

Haringey Council

TO BE READ IN CONJUNCTION WITH EXEMPT APPENDIX 3

Agenda item:

[No.]

Cabinet

on 28 July 2008

Report Title: Future Accommodation for Civic Centre and Ceremonial Functions

Forward Plan reference number (if applicable):

Report of: **Head of Corporate Property**

Wards(s) affected: **Woodside**

Report for: Key **decision**

1. Purpose

- 1.1 To report on the progress of the feasibility work being undertaken for a replacement Civic Centre at Woodside House and its context and relevance within the Council's Accommodation Strategy.
- 1.2 To seek approval for the relocation of the Civic Centre and secure the required budget to refurbish and extend Woodside House as the new Civic Centre.
- 1.3 To outline the timescales, milestones and gateway reviews required to develop the new Civic Centre and complete the relocations.

2. Introduction by Cabinet Member (if necessary)

2.1 The provision of a new Civic Centre at Woodside House, having regard to the current site which is beyond economical repairs, would enable the reuse of this Grade II locally listed building for the benefit of the people of the Borough. I concur with the report and the recommendations therein.

3. Recommendations

- 3.1 Consider the options for the future provision of democratic and civic functions as outlined in this report together with the Feasibility Report prepared by Capita Symonds, and approve the refurbishment and extension of Woodside House to establish it as the new Civic Centre for Haringey.

- 3.2 To note that the relocation of the Civic Centre from the current location will enable this site to be disposed for which a separate report is being submitted to Cabinet elsewhere on the agenda.
- 3.3 Approve option 4 (double curve) as the design for the Council Chamber to enable this to be developed during the next design stage as recommended by Capita Symonds.
- 3.4 To note that relocation options for all current users at Woodside House have been considered in conjunction with the services concerned and alternative accommodation will be arranged so that relocation can take place by December 2008.
- 3.5 To note that stakeholder engagement has been carried out as part of the Feasibility Report and now approve that further consultations, including public exhibitions, are undertaken between July and September 2008.
- 3.6 Approve a total capital budget of £12.0 million to include the cost of constructing the new Civic Centre at Woodside House to relocate the Council Chamber, Committee Rooms, Registrar's Services and ancillary facilities from the existing Civic Centre site and the Council's costs for managing the project, re-provision of services at Woodside House, achieving vacant possession and other associated investment required as a result of this development.
- 3.7 Approve the appointment of Capita Symonds (in accordance with the Council's Procurement Framework) to continue the design and project management services to enable the next stages of the project to be completed (RIBA stages C and D).
- 3.8 Authorise the Director of Corporate Resources to approve the final Design Reports (Stage D plus) scheduled to be completed in November to enable a planning application for the scheme to be submitted by the Head of Corporate Property.
- 3.9 To note that approval will be sought from the Procurement Committee (October 2008), following submission of the planning application but prior to consent being granted, to appoint a contractor (in accordance with the Council's Procurement Framework) to enable early engagement in the design process and carry out enabling works.

Report Authorised by: **Julie Parker, Director of Corporate Resources**

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4. Chief Financial Officer Comments

4.1 Members will recall that one of the key underlying principles of the Council's accommodation strategy is to rationalise and obtain maximum benefit from our assets,

which includes addressing buildings no longer fit for purpose. Following an options appraisal exercise this report sets out a proposal to deal with the accommodation for civic centre functions for Members to consider and outlines the potential risks and benefits involved.

4.2 The key financial benefits and risks to the project are set out in section 8 but attention is drawn particularly to the points outlined below.

4.3 (Exempt)

4.4 In accordance with normal project development activities, work is now needed on the design (from RIBA Stage B) to ensure that the overall project comes within the total funding envelope of £12m. A process of design development and value management up to RIBA Stage E will be applied to assist in achieving this.

4.5 (Exempt)

4.6 A key risk to this strategy is the delivery of sufficient capital receipt from the civic centre and the timing of that receipt. The site will be marketed as a residential development and therefore will be subject to the current market conditions in respect of housing. The timing of the receipt may also be an issue, but it is envisaged that this can be managed through reserves and that any loss of interest on cash-flow can also be managed through the treasury management function without an additional call on the overall revenue budget.

