The Board shall comprise of not more than ten (10) senior officers, being:
    a. the Director responsible for finance and/ or resources from each Council (or, on an exceptional basis, their delegate who must be of equal seniority)
    b. a senior officer responsible for change/ digital or transformation from each Council
    c. the Chief Digital and Information Officer ("CDIO")

4. Only two senior officers from each Council should attend the meeting.

5. The Assistant Director Portfolio and Programmes (ie the lead for the SD Delivery Programme (see below)), shall also be a (non-voting) member of the Board.

6. Administrative support shall be provided by the SD Portfolio and Programmes team.

7. Each member of the SDMB will be responsible for taking a strategic view of the shared service and acting in the broader ICT and digital interests of the Councils.

Meetings of the Shared Digital Management Board

8. The SPBM shall meet monthly, with provision for a second, informal, meeting each month during the setup of the shared service.

9. For the purposes of these Terms of Reference, a year is to run from 1 September to the following 31 August.

10. Additional meetings may be called, as required, by any of the members set out under 3a (above) or at the request of the CDIO.

11. Regular meetings shall be held at the venue or venues agreed by the SDMB. Additional meetings shall be held at a venue to be determined by the person calling the meeting.

12. Minutes shall be kept of each meeting. These shall take the form of actions and decisions agreed. Minutes of the immediately preceding meeting shall be presented to the SDMB for their agreement – such agreement to be indicated by the approval of

the Chair which shall be recorded in the minutes of the following meeting. Minutes shall be issued to all members of the SDMB within 10 working days of the meeting to which they relate.

13. Quoracy: Any meeting of the SDMB shall be quorate providing that at least one representative from each partner authority is present within 15 minutes of the scheduled start time.

14. Chair: The SDMB shall be chaired by the CDIO unless agreed otherwise. The Chair shall have the following functions:
    - determining the agenda for each meeting of the SDMB, in discussion with the other members of the SDMB
    - keeping order, calling speakers and ensuring the flow and direction of each meeting of the SDMB
    - making final decisions on venue for meetings where such a decision has not been made
    - ensuring that minutes are kept, circulated and agreed

15. Voting: It is preferable for decisions of the SDMB to be by consensus rather than by vote. However, where a vote is requested by 4 or more members:
    - the specific mechanism of such a vote shall be determined by those members of the SDMB present
    - there shall be no mechanism for a secret ballot
    - only those members present shall be able to cast a vote; there shall be no proxy or absentee votes.

Responsibilities of the SDMB

The SDMB is consultative and informative to the Shared Digital Joint Committee and to the Chief Digital and Information Officer (the decision makers). The SDMB will play a key role in ensuring that key priorities for the Councils are reflected and optimised in the Shared Digital portfolio. It is the portfolio board for shared programmes, resolving conflict and ensuring that transformation effort is focused where needed. The SDMB will support the strategic management and delivery of the joint digital service to Camden, Haringey and Islington.

It will support:

16. Development of the business plan and strategy for approval by the Shared Digital Joint Committee, including key service objectives and investment priorities.

17. Ensuring that there are sufficient resources – both financial and non-financial – in place to achieve the key priorities and objectives for the service and providing high level updates to the Shared Digital Joint Committee as required by the Joint Committees terms of reference.

18. Monitoring and reporting, to the partner councils and Shared Digital Joint Committee, on Shared Digital's performance against agreed performance measures metrics, taking any corrective action as and when required. The portfolio reporting will include

all digital and technology initiatives, a combination of sovereign and SD projects/ programmes.

19. Leading on development and implementation of the financial strategy and investment priorities for the service.

20. Overseeing and agreeing the cost and benefit sharing framework, ensuring that it remains fair and appropriate for all partners.

21. Providing updates on the strategic business plan and performance to the Joint Committee.

22. Determining which reports going to the Shared Digital Joint Committee should be treated as Key Decisions

23. Development of the work plan for approval by the Shared Digital Joint Committee

Operational Management

24. The Chief Digital and Information Officer (CDIO) shall be responsible for operational management of the Shared Digital Service and for ensuring that such operations give effect to the strategic direction set by the Joint Committee.

25. The CDIO shall provide assurance and reporting to the SDMB in respect of the operational position, financial and non-financial aspects of the Shared Digital Service.

26. The SDMB will not otherwise become involved in operational management or operational decisions, except where sought by the CDIO, or necessary due to unforeseen circumstances such as a vacancy in the office of CDIO.

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APPENDIX 7

EQUALITY IMPACT ASSESSMENT

The **Equality Act 2010** places a '**General Duty'** on all public bodies, in the exercise of their functions, to have '**due regard'** to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct prohibited by or under the Act
- Advance equality of opportunity between persons who share a 'relevant protected characteristic' and persons who do not share it
- Foster good relations between persons who share a 'relevant protected characteristic' and persons who do not share it

The "relevant protected characteristics" are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

In addition, the Council complies with the Marriage (Same Sex Couples) Act 2013.

Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on protected characteristics, please proceed to stage 2 and complete a full Equality Impact Assessment (EqIA).

Stage 2 – Full Equality Impact Assessment

An EqIA provides evidence for meeting the Council's commitment to equality and its responsibilities under the Public Sector Equality Duty.

When an EqIA has been undertaken, it should be submitted as an attachment/appendix to the final decision making report. This is so the decision maker (e.g. Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.

Please read the Council's Equality Impact Assessment Guidance before beginning the EqIA process.

1. Responsibility for the Equality Impact Assessment	
Name of proposal	Transfer of the day to day management of the Council's Shared Digital Service from the Council to the London Borough of Camden
Service area	Shared Digital
Officer completing assessment	Rita Tanda
Equalities/ HR Advisor	Interim HR Business Partner
Cabinet meeting date (if applicable)	16 January 2018
Director/Assistant Director	Ed Garcez

2. Summary of the proposal

Please outline in no more than 3 paragraphs

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *The decision-making route being taken*

Camden, Haringey and Islington Councils recognise that sharing their Digital and ICT services will bring many benefits, including saving money, improving performance and resilience, and sharing learning to support better digital services to citizens and residents.

Shared Digital was established using a Joint Committee governance structure. The terms of reference for the Shared Digital Joint Committee required that the Joint Committee, by October/ November 2017, receive and consider a detailed report setting out Governance Model Options for Shared Digital and to make recommendations to the Cabinet/ Executive of each of the Councils in respect of the report.

On 30 October 2017, the Joint Committee considered a report and agreed to recommend a more efficient and effective lean joint committee model to the Camden, Haringey and Islington Cabinets and Executive. The implications of this are set out in the paragraphs that follow.

In this model Haringey and Islington will directly delegate their Digital and ICT services to Camden as 'host' authority under s101 of the Local Government Act 1972 but with strategic matters and high value procurements reserved to a Joint committee. Haringey and Islington delegating their ICT service to Camden under s101 will trigger the transfer of staff, and TUPE will ensure that staff rights are protected in the transfer.

The Equalities Impact Assessment outlines at a top level the potential people implications in relation to protected characteristics and a full EIA will be completed both pre and post the TUPE transferring taking place.

Staff in scope of this review will be affected by this proposal.

3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. Please include any gaps and how you will address these

This could include, for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national. For restructures, please complete the restructure EqIA which is available on the HR pages.

Outline the key findings of your data analysis. Which groups are disproportionately affected by the proposal? How does this compare with the impact on wider service users and/or the borough's demographic profile? Have any inequalities been

identified?

Explain how you will overcome this within the proposal.

Further information on how to do data analysis can be found in the guidance.

Haringey's Workforce Profile - total: 2221 employees (as at 05 December 2017)			Shared Digital staffing Profile – total 47 employees (as at 30 November 2017)
Protected Characteristics			
Gender	**Female**	66.4%	29.8%
	Male	33.6%	70.2%
Age	**16 - 24**	1.3%	0%
	25 - 34	14.7%	0%
	35 - 44	24.4%	31.9%
	45-54	33.9%	53.2%
	55-64	23.3%	14.9%
	65+	2.3%	0%
Disability	**% Declared Disabled**	7.8%	4.3%
	% Declared Non-Disabled	71.8%	87.2%
	Not Declared	20.4%	8.5%
Sexual Orientation	**% Declared LGBT**	1.8%	0%
	% Declared Heterosexual/ Straight	32.1%	6.4%
	% Prefer not to say	10.5%	4.2%
	Not Declared	55.6%	89.4%
Race	**BAME**	51.6%	31.9%
	White	44.6%	65.9%
	Not Declared	3.8%	2.2%
Religion or Belief	**Christian**	19%	4.3%
	Muslim	3.6%	0%
	Other	2.1%	0%
	No Religion	10.1%	2.1%
	Prefer not to say	8.8%	4.3%
	Not Declared	**55.5%**	**89.4%**

The current work profile of Haringey's Shared Digital Service shows that overall 70.20% of the staff is male, as compared with the percentage of male staff in the Council's workforce of 33.6%. Although there are only 29.8% females this is significantly higher than across IT in UK where the figure is 16%. Also the percentage of Black and Asian Minority Ethnic staff in this service is 31.9% (compared with the percentage of BAME staff in the Council's workforce of 51.6%) .The percentage of staff in this service who have declared a disability is 4.3%, as compared with the percentage of the staff in the Council's workforce who have declared a disability of 7.8% There is a higher percentage of white staff in the service at 65.9%, as compared with the percentage of white staff in the Council's workforce of 44.6%

The age profile of the Shared Digital workforce is higher than that of the Council's workforce profile. There are no staff in the service under the age of 35. The percentage of staff aged between 45-54 in the service is significantly higher at 53.2% compared with the percentage of staff aged between 45- 54 in Council's workforce of 33.9%.

89.4% of the employees in the service have not declared their religion or belief, which is significantly higher than the percentage of the Council's workforce which has not declared their religion of belief, of 55.5%. Given the very high percentage of non-declaration of religion or belief in the service, it is not necessarily the case that the percentages of employees in the service who are Christian, Muslim, who have some other religion or belief or who have no religion significantly differ from those percentages in the Council workforce.

Given the very high percentage of non-declaration of sexual orientation in the service, it is not necessarily the case that the percentages of employees in the service who are LBGT or heterosexual/straight significantly differ from those percentages in the Council workforce.

The recommendations in this report are not anticipated to have a potential adverse impact as no posts are expected to be deleted until the new target operating model is implemented. Moreover, in line with the requirements of TUPE staff who transfer to Camden will remain in their current roles with their same terms and conditions of employment.

However, it is highlighted that there is a new target operating model being developed will lead to a restructure in several months' time after the TUPE transfer has taken place. This may have an impact on the employees in the Shared Digital Service sharing a particular protected characteristic whose posts may be made redundant. However, this will be considered as part of a separate EqIA.

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please outline which groups you may target and how you will have targeted them

Further information on consultation is contained within accompanying EqIA guidance

There will no staffing reduction as a result of the TUPE transfer and staff will continue in their current role with their current location and terms and conditions unchanged. Therefore, the proposal should not have a disproportionate adverse impact on any group of Council employees sharing a protected characteristic.

It is recognized that this is a difficult time for some individuals and a number of engagement sessions with staff and the trade unions has taken place. We will continue to do so throughout the change process. These sessions will allow staff to ask questions in both a group setting and on an individual basis.

We will hold formal collective consultation meetings with the Trade Unions.

We will also promote our employee assistance programme so that staff know how to access our free confidential counselling telephone service.

HR and the Trade Unions will also be involved throughout this process to answer any queries staff may have in relation to their personal circumstances or on the overall process.

4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics

Explain how will the consultation's findings will shape and inform your proposal and the decision making process, and any modifications made?

N/A

5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics?

Please explain the likely differential impact on each of the 9 equality strands, whether positive or negative. Where it is anticipated there will be no impact from the proposal, please outline the evidence that supports this conclusion.

Further information on assessing impact on different groups is contained within accompanying EqIA guidance

1. Sex *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact	X	Unknown Impact	

2. Gender reassignment *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall*

impact of this proposal on this protected characteristic)

Positive		Negative		Neutral impact	X	Unknown Impact	

3. Age *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact	X	Unknown Impact	

4. Disability *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact	X	Unknown Impact	

5. Race and ethnicity *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact	X	Unknown Impact	

6. Sexual orientation *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact	X	Unknown Impact	

7. Religion or belief (or no belief) *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact	X	Unknown Impact	

8. Pregnancy and maternity *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact	X	Unknown Impact	

9. Marriage and Civil Partnership (*Consideration is only needed to ensure there is no discrimination between people in a marriage and people in a civil partnership)*

Positive		Negative		Neutral impact	X	Unknown Impact	

10. Groups that cross two or more protective characteristics e.g. young black women

N/A

Outline the overall impact of the policy for the Public Sector Equality Duty:

- **Could the proposal result in any direct/indirect discrimination for any group that shares the protected characteristics?**
- **Will the proposal help to advance equality of opportunity between groups who share a protected characteristic and those who do not?**
  This includes:
  a) **Remove or minimise disadvantage suffered by persons protected under the Equality Act**
  b) **Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups**
  c) **Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low**
- **Will the proposal help to foster good relations between groups who share a protected characteristic and those who do not?**

The proposal will not have a potential adverse impact as at this stage no jobs are expected to be deleted. Moreover, in line with the requirements of TUPE staff who transfer to Camden will remain in their current roles with their same terms and conditions of employment. However, this may not be the case depending on the organisation structure of the target operating model.

6. a) What changes if any do you plan to make to your proposal as a result of the Equality Impact Assessment?

Further information on responding to identified impacts is contained within accompanying EqIA guidance

Outcome	Y/N
No major change to the proposal: the EQIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them.	Y
Adjust the proposal: the EQIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below	*Y*

Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.	N

6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

Impact and which protected characteristics are impacted?	Action	Lead officer	Timescale
N/A			

Please outline any areas you have identified where negative impacts will happen as a result of the proposal but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.

6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:

- **If any further information prior to the transfer comes to light this EQIA will be updated accordingly.**
- **Also post transfer we would monitor the IT service provision to the Council's users.**

7. Authorisation

EqIA approved by Ed Garcez (Assistant Director/ Director)	Date 19 December 2017

8. Publication

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

Please contact the Policy & Strategy Team for any feedback on the EqIA process.

Report for: Cabinet 16th January 2018

Title: Intermediate Housing Policy Statement

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

Lead Officer: **Alan Benson, Head of Housing Strategy and Commissioning**

Ward(s) affected: All

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

1. Describe the issue under consideration

1.1. Haringey's Housing Strategy 2017-2022 sets the direction of travel for housing provision in Haringey. It is centred around four priorities, the first of which is to 'achieve a step change in the number of homes built.' This includes provision for an increase in intermediate housing products, as set out in the adopted Local Plan.

1.2. The Council consulted on a draft Intermediate Housing Policy from November 2016 to January 2017. The policy and consultation focused mainly on eligibility and priority for the allocation of intermediate housing.

1.3. This report sets out a new Intermediate Housing Policy Statement. This expands on the policy for consultation, taking into account the results of the consultation. It also reflects changes in the policy environment, in particular the new Mayor's Draft Housing Strategy.

1.4. The policy statement sets clarifications on a range of issues, including:

- the definition of intermediate housing and levels of affordability,
- Haringey's eligibility criteria and priority order for intermediate housing, with a greater stress on Haringey residents having priority for these homes,
- how the affordable housing mix should be flexed in different areas to ensure the overall delivery of borough-wide aims,
- the range of intermediate housing products the Council encourages in the borough,
- greater weight on the more affordable intermediate rented housing, such as London Living Rent, and
- amending Appendix C of the Housing Strategy 2017-2022 in line with this policy statement.

2. Cabinet Member Introduction

2.1. London's housing market has long been very polarised, with a dwindling stock of social homes available to those in the highest need and a lot of private housing only accessible to those on higher salaries. For many Londoners, including Haringey residents, there is a need for more housing accessible to those on low and middle incomes. Many residents on low and middle incomes do not qualify for social housing, but struggle financially to rent or buy privately.

2.2. Where intermediate homes are built in our borough, we want to make sure that Haringey residents are first in line to benefit from them. We also want to ensure that intermediate homes are offered first to those on lower incomes, so that intermediate housing goes to those residents who will benefit from it most.

2.3. This policy statement builds on the existing Local Plan policies to ensure that new intermediate housing in Haringey is affordable to and accessible by local residents on low to middle incomes. It will therefore ensure that a greater number of these local residents benefit from new intermediate homes being delivered in the borough.

3. Recommendations

It is recommended that Cabinet:

3.1. Approve the Intermediate Housing Policy Statement set out at appendix 1.

3.2. Agree the changes to Appendix C of the Housing Strategy set out at appendix 2, and minor amendments to other appendices as set out at paragraph 6.16 of this report, and recommend that they be adopted by Full Council.

It is recommended that Council:

3.3. Agree and adopt the changes to Appendix C of the Housing Strategy set out in appendix 2, and the minor amendments to other appendices as set out at paragraph 6.16 of this report.

4. Reasons for decision

4.1. Intermediate housing is becoming an increasingly important part of the housing offer, as provided for in Haringey's Housing Strategy. However, at present, the Council has no formal policy for prioritising who gets these intermediate homes, either for sale or for rent, neither does it have clearly articulated expectations on the types of products and affordability of these products that it would like to see.

4.2. This policy statement allows the Council to set out clear guidance on all these issues, in particular on local eligibility criteria, priority matrix, marketing requirements, tenure mix and products.

5. Alternative options considered

5.1. An alternative option would be not to set a priority matrix or marketing arrangements for intermediate housing. This option was rejected to ensure that intermediate housing is offered in the first place to those who will benefit from this most, and for whom market housing is most difficult to access. It also

provides for Haringey residents to have greater priority access for intermediate housing products.

5.2. A separate alternative option would be not to amend Appendix C of the Housing Strategy. This was rejected partly since much of the content has been superseded by the Mayor's Housing Strategy and partly because it is not fully aligned with the outcomes of the consultation on this policy.

6. Background information

6.1. Haringey's Housing Strategy was agreed at Full Council on 21 November 2016. It provides a comprehensive picture of the housing challenges in Haringey, and the Council's over-arching plans to meet those challenges. Its first strategic objective is to achieve a step change in the number of new homes built. This includes an increase in intermediate housing products, as provided for in Haringey's Local Plan.

Eligibility criteria

6.2. Intermediate housing is defined as products that are more expensive than social rented products, but less expensive than open market housing. Eligibility criteria are used to ensure that intermediate housing is accessed by residents who will most benefit from it. This is generally individuals and households who are not a priority for social housing but who are unable to afford market housing in the borough. In London, they are intended to meet the needs of households on a range of incomes, up to £90,000 a year for ownership products and £60,000 a year for rented products.

6.3. There are existing eligibility criteria for intermediate housing set by the Government and the Greater London Authority. The proposed policy statement specifies that within the Mayor's eligibility criteria Haringey wishes to see all intermediate products targeted at households with a maximum income of £40,000 for 1 and 2 bed properties and £60,000 for larger properties.

Priority matrix

6.4. Haringey, like most other local authorities, has decided to specify its own local priority matrix. This is in line with the results of the consultation on the Intermediate Housing Policy.

6.5. The consultation on the draft Intermediate Housing Policy showed that
   a. 80% agreed with the proposed criteria for intermediate housing
   b. 84% agreed with the order of priority for intermediate housing as set out in the draft policy, which was as follows:
      1. Haringey social housing tenant (including tenants in temporary accommodation who have been accepted by Haringey) and military personnel who have served within the last five years
      2. Haringey resident affected by regeneration scheme either tenant or leaseholder
      3. Haringey resident
      4. Any other Haringey worker

5. Resident in any other London borough

6.6. The proposed Intermediate Housing Policy Statement has taken on board these consultation results, but has simplified the priority matrix to three levels. It has also introduced additional criteria to reflect new policies in the Estate Renewal Rehousing and Payments Policy, and out of a desire to improve the mechanisms to prioritise existing Haringey residents for intermediate housing.

6.7. The proposed priority matrix is as follows for those who meet the eligibility criteria:

1. Priority 1
    a. Haringey social housing tenants, including Housing Association tenants where Haringey has nominations rights to that property
    b. Households on Haringey's housing register
    c. Households who are required to move because of estate renewal schemes, including leaseholders and freeholders who are unable to purchase properties on the open market
    d. Children of Haringey social housing tenants who are currently living with their parents

2. Priority 2
    a. Applicants who live or work in the borough
    b. Members of the armed forces

3. Priority 3
    Any other applicants living or working in another London borough.

6.8. The new priority criterion of those 'who are required to move because of estate renewal, including leaseholders and freeholders who are unable to purchase properties on the open market' has been introduced following the adoption of the Estate Renewal Rehousing and Payments Policy by Cabinet in October 2017.

6.9. The new priority criteria of 'Households on the housing register', 'and Children of Haringey social housing tenants who are currently living with their parents' have been introduced to ensure that Haringey residents are prioritised for intermediate housing. Allowing children of Haringey social housing tenants who live with their parents to access intermediate housing as a priority may enable them to remain as residents of the borough and assist in either addressing overcrowding in their parents' house, or allow their parents to move to a smaller property, if this will better suit their needs.

<u>Marketing requirements</u>

6.10. As well as eligibility criteria and a priority matrix, the Intermediate Housing Policy Statement also sets out an order for the marketing of these products. This further allows for those who will most benefit from intermediate housing in Haringey to have the option to access it first. The marketing bands are as follows:

1. Band 1: Those living or working in Haringey with a maximum annual income of £40,000 for 1 and 2 bed properties and £60,000 for larger properties.
2. Band 2: Those living or working in London with a maximum annual income of £60,000.
3. Band 3: Those living or working in London with a maximum annual income of £90,000.

6.11. Analysis of shared ownership schemes sold in Haringey in the last two years is set out in the table below that shows the percentage sold to households with a Haringey connection. This indicates that there is scope to improve the proportion of shared ownership properties sold to residents with a Haringey connection.

Scheme	Housing Association	Units	%
Isobel Place	Newlon	68	46
Artizan Place	Sanctuary	21	71
West Green Road	NHHT	43	58
Watsons Road	NHHT	45	48
Rivers Apartments	Newlon	48	43
Skylark Apartments	Viridian	21	33
Chalkley House	Sanctuary	5	80
Birdsmouth Court	Sanctuary	30	97
John Cameron Court	Newlon	9	33

6.12. The priority matrix and the marketing bands are in place to ensure that a much higher percentage of homes are sold to households with a Haringey connection. A shift in the product mix from the current concentration on shared ownership to more intermediate rented units should also ensure that more of these are affordable to local residents.

6.13. This percentage will be regularly monitored to ensure that these mechanisms are delivering the desired outcomes.

Tenure mix and products

6.14. Objective 1 of the Housing Strategy also identifies that encouraging mixed tenures across all areas of the borough will provide more diverse and balanced communities. It sets out, in Appendix C, the tenure mix within the overall affordable housing offer as being 60% Social Rent / Affordable Rent and 40% intermediate housing products across the borough, except in Tottenham where these are reversed. The Intermediate Housing Policy Statement clarifies that, to achieve this overall borough-wide mix, this means that a higher percentage of Social Rent / Affordable Rent as part of the overall affordable housing offer should usually be sought in the rest of the borough.

6.15. The statement also clarifies that the Council does not have a preferred intermediate housing product, but that intermediate housing needs to be affordable to local residents. Therefore intermediate rent, with affordability based on local incomes, may be more suitable in some cases than intermediate home ownership options.

6.16. On affordability overall, Appendix C is amended, in line with the Policy Statement, to clarify that intermediate housing costs should be less than 40% of net household income. This minor change is also incorporated into the other appendices to the Strategy. Appendix C is also amended to make clear the Council's preferred affordable housing products.

7. Contribution to strategic outcomes

7.1. Priority 5 of Haringey's Corporate Plan states: "We will build more council owned homes while working with partners to provide greater numbers of affordable housing, while increasing the overall supply, including more shared ownership housing to help low and middle income earners get on the property ladder."

7.2. Haringey's Housing Strategy 2017-2022 seeks to deliver the housing priorities defined in Haringey's Corporate Plan, with four strategic objectives as follows:

a) Objective 1 Achieve a step change in the number of new homes built
b) Objective 2 Improve support and help to prevent homelessness
c) Objective 3 Drive up the quality of housing for all residents
d) Objective 4 Ensure that housing delivers wider community benefits

7.3. The Housing Strategy provides a broad strategic direction for housing in the borough, but delivery of its objectives will be achieved through a range of housing related sub-strategies and policies. The Intermediate Housing Policy Statement is one of these documents and provides the detail to support the achievement of Objective 1.

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

9. Finance and Procurement

9.1. This report requests that Cabinet approves the Intermediate Housing Policy Statement.

9.2. The Intermediate Housing Policy Statement sets out the priority and eligibility criteria.

9.3. As and when new projects are proposed as a result of the Intermediate Housing Policy Statement, a business case will be developed and brought forward through the Cabinet process. Financial implications will be considered as part of the assessment and formal adoption for each proposal.

10. Legal

10.1. The Assistant Director Corporate Governance has been consulted in the preparation of this report and makes the following comments.

10.2. The Council's obligation to have and allocate housing according to an Allocation Scheme complying with Part VI of the Housing Act 1996 does not apply to allocations of its own stock other than on introductory or secure tenancies; the

Council is therefore free to adopt a Policy for allocation of Intermediate Accommodation without reference to the obligations in that Act.

10.3. The broader policy setting for the Policy Statement is set out in the body of the report.

10.4. The Policy Statement should nevertheless be consistent with and advance the Council's overarching Housing Strategy. Linkages with that Strategy are set out in the body of the report.

10.5. While there is no statutory requirement for consultation on this policy, Haringey's own consultation policies require this. Consultation was carried out as set out in the body of this report at 1.2 and 6.5.

10.6. A full report on this and other housing policy consultations was brought to Overview and Scrutiny Committee on 9 February 2017.

10.7. The Policy Statement reflects the outcome of the consultation. While not bound by the outcome of the consultation, Cabinet in considering the Policy Statement should conscientiously take account of that outcome and also of the views of the Overview and Scrutiny Committee expressed on 9 February 2017.

10.8. Cabinet should also have regard to the Equalities Impact Assessment also annexed.

11. Equality

11.1. The Council has a Public Sector Equality Duty under the Equality Act 2010 (as amended) to have due regard to the need to:

a. Eliminate 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.

11.2. An Equalities Impact Assessment of the Intermediate Housing Policy Statement has been undertaken and is attached as Appendix 3.

12. Use of Appendices

Appendix 1: Intermediate Housing Policy Statement
Appendix 2: Appendix C of Haringey Housing Strategy 2017-2022

Appendix 3: Equalities Impact Assessment

13. Local Government (Access to Information) Act 1985

Haringey Housing Strategy 2017-2022
http://www.haringey.gov.uk/sites/haringeygovuk/files/housing_strategy_2017-2022.pdf

Consultation on Four Policies to Meet Housing Need
http://www.minutes.haringey.gov.uk/documents/s90981/6.%20Report%20on%20Consultation%20on%20Four%20Housing%20Policies.pdf

Intermediate housing policy statement 2018

1. Introduction

Haringey's Housing Strategy 2017-22 identifies a need for a significant increase in the number of homes in the borough. Its first strategic objective is to deliver *'a step change in the number of homes being built'.* The Mayor of London's new draft London Plan has set a new target for Haringey of a minimum of 1,958 net new homes per annum.

Haringey Council's adopted policy SP2 in the Local Plan, requires 40% of these homes to be affordable, with the most pressing priority being family-sized Social Rent/Affordable Rent homes for those in the most housing need; that is the large number of households on Haringey's housing register, in particular those currently living in temporary or insecure accommodation, who are likely to be on lower incomes.

However, the Housing Strategy and Local Plan also recognise that a varied housing offer is essential across Haringey - to accelerate housing delivery; maintain mixed and balanced communities; and to better meet the housing needs of the borough's diverse population - diverse in household income, size, support needs, age and other characteristics. In this context, intermediate housing has a significant role to play in meeting the needs of many current, and future, residents of Haringey, who may struggle to afford market housing, but are not usually a priority for social rented housing. Increasing the delivery of intermediate housing in the borough, through provisions of a mix of low cost homes to rent, intermediate owned and rented housing, and market homes to buy or rent, will assist in providing choice, meet particular residents' housing needs, and deliver upon the above strategic objectives.

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This policy statement aims to:

- Clarify the definition of intermediate housing
- Set the criteria for eligibility for intermediate housing in Haringey and parameters around the marketing of the product
- Provide guidance on the preferred tenure mix for affordable housing across the borough in order to deliver the overall aims of the Local Plan and Housing Strategy
- Identify intermediate housing products and support a range of other innovative and varied products, including lower cost market housing, which is not classified as Intermediate Housing but may still be affordable to those on low to average incomes.

All those engaged in the provision of new housing in the borough, in particular developers and housing associations, will be expected to have full regard to this policy statement when delivering new affordable homes.

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2. Definition of intermediate housing

Intermediate housing is part of the overall Affordable Housing offer, and one of several types of housing priced below market rates.

The National Planning Policy Framework defines intermediate housing as follows:

> Intermediate housing is homes for sale and rent provided at a cost above social rent, but below market levels subject to the criteria in the Affordable Housing definition above. These can include shared equity (shared ownership and equity loans), other low cost homes for sale and intermediate rent, but not affordable rented housing.
>
> Homes that do not meet the above definition of affordable housing, such as "low cost market" housing, may not be considered as affordable housing for planning purposes.

The London Plan also uses this definition as does Haringey's Local Plan and this Intermediate Housing Policy Statement. This policy statement therefore primarily relates to these products. New products of all tenure and design are welcome in Haringey, in particular those affordable to lower income households. But other housing products, including non-discounted homes for private sale and rent and social rented housing, are not intermediate products and are not covered by this policy statement.

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3. Eligibility criteria and priority

Eligibility criteria are in place to ensure that intermediate housing is allocated to those who need the product and for whom it is a financially viable option. When a number of individuals and households express an interest in the same property there are priorities, set out below, to determine who should be the beneficiary.

3.1 GLA eligibility criteria

All London local authorities are required to have policies that are in general conformity with the Mayor's London Plan and Housing Strategy. These set out the GLA eligibility criteria for intermediate housing, including income caps which are updated yearly in the London Plan Annual Monitoring Report and are based primarily on household income. In 2017, the criteria were updated as follows:

> From April 2017 the costs, including service charges of intermediate ownership products such as London Shared Ownership and Discounted Market Sale (where they meet the NPPF and London Plan definition of affordable housing), should be affordable to households on incomes of £90,000 or less. From April 2017 the costs, including service charges for all intermediate rented products (including London Living Rent, Discounted Market Rent, Affordable Private Rent and Intermediate Rent) should be affordable to households on incomes of £60,000 or less.

The monitoring review goes on to specify:

> Local planning authorities should seek to ensure that intermediate provision provides for households with a range of incomes below the upper limit, and provides a range of dwelling types in terms of a mix of unit sizes (measured by number of bedrooms), and that average housing costs, including service charges for Shared Ownership and Discounted Market Sale are affordable by households on annual incomes of £56,200 pa. On this basis, average housing costs, including service charges, would be about £1,311 a month or £303 a

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week (housing costs at 40% of net income, net income being assumed to be 70% of gross income). For intermediate rent products average housing costs, including service charges should be affordable by households with annual incomes of £41,200, resulting in housing costs of £11,536 a year or £961 a month and £222 a week.

3.2 Haringey eligibility criteria

Intermediate Housing for ownership will be limited to applicants with a gross household income of less than £90,000, but targeted at households with a maximum income of £40,000 for 1 and 2 bed properties, and £60,000 for larger properties.

Intermediate housing is a product designed to help those who have difficulty entering or moving within the housing market. For this reason, applicants for intermediate owned housing products such as shared ownership must generally be first-time buyers, the exceptions being:

- when applicants are using shared ownership to move from or within a regeneration area, as provided for in Haringey's Estate Renewal Rehousing and Payments Policy, or
- when applicants are accessing shared equity products so as to downsize, or are purchasing intermediate products to move into a larger home to meet their household needs.

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In these cases, they may well already own property. However, the housing product being purchased as an intermediate product must be the only property the purchaser will own in the UK. Applicants must, in all cases, be resident in the UK for tax-purposes.

Intermediate housing for rent will be limited to applicants with a gross household income of less than £60,000, but targeted at households with a maximum income of £40,000 for 1 and 2 bed properties.

3.3 Haringey's priority households

The Council is clear that local residents should benefit from new affordable housing to rent or to own in the borough, and the priorities and marketing bands below are in place to ensure this. Robust mechanisms will be put in place to monitor and enforce these.

Priorities are set to allocate properties when a number of individuals who meet the eligibility criteria have expressed an interest, and are as follows:

Priority One:

- Haringey social housing tenants, including Housing Association tenants where Haringey has nominations rights to that property
- Households on the housing register
- Households who are required to move because of estate renewal, including leaseholders and freeholders who are unable to purchase properties on the open market
- Children of Haringey social housing tenants who are currently living with their parents

Priority Two

- Members of the armed forces
- Applicants who live or work in the borough

Priority Three

- Any other applicants living or working in another London borough.

Where several applicants are in the same priority band, precedence will be given to households on the lowest income who meet the affordability criteria, and then to the applicant who first expressed an interest in the property.

The Council can, at its discretion, grant additional priority in exceptional cases. This can include households who are threatened with homelessness, or where a household member is a victim of domestic violence.

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Key workers are not given specific priority in Haringey, since this policy statement is not seeking to prescribe the value of different workers to the borough. However, as provided for below, employer-supported housing is welcome.

3.4 Marketing intermediate housing

This policy statement sets clear guidelines for the marketing of intermediate products in order to ensure that those who need the product most in the borough are able to express an interest first. Intermediate housing will be marketed in the following order, by band:

	Time period	Criteria
Band 1	Pre-completion and 3 months post -completion	Those living or working in Haringey with a maximum annual income of £40,000 for 1 and 2 bed properties and £60,000 for larger properties.
Band 2	3-6 months post completion	Those living or working in London with a maximum annual income of £60,000.
Band 3	From 6 months post completion	Those living or working in London with a maximum annual income of £90,000.

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Therefore, it is expected that on all new developments, pre completion marketing will be solely to Band 1, as will all marketing for the first three months after completion. At this point the cascade will kick in, to market to Band 2 for the next three months. If the property is still unsold six months after completion, it should cascade to Band 3. The Council will monitor and enforce compliance with this marketing to ensure as many intermediate opportunities as possible are taken up by existing local residents.

3.5 Affordability for individual properties

Appendix C of the Housing Strategy 2017-22 sets out that housing is affordable if the housing costs represent less than 40% of a household's net income. The Council will therefore require developers and housing providers to deliver new intermediate homes at price points that ensure that households on incomes as set out above face housing costs, including mortgage costs, rent charged and service charges, that do not exceed 40% of their net household income. The Council will also require developers to take account of incomes on a borough-wide basis but also at a ward-specific level.

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4. Affordability and tenure mix

The Council requires a minimum of 40% of new housing across the borough to be affordable as set out in the Local Plan policy SP2 and the Housing Strategy. It also requires that the tenure mix of this new affordable housing should be 60% Social Rent/Affordable Rent and 40% intermediate housing products.

However, the Local Plan and Housing Strategy are also clear that an appropriate tenure mix within specific areas, as well as across the borough is important, taking into account the existing tenure mix in these areas.

In Tottenham nearly 40% of existing homes are Social Rent, well above the borough average and the average for either London as a whole or inner London. In contrast, the West of the borough, defined as the wards of Alexandra, Crouch End, Fortis Green, Highgate, Hornsey, Muswell Hill and Stroud Green, has a significantly lower proportion of Social Rent; at 15% much lower than the borough average and less than half the proportion found in Tottenham.

To seek to achieve a more mixed and sustainable tenure mix across the borough, Local Plan policy SP2 should be flexed to address the local circumstances. In Tottenham, a higher portion of intermediate housing will be sought (in accordance with policy AAP3 of the Tottenham Area Action Plan), while in the west of the borough, a higher proportion of Social Rented/Affordable Rented housing will be sought, having regard to the achievement of the overall borough-wide 60:40 tenure split target.

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5. Products

Intermediate housing products

The Council is seeking a wide range of housing products aimed at different housing needs, including products to suit different household incomes, different household types and sizes and different ages. In particular, the Council is keen to promote a variety of intermediate housing products across the borough. These include properties for ownership, including shared ownership and shared equity and properties to rent.

The Council is keen to see shared ownership that is affordable to local residents, either by reducing the initial share, or by reducing the rent that is paid on the unsold share. At the same time the Council recognises that there is value in broadening the affordability of shared ownership, to meet the needs and fit the household circumstances of people at different stages of their life. This can see shared ownership properties with a range of initial shares and different rents on the unsold equity, to suit both households with lower levels of savings but higher incomes and those with higher savings but lower incomes.

Shared equity products can be particularly suitable for those who have capital from the sale of a property, either due to a move within or from a regeneration area, or due to a move to a smaller property.

The Council is particularly keen to see more intermediate rented products being delivered, as it can be very difficult to make shared ownership viable and affordable for many potential applicants in Haringey, particularly those in the east of the borough. Intermediate rented products can be suitable to a wider range of Haringey residents than intermediate ownership products, and the Council is keen to see an increase in the delivery of products such as London Living Rent.

The Council is keen to support build to rent developments, although these rented homes are not normally intermediate housing. The affordable offer on build to rent developments should normally be a discounted market rent offer with rents set at the equivalent to London Living Rent rather than other forms of intermediate home ownership or general needs rented.

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Other intermediate products are also welcome - including options for co-housing, co-living, etc - where the prices or rents are explicitly set at sub-market levels and where there are means to ensure the homes are retained for intermediate use in perpetuity and/or any subsidy in these schemes is recycled for affordable housing should they cease to be intermediate units.

Other products

Intermediate housing is a clearly defined product. However, there are a number of other low cost market housing products that the Council would also encourage in the borough. These are not provided for in this policy statement, as they are not explicitly intermediate housing. However, the Council will work with partners to bring these developments forward.

These may include low-cost market housing such as HMOs, co-housing or co-living options at low, but not intermediate, rent; and other homes that are cheaper than market homes due, for example, to being smaller, having lower fit-out standards, or other mechanisms.

As noted above, the Council does not prioritise key workers for intermediate housing. However, employer led housing developments are strongly encouraged in Haringey, and the Council welcomes initiatives from employers bringing forward land or other assets to develop housing for their employees. The Council is keen to work with, and offer support to, employers seeking to develop these schemes, particularly public sector employers providing essential local services, for example schools, health facilities or other public agencies wishing to develop housing on their land holdings which could in part provide housing opportunities for their staff.

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Appendix C – Affordable, Intermediate and Specialist/Supported Housing Guidance

Introduction

The purpose of this appendix is to confirm for all affordable housing providers (including housing associations, private developers, the Haringey Development Vehicle and the Council's own development/regeneration teams) the tenure/dwelling mix and affordability levels the Council expects for new affordable housing provided in the borough. It is recognised that these expectations may be subject to viability and site constraints. This strategy also makes clear that the Council will lead by example in this area of policy.

Appendices C and D will be maintained by the Council as discrete guidance to private developers and affordable housing providers, particularly at the pre-planning stage of developments in the borough. It is anticipated that this approach will clarify the Council's expectations, thereby reducing abortive work and more frequently achieving successful developments which meet local needs. During the period covered by this strategy, revised versions of this appendix may be published as housing need develops and/or better information becomes available.

Tenure Split

It is expected that the Council's Local Plan policies for affordable housing will form the starting point for the consideration of individual development proposals i.e. that development sites with capacity to provide 10 or more units will be required to provide the maximum amount of affordable housing reasonable, contributing to a borough-wide target of 40% affordable homes of all new homes delivered. The tenure split of the affordable housing provided will be a balance of 60% Social Rent / Affordable Rent and 40% intermediate housing, except in the Tottenham AAP area, where these proportions are reversed. Therefore, to achieve the overall borough-wide tenure split, there is a need to deliver a higher percentage of the affordable homes as Social Rent / Affordable Rent in the rest of the borough, in particular in the west of the borough, where there are currently much lower levels of existing social rent. Here the Council wishes to see as high a proportion as possible of the new affordable homes being delivered as Social Rent / Affordable Rent.

In terms of the specific types of low-cost rented homes and intermediate homes, the Council expects providers to develop rented homes at rents that are affordable for Haringey residents and, as a minimum, rents below Local Housing Allowance levels. The Council does not have a preferred intermediate product, but intermediate housing should be affordable to existing residents, as provided for in Appendix D. In many cases, intermediate rent will be the more affordable intermediate product for Haringey residents.

Maximum Rent Levels

The Mayor's new London Housing Strategy sets out two new affordable rented products:

- London Affordable Rent, with rents tied to target social rents, which replaces the previous Affordable Rent product for general needs housing; and
- London Living Rent, with rents based on one third of local incomes, which is an intermediate housing offer.

The Council's preference for general needs housing is for Social Rent or London Affordable Rent. Where there are still schemes coming through the planning system as Affordable Rent, i.e. tied to local rents, the table below sets out maximum acceptable rent levels, and all individual property rents must be below the Local Housing Allowance (LHA) threshold.

The Council's preference for intermediate rented housing is London Living Rent or Discounted Market rent with rent levels set at the equivalent London Living Rent. In all cases the rents for intermediate rented homes should not exceed those set out in the table below.

The table below provides a guide to maximum rents in Haringey, expressed as a percentage of local market rents.

Number of bedrooms	Maximum
1 bedroom	Up to 80%
2 bedrooms	Up to 65%
3 bedrooms	Up to 55%
4 or more bedrooms	Up to 45%

Intermediate Housing Products

The affordability requirement for intermediate housing is that net housing costs should not exceed 40% of the net income received by a household.

For intermediate rented housing this includes rents and service charges. In many cases, intermediate rented products will be more affordable for Haringey residents than intermediate owned products. The Council is keen to see an increase in the delivery of products such as London Living Rent.

For shared ownership this includes all three cost elements of mortgage costs on the percentage share purchased, rent charged on the unsold equity and service charges. To achieve this, providers can consider offering the lower initial purchase shares, lower rents on the unsold equity and lower service charges from the design and management arrangements for the scheme. Conversely, providers can also consider offering a higher initial percentage share, to cater to those who may have capital but lower incomes.

Dwelling mix for Social Rent / Affordable Rented Housing

- 11 % one bedroom units
- 45 % two bedroom units
- 33 % three bedroom units
- 11 % four (or more) bedroom units

of which, a minimum 10% to be wheelchair accessible, with aspiration of 20%.

Dwelling mix for Intermediate Housing

- 30 % one bedroom units
- 60 % two bedroom units
- 10 % three bedroom (or more) units

of which, a minimum 10% to be wheelchair accessible, with aspiration of 20%.

Supported Housing Supply

The Council's strategic review of Supported Housing was completed in early 2017 and assessed the current and required supply of specialist housing in the borough. The review shows that there is a shortfall in the supply of specialist supported housing for the following groups:

- Older people with complex needs such as learning disabilities, mental health and substance misuse, and accessible sheltered housing units for those with physical disabilities.

- People with mental health conditions leaving hospital and/or secure units, and specific units for women being released / discharged from hospital.

- People with learning disabilities who require supported living units.

- Single homeless adults requiring move on accommodation, including those with complex needs.

- Vulnerable young people/care leavers with complex offending/gang related needs; young women at risk of exploitation; and smaller services for young people to learn independent living skills.

- Survivors of domestic violence, and particularly provision for women from BAME backgrounds and for women with disabilities.

All new and converted supported housing is required to be accessible or adaptable for those with physical disabilities.

Student Housing

There is no identified need for additional student housing in the borough and proposals to develop student housing would not normally be supported and, in any event, will not fulfil the Council's expectations for affordable housing as set out above in this appendix.

EQUALITY IMPACT ASSESSMENT

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

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advancing equality of opportunity for 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.

Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on protected characteristics, please proceed to stage 2 and complete a full Equality Impact Assessment (EqIA).

Stage 2 – Full Equality Impact Assessment

An EqIA provides evidence for meeting the Council's commitment to equality and the responsibilities under the Public Sector Equality Duty.

When an EqIA has been undertaken, it should be submitted as an attachment/appendix to the final decision making report. This is so the decision maker (e.g. Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.

Please read the Council's Equality Impact Assessment Guidance before beginning the EqIA process.

1. Responsibility for the Equality Impact Assessment

Name of proposal	Intermediate Housing Policy Statement
Service area	Housing Strategy and Commissioning
Officer completing assessment	Hannah Adler
Equalities/ HR Advisor	Ashley Hibben
Cabinet meeting date (if applicable)	16 January 2018
Director/Assistant Director	Dan Hawthorn

2. Summary of the proposal

Please outline in no more than 3 paragraphs

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *The decision-making route being taken*

The Intermediate Housing Policy Statement clarifies Haringey Council's policy on several aspects of intermediate housing. It sits beneath the Housing Strategy 2017-2022, which was accompanied by an Equalities Impact Assessment. The Housing Strategy's EqIA can be found here http://www.minutes.haringey.gov.uk/documents/s88250/Housing%20Strategy%20App3%20EqIA%20v1%200.pdf .

Intermediate housing is aimed at households who are unlikely to access social housing but whose household incomes mean they may struggle to access market housing. The policy statement aims to strengthen the mechanisms by which the Council can prioritise intermediate housing for households on lower incomes who will most benefit from it. These mechanisms are marketing bands and priority. First priority for intermediate housing will go to: social housing tenants, households on the housing register, households who are required to move due to estate renewal, and children of Haringey social housing tenants who are currently living with their parents. Intermediate housing will go to the household on the lowest income should a number of households express an interest simultaneously. With regard to marketing, there are income bands in place to ensure households on lower incomes are offered this housing first.

The policy statement also clarifies the intermediate housing products that the Council wishes to see developed in the borough. It states that the Council is interested in all types of intermediate housing for ownership and for rent, and notes that intermediate rented products may be more suitable for Haringey residents. Finally, the policy statement clarifies that in the West of the borough the Council expects to see a higher proportion of affordable housing being Social Rent / Affordable Rent than across the borough as a whole, and consequently the Council expects to see a slightly lower proportion of intermediate housing in the West. Appendix C of the Housing Strategy is amended to reflect this policy statement.

The Intermediate Housing Policy Statement does not:

- Set the desired percentage of intermediate housing in Haringey – this is provided for in Haringey's planning policy.
- Set the definition of intermediate housing – this is provided for in the National Planning Policy Framework.

This policy statement will therefore impact the following groups:

- All Haringey residents whose household income is less than £90,000 since these residents are eligible for intermediate housing for ownership, and, within this group, all Haringey residents whose household income is less than £60,000 since these residents are eligible for intermediate rented housing. Households with a lower household income will have first priority, and intermediate housing is being targeted

at households with a maximum income of £40,000 for 1-2 bed properties and £60,000 for larger properties, so households towards the lower end of these income bands are more likely to be able to benefit from intermediate housing.

There is a lower limit below which household income is likely to be too low to access intermediate housing. These households will be better served by social housing. The policy statement is clear that intermediate housing is not a replacement for social housing.

- Since first priority goes to social housing tenants, households on the housing register, households who are required to move due to estate renewal, and children of Haringey social housing tenants who are currently living with their parents, the policy statement will have the greatest potential impact on these groups.

The policy statement has potential impact rather than direct impact since intermediate housing is one part of the housing offer in Haringey. Accessing intermediate housing would always be a choice.

If some groups are prioritised, others will have been deprioritised. Since first priority goes to social housing tenants, households on the housing register, households who are required to move due to estate renewal, and children of Haringey social housing tenants who are currently living with their parents, those who are de-prioritised are those living in privately owned (and not as a leaseholder or freeholder on an estate undergoing renewal) or privately rented housing. Since those living in privately owned housing are less likely to need intermediate housing, those living in the private rented sector are the main group being deprioritised. Therefore, the equalities impact of this group being deprioritised will also be considered. However, those living in this sector will still be able to access intermediate housing as they are included in priority group 2 ('Anyone else living or working in the borough').

3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. Please include any gaps and how you will address these

This could include, for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national. For restructures, please complete the restructure EqIA which is available on the HR pages.

Protected group	Service users	Staff
Sex	Census data. Council held housing data.	This policy statement only impacts on staff insofar as they may be Haringey

Gender Reassignment	n/a	residents.
Age	Census data. Council held housing data.	
Disability	Census data. Council held housing data.	
Race & Ethnicity	Census data. Council held housing data.	
Sexual Orientation	n/a	
Religion or Belief (or No Belief)	n/a	
Pregnancy & Maternity	n/a	
Marriage and Civil Partnership	n/a	

Outline the key findings of your data analysis. Which groups are disproportionately affected by the proposal? How does this compare with the impact on wider service users and/or the borough's demographic profile? Have any inequalities been identified?

Explain how you will overcome this within the proposal.

Further information on how to do data analysis can be found in the guidance.

1. **Income**

As noted above, the policy statement impacts any household where the household income is lower than £90,000. The Council does not hold comprehensive data on household income in the borough.

We do have data showing the following:

Gross weekly pay in Haringey in GBP – Male and Female

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
M	484.8	527.3	498.4	498.1	481.6	516.9	481.2	498.3	538.5	533.4	591.0
F	431.1	462.6	479.0	492.1	446.0	437.2	455.5	449.0	469.7	444.0	476.4

This shows that women consistently earn less than men in Haringey. This reflects national trends.

Employment levels

Disabled	39%
Not disabled	76%

This shows that disabled people are significantly less likely to be employed than those who are not disabled. This is likely to have an impact on income, and means that households where a member has a disability may have a lower household income. Additionally, mental disability can have a significant impact on maintaining full-time employment, and therefore on income.

The median income in Tottenham is lower than in the borough as a whole. Tottenham has a significantly higher proportion of BAME residents than the borough as a whole. This shows that Haringey's BAME residents are more likely to have lower earnings than its non-BAME residents.

2. First priority

First priority for intermediate housing goes to social housing tenants, households on the housing register, households who are required to move due to estate renewal, and children of Haringey social housing tenants who are currently living with their parents, therefore the policy statement will have the greatest potential impact on these groups.

With regard to the category of 'households who are required to move due to estate renewal', the equalities impact has been covered in detail in the Estates Renewal Rehousing and Payments Policy EQIA which can be found here: http://www.minutes.haringey.gov.uk/documents/s96881/FINAL%20Appendix%201%20EqIA.pdf .

With regard to the category 'children of Haringey social housing tenants who are currently living with their parents', Haringey does not hold specific data on this group. However, their ethnicity is likely to be the same as their parents'.

Data analysis of these groups shows the following:

Population	**Council tenants General Needs**	**Housing Association tenants General Needs** (proxy used is Nominations over last 5 years)	**Housing Register**	**Haringey**
Source data	*OHMS 18/10/2016*	*OHMS 1 Dec 12 to 30 Nov 17*	*OHMS 1 Dec 12 to 30 Nov 17*	Census / JSNA
Sex				
Female	64.1 %	64.4 %	65.2 %	49.5%
Male	35.9 %	35.6 %	34.8 %	50.5%
Disability				
Yes	19.5%	No data	No data	13.8%
No	80.5%	No data	No data	86.2%
Ethnicity				
Asian	4.4%	6%	7%	9.5%
Black	32.2%	37%	40%	18.8%
Other	8.0%	9%	11%	4.7%
Mixed	2.2%	6%	5%	6.5%

White	40.1%	38%	34%	60.5%
Refused/Unknown	13.0%	4%	4%	-

Age

The age being recorded is that of the main tenant, it is therefore not straightforward to compare this data with borough-wide data, since those under 18 are not represented.

The most useful category to consider is those 65 and over:

Population	**Council tenants General Needs**	**Housing Association tenants General Needs** (proxy used is Nominations over last 5 years)	**Housing Register**	**Haringey**
Age 65+	21.4%	4%	2.7%	8.8%

Analysis of the groups who are granted first priority shows that:

Sex

- There is a significantly higher percentage of women living in council housing, social housing and on the housing register than across the borough as a whole.

Ethnicity

- There is a significantly higher percentage of black residents living in council housing, social housing and on the housing register than across the borough as a whole.
- There is a higher percentage of other ethnicities living in council housing, social housing and on the housing register than across the borough as a whole
- There is a significantly lower percentage of white residents living in council housing, social housing and on the housing register than across the borough as a whole.
- There is a lower percentage of Asian ethnicities living in council housing, social housing and on the housing register than across the borough as a whole.
- There is a slightly lower percentage of mixed ethnicities living in council housing, and a similar percentage living in social housing and on the housing register than across the borough as a whole.

Disability

- There is a slightly higher percentage of people with disabilities in council housing than across the borough as a whole.

Age

- There is a higher percentage of people aged 65+ living in council housing than across the borough as a whole.

- There is a lower percentage of people aged 65+ living in social housing and on the housing register than across the borough as a whole.

3. Groups that are deprioritised

Analysis of Haringey's Private Rented Sector shows the following:

Population	**PRS tenants**	**Haringey**
Source data	Census	Census / JSNA
Gender		
Female	47%	49.5%
Male	53%	50.5%
Disability		
Yes	7.7%	13.8%
No	92.4%	86.2%
Ethnicity		
Asian	7.3%	9.5%
Black	12.5%	18.8%
Other	5.2%	4.7%
Mixed	4.1%	6.5%
White	70.9%	60.5%
Age		
24 and under	7%	32.2%
25 to 49	79%	45.9%
50 to 64	10%	13%
65 and over	4%	8.8%

Sex

- There is a slightly lower percentage of women living in the private rented sector than across the borough as a whole.

Ethnicity

- There is a slightly lower percentage of black residents living in the private rented sector than across the borough as a whole.
- There is a slightly higher percentage of other ethnicities living in the private rented sector than across the borough as a whole.
- There is a higher percentage of white residents living in in the private rented sector than across the borough as a whole.
- There is a slightly lower percentage of Asian ethnicities in the private rented sector than across the borough as a whole.
- There is a slightly lower percentage of mixed ethnicities living in the private rented sector than across the borough as a whole.

Disability

- There is a lower percentage of people with disabilities living in the private rented sector than across the borough as a whole.

Age

- There is a much lower percentage of people aged 24 and under living in the private rented sector than across the borough as a whole (note: this may be due to the data recorded being that of the main tenant).
- There is a much higher percentage of people aged 25 to 49 and over living in the private rented sector than across the borough as a whole.
- There is a slightly lower percentage of people aged 50 to 64 living in the private rented sector than across the borough as a whole.
- There is a lower percentage of people aged 65 and over living in the private rented sector than across the borough as a whole.

Broadly, analysis of Haringey's private rented sector population shows that BAME people, women and people with disabilities are less likely to live in the private rented sector than white people, men and people without disabilities. People aged 25 to 49 are more likely to live in the private rented sector than other age groups.

There are no identifiable inequalities from private rented sector tenants being granted second priority.

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please outline which groups you may target and how you will have targeted them

Further information on consultation is contained within accompanying EqIA guidance

This policy was the subject of a consultation that ran from November 2016 to January 2017.

The consultation was presented and promoted to partners at a series of forums. The council engaged with residents at a series of public drop in events, held throughout the borough during November and December 2016, where information was provided to residents on the policy proposals and assistance given in completing the questionnaire. A total of 135 residents attended the four public drop-in events.

Over 11,000 council tenants, temporary accommodation residents, sheltered accommodation residents and households on the housing register were e-mailed and invited to take part in the consultation and given details of the drop in events being held. The letter also directed them to a web page www.haringey.gov.uk/meetinghousingneed which explained the policy proposals as well inviting them to complete the online SNAP survey.

The consultation was advertised through both Haringey and Homes for Haringey websites, the Bridge Renewal Trusts Community Impact Bulletin and paper copies of the consultation booklet were available at Station Road; Marcus Garvey and Wood Green customer service centres where customer officers were asked to inform tenants about the consultation. In addition, all Homes for Haringey resident groups in the borough were contacted.

4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics

Explain how will the consultation's findings will shape and inform your proposal and the decision making process, and any modifications made?

Consultation on the intermediate housing policy showed strong support for the policy. The consultation showed that:

- 80% agreed with the proposed criteria for intermediate services housing
- 84% agreed with the order of priority for intermediate housing as set out in the draft policy, which was as follows:

1. Haringey social housing tenant (including tenants in temporary accommodation who have been accepted by Haringey) and military personnel who have served within the last five years
2. Haringey resident affected by regeneration scheme either tenant or leaseholder
3. Haringey resident
4. Any other Haringey worker
5. Resident in any other London borough

The proposed Intermediate Housing Policy Statement has taken on board these consultation results, but has simplified the priority matrix to three levels. It has also introduced additional criteria to reflect new policies in the Estate Renewal Rehousing and Payments Policy, and out of a desire to improve the mechanisms to prioritise existing Haringey residents for intermediate housing.

There were a number of very different concerns raised in the consultation, not all of which addressed the policy proposals. One concern was that people on lower incomes would still find it difficult to access intermediate housing. The policy statement uses an expanded definition of intermediate housing to give greater weight to intermediate rented products, which may be more affordable to those on lower incomes.

5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics?

Please explain the likely differential impact on each of the 9 equality strands, whether positive or negative. Where it is anticipated there will be no impact from the proposal, please outline the evidence that supports this conclusion.

Further information on assessing impact on different groups is contained within accompanying EqIA guidance

1. Sex *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive	x	Negative		Neutral impact		Unknown Impact	

There are more women living in council housing and in housing association housing, and on the housing register, than in the borough as a whole. By prioritising social housing tenants, households on the housing register and households who are required to move due to estate renewal for intermediate housing, this policy statement may have a positive impact on women.

Additionally, in Haringey women earn less than men. By prioritising households with lower incomes for intermediate housing this policy statement may have a positive effect on households headed by women.

2. Gender reassignment *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact		Unknown Impact	x

We do not hold data on gender reassignment so cannot assess this. However, it is likely that this will have a neutral impact.

3. Age *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

There are more people aged 65 and over living in council housing, and so this group could benefit from this policy statement by enabling them to access intermediate housing. However, it is less likely that older people will want to move to a new home.

This policy statement is designed to have a positive impact on both younger and older people by providing alternative models of home ownership and rent taking into consideration the different levels of both income and savings younger and older people are likely to have.

The policy statement states that Haringey is interested in all forms of intermediate housing. Previously the Council's preferred product was shared ownership. By broadening the intermediate housing offer, the policy statement opens up this form of housing to people with different income levels and savings. Young people are likely to have had less time to accumulate savings for a deposit, which may prevent them from accessing full home ownership. By broadening the offer to include intermediate rent as well as intermediate

owned products, this policy statement may have a positive impact on young people.

Additionally, children of social housing tenants currently living with their parents are likely to be young people, and are given first priority. The policy statement may therefore benefit these young people.

Younger people (aged 25-49) are more likely to live in the private rented sector than older people. Since this group is deprioritised this policy statement could be understood as having a negative impact on these younger people in the private rented sector. However, this negative effect would be minimal and other elements of intermediate housing are specifically beneficial to younger people (as noted above) so this negative impact is likely to be outweighed by the positive impacts.