4.7 To ensure that future generations realise the full benefits of this investment, it is imperative that sufficient budget is made available to properly maintain the fabric of the building; clearly this comes at a cost and will impact on the overall consideration of the detailed design and the sustainability aspirations for the building. One of the project's deliverables is a life cycle plan for the completed scheme and this will need to be completed as part of the whole life costing approach. This plan will assist the Council in budgeting for maintenance and future capital lifecycle replacement costs.

5. Head of Legal Services Comments

5.1 The Head of Legal Services comments that the legal issues arising at this stage in the report concern vacant possession.

5.2 – 5.5 (Exempt)

5.6 Separate comments have been provided on the report dealing with the proposed disposal of the Civic Centre site. The cost of this project will be partly funded by proceeds of that disposal. Until there is a sale and purchase contract in place for the Civic Centre site there is no guarantee on these receipts.

6 Local Government (Access to Information) Act 1985

6.2 Background Papers

- Corporate Property Services Property Terrier

- Project Mandate dated May 2008.
- Feasibility Report and Plans prepared by Capita Symonds.

6.3 Exempt parts of this report are not for publication as they contain exempt information under the following categories:

- Any terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods or services.
- This report contains indicative land values, estimated construction costs, budget figures and professional advice that could prejudice tender bids and related lease negotiations.

7 Strategic Implications

7.2 The Council agreed an Accommodation Strategy in May 2003 to improve customer focus by integrating customer access points, improve facilities for democratic and civic functions and modernise work spaces for employees. The estate strategy adopted was to rationalise and modernise the building portfolio that was made up of 29 buildings including two Town Halls, one Civic Centre and a large number of offices throughout the borough. A “hub and spoke” model was adopted with Wood Green forming the civic and administrative hub and customer service centres in four localities; Hornsey, South Tottenham, North Tottenham and Wood Green. As a consequence the first part of the implementation plan agreed the disposal and development of Hornsey Town Hall, Tottenham Town Hall and releasing a large number of buildings not located in Wood Green. River Park House was acquired in 2004/05 to enable the rationalisation process to commence and has resulted in the Wood Green hub being established.

7.3 As part of the strategy a number of options were considered for the future of the Civic Centre site. It was decided to refurbish the Council Chamber and associated facilities for democratic and civic functions and to dispose off the remainder of the site no longer required for administrative functions including the car park. This investment, which at the time was estimated at £2.5million, was to be funded from the proceeds of the sale of the North Wing and car park.

7.4 Key issues to be considered in the relocation of the Civic Centre to Woodside include the social, economic and environmental regeneration opportunities arising from both the current Civic Centre site and the Woodside House proposed Civic Centre site. This will bring tangible benefits to the community through an improved setting for the buildings in the park, enhanced facilities for marriage and other life events and a Civic Centre that is modern, attractive and welcoming to encourage participation by all in civic and democratic activities. The release of the current site will provide enhanced physical regeneration for the area and additional residential accommodation. For the Council this decision will contribute to better use of the Council’s resources, improved value for money in operating costs and improved facilities for Members, employees, visitors and service users.

7.5 The strategic case for developing the Civic Centre at Woodside House in preference to

refurbishing the existing Civic Centre or acquisition/development within the Wood Green Hub is outlined in Appendix 2.

8 Financial Implications

8.2 The Accommodation Strategy at the time identified an indicative capital investment requirement of £2.5 million in 2003 to address the maintenance backlog and refurbishment of the current Civic Centre, based on an unspecified life expectancy in the original consultant's report. This investment was to be funded from disposal of the North Wing and car park of the Civic Centre. It is estimated that the maintenance, remodelling and refurbishment now will cost in the region of £5.1 million as there is also a requirement to address mechanical and engineering elements within the building. Whilst the refurbishment and remodelling will improve the condition of the building and provide some additional facilities, it will have limited modernisation.

8.3 The decision to provide a new Civic Centre at Woodside House instead of refurbishment at the existing site will require a larger investment for which a budget of £12.0 million is required for building refurbishment, construction and other costs. This will however address the condition of Woodside House which is a locally listed building set in a Park of historic interest. Although detailed condition surveys have not been carried out it is likely that Woodside House will require a minimum of £1 million investment to maintain its current use.

8.4 The key benefits of providing a replacement Civic Centre at Woodside House are outlined below:

- The rationale and strategic drive behind the council's accommodation strategy is to rationalise and obtain maximum benefit from our assets which include addressing buildings no longer fit for purpose.
- The investment required to refurbish the current Civic Centre to extend its life in the short term (10-15 years) is estimated at £5.1m with additional £0.5m for furnishings. This investment will not address any sustainability issues nor will it produce any major reduction in revenue running costs. Any major refurbishment of the current site would entail temporary re-location of the Council's Civic functions - Registrar Services, Council Chamber & Committee Meetings, Mayor and Cabinet Services all currently operating out of site 2 (North Wing) which has a revenue cost (to be quantified) and also pose a challenge given the specialist nature of the civic activities.
- The packaging for disposal of sites 1 & 2 at the current Civic Centre is likely to make the overall sale more attractive to developers which is a consideration given the current economic climate and in trying to anticipate the market condition in 2 to 3 years time when vacant possession of the existing Civic Centre could be achieved.
- The budgeted investment required to refurbish the current Woodside House and build a new Civic suite and is expected to provide an expected lifespan of 60 years, minimum for both the new build and the existing house.
- It is important to recognise that the scope of the development and the investment is limited to the existing house, the new build Council Chamber and the immediate landscape around these two buildings. The scope does not extend to improvements to Woodside Park.
- The development will allow sustainability issues to be maximised and should allow for revenue savings to be found particularly around energy costs. The approach supports

the Council's objective of creating a cleaner, greener, safer borough.

- The scheme will make the required investment in the current Woodside House building more cost effective as it is coupled with a larger development. It should also improve the attractiveness of the Registrar's service to Users and may help to lever in additional funding for park improvements.

8.5 Relocation of the existing Civic Centre to Woodside House will also enable a larger part of the existing site to be disposed and therefore generate additional capital [figure included in exempted part].

8.6 In summary the financial implications for investment to develop the new Civic Centre is based on the following key factors:

- Essential maintenance & refurbishment of current Civic Centre estimated cost £5.1 million
- Replacement furnishings and internal upgrades estimated cost £0.5 million
- Essential maintenance at Woodside House estimated cost £1.0 million
- Additional Capital Receipts from the existing Civic Centre [figure included in exempted part].
- Cost of temporary accommodation during period of refurbishment and additional moves required.

8.7 The revenue implications of this project will be assessed once scheme design is completed at RIBA Stage D but it is expected that there will be efficiencies in premises costs arising from the purpose built facilities, modern building technologies and reduced maintenance costs from a new/refurbished building.

8.8 In accordance with normal project development activities work will now be undertaken from RIBA stage B to ensure that the overall project comes within the total funding envelope. There are a number of options and proposals that have been considered through the feasibility process. From these Capita Symonds team have developed outline designs using broad costs for the different elements and including allowances for Council managed activities such as Council Officer time and resources, legal, property consulting and other related activities associated with the decant & removals needs of the project to achieve vacant possession. If the Feasibility Report is approved the next stage is detailed design where the client's preferred option is further developed and refined along with the initial requirements and a "Value Management" process will be adopted to value engineer the proposal to the budget. The next gateway when a further investment decision is required will be the completion of RIBA Stage D in November 2008. This is normal practice in developing construction projects of this nature. This project has some greater uncertainties than most projects as there is a large proportion of refurbishment and a limited amount of benchmark information on the costs of developing a modern Council Chamber.

8.9 Factors that may impinge significantly on the final out-turn costs include:-

- Higher than expected building index inflation cost (although contingencies will be factored).
- Tendered costs being greater than the budget provision.
- Programme delays due to alternative accommodation for services to be relocated not being available by 31 December 2008.

- Final approved design for the Council Chamber incorporating additional requirements not currently identified in the user requirements.
- The intrusive survey to be effected in January 2009 could result in increase in the cost of refurbishment above the budget provision in the event that serious building defects are revealed.
- Cost of relocating services and achieving vacant possession exceeds estimates due to additional costs of temporary accommodation and/or additional costs required due to refurbishment to address condition and suitability.