4. Disability *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive	x	Negative		Neutral impact		Unknown Impact	

People with disabilities make up 19.5% of general needs council tenants. We do not hold accurate information for the percentage of people with disabilities amongst housing association tenants, or who are on the housing register.

Households where a member has a disability are more likely to have lower incomes. By prioritising lower income households for intermediate housing, the policy statement may have a positive effect on households where a household member has a disability. People with mental disabilities are specifically likely to have problems maintaining regular full time employment and so this would impact on the income of households where a member has mental disability. By prioritising households with lower incomes for intermediate housing this policy statement may have a positive effect on households where a member has a disability.

5. Race and ethnicity *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive	x	Negative		Neutral impact		Unknown Impact	

There is a higher percentage of BAME residents in council housing, social housing and on the housing register than across the borough as a whole.

By giving first priority to intermediate housing to social housing tenants, households on the housing register, households who are required to move due to estate renewal, and children of Haringey social housing tenants who are currently living with their parents, this policy statement may have a positive effect on BAME residents.

As noted above, the Council does not hold detailed data showing correlation between household income and ethnicity. But there is evidence suggesting that BAME residents

may have lower earnings and so lower household incomes. By giving households with lower incomes priority, this policy statement may have a positive impact on BAME residents. Additionally, by encouraging intermediate rented products which may be more affordable to those on lower incomes, this policy statement will also help BAME residents.

6. Sexual orientation *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact	x	Unknown Impact	

We do not hold data on sexual orientation so cannot assess this. However, it is likely that this will have a neutral impact.

7. Religion or belief (or no belief) *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact	x	Unknown Impact	

We do not hold data on religion or belief so cannot assess this. However, it is likely that this will have a neutral impact.

8. Pregnancy and maternity *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive	x	Negative		Neutral impact		Unknown Impact	

This policy statement may have a positive impact on people who are pregnant or who have dependent children for the following reasons.

Firstly, pregnancy and maternity can impact on household incomes due to potential loss of earnings. By giving higher priority to households on lower incomes, this policy statement may be beneficial to households where a household member is pregnant or households with young children.

Secondly, pregnancy and maternity may mean that households need to move to a larger home, which may be more expensive on the open market, or which may be in shortage in social housing stock. Intermediate housing may provide an option for a larger home that young families can afford, avoiding overcrowded homes. By opening up the intermediate housing offer to include intermediate rented homes, the policy statement has also increased the different types of lower cost housing that will be delivered in the borough.

9. Marriage and Civil Partnership *(Consideration is only needed to ensure there is no discrimination between people in a marriage and people in a civil partnership)*

Positive		Negative		Neutral impact	x	Unknown Impact	

This policy statement will have no impact with regard to this protected characteristic.

10. Groups that cross two or more equality strands e.g. young black women

There are no new observations to make with regard to this.

Outline the overall impact of the policy for the Public Sector Equality Duty:

- **Could the proposal result in any direct/indirect discrimination for any group that shares the protected characteristics?**
- **Will the proposal help to advance equality of opportunity between groups who share a protected characteristic and those who do not?**
  This includes:
  a) **Remove or minimise disadvantage suffered by persons protected under the Equality Act**
  b) **Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups**
  c) **Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low**
- **Will the proposal help to foster good relations between groups who share a protected characteristic and those who do not?**

The Intermediate Housing Policy Statement will not result in any direct or indirect discrimination for any group. By broadening the intermediate housing offer in Haringey and by prioritising on the basis of household income, with lower income households having first priority, the policy statement enables more residents to access intermediate housing than was previously the case.

6. a) What changes if any do you plan to make to your proposal as a result of the Equality Impact Assessment?

Further information on responding to identified impacts is contained within accompanying EqIA guidance

Outcome	Y/N
No major change to the proposal: the EqIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them.	Y
Adjust the proposal: the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below	

Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.	

6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

Impact and which protected characteristics are impacted?	Action	Lead officer	Timescale
n/a			

Please outline any areas you have identified where negative impacts will happen as a result of the proposal but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.

n/a

6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:

The Council will monitor who is accessing intermediate housing.

7. Authorisation

EqIA approved by ..... (Assistant Director/ Director)	Date .....

8. Publication

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

Please contact the Policy & Strategy Team for any feedback on the EqIA process.

Report for: Cabinet 16th January 2018

Title: Supported Housing Tenants and Residents Charter and Programme Update - Housing Support Transformation

Report authorised by: Charlotte Pomery, Assistant Director Strategic Commissioning

Lead Officer: Gill Taylor, Programme Delivery Manager (Housing Support Transformation)

Ward(s) affected: All

Report for Key/ Non Key Decision: Non-key Decision

1. Describe the issue under consideration

1.1 This report presents the Supported Housing Tenants and Residents Charter. The creation of a Charter was one of the recommendations of the Supported Housing Review, whose recommendations were approved by Cabinet in March 2017 in the form of the Housing Support Transformation Programme. The aim of the Charter is to codify our commitments to supported housing tenants, who may be affected by changes to housing support as a result of the programme.

1.2 In addition, this report presents an update on the activities of the Housing Support Transformation programme. The programme is a result of the Supported Housing Review,. The programme aims to deliver the vision, principles and objectives identified in the Supported Housng Review, which reflect a changing housing and social care landscape and emphasise the need to modernise & diversify our housing support offer to the boroughs vulnerable residents.

1.3 This report is to be considered by Cabinet with a view to approving the Supported Housing Tenants and Resident Charter and noting the update.

2. Cabinet Member Introduction

2.1 Our recently adopted Housing Support Transformation Framework (2017-2022) sets out a vision, principles and recommendations that will ensure that housing support is able to meet the needs vulnerable residents now and in the future. Modernising and improving our housing support offer, with a particular focus on preventing housing and health crisis and maximising independence will bring

about improved outcomes for Haringey residents and ensure our services are cost-effective and in line with our refreshed housing and social care priorities.

2.2 This means more than just supported housing; it also means coordinating and bringing together the wraparound services, social care support and community networks that prevent people needing supported housing in the first place. It means understanding people's intersecting identities and tackling the experiences and vulnerabilities that make some people more at risk of losing their home and their independence than others.

2.3 To make this happen, we set out a commitment to co-production; genuinely involving supported housing tenants, residents and service users in the delivery of transformation in housing support. The Supported Housing Tenants and Residents Charter is our pledge to work in partnership with people receiving housing support services to bring about change that enables them to achieve their goals, build on their strengths and capacities and share their experience of 'what works'. To that end, the Charter brings together existing commitments, national good practice and learning from previous change projects in Haringey to make six pledges to those affected by the proposed changes about how they will be involved, recognised and supported as part of the Transformation programme.

2.4 It is encouraging to see co-production already in action in the work of the Housing Support Transformation Programme and to see that some of the recommendations made by the Supported Housing Review have been delivered at this early stage. I am especially pleased that we are now able to offer the opportunity of an independent tenancy to learning disabled adults and that we have begun work to improve the experience of older LGBT people when approaching the Council and our providers for housing support services.

3. Recommendations

3.1 To approve the draft Supported Housing Tenants and Residents Charter at appendix 1.

3.2 To note and consider the update of the Housing Support Transformation programme set out in this report.

4. Reasons for decision

4.1 It is considered appropriate that Cabinet approve the Supported Housing Tenants and Resident Charter, a key element of the Housing Support Transformation programme, recommended by the Supported Housing Review in March 2017.

4.2 Approval is anticipated to support the delivery of the Council's strategic priorities for vulnerable adults as part of the Corporate Plan (2015-18) and commitments made in the Medium Term Financial Strategy (2017/18).

4.3 Approval is anticipated to address the issues, gaps and opportunities identified by the Supported Housing Review, as approved by Cabinet in March 2017.

5. Alternative options considered

5.1 The Council already has a range of charters, pledges and commitments to tenants and residents which it could apply to this programme of change. However, the Housing Support Transformation programme was approved on the basis that it would make a commitment to co-production, transparency and partnership in order to deliver the recommendations of the Supported Housing Review. With a number of challenging decisions to make about our supported housing provision, and in recognition of the particular housing and support circumstances of residents living in supported housing, making generalised commitments does not reflect the importance of the programme or the population it involves.

5.2 Alternatively, the Council could move forward without a Supported Housing Tenants and Residents Charter as there is no statutory requirement for a local authority to produce one. However, having a coherent commissioning framework and approach, founded in co-production, transparency and partnership with vulnerable residents is considered best practice. As with the option presented in 5.1, with a number of challenging decisions to make about our supported housing provision, making no commitment to those who may be affected is clearly not an option.

5.4 The draft Supported Housing Tenants and Residents Charter has been co-produced with supported housing tenants and residents through a series of workshops and meetings. It outlines six pledges to vulnerable residents who receive housing support, specifically in reference to changes to housing support that may arise out of the Housing Support Transformation programme. The Charter commits to involving, valuing and recognising the contributions of supported housing tenants in delivering the required changes as well as making commitments to those people who may be individually affected by change. Alternative options were discounted where they:

- Would not be consistent with the data and intelligence about housing support need in the borough
- Would not have been consistent with the general tenor of feedback and engagement with service users, service providers and technical specialists
- Did not comply with current and forthcoming government legislation

- Would have represented policy choices that are unachievable given known and likely constraints

6. Background information

6.1 Housing support is a preventative provision designed to reduce and respond to homelessness, social exclusion and social care need. Supported housing is the main element of this provision, which is offered for a wide range of different needs, periods and purposes, including short-term refuge for survivors of domestic abuse, hostels for rough sleepers and sheltered housing for older people, amongst many others. It is also offered as a long-term service for disabled adults, older people and those with long-term conditions. Other types of housing support include community floating support, housing advice and community alarm services. Housing support is not a form of social care, but can sometimes be offered alongside it, therefore supported housing should not be confused with residential or nursing care.

6.2 The Council's Housing and Social Care departments commission approximately 3000 units of supported housing for vulnerable adults, with a total annual value of around £17.5m. The largest proportion of this funds high-intensity supported living services for adults with disabilities and long term conditions. The largest group of people that benefit from supported housing is older people.

6.3 In November 2015, the Supported Housing Review was commissioned as a joint project between Housing and Social Care. The aim of the project was to review the capacity, availability, quality and cost of supported housing in Haringey, as well as to identify it's alignment with refreshed priorities brought about by the Corporate Plan. The review concluded in January 2017 and its findings and recommendations named 'The Housing Support Transformation' were approved by Cabinet in March 2017.

6.4 The Housing Support Transformation is a programme of change under Priority 5 of the Corporate Plan (2015-18) '*Building a Stronger Haringey Together'*, which places emphasis on the impact of cross-cutting prevention, early intervention, independence and capacity building opportunities for Haringey residents to achieve positive housing outcomes.

6.5 Additionally, supported housing and therefore the Transformation programme, has clear links to Priorities 1 & 2, '*enable every child and young person to have the best start in life, with high quality education'* and '*enable all adults to live healthy, long and fulfilling lives'.* As a joint project, the Transformation programme will ensure that supported housing contributes to the achievement of housing, health and wellbeing outcomes for vulnerable adults and young people in need of housing support.

6.6 The Transformation programme requires a series of commissioning and implementation decisions in order to deliver the support models and settings that will facilitate improved outcomes for vulnerable adults and young people in need of housing related support. These decisions may result in temporary and/or permanent changes to support settings and practices. Approval of the Transformation programme was therefore subject to the creation of a Tenants and Residents Charter; setting out the Council's commitment to involve tenants and residents in the proposed changes, as well commitments to ensure the continuation and quality of support provided during the lifespan of the Transformation programme.

Supported Housing Tenants and Residents Charter

6.7 Four of the recommendations in the Supported Housing Review refer to reconfiguring and redesigning existing housing support services. In some cases this could mean redesigning, changing or moving the buildings that these services are provided in. Whilst the vast majority of supported housing tenants will be unaffected by this, the Supported Housing Tenants and Residents Charter tells residents what they can expect if their supported housing service changes as a result of the programme.

6.8 The Supported Housing Tenants and Residents Charter (appendix 1) makes 6 co-produced pledges about how the Housing Support Transformation programme will deliver change in supported housing and housing support services. The creation of a Charter is in line with national good practice and draws on learning from other Charters in Haringey, for example the Love Lane Residents Charter.

6.9 The aim of the Charter is to give confidence to supported housing tenants, residents and service users, that the Transformation will be an opportunity to shape the services they receive, work with the council to design new services and be heard if they are unhappy with the quality of support they receive.

6.10 The Charter is a commitment to fairness, involvement and quality; these fundamental principles will not change, though the Charter itself, and the six main pledges below, be updated as the Housing Support Transformation programme develops and progresses.

Pledge 1	We will work with you to develop improved housing support services
Pledge 2	You will be offered opportunities to influence how your service is changing
Pledge 3	You will be offered tailored support if you need to move out of supported housing as part of this programme
Pledge 4	We will involve you in making sure that the support you

	receive is high quality
Pledge 5	We will recognise and celebrate your contribution to change
Pledge 6	We will take your complaints seriously

6.11 Whilst the Charter pledges apply to all supported housing tenants, residents and service users, the majority of supported housing services are provided to older people. Therefore this group are more likely to experience the planned changes firsthand. Additionally, the Supported Housing Review identified specific opportunities to modernise support models and buildings providing housing support for older people. Therefore the Charter has been produced in partnership with older supported housing tenants and with their specific needs in mind.

6.12 The Charter was produced in partnership with supported housing tenants and other stakeholders and relates specifically to the changes arising from the Housing Support Transformation. The Programme Delivery Manager has convened co-production groups with sheltered housing tenants, learning disabled adults, service users of our mental health supported housing pathway and homeless young people.

6.13 These four groups will shape the Transformation programme through a range of co-design and consultation activities, meeting regularly with commissioners and supported housing providers, contributing to the commissioning and procurement of supported housing services, building design and new support practices. Each group has made decisions about the frequency of their meetings, how they would like to be credited for their contribution and which areas they would like to focus their involvement. The creation of the Charter is the first co-produced element of the Housing Support Transformation and each group contributed their ideas, insight and experience to it.

6.14 The Charter will be shared with all residents, tenants and service users of supported housing in Haringey, even if it is not anticipated that their support will be affected by change. This is to ensure vulnerable adults and young people feel empowered to participate and contribute to changes in housing support the borough and to share their valuable insights and expertise. The Charter will be shared in hard copy in all supported housing services and will also be available online. An easy read version will be made available to learning disabled supported housing service users and versions translated into other languages will be available on request.

6.15 Specific, separate and appropriate service user consultation and co-production, in line with legal requirements and best practice, will be conducted for any service where reconfiguration is identified.

Housing Support Transformation Update

6.16 As part of the recommendations approved in March, it was agreed to periodically report back to Cabinet on the progress of the programme.

6.17 **Governance:** The Housing Support Transformation programme identified a governance structure to ensure the pace, scope and vision of the programme remains strategically relevant and service-user focussed enable the effective is delivery of all recommendations. As well as a dedicated Programme Delivery Manager, the programme now has functioning Delivery Sub-group meetings for each of the four priority client groups (older people, young people, mental health & learning disabled adults) and a dedicated Delivery Board of senior Council officers to guide decision-making, programme progress and strategic fit.

6.18 **Members Working Group**: The Supported Housing Review was sponsored by a dedicated Members Working Group, with membership from both Labour and Liberal Democrat Groups. Convened in an advisory capacity, the group contributed significantly to the final recommendations of the Review. Following this success, it was felt that Members could add further value to the delivery of the Housing Support Transformation programme. As such the working group has been reconvened, with it's original membership and Terms of Reference, for the duration of the Transformation programme. The group will meet bi-monthly to consider the data, intelligence and proposals brought forward to deliver the outcomes of the Housing Support Transformation.

6.19 **Co-Production:** As a central principle in the deliver of the recommendations of the Supported Housing Review, the Housing Support Transformation programme has convened a number of co-production and consultation groups with supported housing residents. These include a group of sheltered housing tenants, another group of learning disabled supported housing residents as well as a group of people living in mental health and homelessness supported housing. In line with the principles of co-production, each group has agreed the frequency of its own meetings, how it wants its contribution to be recognised in programme documents and the level of involvement group members want in discussing, designing and delivering change in housing support over the life of the programme.

6.20 **LGBT Visibility:** Recommendation 5 in the Housing Support Transformation is to '*build on the proud LGBT history in Haringey by improving the data collected, professional training and visibility of the LGBT supported housing community, with particular focus on older and younger people, people from BAME communities and those with disabilities'*. One of the first elements of this work was to facilitate an event exploring the housing, support and health needs of older LGBT people. This event, delivered in partnership with Opening Doors London, took place on November 1st at the Civic Centre. The event was attended by around 50 professionals, residents and stakeholders and discussed

a wide range of topics to start to understand the gaps in data, barriers to accessing services and strengths in existing practice around supporting LGBT older people in the borough. In addition to this event, work has commenced to explore access to appropriate, and where necessary specialist, housing support for LGBT adults and young people. The Housing Support Transformation programme will develop an action plan to improve access to housing support for LGBT people that includes staff training, improved data collection and a range of work to increase the visibility of LGBT people in supported housing.

6.21 **Social Lettings Quota for Learning Disabled Adults:** Recommendation 8b in the Housing Support Transformation is to *'create a 10-unit social lettings quota for adults with learning disabilities as a route into independent living out of supported housing'*. This quota now forms part of the Annual Haringey Lettings Plan 2017/18 and co-production work is in progress with service users and professionals to design appropriate processes to support learning disabled adults to apply for and thrive in independent tenancies with the Council as part of their move-on from supported housing. The quota will be reviewed on an annual basis as part of the lettings planning process.

7. Contribution to strategic outcomes

7.1 The Corporate Plan for 2015-18 sets out the Council's overall priorities and programme of work for the period for 2015-18. It identifies housing as one of its five priorities, committing the Council over that period to '*Create homes and communities where people choose to live and are able to thrive'.* Supported housing is a small but important element of the Council's housing responsibility, one which plays a role in delivering across the other priorities in the Corporate Plan, for example through the role that supported housing has in enabling adults with additional needs to live healthy and fulfilling lives in their communities, or the role of specialist housing support to safeguard women made homeless due to violence and exploitation.

7.2 The Corporate Plan goes on to define specific objectives under each of its five priorities. The role of the Housing Support Transformation programme is to address in particular the objectives under Priority 5 and Priority 2: to deliver housing support services that enable vulnerable people to achieve positive housing and health outcomes, provide good value for money and play a role in meeting objectives across multiple and wide-ranging elements of the Corporate Plan.

7.3 The Supported Housing Tenants and Residents Charter and the Housing Support Transformation programme more widely will help deliver the 6 strategic themes set out in the Corporate Plan. Examples of how this is achieved are presented below:

- ***Prevention and early intervention*.**
  This is the foundation of the programme, creating a proactive housing support offer that intervenes to prevent crisis and delay escalation of social care need
- ***Fair and equal service***
  This is reflected in the Charters intention to encourage involvement in service design and delivery from vulnerable tenants and residents and ensure those with protected characteristics receive opportunities to engage that are specific to their skills and capacities.
- ***We will work with communities***
  The Charter sets out our commitment to co-production and how we will deliver this.The programme emphasises the commitment to building resilient and inclusive communities, for example by co-producing older people's hub services.
- ***Partnership***
  The Charter is evidence of our commitment to delivering the Housing Support Transformation programme in partnership with all interested departments, organisations and individuals in the borough, specifically with service users who are in receipt of, experts in and affected by any changes to supported housing and housing support.
- ***Customer service***
  This relates to the commitments in the Charter to improve quality and work collaboratively with those in need of housing support.
- ***Value for money***
  Working in partnership with service users, tenants and residents of supported housing will produce better quality and more innovative service models. This will deliver value for money by enabling ore people to live independently and avoid housing and health crises associated with inappropriate or poor quality service provision.

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

Finance

8.1 The Housing Support Transformation programme is one of the underpinning programmes which will enable Adults Social Care to more effectively manage its financial resources through a combination of –

- Coordinating provision of housing support services with demand;
- Facilitating the "step-down" and "move-on" of clients to more appropriate services by matching provision to individual level of needs;

8.2 The programme will be one of the key enablers of the savings programme for Priority 2 in the Medium Term Financial Strategy.

Legal

8.3 The Assistant Director of Corporate Governance has been consulted in the preparation of this report and advises that there are no legal implications arising from the Tenants and Residents Charter. However, further legal advice will be provided as necessary, as the housing support transformation programme progresses.

Procurement

8.4 Strategic Procurement notes the contents of this report and will endeavour to support the charter in future procurements where applicable.

Equalities

8.5 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- 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.

8.6 The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

8.7 The provision of housing support, excluding for those people where housing is part of a social care package, is not a statutory requirement of the local authority, and is completed as part of the council's housing and homelessness prevention work. The provision of supported housing and housing support is therefore in itself a contribution to the council's duties under the Equality Act 2010. An Equality Impact Assessment was completed for the Housing Support Transformation Framework, under which this charter sits, and this Assessment identified that the transformation of housing support will bring positive benefits for groups with protected characteristics, with the provision that further Equality Impact Assessments are carried out where necessary.

8.8 This charter will enable service users, including people with protected characteristics, to participate in the improvements to housing services. It strengthens direct communication channels for service users, offers personalisation of the service to reflect users' needs and offers training and

support to service users who might otherwise struggle to express their views. It therefore will benefit service users with protected characteristics.

9. Use of Appendices

Appendix 1 – Supported Housing Tenants and Residents Charter

10. Local Government (Access to Information) Act 1985

Internal
Haringey Supported Housing Review – Needs & Gaps Analysis [Approved March 2017]

Haringey Housing Support Transformation Framework [Approved March 2017]

Haringey Corporate Plan (2015-18) '*Building a Stronger Haringey Together*' [Approved February 2015]

Haringey Housing Strategy (2017-2022) [Approved 21 November 2016]

Haringey Medium Term Financial Strategy (2017/2018) [Approved February 2017]

External
External links – 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.

'Co-Production in Social Care; what is it and how to do it', Social Care Institute of Excellence (2013). Accessed at: https://www.thinklocalactpersonal.org.uk/_assets/COPRODUCTION/Co_production_what_it_is_and_how_to_do_it.pdf

'Co-Production with Older People', National Development Team for Inclusion. Accessed at: https://www.ndti.org.uk/uploads/files/Personalisation_-_dont_just_do_it_coproduce_it_and_live_it%21_a_guide_on_understanding_coproduction_and_making_it_happen_with_older_people.pdf

'Introducing Charters', Chartered Institute of Housing. Accessed at: http://www.cih.org/charters

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Supported Housing Tenants and Residents Charter

Housing Support Transformation

Date: December 2017
Author: Gill Taylor
Version: Final Draft

Housing Support Transformation
Tenants & Residents Charter

Who is the Charter for?

This Charter is for people living in **supported housing** or receiving **housing support** from Haringey Council, who may be affected by changes as we improve and remodel these services.

At the back of this document there is a glossary explaining all the words written in **bold type**.

Why has the Charter been written?

Lots of different people, including older people, young people, adults with mental health conditions and learning disabled people live in supported housing or receive housing support.

In 2016 Haringey Council completed a review of these services. We collected data, visited services, assessed buildings and learnt about what people want from their housing support. The review found that some services are not offering the support people need, some buildings are no longer suitable and there are barriers stopping some people from living independently when they want to.

As a result of the review, over the next five years the council will be:

- designing and **commissioning** new, modern housing support services that offer inclusive and empowering support
- remodelling and building new supported housing properties that better meet the needs and aspirations of people with housing and support needs

This will involve getting to know the people who use services and working together to make the changes in partnership. Working together in this way is called **co-production**.

This Charter will tell you how the council will:

- Encourage and empower you to play an active role in improving and changing services you receive
- Work with people whose support may be changing or who may need to move home as part of this programme
- Ensure housing support services are of a good quality
- Learn from our past experiences of making changes in supported housing services

Pledge 1 - We will work with you to develop improved housing support services

- Before we make any changes to housing support services, we will ensure people who use these services have a say in what happens
- We will give you the opportunity to take part in choosing new **support providers**
- We want to create an ongoing process of communication with people who use housing support services
- We will offer different ways to contribute that are suitable to your requirements and abilities

Pledge 2 – You will be offered opportunities to influence how your service is changing

- We will make sure there are lots of ways you can contribute to any proposal for change, for example in workshops, face-to-face meetings and surveys
- We will tell you how your views have been taken into account
- You will have a named officer who you can contact to talk about the changes and the plans for the service if your service is closing

Pledge 3 – You will be offered tailored support if you need to move out of supported housing as part of this programme

- You will have a **personalised** move-on plan that explores where you want to live, your **access requirements** and your support networks
- You will have a named officer who will support you as you move into your new home - this may be your existing support worker or someone new.
- You will be supported to find suitable alternative housing and support that is appropriate to your needs
- We will offer help to make your move go smoothly.
- We will make sure you still receive the support you need in the transition to your new home

Pledge 4 – We will involve you in making sure that the support you receive is high quality

- Our support services will be **person-centred**, **holistic** and tailored to the needs, aspirations and identities of the people who use them

- Our support services will empower people to stay well, be independent and participate in their local community
- We will ensure you have the opportunity to make decisions about the support you receive and the home you live in
- We will work in partnership with you to regularly review and inspect the quality and value of our housing support services
- We will create regular opportunities for people who use services to meet with council commissioners to give their views on the services being provided

Pledge 5 – We will recognise and celebrate your contribution to change

- We will offer people who use housing support services training and support to participate in service design and delivery
- We will cover travel costs and provide refreshments for people who contribute to the development of our services in this way
- We will discuss with you how best we can acknowledge your contribution
- We will ensure that your contributions are documented in our reports and plans and shared with other Haringey residents on our website

Pledge 6 – We will take your complaints seriously

- We will require all our housing support providers to have a complaint policy and to actively encourage people to give feedback
- We will require all our housing support providers to tell us about the complaints they receive and what they have done to resolve them
- If you are unhappy with the response to a complaint from your service provider, you may contact council commissioners to investigate

Glossary

Access requirements: this means the requirements you have to live safely and independently if you are disabled, for example if you use a wheelchair your access requirements would be for a property that is adapted appropriately. This might include ramps, lowered kitchen units, automatic door entry systems etc.

Commissioned/commissioning: this is the way that the council buys the services it wants to be available in the borough and then reviews them to make sure they do a good job of supporting people. The council uses its money to pay specialist organisations to work in the borough with our residents.

Co-production: this is when the council works with tenants and residents to design new services as a partnership.

Floating Support: support provided to you in your home to empower you to live healthily and independently in the community and prevent you from becoming homeless or unwell.

Holistic: this means considering all the aspects of your life and not just focussing on housing. A holistic way of working with someone would be to ensure their housing, health, social and financial needs are being met.

Housing support: support that helps you to remain independent or move into independence after a period of homelessness. Support might include helping you to understand your tenants' rights, access health services or find local activities to help you settle in to a new area. For each person it will be different according to what they need.

Outcomes: these are the goals you want to achieve by receiving housing support, for example an outcome might be getting a job, learning how to manage your money better or reconnecting with your family.

Personalised: this means support that is personal to you, that looks at you as an individual and recognises how your personal identity and experiences will affect the support you need.

Person-centred: this means putting you at the heart of the support you receive, focussing on what you want and who you want to support you in your life.

Supported housing: housing where support to live healthy, independent lives is offered as part of the tenancy. This includes hostels for homeless people, refuges for survivors of domestic violence, supported living, sheltered housing and foyer accommodation for young people.

Support providers: these are the organisations who provide your supported housing or floating support. In Haringey, we work with hundreds of support providers who are specialists in working with different people. For example, HAIL is a support provider for learning disabled people in Haringey

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Report for: Cabinet 16th January 2018

Title: Policy: Grants and assistance regime for housing adaptations for Disabled Persons in Haringey.

Report authorised by: Beverley Tarka, Director, Adult Social Care

Lead Officers: Anita Marsden, Head of Integrated Care

Ward(s) affected: All

Report for Key/ Non Key Decision: Key Decision

1. Describe the issue under consideration

1.1 Haringey Council is committed to assisting people who are registered, or eligible for registration as a disabled person, to help them in gaining access to and from, and in and around their dwelling to help them remain in their own home whenever it is practicable to do so.

1.2 In Haringey we are seeking to make use of the increased resources provided to us (we received a £700 000 increase in capital budget in 2016/17) to implement a new policy that will ensure we can meet the needs of Haringey residents in a greater, more flexible and innovative way.

1.3 We have developed this policy in response to some specific service and operational challenges we identified and this policy builds on existing practice and seeks to ensure that residents have a consistent experience in the service and an efficient service with a wider scope of services available. The DFG monies are now contained within the Better Care Fund (BCF) and it is expected that health priorities will become more important in the way DFG is spent. So that delayed transfers of care and readmission to hospital, which are key health priorities, could be supported using some of the DFG finance.

1.4 This report outlines Haringey Council's approach to the delivery of its service to customers who require adaptations to their home.

1.5 The draft policy (Appendix 1) is based on the legislation which governs the implementation of major adaptations via Disabled Facilities Grants under the Housing Grants, Construction and Regeneration Act 1996 and other assistance under the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002.

2. Cabinet Member Introduction

2.1 It is very important that residents are able to remain in their own home for as long as it is practicable to do so. This policy sets out the obligations of the Council to ensuring that residents have a range of options by creating greater flexibility within the DFG fund and through adopting the reforms allows the Council to decide whether it provides grants, loans, advice etc for the purpose of repairing, improving, extending, converting or adapting housing accommodation.

2.2 This policy builds on existing practice and seeks to ensure that residents have a consistent experience in the service and an efficient service with a wider scope of services available. The DFG monies are now contained within the Better Care Fund (BCF) and it is expected that health priorities will become more important in the way DFG is spent. So that delayed transfers of care and readmission to hospital, which are key health priorities, could be supported using some of the DFG finance.

3. Recommendations

3.1 Cabinet is asked to approve the draft Policy: Grant and assistance regime for housing adaptations for disabled persons in Haringey, attached at appendix 1.

4. Reasons for decision

4.1 Having a policy will clearly set out and define what services we are able to provide and a clear pathway for accessing services, increase the range of services and scope the council are able to provide to maximise service user's independence. Thereby, providing clarity and consistency for all service users across Haringey regardless of tenure.

4.2 It will provide us with ability to use the DFG funding in innovative ways that will:

- reduce the bureaucracy in administering grants for residents
- simplify the application and adaptation process
- rapidly deal with inaccessible housing
- award grants to excess of mandatory grant limit, currently £30 000, to meet eligible needs larger grants to meet needs,
- complete adaptations in a timely manner therefore potential reduce package of care spend,
- capitalise staffing costs and procurement to manage demand

4.3 We will pilot for a 12-month period from January 2018 removing the test of resources. This will reduce the bureaucracy in administering grants for residents, simplify the application and adaptation process and enable the LA

to complete adaptations in a timely manner therefore potential reduce package of care spend.

4.4 Since 2014 to date we have assessed 40 residents as requiring to make a client contribution and the total value received is £36,133.64. Therefore, the financial risk to the LA is minimal. We employ x2 FTE Assessment Officers to administer the test of Resources. The current process to complete the Test of Resources is also reported on average to take 3-6 months.

5. Alternative options considered

5.1 The contents of the Policy reflect the wider strategic aims of the Council to give all children the best start in life and empower all adults to live healthy, long and fulfilling lives and also the ever closer integration of health and social care. The option of maintaining the current model for adaptations was considered to not fully meeting these wider strategic aims.

6. Background information

6.1 This draft Policy seeks to bring into one place, and to ensure consistency of approach. This Policy does not affect eligibility for services or support

6.2 The policy offers a single, improved approach to services. The aim is to ensure that the services provided and the user experience are improved and increased and that the most efficient, effective and suitable assistance is provided regardless of tenure.

6.3 In 2008, the government made a number of changes to the way DFG was administered and the ways in which it could be used. This was as a result of a cross departmental review of the programme, and independent study carried out by Bristol University. These changes included the relaxation and removal of the ring-fence (in 2010), allowing DFG monies to be used more flexibly and as part of wider strategic projects to keep people safe and well at home, and to reduce bureaucracy in the grant's administration

6.4 Although local authorities have had this power since 2008 few have had the resources available to develop programmes expanding their grant delivery. Now that the mandatory grant programme has been considerably expanded from £220m in 2015/16 to £431m in 2017/18 we are seeing an increasing number of authorities updating their policies to include more innovative spend of the DFG monies. In 2002 the government brought in the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (RRO) which provide freedom and opportunities for the Local Authority to address housing issues.

6.5 This Order had important implications for the Council because it repeals much of the existing prescriptive legislation governing the provision of renewal grants to homeowners and replaces it with a new wide-ranging power to provide assistance for housing renewal

6.6 In Haringey we are also seeking to make use of the increased resources provided to us (we received a £700 000 increase in capital budget in 2016/17) to implement a new policy that will ensure we can meet the needs of Haringey residents in a greater, more flexible and innovative way.

6.7 In order to make use of the RRO, a local authority must comply with the following conditions:

- There must be a formally adopted policy in place, which sets out how the authority intends to use its powers;
- There must be notice to the public that a policy is in force;
- They must ensure that a copy of the full policy is available to the public for free at the council offices;
- There must be a summary document available on request (though a small charge to cover costs may be allowed).

6.8 Schemes can be aligned to 'people' outcomes – for example, services driven by the needs of a particular client group (older people, disabled people or families with disabled children, for example) or be more 'theme' based – accident prevention, relieving fuel poverty or assisting with hospital discharge would be examples of this type of scheme.

7. Contribution to strategic outcomes

7.1 The Corporate Plan, 'Building a Stronger Haringey Together', sets out the vision and priorities for the Council over the next three years. The draft Grants policy will deliver outcomes that meet Priority 1 to enable every child and young person to have the best start in life, with high quality education, Priority 2 to empower all adults to live healthy, long and fulfilling lives and Priority 5 to create homes and communities where people choose to live and are able to thrive

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

8.1 Chief Finance Officer

8.1.1 The DFG allocation to the council in 2016/17 was £1,818k of which £819k was unspent at the end of the year and was carried forward into 2017/18. This plus the in-year allocation of £1,818k gives total available DFG funding in 2017/18 of £2,637k.

8.1.2 There is a risk that funding which is not spent will be required to be returned to the DH. The proposed policy will enable the council to implement a wider range of spending plans against the DFG funding to ensure that it is fully utilised.

8.2 Procurement

8.2.1 Strategic Procurement notes the contents of this report; however, there are no procurement implications at this point in the process.

8.3 Assistant Director of Corporate Governance

8.3.1 Cabinet is being asked to approve the draft Policy: Grants and assistance regime for housing adaptations for Disabled Persons in Haringey. The policy falls within the statutory framework for disabled facilities grant (DFG) as set out in the Housing Grants, Construction and Regeneration Act 1996 (the Act) and the Regulation referred to below. The Act permits the local housing authority to award mandatory DFG for purposes which include facilitating access by the disabled occupant to dwelling, making safe the dwelling for the disabled occupant and facilitating access by the disabled occupant to the principal family room, or a room used or usable for sleeping. DFG are subject to means test and a maximum grant limit of £30,000 per application.

8.3.2 Where the cost of eligible works is more than the DFG limit, the Council may use its discretionary powers under the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (the Regulation) to bridge part or all of the funding gap. Article 3 of the Regulation permit housing authorities to give discretionary assistance, in any form (e.g. grant or loan) to, amongst others, adapt or improve living conditions. The assistance may be subject to conditions including repayment of the assistance. Authorities are required to consider a person's ability to repay the assistance, both before imposing a condition to that effect and before taking steps to enforce a condition of that kind. They are also required to provide a written statement of the conditions to which assistance is subject, and to ensure that a person to whom assistance is given has received advice or information about any obligations to which he would be subject once assistance has been provided. They may take security in respect of the assistance, including a charge on property.

8.3.3 Article 4 of the Regulation provides that the power to provide assistance is not exercisable until the authority has adopted and published a policy relating to their exercise of the power, and the power must be exercised in accordance with the policy. The then Office of the Deputy Prime Minister (ODPM) published a non-statutory circular titled Housing Renewal (17th June 2003) that includes advise on the content of the policy to provide assistance. It provides at Paragraph 4.4 “As the mandatory Disabled Facilities Grant will not normally be adequate to deal with all the likely requests for assistance with housing adaptations for disabled people, it is also important for the policy to set out what additional adaptations assistance is to be provided.” Further at Paragraph 4.6 that the policy document should include the following – “how the policy will contribute towards strategic aims, objectives and priorities; a statement of the key priorities which the policy will address: a description of

the types of assistance available; the circumstances in which persons will be eligible for assistance; the amounts of assistance that will be available to eligible persons, and how these amounts will be determined; the process to be used to apply for assistance; details of conditions that will apply to the provision of assistance: advice that is available, including financial advice, to assist persons wishing to enquire about, and apply for, assistance" etc.

8.3.4 The adoption of the policy will enable the Council to exercise its powers to provide assistance under the Regulations.

8.4 Equalities

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

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity for those with 'protected characteristics' and those without them
- Foster good relations between those with 'protected characteristics' and those without them.

The protected characteristics are: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

8.4.2 An Equalities Impact Screening Assessment (EqIA) has been carried out for the proposed policy. The findings are described in more detail in the EqIA screening tool in appendix 2. The proposed changes will not have a negative impact on those people with 'protected characteristic'.

9. Use of Appendices

i. Appendix 1: Draft Policy: Grants and assistance regime for disabled adaptations to housing in Haringey
ii. Appendix 2: EqIA Screening Tool

10. Local Government (Access to Information) Act 1985

N/A

Policy:

Grants and assistance regime for housing adaptations for Disabled Persons in Haringey

Effective from 1st April 2017

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1. Introduction

1.1 This policy outlines Haringey Council's approach to the delivery of its service to residents who require adaptations to their home. It sets out the framework by which the Council offers adaptations to residents living in public and private sector housing.

Haringey Council's Corporate Plan

1.2 The Council has in place its Corporate Plan 2015-18 and Strategies that includes its vision and the priorities for the borough. The Council's vision for all adults in Haringey places an emphasis on the values which promote and maximizes an individual's independence, dignity, choice and control, shifting away from institutional care towards community and home based solutions where this is appropriate for the individual. This approach is embodied by Priority 2 of the Corporate Plan, which seeks to 'empower all adults to live healthy long and fulfilling lives', and is underpinned by the following objectives: A borough where the healthier choice is the easier choice

a. Strong communities where all residents are healthier and live independent fulfilling lives
b. Support will be provided at an earlier stage to residents who have difficulty in maintaining their health and wellbeing
c. Residents assessed as needing formal care and /or health support will receive responsive high quality services
d. All vulnerable adults will be safeguarded from abuse

1.3 The Council's vision for children and young people, as reflected in Priority 1 of the corporate plan, seeks to enable every child and young person to have the best start in life. Children and young people will be healthier, happier and more resilient and those who need extra help will get support at the right time.

1.4 Priority 5 of the corporate plan seeks to create homes and communities where people choose to live and are able to thrive. The objective, amongst others, is to drive up the quality of housing for residents in the borough.

1.5 In the context of these corporate priorities, Haringey Council is committed to assisting people who are registered, or eligible for registration as a disabled person, to help them in gaining access to and from, and in and around their dwelling to help them remain in their own home whenever it is practicable to do so. Haringey Council recognise that poor housing can be a barrier for older and disabled people, contributing to immobility, social exclusion and ill health. This policy contributes to achieving our corporate priorities by, amongst others, facilitating hospital discharge, preventing hospitalisation, and by enabling people to live more independently in secure, safe, well maintained, warm and suitable housing.

1.6 This policy builds on existing practice and seeks to ensure that residents have a consistent experience in the service and an efficient service with a wider scope of services available.

1.7 This policy is aligned to the Better Care Fund (BCF) and it is expected that health needs and priorities will become more important in the way funds are spent. Therefore, delayed transfers of care and readmission to hospital, which are key health priorities, will be supported within this policy.

1.8 Having a policy will clearly set out and define what services we are able to provide and a clear pathway for accessing services, increase the range and scope of housing adaptation services the council are able to provide to maximise service user's independence. Thereby, providing clarity and consistency for all service users across Haringey regardless of tenure.

Haringey Council's Housing Strategy 2015-2020

1.9 Our vision for housing in Haringey is underpinned by the belief that housing is about people and communities, not just bricks and mortar. We want to make sure that our residents have access to high-quality homes that will support them in leading happy and fulfilling lives. Whether renting or buying, there is clear evidence that the quality of our home affects our health, our children's attainment at school and the quality of family relationships. To help our children to have the best start in life and our adults to fulfil their ambitions, it is crucial that our residents have access to high-quality homes at prices they can afford. The Housing Strategy 2015-2020 include the objective to drive up the quality of housing for all residents. The DFG policy is intended to contribute towards the delivery of the Council's housing strategy.

2. Key Principles

2.1 In addition to the Council's corporate priorities and housing strategy, the DFG policy is intended to meet the Council's statutory obligation under the Housing Grants, Construction and Regeneration Act 1996 and to set out how the Council intends to exercise its discretionary powers under the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002. The principles of the policy are:

a) To ensure that all residents have access to accommodation that enables independent living, privacy and dignity for the individual and their families. This may include offers of alternative accommodation or modifying disabling environments;

b) To provide a service that seeks to best meet the needs experienced and identified by the disabled person;

c) To ensure that constraints on independent living are not imposed on disabled people by virtue of the construction, layout or design of their homes;

d) The process utilises the skills and experience of a wide range of disciplines and includes consultation and choice for the disabled person;

e) The appropriateness and acceptability of the adaptation is measured by the extent to which it meets the needs of the individual; and

f) To examine all the options available to the individual before embarking on plans to adapt the current property where major adaptations are required.

2.2 The council is committed to assisting people who are registered, or eligible for registration as a disabled person, to help them in gaining access to and from, and in and around their dwelling to help them remain in their own home whenever it is practicable to do so.

2.3 The council is committed to improving people's lives by giving people more choice and control in the services they use. Wherever possible, and to ensure that public money is properly spent the council will be seeking to carry out the most cost-effective adaptation to the property which adequately meets an applicant's assessed needs. Usually this means that an adaptation is carried out within the existing structure of a dwelling.

2.4 In accordance with the current legislation only one family room is necessary to meet the family's needs, as such the council will consider the use of one of any additional reception rooms in a property to provide adaptations. Where it is not possible to adapt a property or if there are likely to be excessive costs in adapting a property, the council will consider offering re-housing or in the case of owner occupiers a relocation grant (see below), this would be at the discretion of the Adaptations Panel.

2.5 Proposed schemes must be supported by a referral from the council's Occupational Therapy team or the designated OT Contractor working on their behalf, and enquiries arising without such support will be referred back to Adult Social Care team to arrange an assessment. The Occupational Therapists (OT's) work in collaboration with the surveyors to decide and agree upon a scheme. The OT must determine what is necessary and appropriate for the disabled person to meet their eligible assessed needs and the surveyor must consider what is reasonable and practical given the structural, planning and other restraints. The most modest solution is recommended and the OT and surveyor are required to differentiate between the 'needs' and 'wants' of the service user.

2.6 Wherever possible if the Council is funding personal care services for the disabled applicant, adaptations should aim to reduce the ongoing revenue cost by enabling the person to attain or regain more independence in daily living. The OT and Surveyor will consider this aspect before agreeing the capital allocation for the scheme and where this is likely to exceed £30 000 will be agreed by the Adaptations Panel.

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3. Financial Assistance

3.1 The types of assistance available include:

- Minor adaptations such grab rails
- Major adaptations under the mandatory disabled facilities grant scheme for items such as level access showers, stair lifts etc
- Discretionary Disabled Facilities Grants for adaptations outside the scope of a mandatory grant,
- Assistance towards moving to more suitable accommodation

Minor Adaptations

3.2 The Council's policy is to provide simple adaptations i.e. those that cost under £1000 such as grab rails and stair rails, direct to the resident without the need to apply for a Disabled Facilities Grant.

3.3 Where the minor adaptation is carried out in a Council property the adaptation belongs to the Council and will therefore be maintained as part of the maintenance contract.

3.4 Where the minor adaptation is carried out in a private sector property the adaptation belongs to the individual and therefore they will need to maintain it

Major Adaptations and Mandatory Disabled Facilities Grant (DFG)

3.5 The Council is obliged under the Housing Grants, Construction and Regeneration Act 1996, to provide Disabled Facilities Grants (DFG) to eligible applicants in order to carry out eligible adaptations to their homes to enable them to remain in their homes and live as independently as possible. DFGs are available to leaseholders, owner/occupiers and private sector tenants and Housing Association tenants. Whilst council tenants are eligible to apply for a DFG, the Council funds adaptations to its own properties from the housing revenue account. The application process for council tenants is dealt with in the same way to ensure they are treated fairly.

3.6 The proposed adaptation must be supported by a referral from the Council's Occupational Therapy (OT) team or the designated OT Contractor.

3.7 Mandatory DFGs are available to assist a disabled person in gaining access to and from, and in and around their dwelling. They are subject to a Test of Financial Resources (which is strictly controlled by Government legislation), and are limited to a maximum. The amount limit changes from time to time and is currently £30,000 per application. Subject to all other qualifying criteria being met, the council *must* approve a mandatory DFG.

3.8 DFG is available to eligible applicants for adaptations for:

i. Facilitating Access and Provision

This includes adaptations to remove any barriers preventing the service user from moving freely around the property:

- Facilitating access to and from the dwelling or building in which the dwelling is situated.
- Facilitating access to the garden.
- Facilitating access to a room used or useable as the principal family room.
- Facilitating access to and from a room used or useable for sleeping or alternatively providing such a room for the disabled occupant.
- Facilitating access to a room in which there is a lavatory, a bath or shower (or both) and a wash hand basin or providing a room in which there is such a facility or facilities.
- Facilities for the preparation and cooking of food.

ii. Making a dwelling or building safe

For example, minimising the risk of danger where a disabled person may have behavioural problems, which cause them to act in a boisterous or violent manner, damaging the house, themselves and perhaps other people. Examples include: an enhanced hearing system specialised lighting, toughened or shatterproof glass, installation of guards around particular facilities e.g. fires, radiators, reinforcement of floors, walls or ceilings, or cladding or exposed surfaces and corners to prevent self-injury.

iii. Room usable for sleeping

Providing a room is usually only considered when it isn't possible to adapt the service users existing bedroom e.g. because of access or size constraints. Where the service user shares a bedroom with another person, funding may be given to provide a room so that the normal sleeping arrangements can be maintained. This may be considered if a child has behavioural problems and is disturbing or disturbed by the person they share a room with.

iv. Facilitate access to the principal family room

This may include widening doorways, creating wheelchair circulation space, or possibly providing lift access to the room. A family room may not be the existing family room. The principal family room can be re-designated as part of the works.

Only one family room is necessary to meet the family's needs, as such the council will consider the use of one of the reception rooms in a property to provide adaptations.

v. Bathroom

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A service user should have access to a wash hand basin, WC, shower and/or bath.

vi. Facilitation of preparation of food

Potential works: re-arrangement or enlargement of kitchen, modified/specially designed storage units, gas, electricity and plumbing installation etc. to enable the user to be independent.

vii. Improve any heating system in the dwelling or provide this if none exists Potential works include: improvement of an existing heating system, or provision of a heating system where it is unsuitable or where there is no heating. Funding should not be given to adapt or install heating in rooms that are not normally used by the disabled person.

viii. Adapt heating, lighting or power controls to make them easier to use. Works may include: relocation of power points or thermostat, provision of adapted controls, and installation of additional controls or sockets.

ix. Facilitate access and movement around the dwelling to care for a person who is normally resident in the dwelling and is in need of care. This provides for works to enable a service user to access their child's bedroom or the bedroom of a parent whom they care for.

Wherever possible, and to ensure that public money is properly spent the council will be seeking to carry out the most cost-effective adaptation to the property which adequately meets an applicant's needs. Except in exceptional circumstances this means that an adaptation is carried out within the existing structure of a dwelling.

3.9 Stair lifts, through floor lifts and hoists installed under a Disabled Facilities Grant become the property of the grant applicant and, as such, it is the applicant's responsibility to pay for servicing and maintenance, although the council includes within the cost of a Disabled Facilities Grant, a servicing and maintenance contract for these items. Thereafter, the council recommends that equipment is serviced at intervals prescribed by the manufacturer and there are a number of private companies able to undertake this work although the installer of the equipment is usually also able to make such arrangements.

Housing Association Tenants

3.10 Housing association tenants can apply for a disabled facilities grant, however the council would expect the RSL to make a contribution towards the cost of the adaptation, this will be negotiated on a case by case basis and approved by the Adaptations panel.

Discretionary Grant

3.11 In addition to the Mandatory DFG, the Council is not obliged but may consider discretionary DFG depending on funding constraints, legislation and its current corporate policies and strategies. The Regulatory Reform Order (Housing Assistance) 2002, gives the Council the power to offer discretionary DFGs to residents.

3.12 The mandatory DFG will be the first priority for all available funding. The priority order subject to available resources is:

- Discretionary Disabled facilities grants to supplement £30k mandatory grant limit
- Home Repair Grant
- Home Safety Grant

3.13 The award of discretionary DFG is subject to available funding. Individuals affected by the decision to limit discretionary DFG assistance will be offered advice and support regarding other options, which may be available.

3.14 Where the costs of an adaptation scheme exceed the £30k statutory financial limits and falls outside of the discretionary grants limits below, the Council may in exceptional circumstances award such additional funds to meet the assessed needs of the disabled person. Any monies paid above the mandatory limit are subject to an interest-free charge on the property for owner-occupier applicants and become repayable, in full to the council in the event of a change of ownership or breach of occupation conditions.

Home Repair Grant

3.15 Home Repair Grants aim to cover the cost of minor repairs that present a serious health and safety risk to owner/occupiers on a low income. Eligible works are any item of disrepair that causes a serious health and safety risk. These grants also cover urgent repairs to specialist equipment installed under disabled facilities grants that are no longer covered by a warranty.

3.16 Grant assistance will be paid towards the cost of eligible works, on completion of the works. There is no limit to the number of grant applications that can be made but a total limit of £5,000 per dwelling over a three-year period applies.

3.17 In exceptional circumstances a larger grant of maximum £20,000 will be considered for cases of vulnerable adults referred by Adult Services, where larger repairs were deemed necessary to safeguard occupants or the general public. These grants are subject to available funding and at the discretion of the council after all other avenues of funding have been exhausted. In these cases, the costs remain as a permanent charge on the property.

3.18 Qualification for the Home Repair Grants is based on the following criteria:

- All applicants must be in receipt of a means tested benefit or will be subject to a means test

- All applicants must have savings of less than £10,000

3.19 All applicants must be either:

- Owner/occupiers of the property concerned. They must not have any non-dependants in employment living in the household. Note all joint owners must be in receipt of a means tested benefit or will be subject to a means test.

- Leaseholders, with a responsibility to undertake such works as a condition of their lease. They must not have any non-dependants in employment living in the household. Note all joint leaseholders must be in receipt of a means tested benefit or will be subject to a means test.

- In the event of the demand for assistance exceeding available funding, a waiting list will be operated, subject to the following priority rating.

Group 1 being the highest priority and 3 the lowest:

Group 1 Applicants who have previously received DFG with an item of specialist equipment that is in need of repair.
Group 2 Over 60 years of age or registered/registerable as disabled and vulnerable adults referred by Adult Services
Group 3 Over 18 years of age with a child in the household of under16
Each case within each group will be processed in chronological order with respect to the date of enquiry.

3.20 The eligible work covered by the grant are:

General housing repairs (not including items of decoration) such as roof leaks, electrical faults, gas pipe work defects or repair of defective fixtures and fittings such as central heating boilers/systems and other repairs likely to have serious effects on the occupier's health or safety.

Home Safety Grant

3.21 This grant is available where the applicant, or the applicant's spouse or partner, is aged 60 years or over who are on a means tested benefit, or people identified as at risk or are clients referred from the councils Safeguarding Adults Team, Domestic Violence Unit or the Metropolitan Police Crime Reduction Unit regardless of age.

3.22 The total value of grant assistance that may be given in respect of any one application is £500.00. No further application for a Home Safety Grant will be eligible during a period of 5 years from the certified date of completion of the relevant works except where the client is referred from the councils Domestic Violence Unit or Crime Reduction Unit.

3.23 All applicants must be in receipt of a means tested benefit.

- The applicant for grant must certify that he or she has the power or duty to carry out the necessary works.

- The applicant must have been resident for a minimum period of residence of one year unless the referral is via the Councils Safeguarding Adults Team, Domestic Violence Unit or Crime Reduction Unit where there is no minimum residence.

- there is no repayment of grant required on sale of the dwelling.

- there is no certificate of future occupancy required in respect of owners or tenants.

- a minimum of one estimate is to be submitted from the appointed building contractor. This estimate must clearly show the contractor's name, address and telephone number. The estimate must be signed and dated by the contractor or someone authorised to do so on behalf of the Company. If the estimate submitted is considered unreasonable on any grounds by the council a second estimate will be required.

- final payment of grant monies will be made following an inspection of the dwelling and on receipt of the applicant's declaration of satisfactory completion of the relevant works. This declaration will also show the names of the contractor who carried out the work, date of estimate and the actual cost incurred.

- the applicant for grant must give prior written agreement to the works proposed.

- payment of grant will be subject to receipt of a satisfactory contractor's invoice or demand for payment.

- No grant can be paid in respect of works started or completed before the Council has given a Notice of Grant Approval.

Emergency Adaptations

3.24 The Council can allow at its discretion, in certain cases, an emergency adaptation. This will only be used in urgent cases for clients who for example:

a. Cannot sustain living, or life, at home unless essential adaptations are undertaken.

b. Cannot access essential hospital appointments, dialysis or day care without adaptations.

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c. The current situation is placing the service user and their carers at considerable risk of injury e.g. from unsafe moving and handling property stair lifts where living on the ground floor is not possible.

d. Other works which in the opinion of the OT would facilitate hospital discharges or are needed urgently

3.25 For adaptations via the emergency adaptation process, the normal adaptation process will be bypassed in order to install the adaptations as speedily and efficiently as possible. However, the means test will still apply as with mandatory DFG for owner-occupiers or private sector tenants. As well as providing emergency adaptations this process will considerably reduce the time spent by Council officers processing full applications. There will also be funding available to RSL tenants to be used in the same circumstances.

3.26 The works will be ordered and overseen by the Adaptations Team in consultation with the OT. If the OT assesses a service user who meets the criteria for urgent adaptations, they will refer the case to the next scheduled Adaptations Panel for discussion and approval. However to ensure the adaptation is not delayed by the Panel anout of panel decision can be sought from the relevant Head of Service, if appropriate

3.27 The OT and/or surveyor must present cases at the Adaptations Panel for approval before proceeding. The upper limit for works under this scheme will be £5K. Clients must either prove ownership or be prepared to sign a declaration of ownership in order to allow works to proceed

Re-housing or Relocation Assistance Grant

3.28 Undertaking major adaptations may not always be recommended. Re-housing or re-locating the disabled person will be the preferred option in some circumstances:

a. Where the existing property is not suitable for adaptation within the available resources to meet long term needs or

b. Where it is not economically viable to do so.

Re-housing for council tenants or a relocation grant for owners or private tenants will be considered to address the housing needs of the whole household. The Adaptations Panel determines the decision of whether this option will be considered.

3.29 If the disabled person is a council or RSL tenant they will be asked to consider re-housing by the Adaptations Panel. If a tenant agrees to being re-housed their housing transfer application will be assessed in line with the council's Allocation Policy, which will take into consideration the effect their current accommodation, is having on their housing needs and health. The disabled

person and tenant can decline to move property and continue to pursue their mandatory DFG application.

3.30 In cases of tenant applications, the landlord's consent will be required for adaptations to be carried out. The Council in its capacity as landlord will only withhold its consent where it is reasonable to do so. The circumstances where it may be reasonable to withhold consent include the following:

a. Where suitable alternative accommodation is or will become available within 6 months in an area where the disabled person's support needs can be fulfilled. Suitable alternative accommodation could include accommodation that can be adapted to meet the tenant's needs within 12 months;

b. Where a tenant has submitted a Right to Buy application;

c. Where a tenant is awaiting a transfer to alternative accommodation;

d. Where a tenant is not a secure tenant e.g. Service occupancy, temporarily accommodated under homeless legislation

3.31 If the landlord consent is withheld, the Occupational Therapist will ensure all risks are reduced to the lowest possible level and their request for major adaptations will be cancelled. Minor emergency works will still be available if deemed necessary and appropriate.

3.32 If the disabled person is an owner occupier the relevant 'moving costs' that the re-location grant will include is:

For freehold owners and leaseholders:

- Estate agent fees
- Conveyance costs
- Mortgage cancellation fees (if arranged more than 12 months prior to application)
- Surveyor costs
- Home energy certificates

For freehold owners and council tenants:

- Removal costs including the disconnection and reconnection of appliances and aerials

For RSL Tenants

- We will negotiate with the RSL to establish a cost effective solution.

3.33 The OT and surveyor will view any prospective properties and identify whether they require any adaptations and whether these need to be done before the disabled person moves in or whether they can be done once they have

moved. Any adaptation work, which is required to the prospective property, must be brought back to the Adaptations Panel to be agreed. In most cases the costs relating to the work and the relocation must be less than the cost of adapting their existing accommodation, however, consideration will also be given to the best long term use of the council's housing stock.

3.34 A DFG of up to £15k may also be awarded for adaptations to the property to which you relocate and the relocation costs and any required adaptation to the new property will count as one application up to the £30k limit and is subject to the Council's test of the applicant's financial resources, which will be the same as the test applied for DFG eligibility. The grant will only be offered if there are no alternative sources of funding available and inspections of the existing and prospective properties by a surveyor and occupational therapist must be carried out before a relocation grant is agreed. In the case where the applicant moves outside of the borough, a paper check may be undertaken rather than a surveyor's visit.

3.35 Applicants will not be automatically awarded the full grant. The Relocation Grant will be considered based on fee estimates submitted up to a maximum of £15,000 to cover 'Moving Costs'. The applicant is not restricted to the area of the relocation, however it may affect the level of assistance the applicant is eligible for (as below).

- If the disabled person moves out of the Borough of Haringey s/he will only be eligible for a grant to cover the 'moving costs' and not towards adapting the new property.
- If the applicant is relocated within the Borough of Haringey the disabled occupant will be considered for further grant to cover adaptation costs for the new property.

This is subject to a surveyors visit and determined by the Adaptations Panel.

3.36 The total grant payable including relocation 'moving costs' and adaptations to the new property must not exceed the mandatory DFG grant or the cost of the original proposed scheme, whichever is lower.