8.10 (Exempt)

8.11 There is also a risk of omissions due to the tight timescales for the project. Although this will be managed through the project risk register the risk of increased costs must not be underestimated.

9 Comments from The Assistant Director – Policy Planning and Development

9.1. Planning Background

Woodside House is a Locally Listed Building, dating originally from c. 1865, (when it was known as Earlham Grove House); converted to Council Offices in 1893 and enlarged with a single storey civic suite on the south side in 1913, when it became Wood Green Town Hall. It was used as such until 1958. The bowling green and pavilion were constructed before 1935, on the north side of the 1865 garden wall. Policy CSV3 of the Unitary Development Plan requires that the special character of such buildings is preserved and enhanced.

Woodside Park is identified in Policy OS7 of the UDP as a Historic Park, and elsewhere as Significant Local Open Space, and an Ecologically Valuable site. Proposals for development or landscape changes affecting the character or setting of designated historic parks or landscapes must conserve and enhance the historic character of the garden, park or landscape and any building within its setting.

The Unitary Development Plan, as well as being a Statutory document, is very much the Council's own document for regulating and promoting development.

Officers from the Planning Service have had sight of and made comments on various options for extension to the rear of Woodside House for a Council Chamber.

9.2 Main Planning Implications

These include:-

- The proposed use of Woodside House as a replacement Civic Centre accords with its existing use as Council Offices and previous use as Wood Green Town Hall.
- Any alterations to the existing main building need to be kept to a minimum and enhance its special character.
- Any proposal to construct an extension at the rear of Woodside House will need to pass the test of conserving and enhancing the historic character of the park.
- Alterations to the layout of the landscaped areas must also conserve and enhance the historic character of the park.

Given the 3rd and 4th points above, to justify the construction of a new Council Chamber at the rear of Woodside House, a special case would have to be made out, based on:-

- A. The outbuildings, hard-standing, car parking and open storage, currently existing at the rear of Woodside House are unattractive and do not in themselves enhance the setting of the building or the historic park. A new building would 'tidy up' this area and improve the overall appearance.
- B. The Options for the Council Chamber so far seen indicate a building which, in terms of its siting (at the rear), bulk, footprint, and height, is subordinate to the main building, and does not appear to "upstage" it. Selection of external materials will be very important.
- C. The "fall-back" position, i.e. what would happen to the existing Woodside House if it were not brought back into full beneficial use as a Civic Building, including a new Council Chamber, is a significant factor. If no investment were made, further deterioration of the building would not be in the best interests of the Historic Park.
- D. There is an opportunity from investment in improved landscaping and facilities within the Park, which would enhance its overall usefulness to the community and its contribution to local amenity.

The design currently being considered indicates a rather radical approach to the geometry of the landscape proposals. In particular the imposition of a circular "ha-ha" feature and division of this into four quadrants bears little relation to the existing layout of the park. Any final design will need to respect features of the Historic Park. It should be possible to revisit this aspect during the next stages of design.

- E. That the amount of car parking is fit for purpose; on the one hand (a) sufficient to enable the Council offices and Chamber to function without too much "overspill" on to residential roads (there is anecdotal evidence that visitors and sometimes staff going to Earham Grove Cypriot Centre, to St. Thomas More School, and to the Police Station opposite, rely to some extent on parking in residential roads), and on the other hand (b) not so great as to further erode the character of the Park by incursion into grassed areas, or run counter to the Council's sustainability objectives in respect of car use.
- F. Sustainability and Renewable Energy; from the Options so far seen from the internal consultation, it appears that a range of Renewable Energy regimes will be provided, which together with careful design in terms of Thermal insulation and passive Solar gain, will meet or exceed current objectives of the London Plan and the UDP.

9.3 Processing and Timescale Issues

Pre-application engagement with stakeholders, including local residents and community groups, in particular Friends of Woodside Park, and including the London Historic Parks and Gardens Trust, should enable early identification of issues.

Provided such issues, and those set out in A to F above, are fully addressed before the submission of a planning application, and provided there are no substantial objections from outside bodies, it is anticipated that the planning application could be reported to the Planning Committee within the 13 week period. It is of course the right of the Planning Committee to make a decision as it sees fit.