Enhanced Schemes

3.37 The Council understands that sometimes a service user may wish to have a scheme designed which goes over and above the approved eligible scheme (i.e. the scheme recommended by the adaptations surveyor and occupational therapist), the Council may allow this however in practice this can be quite complicated. Please see the procedure detailed below:

i. The council will provide the applicant with the amount of allocation (either grant or council funding for Haringey tenants) they may receive for the eligible scheme; this is based on standard prices for similar schemes the council has approved in the past.

ii. The applicant will need to appoint their own architect to design the full scheme including the eligible elements. The council will allow an amount for payment of the architect. This amount will be equal to 5% of the eligible schemes value if it is for design only, or 8% of the eligible schemes value if it is for the design and supervision of the works.
iii. The design must incorporate all of the Occupational Therapists specification, and any additional works proposed must not impinge on these specifications.
iv. Once confirmation has been received that the scheme meets the needs of the applicant, the proposed scheme must be submitted for planning and building control approval by the applicant and a detailed specification must be prepared for pricing purposes.
v. The client's architect/surveyor should send the drawing and specification to a minimum of two contractors for pricing.
vi. Once the appropriate planning and building control approvals and priced specifications are received by the council, they will be subject to the necessary checks by the team responsible for grants and the grant will be calculated taking into account any assessed contribution and approval notification issued.
vii. Once the approval is received by the applicant's works may commence on site.
viii. 'As we are awarding grants of public money, the council needs to ensure that the contractors/professionals employed are registered with HMRC. As such we will need to see evidence of either VAT registration or CIS registration and/or their unique tax reference number (UTR). You should therefore ensure that you have evidence of this before you authorise the contractor to undertake the works as without this, the authority will not consider releasing any monies'.

3.38 Delays in making the application may affect entitlement to a grant, with this in mind the council would expect to be in receipt of a valid application within 6 months of the original grant surveyor's visit. If not received by that deadline and no valid reason is provided the application will be cancelled and a new application will need to be made by the client or their surveyor/architect.

3.39 All applications for enhanced schemes will need to be approved by the Adaptations Panel and the decision will be based on the needs of the applicant and ongoing costs to the council, NHS, and other public bodies.

The Test of Resources

3.40 The test of resources will remain, and be the same, as that set down in the Housing Renewal Grants Regulations 1996 and in the Housing Renewal Grants (Amendment) (England) Regulations 2008 and any subsequent amendments for all grants where the assessed need exceed the mandatory maximum limit of £30 000.

3.41 For the period between 1st April 2017 to 31st March 2019, the Council will not means test for grants where the value of the adaptation based on the assessed need is less than £30 000.

3.43 In the case of families with a disabled child or young person there is no means test and 100% grant is awarded up to the maximum limit.

3.44 Where all relevant persons are in receipt of income support, income-based job seekers allowance, council tax benefit, housing benefit, working tax credit (where income is below £15,050) or guaranteed pension credit, 100% grant is awarded up to the maximum limit.

Non-means Tested adaptations

3.45 Where a simple adaptation which does not require major structural works, for example conversion of a bathroom into a shower room, a stair lift, hoist or ramp and can provide a fast and effective solution to reduce current or potential future care and NHS costs, the means test will not be applied.

3.46 A fast track adaptation can only be provided if the councils recommended scheme is agreed by the applicant/applicants representative and where the councils approved contractors carry out the works. The enhanced scheme cannot be used with a fast track adaptation.

4 Exclusions

4.1 Major adaptations will not be carried out at a property which has a Right to Buy application

4.2 Major adaptations will not be carried out at a property where the tenant is awaiting a transfer

4.3 Overcrowding is not taken in to account when determining the most appropriate scheme. Major adaptations, for example additional rooms, will not be recommended on the basis that the property is overcrowded. Overcrowding issues will be dealt with under the council's housing policies.

5 Delivering the Service

5.1 The Adaptations Panel

To ensure an equitable and transparent approach to decision making, value for money and the appropriateness of proposed adaptations the council has an Adaption Panel to review emergency and larger adaptations over £30k as well as to set guidance on general adaptation principles and standards e.g. whether the property is currently suitable for occupation, whether decanting is required and whether work should be completed before occupation etc.

5.2 The Panel is made up of the following senior managers:

- Adaptations Team Manager

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- Short Term Team Manager and Lead OT
- Housing Allocations Manager

5.3 The Panel meets on a monthly basis. However, they can convene an extra meeting in the case of an emergency adaptation request in addition to the scheduled meetings. Appeals against the decisions of the Panel will be to the Head of Service for Access and Independence (HOS). The Appeals must be in writing within 2 weeks of the notification of the Panel's decision detailing the grounds for the appeal. The HOS will consider the appeal based on written representations and there is no right for applicants to make oral representations. The HOS can request additional information from applicants if it feels this will be relevant to their decision-making. Decisions of the HOS will be made within 4 weeks of receipt of the appeal, unless further information is required, in which case the applicant will be informed of the revised timescale for determination of the appeal.

Performance and Timescales

5.4 Our current performance for the processing of DFG's and major adaptations exceeds 52 weeks. We are aiming to reduce this down to an average of 12 weeks by 2019/20

5.5 All applicants will be kept informed of the progress of their application by letters on receipt of the initial application, following initial assessment and final approval.

6 Grant terms and conditions

Land Charges on Mandatory Disabled Facilities Grants

6.1 Where, in the Council's Adaptations Panel's view an adaptation given under a mandatory disabled facilities grant adds tangible value to a dwelling, then a 10-year charge will be placed on the property if:

i. The applicant is the owner or joint owner of the premises on which the works were carried out.
ii. The grant awarded is more than £5000.00.

6.2 For grants in excess of £1,000, applicants must sign a declaration of intent to occupy the property as their sole or main residence for a period of 5 years from the certified date of completion of the works.

6.3 The Council has the discretion as to whether or not to place a land charge on the property, or reclaim any or all of the grant paid, but it will consider the following: -

a) the extent to which the recipient would suffer financial hardship if the grant was reclaimed;

b) Whether the disposal of the property was to enable the recipient to take up employment, or change the location of their employment;
c) Whether the disposal of the property is made for reasons of the recipient's physical or mental health or wellbeing, or;
d) Whether the disposal is made to enable the recipient to live with, or near any person who will provide care for the recipient by reason of their disability.

6.4 Interim payments for enhances schemes will not be made unless the services of more than one contractor are involved in the works, or circumstances arise which could result in excessive delays in payment for works that have already been satisfactorily completed.

6.5 The applicant must have occupied the subject property as their only or main residence for at least 3 years prior to the date of application. This 3-year period shall not apply where the works are necessary to meet the needs of the applicant on the grounds of ill health or disability.

6.6 For grants in excess of £1,000 applicants must sign a declaration of intent to occupy the property as their sole or main residence for a period of 5 years from the certified date of completion of the works. If the undertaking is breached without a valid reason as set out in section 2 of the mandatory DFG land charges policy. The Council reserves the right to recover the grant, together with compound interest.

For further information, please refer to the **Housing Grants Construction and Regeneration act 1996 part 1 Chapter 1 51.**
http://www.legislation.gov.uk/ukpga/1996/53/section/51

6.7 Assistance will not be given if:

- The works for which financial assistance is sought have already started, unless prior permission has been given at the discretion of the Grants team manager.

- The applicant or a member of their family carries out the work, however grant aid may be given for materials only

- All electrical works are to be carried out by a contractor registered to self-certify the installation with Building Control as compliant with Part P of the Building Regulations on completion e.g. NICEIC domestic installer. Works should also be covered by appropriate completion certificate.

- All gas related works are to be carried out by a GAS SAFE registered fitter licensed to carry out the work and covered by the appropriate certificates on completion. All new gas boilers to be installed by company registered to self-certify the installation with Building Control.

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- All replacement windows must be certified as complying by Building Control, or covered by a certificate from an installer registered to self-certify the job with building control e.g. FENSA registered.

- Unforeseen works arising during the course of the work will not be eligible for assistance unless permission is obtained from the grant surveyor dealing with the application prior to such works being carried out. Any costs exceeding the grant maximum under these circumstances will be the responsibility of the grant applicant.

- Where applicable, all works must have the relevant Building Control and/or Planning Permission.

- All works must be completed to a satisfactory standard within 12 months of approval of the grant.

- Final payments will only be released on satisfactory completion of all of the work. Building Control clearance and evidence of self-certification for building regulations compliance must be obtained if appropriate before payment can be made.

7 Monitoring and Review

7.1 This Policy will be reviewed regularly to take account of any changes in legislation, statutory guidance, local priorities, capital funding or for any other reasons.

8 Complaints

8.1 Any complaints about this Policy and/or its implementation should be addressed through the Council's Corporate Complaints Procedure.

9 Contact details

First Response Team Adult Social Care

Email: firstresponseteam@haringey.gov.uk
Website: www.haringey.gov.uk
Tel: 020 8489 1400

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Equality Impact Assessment Screening Tool				
1	Lead officer contact details: Anita Marsden			
2	Date: 01/11/2017			
3	Summary of the proposal: This policy outlines Haringey Council's approach to the delivery of its service to customers who require adaptations to their home. Having a policy will clearly set out and define what services we are able to provide and a clear pathway for accessing services, increase the range of services and scope the council are able to provide to maximise service user's independence. Thereby, providing clarity and consistency for all service users across Haringey regardless of tenure. The council is committed to assisting people who are registered, or eligible for registration as a disabled person, to help them in gaining access to and from, and in and around their dwelling to help them remain in their own home whenever it is practicable to do so. It will provide us with ability to use the DFG funding in innovative ways that will: • reduce the bureaucracy in administering grants for residents • simplify the application and adaptation process • rapidly deal with inaccessible housing • award grants to excess of mandatory grant limit, currently £30 000, to meet eligible needs larger grants to meet needs, • complete adaptations in a timely manner therefore potential reduce package of care spend, • capitalise staffing costs and procurement to manage demand			
	Response to Screening Questions	**Yes**	**No**	Please explain your answer.

a) Type of proposal				
4.	Is this a new proposal or a significant change to a policy or service, including commissioned service?	x		**The policy will have a positive impact on service users and service delivery**
5.	Does the proposal remove, reduce or alter a service or policy?		x	
6.	Will there be a restructure or significant changes in staffing arrangements? Please see the restructure pages for guidance for restructure EqIAs.		x	
7.	If the service or policy is not changing, have there been any known equality issues or concerns with current provision. For example, cases of discrimination or failure to tackle inequalities in outcomes in the past?		x	**The service has been effective in managing equalities as demonstrated by no cases of discrimination or failures highlighted. The service has followed National Guidance and reforms set by relevant legislation and central government policies.**
b) Known inequalities				
8.	Could the proposal disproportionally impact on any particular communities, disadvantaged or vulnerable residents?		x	
9.	Is the service targeted towards particular disadvantaged or vulnerable residents? *This can be a service specifically for a group, such as services for people with Learning Disabilities. It can also be a universal service but has specific measures to tackle inequalities, such as encouraging men to take up substance misuse services.*		x	

10.	Are there any known inequalities? For example, particular groups are not currently accessing services that they need or are more likely to suffer inequalities in outcomes, such as health outcomes.		x	
11	If you have answered yes to at least one question in both sections a) and b), Please complete an EqIA.			The proposal will have no negative impact on groups that share the protected characteristics or other disadvantaged groups. The policy will increase services the Council can offer to groups to maintain independence and wellbeing and remove processes that cause delays in service delivery. The service currently is effective in tackling inequalities and the draft policy will not have any impact on staff

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Report for: Cabinet 16 January 2018

Title: London Business Rates Retention Pilot - 2018/19

Report authorised by : Clive Heaphy, Chief Financial Officer (interim)

Lead Officer: Frances Palopoli, Head of Finance Operations, extn 3896

Ward(s) affected: All

Report for Key/ Non Key Decision: Key

1. Describe the issue under consideration

Participation by the London Borough of Haringey in the London-wide Business Rates Retention Pilot for the financial year 2018/19. This is by agreement with all London Boroughs and approved through the Autumn statement.

2. Cabinet Member Introduction

Cabinet Member for Finance & Health

Local Government Finance is highly complex and remains largely under the control of Central Government.

Business Rates (National Non-Domestic Rates or NNDR) are currently administered and collected by local Government on behalf of Central Government and the proceeds are returned to Government in return for a re-disribution in the form of Revenue Support Grant (RSG).

The move away from RSG and towards local area retaining the Business Rates that are collected begins to make local government accountable to the Business community but also puts control back into the local area in the form of pools.

The London Pilot Pool is a joint and unanimously agreed one year pilot between the 32 Boroughs, the Corporation of London and the GLA and is on the basis that no authority will be worse off than under the current system.

By balancing the distribution of funds between needs, growth and strategic objectives, the pilot incentivises authorities to consider how best to grow their borough relative to other, bring about a new relationship between the Boroughs and their business community and develop commercial models aimed at growth.

This creates considerable opportunity for Haringey to exploit its natural benefits of geography, transportation and infrastructure but also focusses us on the need to creat confident, cohesive communities, well educated and skilled to take advantage of those opportunities.

3. Recommendations

It is recommended that Haringey participates in the London-wide Business Rates Retention Pilot for 2018/19. Cabinet are asked to agree the following recommendations and notify Full Council at its meeting on 26 February 2018:

a) the designation of the London Borough of Haringey by the Secretary of State as an authority within the London Business Rates Pilot Pool pursuant to paragraph 34(7) of Schedule 7B Local Government Finance Act 1988 and to;

b) agree that the London Borough of Haringey participate in the London Business Rates Pilot Pool with effect from 1 April 2018 (to 31 March 2019);

c) delegate the authority's administrative functions as a billing authority pursuant to the Non-Domestic Rating (Rates Retention) Regulations 2013 to the City of London Corporation ("CoLC") acting as the Lead Authority;

d) authorise the Lead Authority to sub-contract certain ancillary administrative functions (regarding the financial transactions (payment of tariffs and top-ups) within the Pool to the GLA as it considers expedient;

e) delegate authority to the Chief Financial Officer, in consultation with the Cabinet Member for Finance & Health, to agree the operational details of the pooling arrangements with the participating authorities;

f) enter into such Memorandum of Understanding (MoU) with the participating authorities to implement and/or regulate the pool and delegate authority to the Chief Financial Officer (in consultation with the Assistant Director Corporate Governance) to negotiate, finalise and execute the same on behalf of the authority;

g) authorise the Leader of the Council to represent the authority in relation to consultations regarding the London Business Rates Pilot Pool as may be undertaken by the Lead Authority pursuant to the Memorandum of Understanding;

h) delegate to the Chief Financial Officer the authority to consider such consultative reports as the Lead Authority may circulate and to respond on behalf of the authority with regard to any recommendations and in particular, proposals for projects to be approved for funding from the Strategic Investment Pot;

i) delegate to the Lead Authority the functions of assessment, due consultation and the approval of projects eligible for funding from the Pool's Strategic Investment Pot following consultation with the participating authorities (provided that at least two thirds of such participating London Boroughs (including the city of London Corporation)

and the Mayor of London are in favour of the relevant recommendation, and that no entire sub-region is in disagreement with the decision on such terms and conditions as shall ensure value for money and compliance with the law.

4. Reasons for decision

The underlying drive to create a pool is to generate a net financial benefit for London which is not available under the current individual authority scheme.

As outlined in section 6 below, joining the Pilot for 2018/19 offers the potential to generate addition Business Rates income to Haringey above the level forecast if Haringey continued to operate as a single authority. It also offers Haringey the chance to propose strategic investment bids which would be funded from a top slice of any net benefit achieved across the whole pool. A clear guarantee on entry is that no Borough will suffer financial detriment as a result of participation in the Pool.

Furthermore, as a consequence of the establishment of the Pool, central Government will commit to exploring other funding changes which could be beneficial to Haringey and London as a whole.

5. Alternative options considered

The alternative option would be to formally opt out of participating in the pilot meaning that the pan-London pilot would not go ahead as it requires all Boroughs listed in the agreement to participate.

As part of Central Government consultation on 100% business rates retention earlier in 2017, Haringey expressed a preference for the creation of a pilot scheme for London and would not consider opting out unless the proposed operation appeared detrimental to Haringey; this is not the case.

6. Background information

6.1 As part of Central Government consultation on 100% business rates retention earlier in 2017, Haringey joined with London Councils, the GLA and other London authorities in expressing a view to Central Government in favour of the creation of a pilot scheme for London.

Proposals for establishing the pan-London Pilot Pool for 2018/19 were circulated to Leaders of all Boroughs in July and September 2017. This was discussed at the Leaders' Committee and Congress of Leaders and the Mayor on 10 October 2017 where it was agreed in principle to pool business rates in a London pilot of 100% retention in 2018/19 and commence discussions with Government on that basis.

Government formally confirmed its commitment to establishing a 100% business rate retention pilot in London in April 2018 in the Autumn Statement. This was agreed by a memorandum of understanding (MOU) signed by the

Chair of London Councils, the Mayor of London, the Minister for London and the Secretary of State for Communities and Local Government (Appendix 1)

6.2 Rationale for Pooling Business Rates

The underlying drive to create a pool is to generate a net financial benefit for London which is not available under the current individual authority scheme.

This is because:

- pooling consists of retaining 100% of growth (rather than 67% across London under the current scheme) *and*
- not paying a levy on that growth (which tariff authorities and tariff pools currently pay).

Therefore, any aggregate growth in the pool overall – because of the increased retention level – would generate additional resources to share, with each pooling member to benefit to some extent.

The net financial benefit to London of participating in the pool in 2018/19 is currently estimated to be in the region of £240 million, based on London Councils' modelling using boroughs' own forecasts. A more accurate forecast will be expected in February 2018 following the completion of individual forecasts for 2018/19.

The Pooling MOU constitutes the framework agreement for how any **net financial benefit** will be distributed. The principles driving this are based on the following four objectives agreed by Leaders and the Mayor with relative share (%) of the total:

Incentivising growth (by allowing those boroughs where growth occurs to keep some proportion of the additional resources retained as a result of the pool)	**15%**
Recognising the contribution of all boroughs (through a per capita allocation)	**35%**
Recognising need (through the needs assessment formula)	**35%**
Facilitating collective investment through a **Strategic Investment Pot (SIP)** designed to promote economic growth and lever additional investment funding from other sources	**15%**
Total	**100%**

6.3 Pooling Principles

The key principles that underpin the London pooling agreement are that:

- The 2018/19 pool would not bind boroughs or the Mayor indefinitely – the founding agreement includes notice provisions for authorities to withdraw

provided notice is given by any one Borough or the Mayor by 30 September in the preceding year;

- No authority can be worse off as a result of participating;
- All members will receive some share of any net benefits arising from the pilot pool – recognising that growing London's economy is a collective endeavour in which all boroughs make some contribution to the success of the whole, all members of the pool will receive at least some financial benefit, were the pool to generate additional resources.

Furthermore, London authorities will not be subject to more onerous rules or constraints under the 100% rates retention pilot, than they would have been if they had remained subject to the existing "67% scheme" in place for individual authorities in 2017/18.

Nor will any "new burdens" be transferred to London as a consequence of joining the Pilot and participation in the pilot will not affect the development or implementation of the Fair Funding Review.

6.4 Operation of the Pool

As in other existing pools, it is a statutory requirement that a "lead authority" acts as the accountable body to government and is responsible for the administration of the pooled fund. The **City of London Corporation (CoLC)** has agreed to be the lead authority for the London business rates pool.

The lead authority's standard responsibilities will include, but not be limited, to:

- all accounting for the finances of the pool including payments to and from the Government;
- management of the pool's collection fund;
- all audit requirements in relation to the pool;
- production of an annual report of the pool's activity following final allocation of funds for the year;
- the administration of the dissolution of the pool;
- all communications with the DCLG including year-end reconciliations; and
- the collation and submission of information required for planning and monitoring purposes.

In the case of the London pilot pool, the lead authority will have an additional role in formally taking decisions over the allocation of the Strategic Investment Pot (SIP) following consultation with all participating authorities.

Strategic investment is defined as projects that will contribute to the sustainable growth of London's economy which lead to an increase in London's overall business rate income and must meet each of the following requirements:

- contribute to the sustainable growth of London's economy and an increase in business rates income either directly or as a result of the wider economic benefits anticipated;
- leverage additional investment funding from other private or public sources; and
- have broad support across London government in accordance with the proposed governance process.

Under a delegation arrangement, the GLA will manage treasury management issues and monetary transfers between billing authorities on behalf of the lead authority. This reflects the fact that the GLA already has the systems in place to manage payment flows to and from billing authorities for business rates retention as well as council tax and the BRS. They will also manage the Pool's collection fund.

A Memorandum of Understanding (MOU) between participating authorities will set out the terms by which the pool will operate and distribute any financial benefits.(Appendix 2)

6.5 **Impact on Funding Streams**

Joining the London Pool Pilot will mean that Haringey will retain 100% of its' non-domestic rate income and associated section 31 grants in respect of Government changes to the business rates system.

However, DCLG will no longer pay Revenue Support Grant in 2018/19 (£30.2m for Haringey) as this will be rolled into the 100% rates retention.

This is a significant change to the funding mechanism but DCLG has confirmed that the pilot approach should be **without detriment** to the resources that would have been available collectively to the 34 London authorities (including the City of London corporation and the GLA) under the current local government finance regime over the four year settlement period.

Furthermore, subject to the evaluation of the pilot, it also commits the Government to working with London authorities to explore the following:

- future options for grants including, but not limited to, Public Health Grant and the Improved Better Care Fund
- the potential for transferring business properties on the central rating list in London to the local rating list where appropriate
- and legislative changes needed to develop a Joint Committee model for future governance of a London pool.

6.6 Dissolution of the London Business Rates Retention Pool Pilot (2018-19)

The pilot is currently presumed to operate for 2018/19 only. Were the pilot to continue, it would do so until 31 March 2020 (when it is expected that funding baselines will be updated as a result of the Fair Funding Review) unless

otherwise agreed by all participating authorities or unless any participating authority choses to leave the Pool. If the latter occurred, the Pool would cease to operate on 31 March of that year. Once the pool has been established, authorities opting out of the pool **must** notify the Lead Authority and all other participating authorities by 30th September in any year.

7. Contribution to strategic outcomes

With the potential for generating additional income, this proposal will support the delivery of all of the council's priorities however, it is probably most directly aligned to:

- Driving growth and employment from which everyone can benefit *and*
- Creating homes and communities where people choose to live and are able to thrive

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

Finance

There are some costs associated with running and managing the Pool which appear limited to 1 FTE Senior Accountant post within the GLA with considerable experience and understanding of collection fund accounting and the business rates retention scheme and a secretariat within the CoLC to administer the pool and assist with assessing applications for SIP.
It is unclear how these costs will be met by participating Borough but it will most likely be a direct charge on the Collection Fund before distribution.

The pilot provides sufficient assurances that Haringey will not be at risk of a worse financial position than if it opts to remain outside the Pool. It does however, offer an opportunity to benefit from increased income as well potential investment via the SIP.

As business rate income is accounted for via the Collection Fund, a separate pooled collection fund would be required to be established and would sit with the lead authority, although managed by the GLA under delegation. This will require careful management particularly around the treatment of surpluses, deficits and appeals provisions to ensure that the benefits or costs as a result of any actions undertaken **before** joining the pool will remain with that authority.

It will only be after financial year end, once accounts are drawn up, that the actual outturn position is known and when reconciliations will be made and the final growth/decline for the pool as a whole, and for individual pool members, determined. This is likely to be in September 2019 after accounts have been audited for the financial year 2018/19.

Therefore, budgetary assumptions built into the setting of the 2018/19 budget carry a degree of risk and given the uncertainty around the value of any potential growth as part of the pool, it is for each authority to determine how to treat 100% business rate retention in their Medium Term Financial Plans.

Procurement

There are no Procurement implications in this activity. Procurement has no objections to this.

Legal

Paragraph 34 of Schedule 7B of the Local Government Finance Act 1988 (as amended by the Local Government Finance Act 2012) ("The 1988 Act as amended") enables the Secretary of State to designate two or more billing authorities as a business rates pool of authorities.

A designation may not be made by the Secretary of State unless each authority covered by the designation agrees to it. Therefore each authority is required to pass a resolution to participate in the pool and accept the Secretary of State's designation of the pool. Once made, a designation continues to have effect until it is revoked by the Secretary of State. The Secretary of State must revoke the Designation if requested to do so by one of the authorities in the pool.

Schedule 7B, part 9 of The 1988 Act as amended, sets out certain conditions and requirements with regard to the designation and administration of the pool, including the requirement for one of the authorities to be appointed as the Lead Authority for the pool. It is recommended that the Council's administrative functions in respect of its powers as billing authority pursuant to the Non-Domestic Rating (Rates Retention) Regulations 2013 is delegated to CoLC acting as the lead authority for the pool. The Council has power to delegate this function pursuant to Section 9EA(1) of the Local Government Act 2000.

An agreement between participating authorities will document the governance and administrative arrangements for the operation of the business rates pool. A non- legally binding Memorandum of Understanding (MOU) will be entered into by participating authorities. The Council has power to establish a business pooling arrangement between participating authorities under The 1988 Act as amended. In addition section 111 of the Local Government Act 1972 gives the Council the power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.

The establishment of the pool will involve the Council being consulted and also responding to the proposed allocation of the Strategic Investment Pot by the CoLC.

The recommendations set out this report are in accordance with the powers available to the Council to participate in the London Business Rates pool.

Equality

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

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

An EqIA Screening Tool has been completed, which has determined that a full EqIA is not required, as the proposal is not expected to have a disproportionate impact on any protected groups.

9. Use of Appendices

Appendix 1 – Memorandum of Understanding (MoU) on the London 100% business rates retention pilot 2018/19;

Appendix 2 – Final Draft Memorandum of Understanding – all participants to sign

10. Local Government (Access to Information) Act 1985

n/a

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dated 12 December 2017

The Greater London Authority

and

The London Boroughs

and

City of London Corporation

(together the Participating Authorities)

Memorandum of understanding

in relation to London Business Rates Pool

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London Business Rates Pool

Memorandum of Understanding

THE GREATER LONDON AUTHORITY
and
THE LONDON BOROUGHS
and
THE CITY OF LONDON CORPORATION

(together the "Participating Authorities")

1 **Legal Effect and Definitions**

1.1 This Memorandum of Understanding is produced as a Statement of Intent by the Participating Authorities and shall not be legally binding.

COLC means the City of London Corporation, acting by the Common Council in its capacity as a local authority and billing authority;

DCLG means the Department for Communities and Local Government;

Designation Order means the designation order made by the Secretary of State for Communities and Local Government pursuant to his/her powers under Schedule 7B, Paragraph 34 of the LGFA 1988 a draft of which is annexed at Appendix 1;

Government means Her Majesty's Government of the United Kingdom;

Lead Authority and Accountable Body means the City of London Corporation acting in its capacity as a local authority and a Participating Authority who shall act as the Accountable Body and lead in managing the Pool's resources, day-to-day financial management of the Pool and the financial interactions with the Government in relation to the Pool and shall constitute the key contact between the Government and the Pool;

Leaders mean the leaders (including elected Mayors where applicable) of the Participating Authorities or, in the case of the COLC, the Chairman of the Policy and Resources Committee of the Common Council;

LGFA 1988 means the Local Government Finance Act 1988 (as amended);

London Boroughs means the 32 London boroughs as set out at Appendix 2;

London Local Authorities means the London Boroughs and the City of London Corporation in its capacity as a local authority;

NDR Levy Regulations means Non-Domestic Rating (Levy and Safety Net) Regulations 2013 (SI 2013/737) (as amended);

NDRR Retention Regulations means Non-Domestic Rating (Rates Retention) Regulations 2013 (SI 2013/452) (as amended);

ONS means Office for National Statistics;

Participating Authorities means the London Boroughs, the City of London Corporation (**COLC**) acting in its capacity as a local authority and the Greater London Authority (**GLA**) (and **Participating Authority** shall be construed accordingly);

Pool means the London business rates pool for 2018-19 between the Participating Authorities in accordance with this Memorandum of Understanding;

Section 31 Grant means grant paid by a Minister of the Crown to a local authority in England in accordance with section 31 of the Local Government Act 2003;

Strategic Investment Pot (SIP) means the funds made available for strategic investment pursuant to top slicing in accordance with paragraph 6.1.3 which shall be used by the Participating Authorities following the Lead Authority's approval to fund projects that will deliver economic growth for London;

Strategic Investment Projects means projects which are potentially eligible for strategic investment from the SIP.

2 Background

2.1 This Memorandum of Understanding (**MOU**) between the Participating Authorities sets out the basis on which the Participating Authorities have collectively agreed to operate the Pool and distribute the financial benefits. No provision with this MOU is intended to create any legal relations between the Participating Authorities.

2.2 The Participating Authorities agree to act collaboratively and to co-operate with each other in utmost good faith.

2.3 Autumn Budget 2017 confirmed government commitment to the London Business Rates retention pilot for 2018/19. This was formally confirmed in a Memorandum of Understanding on the London 100% business rates retention pilot 2018/19 signed by the

Mayor, the Chair of London Councils, the Minister for London and Secretary of State for Communities and Local Government.

2.4 The Government has prepared the draft Designation Order attached at Appendix 1 to this Memorandum of Understanding, which establishes the Pool, and shall reflect this in the Provisional Local Government Finance Settlement in December 2017.

2.5 The Government is committed to giving the Participating Authorities greater control over the revenues they raise. Subject to the evaluation of the Pilot, the Government will work with London Local Authorities and the GLA to explore the options for grants including, but not limited to: Public Health Grant and the Improved Better Care Fund being transferred to the Pool; the potential for transferring properties in London on the central list to the local list where appropriate; and legislative changes needed to develop a joint committee model for future governance of a London pool.

2.6 The Government shall undertake a qualitative evaluation of the progress of the Pool based on the current research programme for the existing business rate retention pilots, with additional focus on the governance mechanism and decision-making process, and the scale of resources dedicated to strategic investment.