10 Property Implications

10.1 Accommodation Strategy

The Council's Accommodation Strategy established Wood Green as the location of the Civic Centre. The existing Civic Centre requires considerable investment to address the building condition and considerable investment is required to carry out essential repairs, refurbishment and remodelling to meet current standards and to provide sufficient accommodation. The strategic case and financial implications for relocation have been outlined elsewhere within the report. In addition there are a number of important property issues that must be taken into account:

- Sustainability Performance – there is limited scope for improving the energy and cost performance of the current Civic Centre due to the age, structure and design of the building which does not lend itself to radical remodelling. The scope for capital investment based on a positive whole life analysis is also limited due to lack of flexibility in changing the building structures.
- Refurbishment of the Civic Centre requires decanting and temporary accommodation for the civic functions which will be disruptive to residents, members and employees as there will be two sets of moves required.
- Relocation of the Civic Centre to Woodside House increases the scope for a greater proportion of the new facilities to be purpose built.

The purpose of a replacement Civic Centre is to provide a facility that is fit for the purpose and thereby meeting the requirements of Members, services and users. Within the broad parameters of providing comparable space provision there is huge scope offered by this project at Woodside House to not only provide a first class Civic Centre that meets a 21st century standard but also one that offers flexibility in the way the interior layout and function is presented. This will encourage the building to be used to maximum effect. The fact that it will be in an historic Victorian building and park setting will enhance this prospect.

Other wider Council objectives that will be met by the implementation of this project include the following:

- Contribute to the Council's Asset Management plan objectives by improving the overall quality and efficiency of its building stock by disposing of a poorly performing major building.
- Reduce capital/revenue costs arising from operating a modern upgraded facility and lower utility costs for the services because of efficiencies from the building standard.

This locally listed building has had a variety of uses over the years since being acquired in

the 1890s including a Civic Centre from 1913. This project provides an opportunity not only to make a substantial investment in the house but also return the house to prime condition albeit with more modern functionality for the benefit of Members, employees and the public. The proposed investment to the house and its grounds and park will improve its appearance and amenity.

10.2 The Proposed New Civic Centre

The new Civic Centre is primarily designed to meet the requirements for democratic functions and Registrar Services. Both of these services have actively contributed to the preparation of the proposed accommodation and design and have confirmed that these will provide suitable facilities for their purpose.

The Head of Corporate Property has considered design and operational requirements and is satisfied that that the proposals represent a considerable improvement in terms of managing the facilities, maintenance, sustainability and cost performance and represents good use of assets.

Capita Symonds prepared five design options for the extension and having consulted the Planning service, options 1 and 5 were considered unsuitable. Capita Symonds carried out a further assessment of options 2, 3 and 4 and has recommended option 4 (double curve). Having considered the assessment and based on internal consultation option 4 is recommended as the preferred option (please see Appendix 1). Factors taken account in this assessment were; user requirements, visual features, flexibility, buildability, heritage, quality, design, sustainability and cost.

All the design options at present incorporate the concept of a landscaped circular “ha-ha” feature around the building, divided into 4 quadrants. This will need to be the subject of further consideration and reviews during the next stages of the design. The extent to which these elements are able to be proposed will be considered over the next few months.

10.3 Relocations Required

One of the key milestones to keep the project on programme is to achieve vacant possession of Woodside House by 31 December 2008. This early possession is required in order that the project may undertake preliminary site work and an intrusive survey of the building so as to be able to finalise the specification and cost of the refurbishment of Woodside House.

However, due to the special requirements of the occupying services and very limited suitable alternative accommodation there are serious challenges in meeting this tight timescale. Discussions have been carried out with the services to facilitate the relocation of the following groups:

- **Older Persons Drop In Centre** - Provides a facility for registered users as well as other groups operating under the umbrella of the drop-in centre of up to 200 people. Alternative accommodation is required in the vicinity of Woodside House of sufficient size incorporating kitchen facilities and disabled access and toilets. A number of relocation options have been considered resulting in the Commerce Road Community Hall and the Community Sports Centre adjacent to White Hart Lane being identified as potentially suitable. Further assessment of these sites is currently in progress.