2.7 Subject to an evaluation of the governance mechanism for the Pool (see paragraph 7), the Government shall explore legislative changes needed to develop a joint committee model in future.

3 Aim/Rationale of the Pool

3.1 The Pool will aim to improve the well-being of the communities the Participating Authorities serve in London. By working together, they can retain a greater proportion of business rate growth within London, providing opportunities to further economic growth as well as building financial resilience.

4 Principles of the Pilot Pool

4.1 The Participating Authorities hereby confirm their agreement to participate in compliance with this MOU and confirm that they have resolved or intend to duly and properly resolve to accept the Designation Order in satisfaction of Schedule 7B, Paragraph 34(2) of LGFA 1988.

4.2 From 1 April 2018 the Participating Authorities shall retain 100% of their non-domestic rating income[1]. The Participating Authorities shall also receive Section 31 Grant from the

[1] As defined in the Non-Domestic Rating (Rates Retention) Regulations 2013 (SI2013/452) (as amended).

Government in respect of changes to the business rates system. Section 31 Grant shall amount to 100% of the value of the lost income.

4.3 In moving to 100% rates retention, the DCLG shall not pay Revenue Support Grant (**RSG**) to the London Local Authorities in 2018/19. The equivalent value of the notional RSG in 2018/19 is set out in Appendix 3. Tariffs and top-ups will be adjusted accordingly to reflect both the 100% retention of rating income and higher funding baselines.

4.4 The Participating Authorities shall not be subject to more onerous rules or constraints under the 100% rates retention Pilot than they would have been if they had remained subject to the 67% retention scheme in place in 2017-18 (which reflects the incremental impact of the GLA's partial pilot as a result of the rolling in of the GLA's RSG and the Transport for London investment grant). No "new burdens" will be transferred to the Participating Authorities and participation in the Pilot will not affect the development or implementation of the Fair Funding Review.

4.5 Levy and safety net payments due from/to the Pool shall be calculated in accordance with the NDR Levy Regulations, as if the Participating Authorities were not 100% pilots, but instead were operating under the 50% rates retention scheme adjusted for the GLA's partial pilot for 2017-18 which is continuing as part of the Pool and increased the locally retained share to 67%.

4.6 However, notwithstanding the calculation of levy and safety net payments under the NDR Levy Regulations, the Government shall calculate levy and safety net payments due from/to the Pool on the basis that it has a "zero levy rate" and "safety net threshold" of 97%, and that the Participating Authorities will be retaining 100% of London's business rates income. The difference between any sums due under this calculation and the levy/safety net due shall be paid to the Pool via a Section 31 Grant.

4.7 This Pool shall be without detriment to the resources that would have been available collectively to the Participating Authorities under the current local government finance regime, over the four-year settlement period. This includes current 67% scheme growth, and reflects Enterprise Zones and "designated areas" where the designations made by the Secretary of State came into force on or before 1 April 2018, along with other special arrangements, such as the statutory provision to reflect the unique circumstances of the COLC, as currently contained in Part II of Schedule 7 to the Local Government Finance Act 1988 and paragraph 1(2) of Schedule 1 to the Non-Domestic Rating (Rates Retention) Regulations 2013.

5 **Term of MOU**

5.1 This MOU comes into effect from 1 April 2018 and shall continue to be in place unless terminated in accordance with paragraph 5.2 and 11 below ("Dissolution of the Pool").

5.2 Were the Pilot to be revoked or the Government to decide that the Pilot should cease after one year (such year commencing on 1 April and ending on 31 March), then the Pool shall lapse at the end of that year and shall be dissolved in accordance with the provisions contained in paragraph 11 below. However, were the Pilot to be continued, the Pool shall continue up to 31 March 2020 unless otherwise agreed in writing by all the Participating Authorities or unless any Participating Authority should choose to leave the Pool in accordance with paragraph 11.2 below.

5.3 The Pool will not continue beyond 31 March 2020 without the unanimous written agreement of all Participating Authorities.

6 **Distribution of any financial benefit**

6.1 This MOU shall constitute the framework agreement for the operation of the Pool in which:

6.1.1 each of the Participating Authorities shall receive at least as much from the Pool as they would have individually under the previously applicable 67% retention scheme;

6.1.2 the distribution of net additional benefit through growth in business rates collected in London will, subject to paragraph 6.1.3, be allocated to Participating Authorities on the basis of the following proportions:

(a) 15% to incentivise growth by allowing the Participating Authorities where growth occurs to keep a proportion of the additional resources retained as a result of the Pool;

(b) 35% to reflect the Settlement Funding Assessment;

(c) 35% according to each Participating Authority's per capita formulation as calculated by the ONS projection for the relevant year (starting with 2018); and

(d) 15% for the SIP (see paragraph 10 below).

6.1.3 the GLA shall be allocated 36% of each of the sums falling within the sub-paragraphs (a) to (c) above, in order to ensure that such resources as are not top-sliced for the SIP shall be shared between the GLA and the London Local

Authorities in the ratio 36:64, in accordance with the principle previously agreed by London Councils and the GLA in the joint business rate devolution proposals to the Government in September 2016[2].

7 **Governance**

7.1 The Participating Authorities have resolved to delegate administrative functions in respect of their powers as billing authorities[3] under the NDRR Retention Regulations to COLC acting as the Lead Authority and pursuant to s101 Local Government Act 1972 or Section 9EA(1) of the Local Government Act 2000 where the authorities operate executive arrangements to COLC as the Lead Authority and Accountable Body.

7.2 The GLA has resolved to delegate administrative functions as a major precepting authority under s.39(1)(aa) of the Local Government Finance Act 1992 to COLC.

8 **Lead Authority**

8.1 COLC shall act as the accountable body to Government and administer the Pool and provide a secretariat with the assistance of the GLA and London Councils for assessing the Participating Authorities' applications for the SIP against the criteria set out in 10.3.

8.2 The GLA shall provide transactional support to the COLC, including treasury management issues and making any monetary transfers between billing authorities in respect of the Pool on behalf of the Lead Authority including any sums due to the GLA. These monetary transfers between participating authorities will be collected or paid by the GLA on the basis of a schedule of payments which will be determined by the COLC in agreement with the Pool, reflecting the Government's payment requirements and scheduled instalment dates. This reflects the fact that the GLA already has the systems in place to manage payment flows to and from billing authorities for the existing business rate retention scheme. The GLA shall also transfer any sums required to COLC based on the schedule of instalments agreed with DCLG so that COLC as Lead Authority can pay the net tariff payment payable by the Pool as approved in the Local Government Finance Settlement. COLC shall also transfer any sums it receives from DCLG in safety net payments to the GLA so that it can distribute this to eligible authorities if applicable.

8.3 The Lead Authority's standard responsibilities shall include but not be limited to:

8.3.1 all accounting for the finances of the Pool and the SIP including payments to and from the Government;

[2] http://www.londoncouncils.gov.uk/node/30451.
[3] Paragraph 45 (Interpretation) of Schedule 7B defines a "relevant authority" as a billing authority in England, or a major precepting authority in England. The list of billing authorities at Schedule 5, Part 1 of the Non-domestic Rating (Rates Retention) Regulations 2013/452 includes the GLA and the London Boroughs[3] as billing authorities and the GLA is also a precepting authority pursuant to section 39 (1) of the Local Government Finance Act 1992.

8.3.2 management of the Pool's collection fund;

8.3.3 receiving payments from Participating Authorities and making payments to central government on behalf of Participating Authorities on time;

8.3.4 maintaining a cash account on behalf of the Pool and paying interest on any credit balances;

8.3.5 liaising with and completing all formal Pool returns to central government;

8.3.6 administering the schedule of payments between Pool members in respect of the financial transactions that form part of the Pool's resources;

8.3.7 providing the information required by Participating Authorities in preparing their annual statement of accounts in relation to the activities and resources of the Pool;

8.3.8 leading on reporting to understand the Pool's position during and at the end of the financial year;

8.3.9 responsibility for the net tariff payment to central government as well as the internal tariff and top up payments to the Pool Authorities;

8.3.10 all audit requirements in relation to the Pool;

8.3.11 production of an annual report of the Pool's activity following final allocation of funds for the year;

8.3.12 the administration of the dissolution of the Pool;

8.3.13 all communications with the DCLG including year-end reconciliations;

8.3.14 the collation and submission of information required for planning and monitoring purposes.

8.4 The Lead Authority's role in relation to the SIP shall include but not be limited to:

8.4.1 maintenance and support of the Pool's governance arrangements and the methodology for the allocation of resources;

8.4.2 assessment and preparation of reports on applications for the SIP supported by London Councils and the GLA in accordance with the agreed criteria.

8.5 The Lead Authority shall prepare reports with proposed recommendations as to SIP allocations and shall circulate the reports to the Participating Authorities for consultation at least 6 weeks in advance of Congress meetings and each Participating Authority shall decide in its absolute discretion and in accordance with its own governance process and scheme of delegation whether that Participating Authority wishes to recommend to the Lead Authority that a Strategic Investment Project is supported or rejected and if rejected together with its reasons for such recommendation. The Lead Authority shall pay due regard to each of the Participating Authorities' responses and may only decide to approve any Strategic Investment Project which meets the majority decision-making arrangements detailed below at paragraph 10.4.

8.6 The Lead Authority may resign from its role on 3 months' written notice to all the Participating Authorities (or longer if required by the Government or where another Participating Authority is neither ready nor willing to assume the role of Lead Authority).

9 **Participating Authorities' responsibilities**

9.1 The Lead Authority on behalf of the Pool will need full and accurate relevant information (the "**Reporting Information**") from each of the Participating Authorities in order to enable the Lead Authority to make payments to Government and to and from the Participating Authorities. The Lead Authority shall request the Reporting Information and each Participating Authority shall provide timely Reporting Information to the Lead Authority.

9.2 Each Participating Authority shall make or receive payments to or from the Lead Authority based on the schedule of payments dates referred to in paragraph 8.2.

10 **Strategic investment**

10.1 The GLA commits that the GLA's share of any net financial benefit as calculated using the formula at paragraph 6.1.2 shall be spent on strategic investment.

10.2 The combination of the GLA share and the SIP shall as a result of the formula set out in paragraph 6.1.2 make up approximately 50% of the net additional benefits arising from the Pool.

10.3 The SIP shall be spent on projects that:

10.3.1 contribute to the sustainable growth of London's economy and an increase in business rates income either directly or as a result of the wider economic benefits anticipated;

10.3.2 leverage additional investment funding from other private or public sources; and

10.3.3 have broad support across London government in accordance with the proposed governance process (see paragraph 10.4 below).

10.4 The COLC as Lead Authority shall decide which projects shall be allocated SIP funding following prior consultation with the GLA and the London Boroughs, reflecting decision-making principles designed to protect Mayoral, borough and sub-regional [4] interests, previously endorsed by Leaders and the Mayor of London. These are that:

10.4.1 both the GLA and the majority of the London Local Authorities shall have agreed to recommend a Strategic Investment Project for approval; and

10.4.2 for these purposes the "majority" shall constitute two-thirds of the London Local Authorities save that where all Participating Authorities in a single sub-region disagree the decision shall not be deemed agreed;

10.4.3 if no majority consensus on allocation of the SIP to Strategic Investment Projects can be agreed to enable the Lead Authority to make a decision then the available resources in the SIP shall be rolled forward for future consideration until the resources are spent.

10.5 The COLC decisions on Strategic Investment Project allocation shall be taken twice a year to ensure that reports back on Strategic Investment Project allocation decisions coincide with meetings of the Congress of Leaders and the Mayor of London.

10.6 Each Participating Authority agrees that it shall ensure that any Strategic Investment Project which it proposes to implement shall be within its powers as a local authority, compliant with public procurement and state aid law, the public sector equality duty and all other legal requirements and proper accounting practices.

11 Dissolution of the Pool

11.1 The Pilot is presumed to operate for 2018-19 only in respect of which the Government will make the Designation Order. Were the Pilot to continue, the Pool will be assumed to continue but any Participating Authority may give notice to leave during the operation of the Pool in accordance with paragraph 5.2 above.

11.2 Any Participating Authority seeking to leave the Pool should inform DCLG and all other Participating Authorities as soon as possible. In the event of one or more Participating Authorities leaving the Pool, this Pool would cease to operate at the end of 31st March of that year and the Pool would be dissolved in accordance with the provisions of this MOU.

[4] London Councils' map of sub-regions is annexed at Appendix 4. For these purposes, the sub-regions are defined as the Central, West, South and Local London sub-regions as defined for devolved employment support arrangements. If in the future, boroughs wished to change the initial groupings that could be achieved by agreement of the Pool member authorities.

Once the Pool has been established, any Participating Authority leaving the Pool must notify the other Participating Authorities by 30th September in any year, to allow the remaining Participating Authorities time to seek designation of a new pool for the following year.

11.3 The Lead Authority shall make the necessary calculations and submit the required returns associated with the dissolving of the Pool and shall deal with all outstanding applications in relation to the Pool's SIP following dissolution of the Pool in accordance with paragraph 11.2 above.

11.4 In the event that the Pool is dissolved in accordance with paragraph 11.2, the Lead Authority shall distribute to the Participating Authorities any resources held on behalf of the Pool in accordance with the distribution formula set out at paragraph 6.1.2 above, subject to holding back funds required for the resolution of any outstanding appeals relating to the period of the Pool's operation.

11.5 COLC shall continue to act as Lead Authority for as long there are any outstanding Pool responsibilities.

11.6 The remaining Participating Authorities of the Pool may in their discretion agree to form a new pool and, if they wish, include new members for the following year (subject to a new designation order being made by The Secretary of State for Communities and Local Government).

12 **Signatories for and on behalf of the Participating Authorities below in their official capacity**

Greater London Authority	Mayor of London……..
The Common Council of the City of London	Chairman Policy and Resources …….

The following London Boroughs:

London Borough of Barking and Dagenham	Leader……..

London Borough of Barnet	Leader……..
London Borough of Bexley	Leader……..
London Borough of Brent	Leader……..
London Borough of Bromley	Leader……..
London Borough of Camden	Leader……..
London Borough of Croydon	Leader……..
London Borough of Ealing	Leader……..
London Borough of Enfield	Leader……..
London Borough of Greenwich	Leader……..
London Borough of Hackney	Mayor……..
London Borough of Hammersmith and Fulham	Leader……..
London Borough of Haringey	Leader……..
London Borough of Harrow	Leader……..
London Borough of Havering	Leader……..
London Borough of Hillingdon	Leader……..
London Borough of Hounslow	Leader……..
London Borough of Islington	Leader……..
London Borough of Kensington and Chelsea	Leader……..
London Borough of Kingston upon Thames	Leader……..

London Borough of Lambeth	Leader……..
London Borough of Lewisham	Mayor……..
London Borough of Merton	Leader……..
London Borough of Newham	Mayor……..
London Borough of Redbridge	Leader……..
London Borough of Richmond upon Thames	Leader……..
London Borough of Southwark	Leader……..
London Borough of Sutton	Leader……..
London Borough of Tower Hamlets	Mayor……..
London Borough of Waltham Forest	Leader……..
London Borough of Wandsworth	Leader……..
City of Westminster	Leader……..

Appendix 1

Draft Designation Order

Department for Communities and Local Government

Dear ----,

Further to the announcement in the Budget that the Greater London Authority, the Common Council of the City of London and the 32 London Boroughs are to pilot 100% business rates retention in 2018-19, in accordance with paragraph 34(1) of Schedule 7B to the Local Government Finance Act 1988 (the "1988 Act"), the Secretary of State herewith designates the following authorities as a pool for the purpose of the relevant provisions of the 1988 Act:

- The Greater London Authority
- The Common Council of the City of London; and

The London Boroughs of:

- Barking and Dagenham
- Barnet
- Bexley
- Brent
- Bromley
- Camden
- Croydon
- Ealing
- Enfield
- Greenwich
- Hackney
- Hammersmith and Fulham
- Haringey
- Harrow
- Havering
- Hillingdon
- Hounslow

- Islington

- Kensington and Chelsea
- Kingston upon Thames
- Lambeth
- Lewisham
- Merton
- Newham
- Redbridge
- Richmond upon Thames
- Southwark
- Sutton
- Tower Hamlets
- Waltham Forest
- Wandsworth
- Westminster

All members of the Pilot pool have agreed to this designation.

The designation has effect for the year beginning 1st April 2018 and for each subsequent year, unless revoked.

This designation is made subject to the conditions below.

1. The authorities to which this designation relates must appoint a lead authority to exercise the following functions:

    - To make and receive, on behalf of the Pilot pool members, payments in respect of any top ups and tariffs, levy and safety net and safety net on account payments to and from the Department.

    - To make and receive payments between members of the Pilot pool as determined by the governance agreements.

    - Administration (including the operation of the dissolution arrangements) of the Pilot pool, in accordance with the governance arrangements.

2. If this designation is revoked, the authorities covered by this designation must take the following step before the revocation takes effect:

    - Comply with the dissolution arrangements established in the Pilot pool's governance agreement.

Local authorities in the Pilot pool will have 28 days beginning with the date on which the draft Local Government Finance Report is published to consider if they wish to continue to be designated as a Pilot pool. Provided that no authority within the Pilot pool requests the Secretary of State to make a revocation during that period, the Pilot pool will come into effect on 1 April 2018, meaning that all local authorities covered by the designation will remain in the Pilot pool for the full financial year.

If a member of the Pilot pool decides it no longer wishes to be designated as part of a Pilot pool for 2018-19 it must notify DCLG using the e-mail address in the following paragraph. If a local authority

exercises this option to request revocation of the designation before the date of publication of the Provisional Local Government Finance Settlement 2018-19, the rest of the Pilot pool cannot continue. The Secretary of State will then revoke this designation and the local authorities identified as part of this Pilot pool will revert to being considered as individual authorities for the purposes of the business rates retention scheme.

As a consequence of the designation of the London Boroughs of Barking and Dagenham, Croydon and Havering in the above Pool, in accordance with paragraph 34(3) of Schedule 7B to the Local Government Finance Act 1988, the Secretary of State herewith revokes the designations under which, the London Boroughs of Barking an Dagenham, and Havering were part of the South Essex/East London Business Rates Pool and the London Borough of Croydon was part of the Surrey-Croydon Business rates Pool. Accordingly, the following pools will cease to exist from the end of the current financial year.

South Essex / East London Business Rates Pool

- Thurrock
- Basildon
- Havering
- Barking and Dagenham

Surrey – Croydon Pool Business Rates Pool

- Surrey
- Spelthorne
- Elmbridge
- Croydon
- Guildford
- Mole Valley
- Surrey Heath

If there are any questions about the content of this letter and the enclosed designation please contact Mark Barnett on 0303 444 4217 or at Mark.Barnett@Communities.gsi.gov.uk, as soon as possible.

Signed by authority of the Secretary of State for Communities and Local Government:

Alex Skinner
A member of the Senior Civil Service in the Department for Communities and Local Government

-- December 2017

Appendix 2

London Boroughs

Barking & Dagenham

Barnet

Bexley

Brent

Bromley

Camden

Croydon

Ealing

Enfield

Greenwich

Hackney

Hammersmith & Fulham

Haringey

Harrow

Havering

Hillingdon

Hounslow

Islington

Kensington & Chelsea

Kingston upon Thames

Lambeth

Lewisham

Merton

Newham

Redbridge

Richmond upon Thames

Southwark

Sutton

Tower Hamlets

Waltham Forest

Wandsworth

Westminster

Appendix 3

Notional RSG

The amount of former notional revenue support grant to each constituent authority to be "rolled-in" to 100% rates retention for 2018/19 shall be:

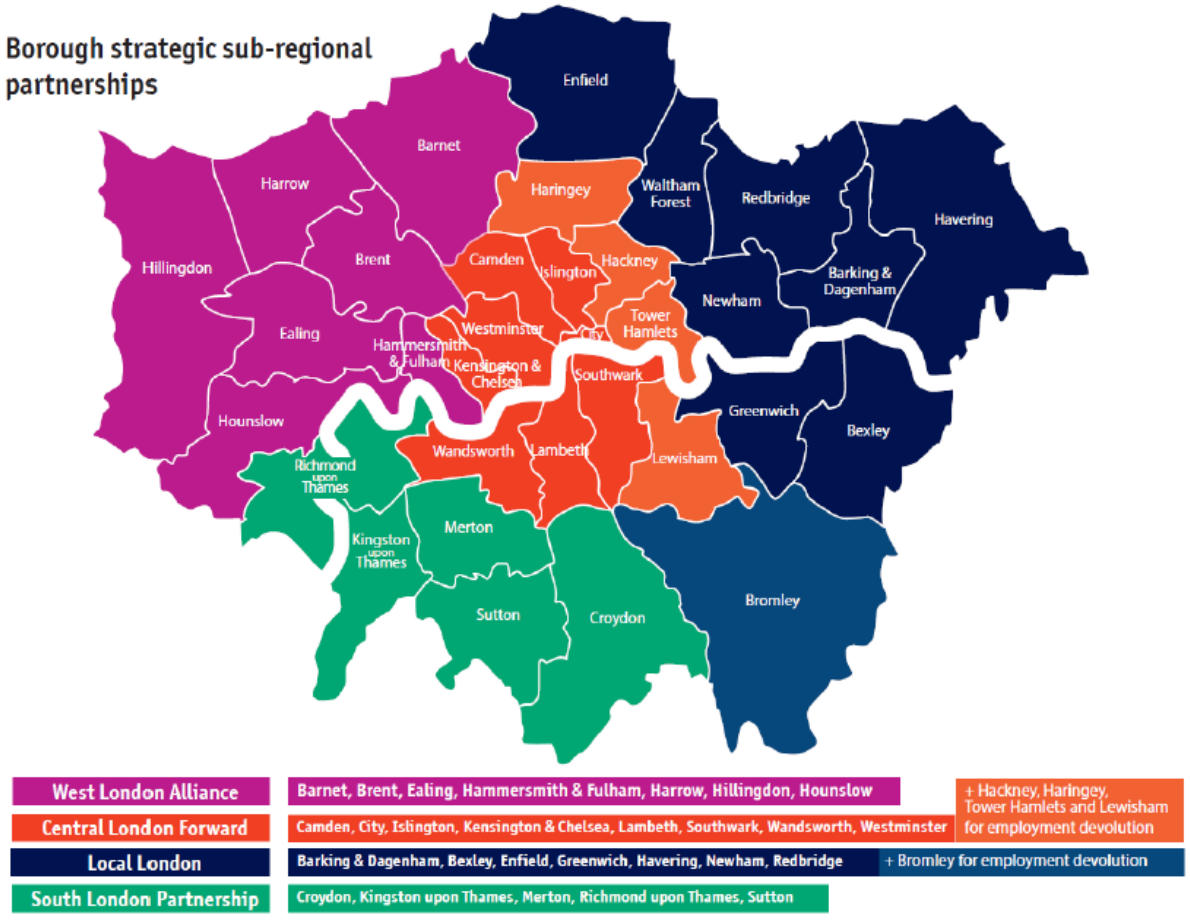
Former RSG Amount

Authority	**Amount (£m) for 2018/19**
Barking & Dagenham	23.3
Barnet	14.9
Bexley	8.5
Brent	33.7
Bromley	4.3
Camden	31.9
City of London	7.5
Croydon	23.3
Ealing	26.2
Enfield	25.7
Greenwich	33.3
Hackney	45.0
Hammersmith & Fulham	23.4
Haringey	30.2
Harrow	7.3
Havering	6.8
Hillingdon	13.1
Hounslow	15.7
Islington	32.6
Kensington & Chelsea	16.3

Kingston upon Thames	1.5
Lambeth	42.8
Lewisham	36.9
Merton	10.1
Newham	46.4
Redbridge	16.8
Richmond upon Thames	0.0
Southwark	47.0
Sutton	11.8
Tower Hamlets	43.8
Waltham Forest	26.1
Wandsworth	30.2
Westminster	38.1

Appendix 4

Illustrative sub-regional groupings for the purposes of the "sub-regional veto" in respective of Strategic Investment Pot decisions



dated **2017**

The Greater London Authority

and

The London Boroughs

and

COLC

(together the Participating Authorities)

Memorandum of understanding

in relation to London Business Rates Pool

FINAL DRAFT

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London Business Rates Pool

Memorandum of Understanding

THE GREATER LONDON AUTHORITY
and
THE LONDON BOROUGHS
and
COLC

(together the "Participating Authorities")

FINAL DRAFT

1 **Legal Effect and Definitions**

1.1 This Memorandum of Understanding is produced as a Statement of Intent by the Participating Authorities and shall not be legally binding.

COLC means the City of London Corporation, acting by the Common Council in its capacity as a local authority and billing authority;

DCLG means the Department for Communities and Local Government;

Designation Order means the designation order made by the Secretary of State for Communities and Local Government pursuant to his/her powers under Schedule 7B, Paragraph 34 of the LGFA 1988 a draft of which is annexed at Appendix 1;

Government means Her Majesty's Government of the United Kingdom;

Lead Authority and Accountable Body means the City of London Corporation acting in its capacity as a local authority and a Participating Authority who shall act as the Accountable Body and lead in managing the Pool's resources, day-to-day financial management of the Pool and the financial interactions with the Government in relation to the Pool and shall constitute the key contact between the Government and the Pool;

Leaders mean the leaders (including elected Mayors where applicable) of the Participating Authorities or, in the case of the COLC, the Chairman of the Policy and Resources Committee of the Common Council;

LGFA 1988 means the Local Government Finance Act 1988 (as amended by the Local Government Finance Act 2012);

London Boroughs means the 32 London Boroughs as set out at Appendix 2;

London Local Authorities means the London Boroughs and the City of London Corporation in its capacity as a local authority;

NDR Levy Regulations means Non-Domestic Rating (Levy and Safety Net) Regulations 2013 (SI 2013/737) (as amended);

NDRR Retention Regulations means Non-Domestic Rating (Rates Retention) Regulations 2013 (SI 2013/452) (as amended);

ONS means Office for National Statistics;

Participating Authorities means the London Boroughs, the City of London Corporation (**COLC**) acting in its capacity as a local authority and the Greater London Authority (**GLA**) and **Participating Authority** shall be construed accordingly;

Pool means the London business rates pool for 2018-19 between the Participating Authorities in accordance with this Memorandum of Understanding;

Section 31 Grant means grant paid by a Minister of the Crown to a local authority in England in accordance with section 31 of the Local Government Act 2003;

Strategic Investment Pot (SIP) means the funds made available for strategic investment pursuant to top slicing in accordance with paragraph 6.1.3 which shall be used by the Participating Authorities following the Lead Authority's approval to fund projects that will deliver economic growth for London;

Strategic Investment Projects means projects which are potentially eligible for strategic investment from the SIP.

2 Background

2.1 This Memorandum of Understanding (**MOU**) between the Participating Authorities sets out the terms by which the Participating Authorities have collectively agreed to operate the Pool and distribute the financial benefits.

2.2 The Participating Authorities agree to act collaboratively and to co-operate with each other in utmost good faith.

2.3 Autumn Budget 2017 confirmed government commitment to the London Business Rates retention pilot for 2018/19. This was formally confirmed in a Memorandum of Understanding on the London 100% business rates retention pilot 2018/19 signed by the Mayor, the Chair of London Councils, the Minister for London and Secretary of State for Communities and Local Government.

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2.4 The Government has prepared the attached draft Designation Order establishing the Pool and shall reflect this in the Provisional Local Government Finance Settlement in December 2017.

2.5 The Government is committed to giving the Participating Authorities greater control over the revenues they raise. Subject to the evaluation of the Pilot, the Government will work with London Local Authorities and the GLA to explore the options for grants including, but not limited to: Public Health Grant and the Improved Better Care Fund being transferred to the Pool; the potential for transferring properties in London on the central list to the local list where appropriate; and legislative changes needed to develop a joint committee model for future governance of a London pool.

2.6 The Government shall undertake a qualitative evaluation of the progress of the Pool based on the current research programme for the existing business rate retention pilots, with additional focus on the governance mechanism and decision-making process, and the scale of resources dedicated to strategic investment.

2.7 Subject to an evaluation of the governance mechanism for the Pool (see paragraph 7), the Government shall explore legislative changes needed to develop a joint committee model in future.

3 Aim/Rationale of the Pool

3.1 The Pool will aim to improve the well-being of the communities the Participating Authorities serve in London. By working together they can retain a greater proportion of business rate growth within London, providing opportunities to further economic growth as well as building financial resilience.

4 Principles of the Pilot Pool

4.1 The Participating Authorities hereby confirm their agreement to participate in compliance with this MOU and confirm that they have resolved or intend to duly and properly resolve to accept the Designation Order in satisfaction of Schedule 7B, Paragraph 34(2) of LGFA 1988.

4.2 From 1 April 2018 the Participating Authorities shall retain 100% of their non-domestic rating income[1]. The Participating Authorities shall also receive Section 31 Grant from the Government in respect of changes to the business rates system. Section 31 Grant shall amount to 100% of the value of the lost income.

[1] As defined in the Non-Domestic Rating (Rates Retention) Regulations 2013 (SI2013/452) (as amended).

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4.3 In moving to 100% rates retention, the DCLG shall not pay Revenue Support Grant (**RSG**) to the London Local Authorities in 2018/19. The equivalent value of the notional RSG in 2018/19 is set out in Appendix 3. Tariffs and top-ups will be adjusted accordingly to reflect both the 100% retention of rating income and higher funding baselines.

4.4 The Participating Authorities shall not be subject to more onerous rules or constraints under the 100% rates retention Pilot, than they would have been if they had remained subject to the 67% retention scheme in place in 2017-18 (which reflects the incremental impact of the GLA's partial pilot as a result of the rolling in of the GLA's RSG and the Transport for London investment grant). No "new burdens" will be transferred to the Participating Authorities and participation in the Pilot will not affect the development or implementation of the Fair Funding Review.

4.5 Levy and safety net payments due from/to the Pool shall be calculated in accordance with the NDR Levy Regulations, as if the Participating Authorities were not 100% pilots, but instead were operating under the 50% rates retention scheme adjusted for the GLA's partial pilot for 2017-18 which is continuing as part of the Pool and increased the locally retained share to 67%.

4.6 However, notwithstanding the calculation of levy and safety net payments under the NDR Levy Regulations, the Government shall calculate levy and safety net payments due from/to the Pool on the basis that it has a "zero levy rate" and "safety net threshold" of 97%, and that the Participating Authorities will be retaining 100% of London's business rates income. The difference between any sums due under this calculation and the levy/safety net due shall be paid to the Pool via a Section 31 Grant.

4.7 This Pool shall be without detriment to the resources that would have been available collectively to the Participating Authorities under the current local government finance regime, over the four year settlement period. This includes current 67% scheme growth, and reflects Enterprise Zones and "designated areas" where the designations made by the Secretary of State came into force on or before 1 April 2018, along with other special arrangements, such as the statutory provision to reflect the unique circumstances of the COLC, as currently contained in Part II of Schedule 7 to the Local Government Finance Act 1988 and paragraph 1(2) of Schedule 1 to the Non-Domestic Rating (Rates Retention) Regulations 2013.

5 Term of MOU

5.1 This MOU comes into effect from 1st April 2018 and shall continue to be in place unless terminated in accordance with paragraph 5.2 and 11 below ("Dissolution of the Pool").

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5.2 Were the Pilot to be revoked or the Government to decide that the Pilot should cease after one year, then the Pool shall lapse at the end of that year and shall be dissolved in accordance with the provisions contained in paragraph 11 below. However, were the Pilot to be continued, the Pool shall continue up to 31st March 2020 unless otherwise agreed by all the Participating Authorities or unless any Participating Authority should choose to leave the Pool in accordance with paragraph 11.2 below.

6 **Distribution of any financial benefit**

6.1 This MOU shall constitute the framework agreement for the operation of the Pool in which:

6.1.1 each of the Participating Authorities shall receive at least as much from the Pool as they would have individually under the previously applicable 67% retention scheme;

6.1.2 the distribution of net additional benefit through growth in business rates collected in London will, subject to paragraph 6.1.3, be allocated to Participating Authorities on the basis of the following proportions:

(a) 15% to incentivise growth by allowing the Participating Authorities where growth occurs to keep a proportion of the additional resources retained as a result of the Pool;

(b) 35% to reflect the Settlement Funding Assessment;

(c) 35% according to each Participating Authority's per capita formulation as calculated by the ONS projection for the relevant year (starting with 2018); and

(d) 15% for the SIP (see paragraph 10 below).

6.1.3 the GLA shall be allocated 36% of each of the sums falling within the sub-paragraphs (a) to (c) above, in order to ensure that such resources as are not top-sliced for the SIP shall be shared between the GLA and the London Local Authorities in the ratio 36:64, in accordance with the principle previously agreed by London Councils and the GLA in the joint business rate devolution proposals to the Government in September 2016[2].

[2] http://www.londoncouncils.gov.uk/node/30451.

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7 **Governance**

7.1 The Participating Authorities have resolved to delegate administrative functions in respect of their powers as billing authorities[3] under the NDRR Retention Regulations to COLC acting as the Lead Authority and pursuant to s101 Local Government Act 1972 or Section 9EA(1) of the Local Government Act 2000 where the authorities operate executive arrangements to COLC as the Lead Authority and Accountable Body.

7.2 The GLA has resolved to delegate administrative functions as a major precepting authority under s.39(1)(aa) of the Local Government Finance Act 1992 to COLC.

8 **Lead Authority**

8.1 COLC shall act as the accountable body to Government and administer the Pool and provide a secretariat with the assistance of the GLA and London Councils for assessing the Participating Authorities' applications for the SIP against the criteria set out in 10.3.

8.2 The GLA shall provide transactional support to the COLC, including treasury management issues and making any monetary transfers between billing authorities in respect of the Pool on behalf of the Lead Authority including any sums due to the GLA. These monetary transfers between participating authorities will be collected or paid by the GLA on the basis of a schedule of payments which will be determined by the COLC in agreement with the Pool, reflecting the Government's payment requirements. This reflects the fact that the GLA already has the systems in place to manage payment flows to and from billing authorities for the existing business rate retention scheme. The GLA shall also transfer any sums required to COLC based on the schedule of instalments agreed with DCLG so that COLC as Lead Authority can pay the net tariff payment payable by the Pool as approved in the Local Government Finance Settlement. COLC shall also transfer any sums it receives from DCLG in safety net payments to the GLA so that it can distribute this to eligible authorities if applicable.

8.3 The Lead Authority's standard responsibilities shall include but not be limited to:

8.3.1 all accounting for the finances of the Pool and the SIP including payments to and from the Government;

8.3.2 management of the Pool's collection fund;

[3] Paragraph 45 (Interpretation) of Schedule 7B defines a "relevant authority" as a billing authority in England, or a major precepting authority in England. The list of billing authorities at Schedule 5, Part 1 of the Non-domestic Rating (Rates Retention) Regulations 2013/452 includes the GLA and the London Boroughs[3] as billing authorities and the GLA is also a precepting authority pursuant to section 39 (1) of the Local Government Finance Act 1992.

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8.3.3 receiving payments from Participating Authorities and making payments to central government on behalf of Participating Authorities on time;

8.3.4 maintaining a cash account on behalf of the Pool and paying interest on any credit balances;

8.3.5 liaising with and completing all formal Pool returns to central government;

8.3.6 administering the schedule of payments between Pool members in respect of the financial transactions that form part of the Pool's resources;

8.3.7 providing the information required by Participating Authorities in preparing their annual statement of accounts in relation to the activities and resources of the Pool;

8.3.8 leading on reporting to understand the Pool's position during and at the end of the financial year;

8.3.9 responsibility for the net tariff payment to central government as well as the internal tariff and top up payments to the Pool Authorities;

8.3.10 all audit requirements in relation to the Pool;

8.3.11 production of an annual report of the Pool's activity following final allocation of funds for the year;

8.3.12 the administration of the dissolution of the Pool;

8.3.13 all communications with the DCLG including year-end reconciliations;

8.3.14 the collation and submission of information required for planning and monitoring purposes.

8.4 The Lead Authority's role in relation to the SIP shall include but not be limited to:

8.4.1 maintenance and support of the Pool's governance arrangements and the methodology for the allocation of resources;

8.4.2 assessment and preparation of reports on applications for the SIP supported by London Councils and the GLA in accordance with the agreed criteria.

8.5 The Lead Authority shall prepare reports with proposed recommendations as to SIP allocations and shall circulate the reports to the Participating Authorities for consultation 6 weeks in advance of Congress meetings and each Participating Authority shall decide in

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accordance with its own governance process and scheme of delegation whether that Participating Authority wishes to recommend to the Lead Authority that a Strategic Investment Project is supported or rejected and if rejected together with its reasons for such recommendation. The Lead Authority shall pay due regard to the Participating Authorities' responses and may only decide to approve any Strategic Investment Project which meets the majority decision-making arrangements detailed below at paragraph 10.4.

8.6 The Lead Authority may resign from its role on 3 months' written notice to all the Participating Authorities (or longer if required by the Government or where another Participating Authority is neither ready nor willing to assume the role of Lead Authority).

9 **Participating Authorities' responsibilities**

9.1 The Lead Authority on behalf of the Pool will need full and accurate information from the Participating Authorities in order to enable the Lead Authority to make payments to Government and to and from the Participating Authorities. Therefore, all Participating Authorities commit to providing timely information to the Lead Authority.

9.2 Each Participating Authority shall make or receive payments to or from the Lead Authority based on the schedule of payments dates referred to in paragraph 8.2.

10 **Strategic investment**

10.1 The GLA commits that the GLA's share of any net financial benefit as calculated using the formula at paragraph 6.1.2 shall be spent on strategic investment.

10.2 The combination of the GLA share and the SIP shall as a result of the formula set out in paragraph 6.1.2 make up approximately 50% of the net additional benefits arising from the Pool.

10.3 The SIP shall be spent on projects that:

10.3.1 contribute to the sustainable growth of London's economy and an increase in business rates income either directly or as a result of the wider economic benefits anticipated;

10.3.2 leverage additional investment funding from other private or public sources; and

10.3.3 have broad support across London government in accordance with the proposed governance process (see paragraph 10.4 below).

10.4 The COLC as Lead Authority shall decide which projects shall be allocated SIP funding following consultation with the GLA and the London Boroughs, reflecting decision-making

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principles designed to protect Mayoral, borough and sub-regional[4] interests, previously endorsed by Leaders and the Mayor of London. These are that:

10.4.1 both the GLA and the majority of the London Local Authorities shall have agreed to recommend a Strategic Investment Project for approval; and

10.4.2 for these purposes the "majority" shall constitute two-thirds of the London Local Authorities save that where all Participating Authorities in a single sub-region disagree the decision shall not be deemed agreed;

10.4.3 if no majority consensus on allocation of the SIP to Strategic Investment Projects can be agreed to enable the Lead Authority to make a decision then the available resources in the SIP shall be rolled forward for future consideration until the resources are spent.

10.5 The COLC decisions on Strategic Investment Project allocation shall be taken twice a year to ensure that reports back on Strategic Investment Project allocation decisions coincide with meetings of the Congress of Leaders and the Mayor of London.

10.6 Each Participating Authority agrees that it shall ensure that any Strategic Investment Project which it proposes to implement shall be within its powers as a local authority, compliant with public procurement and state aid law, the public sector equality duty and all other legal requirements and proper accounting practices.

11 **Dissolution of the Pool**

11.1 The Pilot is presumed to operate for 2018-19 only in respect of which the Government will make the Designation Order. Were the Pilot to continue, the Pool will be assumed to continue but any Participating Authority may give notice to leave during the operation of the Pool in accordance with paragraph 5.2 above.

11.2 Any Participating Authority seeking to leave the Pool should inform DCLG and all other Participating Authorities as soon as possible. In the event of one or more Participating Authorities leaving the Pool, this Pool would cease to operate at the end of 31st March of that year. Once the Pool has been established, any Participating Authority leaving the Pool must notify the other Participating Authorities by 30th September in any year, to allow the remaining Participating Authorities time to seek designation of a new pool for the following year.

[4] London Councils' map of sub-regions is annexed at Appendix 4. For these purposes, the sub-regions are defined as the Central, West, South and Local London sub-regions as defined for devolved employment support arrangements. If in the future, boroughs wished to change the initial groupings that could be achieved by agreement of the Pool member authorities.

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11.3 The Lead Authority shall make the necessary calculations and submit the required returns associated with the dissolving of the Pool and shall deal with all outstanding applications in relation to the Pool's SIP following dissolution of the Pool in accordance with paragraph 11.2 above.

11.4 In the event that the Pool is dissolved in accordance with paragraph 11.2, the Lead Authority shall distribute to the Participating Authorities any resources held on behalf of the Pool in accordance with the distribution formula set out at paragraph 6.1.2 above, subject to holding back funds required for the resolution of any outstanding appeals relating to the period of the Pool's operation.

11.5 COLC shall continue to act as Lead Authority for as long there are any oustanding Pool responsibilities.

11.6 The remaining Participating Authorities of the Pool may choose to form a new pool and, if they wish, include new members for the following year (subject to a new designation order being made by The Secretary of State for Communities and Local Government).

12 **Signatories for and on behalf of the Participating Authorities below in their official capacity**

Greater London Authority	Mayor of London……..
The Common Council of the City of London	Chairman Policy and Resources ……

The London Boroughs of:

Barking & Dagenham	Leader……..
Barnet	Leader……..
Bexley	Leader……..
Brent	Leader……..

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Bromley	Leader……..
Camden	Leader……..
Croydon	Leader……..
Ealing	Leader……..
Enfield	Leader……..
Greenwich	Leader……..
Hackney	Mayor……..
Hammersmith & Fulham	Leader……..
Haringey	Leader……..
Harrow	Leader……..
Havering	Leader……..
Hillingdon	Leader……..
Hounslow	Leader……..
Islington	Leader……..
Kensington & Chelsea	Leader……..
Kingston upon Thames	Leader……..
Lambeth	Leader……..
Lewisham	Mayor……..
Merton	Leader……..

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Newham	Mayor……..
Redbridge	Leader……..
Richmond upon Thames	Leader……..
Southwark	Leader……..
Sutton	Leader……..
Tower Hamlets	Mayor……..
Waltham Forest	Leader……..
Wandsworth	Leader……..
Westminster	Leader……..

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Appendix 1

Draft Designation Order

Department for Communities and Local Government

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Dear ----,

Further to the announcement in the Budget that the Greater London Authority, the Common Council of the City of London and the 32 London Boroughs are to pilot 100% business rates retention in 2018-19, in accordance with paragraph 34(1) of Schedule 7B to the Local Government Finance Act 1988 (the "1988 Act"), the Secretary of State herewith designates the following authorities as a pool for the purpose of the relevant provisions of the 1988 Act:

- The Greater London Authority
- The Common Council of the City of London; and

The London Boroughs of:

- Barking and Dagenham
- Barnet
- Bexley
- Brent
- Bromley
- Camden
- Croydon
- Ealing
- Enfield
- Greenwich
- Hackney
- Hammersmith and Fulham
- Haringey
- Harrow
- Havering
- Hillingdon
- Hounslow

- Islington

- Kensington and Chelsea
- Kingston upon Thames
- Lambeth
- Lewisham
- Merton
- Newham
- Redbridge
- Richmond upon Thames
- Southwark
- Sutton
- Tower Hamlets
- Waltham Forest
- Wandsworth
- Westminster

All members of the Pilot pool have agreed to this designation.

The designation has effect for the year beginning 1st April 2018 and for each subsequent year, unless revoked.

This designation is made subject to the conditions below.

1. The authorities to which this designation relates must appoint a lead authority to exercise the following functions:

    - To make and receive, on behalf of the Pilot pool members, payments in respect of any top ups and tariffs, levy and safety net and safety net on account payments to and from the Department.

    - To make and receive payments between members of the Pilot pool as determined by the governance agreements.

    - Administration (including the operation of the dissolution arrangements) of the Pilot pool, in accordance with the governance arrangements.

2. If this designation is revoked, the authorities covered by this designation must take the following step before the revocation takes effect:

    - Comply with the dissolution arrangements established in the Pilot pool's governance agreement.

Local authorities in the Pilot pool will have 28 days beginning with the date on which the draft Local Government Finance Report is published to consider if they wish to continue to be designated as a Pilot pool. Provided that no authority within the Pilot pool requests the Secretary of State to make a revocation during that period, the Pilot pool will come into effect on 1 April 2018, meaning that all local authorities covered by the designation will remain in the Pilot pool for the full financial year.

If a member of the Pilot pool decides it no longer wishes to be designated as part of a Pilot pool for 2018-19 it must notify DCLG using the e-mail address in the following paragraph. If a local authority

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exercises this option to request revocation of the designation before the date of publication of the Provisional Local Government Finance Settlement 2018-19, the rest of the Pilot pool cannot continue. The Secretary of State will then revoke this designation and the local authorities identified as part of this Pilot pool will revert to being considered as individual authorities for the purposes of the business rates retention scheme.

As a consequence of the designation of the London Boroughs of Barking and Dagenham, Croydon and Havering in the above Pool, in accordance with paragraph 34(3) of Schedule 7B to the Local Government Finance Act 1988, the Secretary of State herewith revokes the designations under which, the London Boroughs of Barking an Dagenham, and Havering were part of the South Essex/East London Business Rates Pool and the London Borough of Croydon was part of the Surrey-Croydon Business rates Pool. Accordingly, the following pools will cease to exist from the end of the current financial year.

South Essex / East London Business Rates Pool

- Thurrock
- Basildon
- Havering
- Barking and Dagenham

Surrey – Croydon Pool Business Rates Pool

- Surrey
- Spelthorne
- Elmbridge
- Croydon
- Guildford
- Mole Valley
- Surrey Heath

If there are any questions about the content of this letter and the enclosed designation please contact Mark Barnett on 0303 444 4217 or at Mark.Barnett@Communities.gsi.gov.uk, as soon as possible.

Signed by authority of the Secretary of State for Communities and Local Government:

Alex Skinner
A member of the Senior Civil Service in the Department for Communities and Local Government

-- December 2017

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Appendix 2

London Boroughs

Barking & Dagenham

Barnet

Bexley

Brent

Bromley

Camden

Croydon

Ealing

Enfield

Greenwich

Hackney

Hammersmith & Fulham

Haringey

Harrow

Havering

Hillingdon

Hounslow

Islington

Kensington & Chelsea

Kingston upon Thames

Lambeth

Lewisham

Merton

Newham

Redbridge

Richmond upon Thames

Southwark

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Sutton

Tower Hamlets

Waltham Forest

Wandsworth

Westminster

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Appendix 3

Notional RSG

The amount of former notional revenue support grant to each constituent authority to be "rolled-in" to 100% rates retention for 2018/19 shall be:

Former RSG Amount	**Amount (£m) for 2018/19**
Barking & Dagenham	23.3
Barnet	14.9
Bexley	8.5
Brent	33.7
Bromley	4.3
Camden	31.9
City of London	7.5
Croydon	23.3
Ealing	26.2
Enfield	25.7
Greenwich	33.3
Hackney	45.0
Hammersmith & Fulham	23.4
Haringey	30.2
Harrow	7.3
Havering	6.8
Hillingdon	13.1
Hounslow	15.7
Islington	32.6
Kensington & Chelsea	16.3

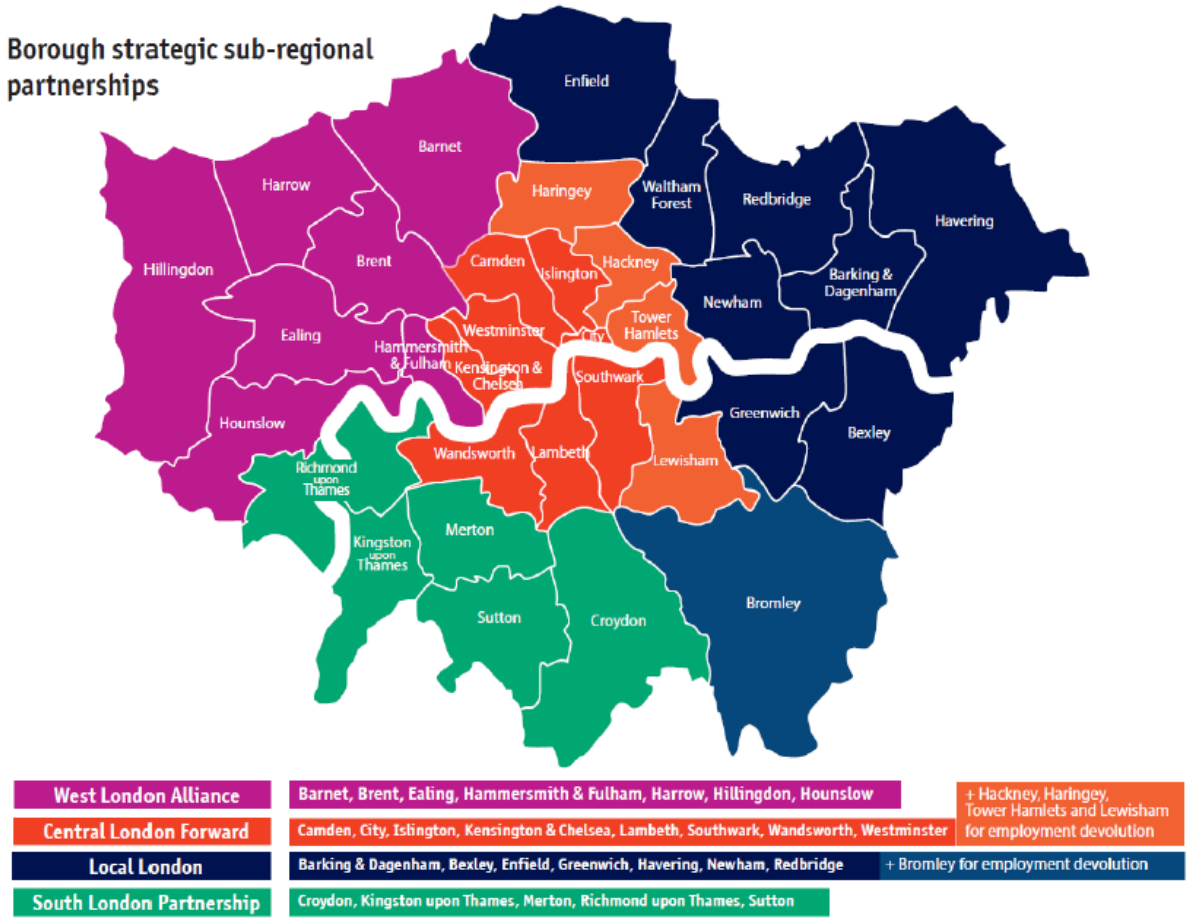
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Kingston upon Thames	1.5
Lambeth	42.8
Lewisham	36.9
Merton	10.1
Newham	46.4
Redbridge	16.8
Richmond upon Thames	0.0
Southwark	47.0
Sutton	11.8
Tower Hamlets	43.8
Waltham Forest	26.1
Wandsworth	30.2
Westminster	38.1

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Appendix 4

Illustrative sub-regional groupings for the purposes of the "sub-regional veto" in respective of Strategic Investment Pot decisions



FIN

Report for: Cabinet 16th January 2018

Title: Contract for the supply of Internal Audit Services

Report authorised by : Bernie Ryan
Assistant Director of Corporate Governance

Lead Officer: Anne Woods
Head of Audit and Risk Management
Ext: 5973
Email: anne.woods@haringey.gov.uk

Ward(s) affected: All

Report for Key/ Non-Key Decision: Key Decision

1. Describe the issue under consideration

1.1 Haringey Council's internal audit service is currently provided via a framework agreement let by Croydon Council and delivered via Mazars Public Sector Internal Audit Ltd (Mazars).

1.2 The current contract with Croydon Council has been in place since 1 April 2012 and is due to expire on 31 March 2018. The framework agreement has been extended previously and there is no further extension available under EU procurement rules.

1.3 It is therefore necessary to consider how the internal audit service will be delivered from 1 April 2018 onwards in order to comply with statutory requirements and achieve the best value for money for the Council.

2. Cabinet Member Introduction

2.1 I am in agreement with the report's recommendations.

2.2 It is evident that the Procurement team identified and studied numerous options for the Council's Internal Audit Service and that the partnership with the London Borough of Croydon was recommended only after the completion of a thorough and exhaustive procurement process.

2.3 I believe that the recommended course of action will protect the Council's interests in terms of value and contract flexibility.

3. Recommendations

3.1 For Cabinet to approve:

3.1.2 the Council entering into contract with Croydon Council, by means of their Audit Services Framework Agreement, from 1 April 2018 for six years to provide audit resources to deliver the Internal Audit service for Haringey Council at a total cost of £1.5m over the duration of the contract; and

3.1.3 if the Croydon Council framework contract is extended in compliance with the EU regulations (up to a maximum of two years), and satisfactory contract performance is maintained, it is further recommended that the Council extends its contract with Croydon Council and associated framework agreement up to a maximum of two years, subject to compliance with Haringey Council's Constitution. The total value of the contract for the 8 year period will be £2m.

4. Reasons for decision

4.1 The current internal audit contract commenced on 1 April 2012 and is due to expire on 31 March 2018. Internal audit is a statutory function which Haringey Council is required to maintain. It is therefore necessary to ensure that an appropriate internal audit service is in place from 1 April 2018, to ensure ongoing compliance with statutory requirements.

5. Alternative options considered

5.1 Five options have been considered and these are set out below.

5.2 It should be noted that experience has proved that it is highly unlikely that an in-house resource could be recruited and retained to deliver the Council's internal audit service in its entirety. All London boroughs have outsourced their internal audit service to some extent and none are looking to bring this service fully back in-house due to the ongoing costs of recruitment, retention and specialist audit training required.

5.3 Option 1 – OJEU Open Tender

5.3.1 The potential contract values involved for this length of contract would require a full re-tender following European procurement legislation, commonly known as the OJEU rules, unless an acceptable alternative procurement route is used e.g. an appropriate framework agreement. The full open tender approach by Haringey alone is not recommended as taking an independent procurement route in this way would be resource-intensive and unlikely to achieve better results in terms of value for money than the other options available.

5.4 Option 2 – Crown Commercial Services (CCS)

5.4.1 This is a framework agreement established by central government for the provision of internal audit services under their Management Consultancy Framework. Although geared towards provision within Central Government, local authorities are included in the list of organisations eligible to use the framework. The framework includes the provision of services from all the main providers of Local Government internal audit, namely: BDO LLP, Deloitte LLP, Ernst & Young LLP, Grant Thornton LLP, KPMG LLP, Mazars LLP, PWC LLP, and RSM Tax and Accounting PLC.

5.4.2 To utilise the framework it would be necessary to conduct a 'mini-competition' between the contractors. While this option would ensure that the market is tested, it is considered that, as with the full tender (option 1 above), it is unlikely that the relatively small number of audit days Haringey would require would attract better rates than those available under the Croydon Council Framework. The current indicative standard daily rates quoted by each of the contractors within the overall government framework are higher than those currently paid by the Council under the Croydon Council Framework.

5.5 Option 3 – Shared Service with another local authority

5.5.1 A number of London boroughs have entered into shared service arrangements to deliver their statutory internal audit service in recent years. Some of these arrangements form part of large shared arrangements covering a range of different council services, while others only cover internal audit arrangements.

5.5.2 In the longer term, it might be beneficial for the Council to consider shared service arrangements if issues with the existing and contractual delivery of internal audit services are identified. In such circumstances, shared service arrangements might provide:

- **Improved resilience** – less reliance on the external audit delivery partner to provide audit resources to the council;
- **Access to specialist internal auditors** – most councils would not have sufficient work to justify employing these to work solely at one authority;
- **Contract options** – explore alternative arrangements, including other frameworks, shared services etc.;
- **Career opportunities** – developing and retaining in-house audit staff to avoid reliance on external contractors; offering experience and training across one or more councils may attract higher calibre candidates;
- **Savings opportunities** – ongoing financial constraints mean councils look to review how services are delivered; exploring alternative arrangements may reduce overall costs across authorities.

5.5.3 A small number of the shared service arrangements have since reverted back to stand-alone internal audit services for their respective authorities; this has been for various reasons including: a recognition that the Head of the Shared Internal Audit Service had less capacity to be involved in corporate projects than in the past; service delivery arrangements had not met expectations; and strategic arrangements had changed.

5.5.4 At a time when Haringey Council is undergoing significant organisational and service changes, the level of risk exposure is increased and therefore it is critical that an adequate level of internal audit work maintained to ensure new working systems and processes are implemented effectively across the organisation and relevant assurance is provided; and that sufficient senior level audit resources are available to support officers and members.

5.6 Option 4 – Alternative Framework contract

5.6.1 There is another framework agreement established by a London authority in 2014/15 for the provision of internal audit services and other local authorities are included in the list of organisations eligible to use the framework. The framework is delivered by another private sector contractor, but the daily rates quoted are substantially higher than those paid by the Council under the London Borough of Croydon framework contract. This alternative framework is due to end in 2018/19 and no information is available at present on what arrangements will be in place following the end of its current term. For these reasons, use of this framework has not been considered as part of this evaluation.

5.7 Option 5 – Croydon Council Framework Agreement

5.7.1 This option involves the Council using the framework agreement procured by Croydon Council. Croydon Council tendered for a single supplier framework agreement to take effect from 1 April 2018. The tender process was run as an OJEU open procedure (ref: 279176-2017); Croydon Council has confirmed that the framework agreement has been tendered in compliance with EU Procurement Regulations. Croydon Council's framework agreement is delivered by a single supplier, Mazars Public Sector Audit Limited (Mazars), Haringey's current supplier. Haringey Council's Legal Services and Corporate Procurement Services have reviewed the OJEU notice to confirm that Haringey Council would be able to participate in the Croydon Council framework agreement.

5.7.2 This is a shared services model, whereby Croydon Council is the contracting authority (and therefore the service provider) and will call off a contract on behalf of the authorities which participate in the framework agreement. The framework agreement is structured to provide cheaper daily rates for audit services as more authorities join the framework. The contract is structured as a call-off and, as such, offers Haringey Council maximum flexibility in terms of the number of days purchased in any year, with no requirement to purchase a minimum number of days.

5.7.3 The framework agreement rates are based on different daily rates for the various audit areas such as IT; Contract; and General audit (including Schools). This is in line with the Council's current contract. The daily rate costs in the new framework are higher than the current costs: general audit by 11.7% and ICT audit days by 3.8%. It should be noted that the existing framework rates have remained largely unchanged over its 10-year duration and general audit day rates are only 0.8% higher than they were at the start. The proposed daily rates still represent good value for money for the Council.

5.7.4 The framework agreement rates will be subject to review and a Retail Prices Index-linked increase in April each year. Over the six-year period, the contract value is expected to be £1.5m for Haringey Council. The internal audit service for Homes for Haringey is provided via the current framework contract and Homes for Haringey have confirmed that they wish to retain the current arrangements for the new framework contract. Additional audit days delivered to Homes for Haringey will be subject to a formal Service Level Agreement; these days will be in addition to those provided to the Council.