- **Community Alarm Service** - Thirty five employees provide a 24 hour, 365 day service. Emergency Response Officers are dispatched from the site to deal with emergencies - the facility is not purely a call-centre so couldn't be based anywhere. The service requires a dedicated power line and back-up generator and is supported by considerable IT infrastructure. The Council's offices in Cumberland Road is considered a suitable option (subject to suitable accommodation for the generator if no alternative arrangement is identified). This requires a chain of moves which will now be considered in detail so that a plan can be agreed.
- **Adult Services** - A number of office staff currently based at Woodside House will be re-located to Cumberland Road. However, this will require a chain of moves by the Children's Service and subsequent refurbishment which will now be considered in detail so that a plan can be agreed to facilitate this.

As a result of intensive search activity a number of relocation options are being considered. As part of a strategy to achieve this by the end of December 2008 there may be a need to use of interim/temporary accommodation but this is not desirable because of service disruption and additional cost.

10.4 (Exempt)

10.5 (Exempt)

11. Equalities Implications

11.1 The new facilities will provide step free access to the Council Chamber and meeting rooms on the ground floor and access to the upper floors will be provided through a modern accessible lift. The scheme will design in security thereby removing the fear of crime and the park setting with vast open spaces will provide opportunities for enhanced yet safe means for the public to exercise their democratic rights of petition, protest and attend/participate in meetings.

11.2 This project will contribute to social, economic and physical regeneration in accordance with the Community Strategy by:

- Facilitating the release of the important and significant Civic Centre site for development; this will result in the provision of a significant number of affordable housing units (100 plus) and will contribute significantly to meeting the Borough's housing target (over 200 units).
- The proposed investment in the house grounds/gardens, approach roads etc will significantly improve the Park and this could be enhanced if the Parks Service are able to lever in match funding.

12. Consultation and Public Engagement

12.1 Internal user consultation has already commenced and a stakeholder analysis carried out to enable the extensive engagement that is planned. This process is ongoing and includes existing staff occupiers/users, future occupiers/users, Members, Friends of the

Park, the Public and other groups and agencies.

12.2 After the Feasibility Report further engagement will be carried out including pre-planning consultation. A communications and consultation plan has been drawn up and will be further developed.

13. High Level Milestones

	Milestone(s)	Target Date
1	Cabinet Approval - proceed beyond Feasibility stage starting with Design Stages C & D	July 2008
2	Public consultation & stakeholder engagement	July – September 2008
3	Procurement Committee Approval	October 2008
4	Approval to proceed with further Design and selection of main contractor (Stage 1)	November 2008
5	Detailed planning application submitted	November 2008
6	Vacation of Woodside House	December 2008
7	Detailed Planning Approval	March 2009
8	Award contract to Main Contractor (Stage 2)	April 2009
9	Start on Site	May 2009

This indicative timescale will be subject to continued review during the project and following the public consultation.

13.1 In order to complete the project to timescale it is necessary in particular that the following key milestones in the programme are met:

- Pre-planning issues are comprehensively dealt with in the 6 month period May to October 2008 provided in the project programme thereby enabling planning permission to be granted within 3 months of the application being submitted in November 2008 (13 weeks has been allowed in the programme).
- Woodside House is fully vacated by 31 December 2008.
- The design team is commissioned for further design and investigative enabling works prior to the main contract being let and prior to detailed planning consent being achieved.
- That the construction contract can be let in May 2009 and in such a way as to maximise the flexibility of delivery, minimise out turn costs and accommodate unforeseeable items which may arise on a refurbishment project.

14. Risks

14.1 There are significant financial, timescale, planning and other risks normally associated with a project of this magnitude especially as it is based on a very tight timescale.

14.2 The risks have been identified are being continually reviewed and assessed by the

team and reported on a monthly basis.

14.3 Despite the well defined project plan and governance arrangements there remain considerable risks to the timescale and budget.

14.4 This stage of the project has been achieved within the project plan has been down to significant contributions from the project teams. At the next stage the project will be more reliant upon input and engagement of external stakeholders as well as a strong and positive communications activity.

15. **Appendices**

Appendix 1– Feasibility Report – Executive Summary and Options

Appendix 2– Strategic Case for a new Civic Centre at Woodside House.