5.7.5 There are clear administrative benefits in retaining the services of our existing supplier as they are fully conversant with the Council's operational arrangements, systems and processes as well as the standard of work the Council expects and will therefore provide staff with the requisite skills.

5.7.6 As stated at 5.7.2 above, the contract for the internal audit service would be between Haringey Council and Croydon Council; it is being recommended that Haringey Council enter into a contract for a six-year period from 1 April 2018, with the option to extend for a further two years subject to compliance with EU regulations and satisfactory contract performance.

5.7.7 The framework agreement, whilst in theory being 'managed' by Croydon Council, is delivered through Mazars, the Council's current provider. It is considered highly likely, although not guaranteed, that the current provider

would continue to utilise staff working on the existing Haringey contract, thus retaining their accumulated knowledge about the Council.

5.7.8 Contract payment and monitoring arrangements. Croydon Council will invoice Haringey Council for the audit work completed in accordance with the framework agreement's daily rates and Haringey Council will undertake regular contract monitoring and review meetings with Croydon Council. Regular group meetings of the existing framework users already take place and it is envisaged that these will continue under the new framework agreement to ensure service developments and operational arrangements are satisfactory. Monthly contract monitoring review meetings take place under the current contract to ensure compliance with terms and conditions of the contract, including performance and output standards; and locally agreed performance and reporting arrangements. These meetings will continue under the proposed new contract.

5.7.9 The following outlines the contractual arrangements which would be in place if the council were to use the Croydon Council framework agreement:

a) Croydon Council and Mazars
This is the framework agreement onto which Croydon Council appointed Mazars following a full tender process for the provision of internal audit and anti-fraud services. This framework agreement is due to commence on 1 April 2018 and run for six years, with an option to extend for a further two years.

b) Contract between Haringey and Croydon Council
A contract will be established between Haringey and Croydon councils, whereby Croydon would undertake to provide Haringey with a number of audit days as per its requirement/ specification. Croydon Council would be responsible for delivering the services by calling-off a sub-contract from their framework agreement with Mazars. Croydon Council would charge Haringey at the same contract day rates for any work they undertake in managing and monitoring this contract (the number of days would be agreed in advance each year).

c) Letter of engagement between Haringey Council and Mazars
This agreement is necessary to ensure that the process remains as streamlined as possible at the operational level and allows existing working practices to continue as far as is required. This agreement would enable Mazars to issue all audit reports direct to Haringey Council, rather than via Croydon Council.

6. Background information

6.1 Internal audit is a statutory service and has to be provided in accordance with the Accounts and Audit Regulations 2015 which require that "a relevant body must undertake an adequate and effective internal audit of its accounting records and of its system of internal control in accordance with the proper practices in relation to internal control".

6.2 It is the S151 Officer's responsibility to ensure that an appropriate level of internal audit work is undertaken to fulfil this statutory requirement. There is no clearly defined minimum statutory level set; this is a professional judgement made by the S151 Officer and the Head of Audit and Risk Management to

ensure that there is sufficient audit coverage on which to base assurance on the Council's overall control environment and on which External Audit can rely.

6.3 Internal audit delivers an annual audit plan, undertaking audit work across all the Councils' services. The plan is a mix of risk based, compliance and systems based audit and includes IT audits, key contracts, schools and other establishments.

6.4 Since 1 April 2012, the Council's internal audit service has been delivered via the current Croydon Council framework contract, following approval by the Cabinet Procurement Committee. Approximately 800 days of audit days per annum have been purchased each year over the period of the contract, although this has reduced to ensure expenditure is kept within budget. A counter-fraud team, which undertakes both reactive and pro-active investigations, is also in place within Audit and Risk Management. The counter-fraud team also contributes to the identification and rectification of system weaknesses across the Council and within schools. This level of internal audit and counter-fraud work has enabled the Head of Audit and Risk Management and the S151 Officer to confirm compliance with their statutory requirements; and enable the Council to fulfil its requirements as part of the Annual Governance Statement process to confirm an adequate and effective internal audit service is in place. In addition, no significant issues with regard to the internal audit service have been highlighted by the Council's external auditors.

6.5 The Council's internal audit service must be able to adapt to the changing and emerging risks facing Haringey and provide appropriate assurance to senior officers and members. Poor quality audit work can lead to the provision of audit assurance to senior managers which is incorrect and could ultimately result in key control weaknesses having a detrimental effect on the achievement of objectives and/or resulting in an inefficient use of resources; at worst, it could result in a fraud being committed.

6.6 Audit and Risk Management's current budget allows for an appropriate level of risk based audit assurance work to be undertaken to fulfil statutory requirements. Although the increase in daily rates will reduce the number of days purchased in 2018/19, the audit plan focuses on the key risks and control environment over all services, supplemented by work by the Fraud Team, therefore it is still considered that the statutory and assurance work can be completed within existing budgets.

7. Contribution to strategic outcomes

7.1 The internal audit work makes a significant contribution to ensuring the adequacy and effectiveness of internal control throughout the Council, which covers all key Priority areas.

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

8.1 Chief Finance Officer

8.1.1 The Council's Contract Standing Orders state that a contract for supplies and services exceeding £500k is a key decision which should be included in the Council's Forward Plan and approved by the Council's Cabinet.

8.1.2 The budget for internal audit services is contained within Audit and Risk Management's revenue budget; the costs of the contract can be contained within the available budget resources.

8.2 Head of Procurement comments

8.2.1 The Croydon framework agreement allows for Haringey Council to contract for the internal services and prescribes the contract arrangement between the Council, Croydon Council and Mazars. The agreement allows for a direct instruction and reporting relationship with Mazars to ensure simplicity and efficiency of operation.

8.2.2 Although the options of the council running an OJEU tender and working with an alternate framework were investigated it is considered that that Croydon framework agreement will offer the best method for contracting for the internal audit services.

8.2.3 Procurement therefore support the decision to award the contract under the Croydon framework das it will offer the best value for money.

8.3 Legal

8.3.1 The Assistant Director of Corporate Governance notes the contents of the report.

8.3.2 Under the Public Contracts Regulations 2015 (the "Regulations") (as amended) the term of a framework agreement should not exceed 4 years save in exceptional circumstances. The term of the Croydon framework is for an initial period of 6 years with an option to extend for a further period up to 2 years. The reasons for the duration of the framework beyond 4 years were stated in the OJEU contract notice as best value considerations and to address any potential investment required by the provider. The Assistant Director of Corporate Governance notes that there have been no challenges to the duration of the Croydon framework, and is of the view that the duration of the Croydon framework beyond 4 years is in compliance with the Regulations.

8.3.3 This is a key decision and the Service has confirmed it is on the Forward Plan.

8.3.4 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 Equality Act (2010) to have due regard to:

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

- foster good relations between people who share those characteristics and people who do not.

8.4.2 There are no specific equality implications for the Council; as contracted providers of Haringey Council, the awarded internal audit services will be required to demonstrate a strong commitment to equality and fairness in their actions and work practices, and adherence to the Equality Act 2010

9. Use of Appendices
N/A

10. Local Government (Access to Information) Act 1985
N/A

Report for: Cabinet 16th January 2018

Title: Commercial, Fleet, School Journey and Fidelity Guarantee (Crime) Insurance Arrangements and Engineering Inspections

Report authorised by : Bernie Ryan
AD Corporate Governance

Lead Officer: Anne Woods
Head of Audit and Risk Management
Ext: 5973
Email: anne.woods@haringey.gov.uk

Ward(s) affected: All

Report for Key/ Non-Key Decision: Key Decision

1. Describe the issue under consideration

1.1 To inform the Cabinet of the procurement process undertaken, via the Insurance London Consortium (ILC), and to seek Cabinet approval to appoint a provider(s) for Motor Fleet Insurance; Property Insurance Services for Commercial Properties; provision of the Engineering Inspection Programme; Fidelity Guarantee (Crime) Insurance; and School Journey Insurance with effect from 1 April 2018, for a period of three years with the option to extend for two further periods of one year each.

2. Cabinet Member Introduction

2.1 I concur with the recommendations of this report. The recommended contracts offer superior value to those of the other options which were considered.

2.2 Alternative contract structures and frameworks were duly explored and assessed, including stand-alone cover for the Council and usage of central Government's Crown Commercial Services. However, it was found that the recommended choices offered greater benefits and security for Haringey.

2.3 The London Borough of Croydon-led procurement process appears to have been robust, and progress will be regularly monitored for the duration of the contract. I am confident that due diligence was undertaken by the Council and its partners in identifying suppliers and negotiating contracts which will provide the utmost in terms of cost-effectiveness, flexibility and efficient service.

3. Recommendations

3.1 That the Cabinet approves the award of the contracts for the provision of the Insurance Services and Engineering Inspections via the ILC, effective from 1 April 2018, for a period of three years with the option to extend for two further periods of one year each (i.e. 3+1+1) to the following providers:

- Motor Fleet (Lot 1) to Zurich Municipal;
- Property Insurance Services for Commercial Properties (Lot 2) to Zurich Municipal;

- Engineering Inspection Programme (Lot 3) to Zurich Municipal;
- Fidelity Guarantee (Crime) Insurance (Lot 4) to Risk Management Partners; and
- School Journey Insurance (Lot 6) to Risk Management Partners.

4. Reasons for decision

4.1 The current insurance and inspection contracts commenced on 1 April 2013 and were based on a three-year agreement with an option to extend by a further two years. No further extensions are available; therefore a new procurement process was required. It is necessary to ensure that the new contracts are in place from 1 April 2018, to avoid any gap in insurance cover for the Council.

5. Alternative options considered

5.1 Purchasing stand-alone cover for the Council, using agreed procurement processes. This was not considered appropriate because:

- Haringey Council's membership of the ILC has enabled it to benefit from significant economies of scale in procuring policies for a number of local authorities; these economies of scale would not be available if the Council were to opt for a single authority procurement route;
- Membership of the ILC has also allowed the Council to share best practice on insurance and risk management practices, which would not be available on a stand alone basis; and
- The insurance market for local authority risks has historically had a limited number of competitors. Procuring through the ILC has previously increased the number of providers willing to respond and resulted in reduced policy rates.

5.2 Using another framework agreement to run a mini-competition for services. The Government's Crown Commercial Services (CCS) has an insurance framework in place which the ILC has used in a previous procurement exercise in 2014. Using the CCS framework resulted in fewer respondents, decreased competition and lower value for money for the ILC and Haringey Council. Using the CCS framework was considered prior to the start of the procurement process, but discounted based on previous outcomes achieved.

6. Background information

6.1 Haringey, along with eight other London boroughs (Croydon, Camden, Harrow, Islington, Kingston-upon-Thames, Lambeth, Sutton and Tower Hamlets) have continued to work as a formal consortium, the Insurance London Consortium (ILC), to share best practice in Risk Management and to procure insurance services. The Consortium has a formal s101 agreement in place which allows a local authority to arrange for any other authority to discharge a function on its behalf.

6.2 The London Borough of Croydon was selected to be lead authority for this procurement process, and a Memorandum of Understanding was entered into by all members of the ILC to this effect. A project group to manage the tender process was formed by representatives from all authorities within the ILC.

6.3 The project group has been meeting on a regular basis to ensure that all Consortium members participate fully in the procurement process including

drafting and agreeing all tender documents; the invitation to tender; specification; insurance policy wordings; and the tender evaluation criteria.

6.4 Monitoring of the insurance providers will be ongoing following the award of contracts. It is expected that this will include, as a minimum, monthly monitoring reports, together with formal review meetings which will take place with the insurance service providers at least every 6 months.

6.5 The ILC ran this tender process as a standard Official Journal of the European Union (OJEU) open process (ref: GB003ZM232350). The London Borough of Croydon, as lead authority, has managed the procurement process in full compliance with their Council Standing Orders and EU procurement regulations.

6.6 The ILC members established a procurement project plan as part of the tender process. This is due to conclude on the 16 February 2018, with the placement of instructions to the selected and approved contractors.

6.7 The procurement process was subject to the Standing Orders and procedures of the London Borough of Croydon, acting as the lead authority for the ILC. Each participating authority in the ILC will award its own contracts in compliance with their own Standing Orders.

6.8 As part of the tender process, an insurance broker was contracted by the ILC as a 'facilitator' in order to improve market engagement and increase the potential number of responses from insurance providers. The broker's activities included:

- Seeking market feedback from all significant insurance providers early in 2017 in order to better understand any issues they experienced with previous ILC tenders;
- A market presentation at the broker's premises in order for bidders to better appreciate the ILC approach and the reasons for it. No issues were raised by the potential bidders at the presentation; and
- Changing the market approach in order to encourage bids from those insurance markets who previously indicated they could not meet the ILC tender specification requirements.

6.9 The project group determined that the most effective procurement arrangement would be to arrange the insurance provision requirements into specific 'Lots' for each of the areas This would allow prospective tenderers to submit bids against individual, or all of the Lots. Haringey did not participate in Lot 5 as the Council has determined not to have Personal Accident insurance cover for reasons of value for money. Details of each of the Lots are summarised in Table 1 below:

Table 1 – Categories of Insurance Cover/Inspection Programmes

Lot reference	Details of Insurance Cover/Programme
Lot 1	Motor Fleet Policy
Lot 2	Commercial Properties (Buildings) Policy
Lot 3	Engineering Inspection Programme
Lot 4	Fidelity Guarantee (Crime) Policy
Lot 5	Personal Accident Policy
Lot 6	School Journey Policy

6.10 The tender evaluation exercise was completed by the project group, which consisted of a representative from each member authority. The ILC project group determined and agreed the evaluation criteria which would be applied to all compliant bids received. The agreed evaluation criteria for each Lot to be awarded is set out in Table 2 below:

Table 2 – Tender Evaluation Criteria for each Lot to be awarded

Lot 1 – Motor Fleet Insurance Policy	
Criteria	**Evaluation Weighting**
Price	60%
Aggregate (Stop Loss)	10%
Quality	30%
Lot 2 – Commercial Properties Insurance Policy	
Criteria	**Evaluation Weighting**
Price	70%
Quality	30%
Lot 3 – Engineering Inspection Programme	
Criteria	**Evaluation Weighting**
Price	60%
Quality	40%
Lot 4 – Fidelity Guarantee (Crime) Insurance Policy	
Criteria	**Evaluation Weighting**
Price	70%
Quality	30%
Lot 5 – Personal Accident – not applicable to Haringey	
Lot 6 – School Journey Insurance Policy	
Criteria	**Evaluation Weighting**
Price	70%
Quality	30%

6.11 Providers were required to return tenders by the deadline of 10 November 2017 via Croydon Council's e-tendering portal. All bids received were reviewed initially to confirm that they complied with the tender specification and were therefore able to be formally evaluated. Details of the number of bids received against each tender Lot, by the tender deadline were as follows:

- Lot 1 – Motor Fleet: 4 bids received
- Lot 2 – Commercial Properties: 4 bids received
- Lot 3 – Engineering Inspections: 2 bids received
- Lot 4 – Fidelity Guarantee (Crime): 3 bids received
- Lot 5 – Personal Accident: not applicable for Haringey
- Lot 6 – School Journey: 4 bids received

6.12 The Value for Money (Price) and Quality scores were combined and the recommended providers of each Lot determined. Details of the evaluated scores for each Lot are set out in Tables 3 – 7 below:

Table 3 – Lot 1

Motor Fleet Insurance Policy	**Evaluation Points Awarded**
Bidder 1	61.89

Bidder 2	87.13
Bidder 3	74.13
Bidder 4	92.31

Table 4 – Lot 2

Commercial Properties Insurance Policy	Evaluation Points Awarded
Bidder 1	41.65
Bidder 2	90.10
Bidder 3	50.66
Bidder 4	94.00

Table 5 – Lot 3

Engineering Inspection Programme	Evaluation Points Awarded
Bidder 1	Non-Compliant bid
Bidder 2	69.51

Table 6 – Lot 4

Fidelity Guarantee (Crime) Insurance Policy	Evaluation Points Awarded
Bidder 1	87.15
Bidder 2	97.00
Bidder 3	55.74

Table 7 – Lot 6

School Journey Insurance Policy	Evaluation Points Awarded
Bidder 1	89.00
Bidder 2	55.59
Bidder 3	94.95
Bidder 4	72.69

6.13 The bidders with the highest evaluation points for each Lot are those organisations being recommended for contract award; and to provide the insurance service and engineering inspection programme to the members of the ILC. For Haringey Council, the recommended providers are set out in Table 8 below:

Table 8 – Recommended Providers for Haringey Council

Lot	Policy/Programme	Recommended Provider
Lot 1	Motor Fleet	Zurich Municipal
Lot 2	Commercial Properties	Zurich Municipal
Lot 3	Engineering Inspections	Zurich Municipal
Lot 4	Fidelity Guarantee (Crime)	Risk Management Partners Ltd
Lot 6	School Journey	Risk Management Partners Ltd

7. Contribution to strategic outcomes

7.1 Through the combined and focused purchasing power of the ILC, the outcome of the procurement exercise continues to meet the objective of improving value for money for Haringey Council.

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

8.1 Chief Finance Officer

8.1.1 The Council's Contract Standing Orders state that a contract for supplies and services exceeding £500k is a key decision which should be included in the Council's Forward Plan and approved by the Council's Cabinet Committee.

8.1.2 The budgets for insurance premium payments and the costs of the engineering inspection programme are held in ring-fenced budgets which form part of the Council's cash limited budget and are sufficient to cover the costs proposed in this revised contract.

8.2 Head of Procurement

8.2.1 CSO 9.07.1 d) allows for contracts with a value greater than £500K to be awarded by the Cabinet

8.2.2 The ILC tender process held under the Official Journal of the European Union (OJEU) open process (ref: GB003ZM232350) provides for a compliant route to procure

8.2.3 Working as part of the consortium to procure the insurance covers provides for the best value for money.

8.3 Legal Services

8.3.1 The Assistant Director of Corporate Governance notes the contents of the report.

8.3.2 The procurement of the contracts (which this report relates to) as part of a consortium complies with CSO 7.01(a).

8.3.3 The Service has confirmed this decision is on the Forward Plan.

8.3.4 Pursuant to CSO 9.07.1(d) Cabinet has authority to award the contracts which this report relates.

8.3.5 The Assistant Director of Corporate Governance sees no legal reasons preventing Cabinet from approving the recommendations in section 3 the report.

8.4 Equality

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

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

- foster good relations between people who share those characteristics and people who do not.

8.4.2 As contracted providers of Haringey Council, the awarded insurance and inspection services will be required to demonstrate a strong commitment to equality and fairness in their actions and work practices, and adherence to the Equality Act 2010

8.4.3 This report deals with the Council's engineering inspection programme and insurance arrangements for motor fleet, commercial properties, fidelity guarantee (crime) and school journey; ensuring a competitive tender process and delivering improvements in risk management processes will ultimately improve services delivered by the Council.

9. Use of Appendices

Appendix A – Tender Evaluation Financial Report (exempt)

10. Local Government (Access to Information) Act 1985

Appendix A – Tender Evaluation Financial Report (exempt)
This report contains exempt and non exempt information. Exempt information is contained in the exempt report and is not for publication. The exempt information is under the following category: (identified in the amended schedule 12 A of the Local Government Act 1972): paragraph 3.

MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON THURSDAY, 30TH NOVEMBER, 2017, 10am

PRESENT:

Councillor Alan Strickland

191. FILMING AT MEETINGS

Noted.

192. URGENT BUSINESS

None.

193. DECLARATIONS OF INTEREST

None.

194. ACCEPTANCE OF INCREASED PLANNING FEES

Councillor Strickland considered the report which sought authorisation from the Cabinet Member to enable the Council to immediately increase planning fees by 20% more than the current fees, in accordance with the Draft Regulations, on the date the Draft Regulations take effect, should they be approved by Parliament.

RESOLVED

That, subject to regulations being made in substantially the same form as the draft Town and Country Planning (Fees for Applications, Deemed Applications, Requests and Site Visits)(England) (Amendment) Regulations 2017 ("the Draft Regulations") to:

a) increase all planning fees by up to 20%; and
b) amend and introduce all planning fees as proposed in the Draft Regulations;

in accordance with and immediately on any such regulations coming into force.

Reasons for decision
The acceptance of the 20% increase in planning fees and introduction of new fees will allow the Planning Service to increase its capacity and drive further efficiencies in the Planning Service and ensure compliance with staturoty requirements.

Alternative options considered
To reject the offer of a 20% increase in planning fees and the option to charge fees for permission in principle applications and application where permitted development rights have been removed.

This option was rejected as the Council does not have discretion under the 2012 Regulations to vary or waive the fees. Further, it would only represent a modest rise in planning fees and would be unlikely to discourage development given that planning fees are a very small proportion of the overall cost of a building/development project.

195. ANY OTHER BUSINESS

None.

CHAIR: Councillor Alan Strickland

Signed by Chair ……..

Date ……

MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON FRIDAY, 15TH DECEMBER, 2017, 10:00

PRESENT:

Councillor Alan Strickland, Cabinet Member for Housing, Regeneration and Planning.

196. 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.

197. URGENT BUSINESS

None

198. DECLARATIONS OF INTEREST

None.

199. APPROVAL OF HOUSING CAPITAL WORKS CONTRACTS

The Cabinet Member noted the report, which sought approval for renewed delegated authority for approval of call-off contracts from the Council's Major Capital Works framework, and also sought approval to regularise a number of call-off contracts.

RESOLVED

I. That the Cabinet Member for Housing, Regeneration and Planning noted and considered the information set out in Appendix 1 & 2 of the report, ratified and approved retrospectively the housing capital works call-off contracts.

II. That the Cabinet Member for Housing, Regeneration and Planning delegated authority for the approval of the individual call-off contracts (Agreed Maximum Prices - AMPs) for the contracts let under the Major Capital Works Framework for the remainder of the framework duration, up to the value of £6.5m, and any necessary subsequent adjustments to the programme (due to the availability of funding, wider stock investment priorities and/or other unforeseen issues that affect delivery) to the Strategic Director of Regeneration, Planning and Development, after consultation with the Cabinet Members for Housing, Regeneration and Planning and for Finance and Health.

Reasons for decision

The decision regularised call-off contracts that were previously been agreed under the framework. Of the contracts listed, 70% were completed and had reached practical completion. The remaining were onsite.

The decision was also required to allow for the ongoing letting of call-off contracts under the framework until the framework expired. A number of call-off contracts required approval to allow for essential improvement works to start.

Alternative options considered

The council is required under its contract standing orders (CSOs) to approve the contracts set out in Appendix 1 of the report, so no alternative decisions were considered.

A delegation was approved by Cabinet in November 2013 for the approval of call-off contracts to allow for works to proceed onsite promptly once detailed costings and programmes had been assembled.

200. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the reminder of the meeting as the items contained exempt information, as defined under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

201. APPROVAL OF HOUSING CAPITAL WORKS CONTRACTS

The Cabinet Member noted the exempt section of the report.

CHAIR:

Signed by Chair ……..

Date ……

MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON WEDNESDAY, 20TH DECEMBER, 2017, 10:30

PRESENT:

Councillor Peray Ahmet, Cabinet Member for Environment

202. 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.

203. URGENT BUSINESS

None

204. DECLARATIONS OF INTEREST

There were no declarations of interest.

205. EXTENSION AND VARIATION OF THE NUISANCE VEHICLE CONTRACT

The Cabinet Member noted the report which sought approval for the extension and variation of the Nuisance Vehicle contract with NSL Limited. The report also sought approval to vary the contract to increase the annual payment by a maximum of £28k per annum to pay for an additional abandoned vehicle inspector and performance related payments towards additional operating costs.

RESOLVED

I. That the extension of the nuisance vehicle contract be approved, for a period of two years, as permitted under the Contract and in accordance with CSO 10.021(b).

II. That approval be given for a variation of the contract as permitted under Clause 45.1 and in accordance with CSO 10.02.1(b), to increase the annual payment by £28k to cover the cost of an additional abandoned vehicle inspector and contribution towards rising operating costs, bringing the total cost to £2,843,776.

Reasons for decision

The Council was required to make provision for the removal of nuisance vehicles, which comprises of vehicles which are generally in a very bad condition

abandoned on the highway.

This contract was key to ensuring the delivery of the Council's statutory duties including the safety requirements in and around Spurs Football Ground, where it is imperative that the surrounding streets comprising the emergency evacuation routes and safety corridor are kept clear.

Additionally, this contract underpins the strategy for dealing with vehicles that have accumulated high volumes of unpaid Penalty Charge Notices (commonly referred to as Persistent Evaders) that represent a significant amount of debt; there would be no ability to deal with this category of debt without the provision of removal vehicles included as part of the contract.

The routine removal of vehicles under the Traffic Management Act also supports road safety.

Extending and varying the current contract is the recommended option, the reasons for this are provided below.

The original contract award allowed for the option to extend for two years. There were operational difficulties at the beginning of the three-year contract, in particular the council had to support the contractor in relation to the abandoned vehicle operation. This area continues to be a pressure for them, possibly due to a lack of their understanding at the bid stage about the full scale of the operation.

However, overall performance has improved, and continues to do so this year, with NSL consistently meeting the key performance indicators.
The contractor has in the past raised concerns about the financial viability of this contract, and at the extension negotiations, were clear that they were unwilling to extend the contract at the same cost. Some of these cost pressures are due to them misunderstanding the scope of the abandoned vehicle side and also due to there being no provision in the contract for RPI increases, which the contractor has had to absorb.

Following negotiations between the Council and the contractor, the following payments have been proposed:

i. The council to fund one abandoned vehicle inspector at a cost of £22k per annum to improve the efficiency of the abandoned vehicle side of the service.

ii. An additional £6k per annum to be available to NSL via monthly payments upon achievement of all six key performance indicators in the contract, to drive overall contract performance.

While the council will be paying up to £28,000 per annum more in contract costs, the council will benefit from an adequately resourced contract, that delivers better across the piece. This will include improving further on the excellent work undertaken in relation to persistent evaders. This work supported

by NSL has resulted in the recovery of an additional £200K debt annually over the last two years.

NSL also asked for an RPI linked increase to be applied to the contract, which Haringey rejected.

Alternative options considered.

The option to terminate the contract without implementing the extension period has been rejected.

Conducting a tender for a new contract would be a time consuming exercise, and there is a risk of a drop in performance from the incumbent supplier, and from the new supplier while a new contract is established.

The council does not have a site that could be operated as a car pound, so there is no opportunity to bring the service in house.

206. NEW ITEMS OF URGENT BUSINESS

N/A

207. EXCLUSION OF THE PRESS AND PUBLIC

N/A

208. NEW ITEMS OF EXEMPT URGENT BUSINESS

N/A

CHAIR:

Signed by Chair ……..

Date ……

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MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON THURSDAY, 4TH JANUARY, 2018, 3.30 pm

PRESENT: Councillor Claire Kober (Chair)

Also in Attendance: Councillors Zena Brabazon & Emine Ibrahim

209. FILMING AT MEETINGS

The Leader 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.

210. URGENT BUSINESS

None.

211. DECLARATIONS OF INTEREST

None.

212. KESTON CENTRE SITE NOVATION

The Leader considered the report, which sought approval for a novation to the existing Pocket Living (2013) LLP sales contract. It was noted that under the existing sales contract, Pocket Living (2013) LLP are obliged to complete and carry out the development obligations thereafter. However, the Pocket Group's new funding arrangements mean that it needs to transfer the Keston Centre site and the development obligations from the originally nominated company Pocket Living (2013) LLP to their special purchase vehicle Pocket Living West Green Place Ltd. This will be effected by the requested novation.

Councillor Brabazon raised a concern over the fact that there were 2 outstanding charges/mortgages connected to Pocket Living West Green Place Ltd and queried whether this should be a concern for the Council. Councillor Ibrahim also questioned the reason behind the name change. It was noted that the changes requested within the report where in line with funding arrangement requirements and that there had been no changes to the original contract.

RESOLVED

That the Leader approves a novation to the existing sales contract that will allow a change in name of the purchaser from Pocket Living (2013) LLP to Pocket Living West Green Place Ltd.

Reasons for decision

To allow the sale of the Keston Centre site to Pocket Living West Green Place Ltd who will deliver much needed housing together with a community centre for the borough.

Alternative options considered

An alternative option is for Pocket Living to seek and secure alternative funding that would allow them to acquire the Keston Centre site in the original name of Pocket Living (2013) LLP and thus satisfy the terms of the existing sales contract. However, this is likely to take considerable time, which in turn will cause significant delays to the acquisition and critically, delivery of the construction and development programme for the Keston Centre site.

213. URGENT BUSINESS

None.

CHAIR: Councillor Claire Kober

Signed by Chair ……..

Date ……

Report for: **Cabinet 16 January 2018**

Title: Delegated Decisions and Significant Actions

Report authorised by : Zina Etheridge, Interim 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 pagehttp://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 – November 2017

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	-	Nil	

Delegated Action	
	Number
171101 Extension of existing contract with AD Construction Grp under CSO 10.02.1(a) - batch 6. Value £61,920.00	
171101 Extension of existing contract with Diamond Build under CSO 10.02.1(a) - batch 7. Value £42,720.00	
171101 Extension of existing contract with Effectable under CSO 10.02.1(a) - batch 15. Value £73,560.00	
171101 Extension of existing contract with Ritchwell under CSO 10.02.1(a) - batch 13. Value £18,960.00	
171101 Extension of existing contract with SW Bruce under CSO 10.02.1(a) - batch 8. Value £16,800.00	
171102 Approval under CSO 9.06(c) disabled adaptation works at 5 Ascot Rd with RCL Contractors. Value £30,000.00	

Submission authorised by: B. F Tarka

Beverley Tarka – Director of Adult Social Services

Date: 4th December 2017

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

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