Appendix 3 – Exempted Paragraphs

End

Appendix 1

Feasibility Report – Executive Summary and Options

Introduction

On 23 June 2008 Capita Symonds published a Stage B Feasibility Study Report for the proposed renovation and development of Woodside House to create a new Civic Centre for Haringey Council.

Project Vision

A sustainable, modern and flexible Civic Centre that will accommodate the Council's Democratic and Ceremonial functions whilst meeting the following requirements:

- Accommodation Strategy & Asset Management Objectives
- Reduced facility operating costs
- Greenest Borough Strategy
- Carbon Emission Savings Target

Project Objectives

1. The Civic Centre facility must be fit for the purpose by meeting the requirements of the services and users (within the parameters of comparable total space provision and taking advantage of the scope offered by a modern and flexible functionality).
2. It must be practically complete during 2010.
3. The development will meet asset management objectives to improve the overall efficiency of its building stock by disposing of a major building suffering from increasing physical obsolescence as well as functional/economic obsolescence.
4. Provide lower revenue costs in maintaining and operating a modern/upgraded facility.
5. Meet the Council's sustainability requirements as stated in the Greenest Borough Strategy.
6. The new development should exceed the Council's Carbon Target of 10% carbon emission reduction when compared to the existing Civic facilities operated by the Council.

Feasibility Study Process

The aim of the Feasibility Study is to develop an outline design and engineering solutions that will meet the client's technical, operational and functional requirements whilst identifying cost estimates for a number of options which the client is then able to evaluate and consider.

Upon being appointed Capita Symonds developed and produced a Project Mandate which was approved during May 2008.

During the Feasibility Design Process the Consultant Team have held three User Group meetings with Council departmental Representatives and this input has proved invaluable in shaping the design brief and confirming the accommodation needs for the proposed development.

The scheme proposals are based on renovating Woodside House and constructing an extension at the rear to form the Council Chamber. Five options have been developed by the consultant team and included in the Feasibility Report (please see illustration on the next page).

The five options have been reviewed by the Local Planning Authority in terms of the proposed scale, mass and aesthetics of the different options and they expressed a preference for either option 2, 3 or 4.

Also, the design team have developed a set of evaluation criteria and then used this to evaluate the five options presented resulting in a report recommendation to further develop Option 4 during the next design stage. (please see illustration of the recommended option of the whole scheme "Option 4: Double Curve").

Following the publication of the report Haringey Council have been asked to review and feedback their comments during the period between the draft report being published and the Cabinet Meeting.

Risk Management

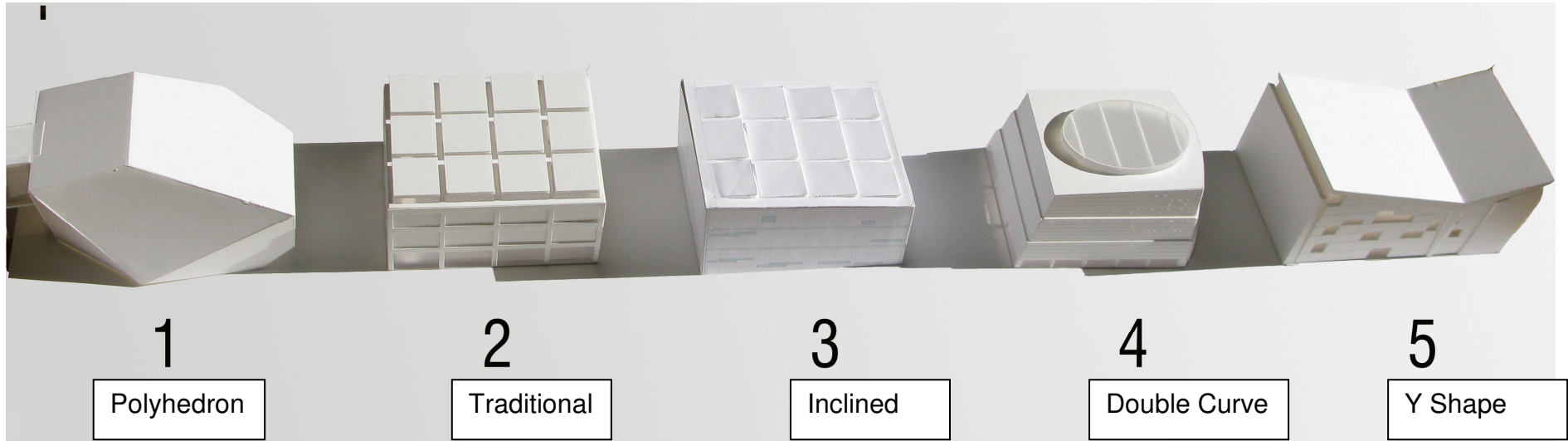
At the outset of the project we established a risk management plan and project risk is regularly reviewed and reported on a monthly basis to the Project Board.

The current project risk register is in section 13 of the Feasibility Report.

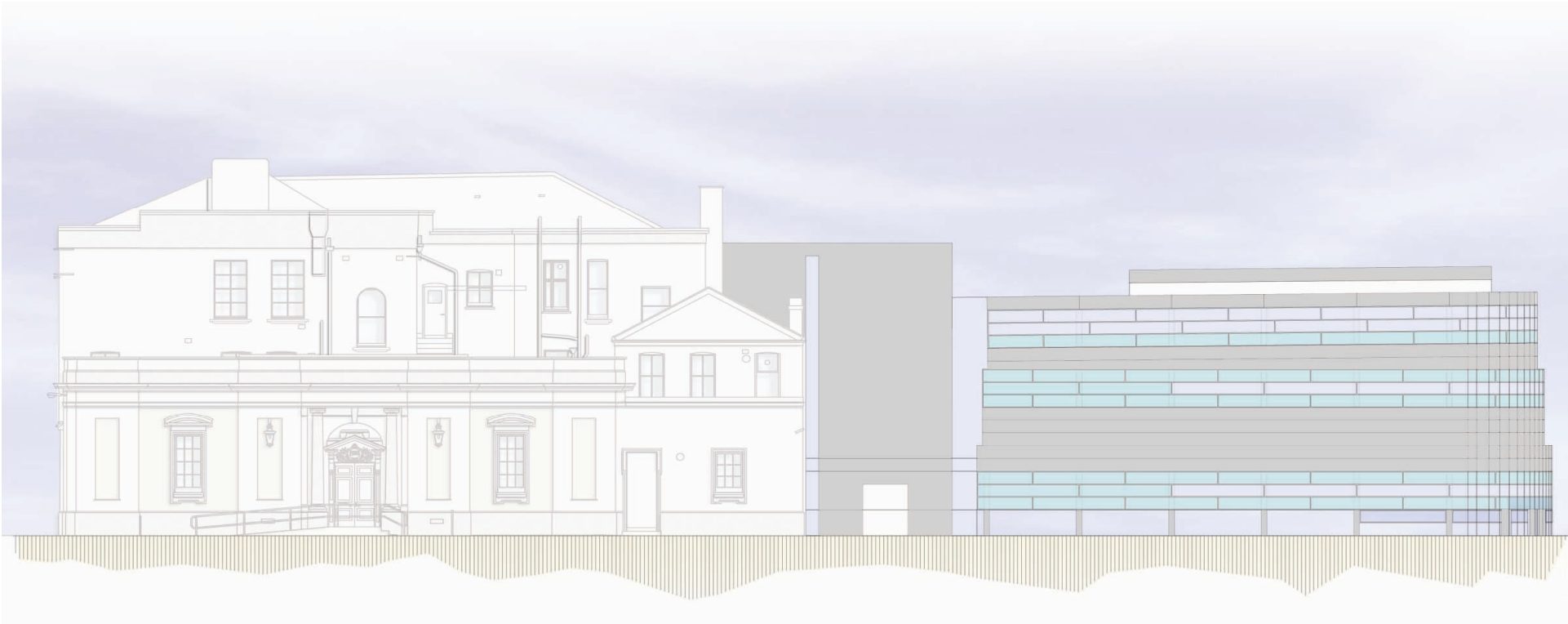
Procurement

The procurement strategy for the project has been developed in cooperation with Haringey Council's Procurement Team and the conclusion and recommendation is a two stage traditional design approach.

Design and Structural Options



Option 4 : Double Curve



Appendix 2

Strategic Case for a new Civic Centre at Woodside House

1. Strategic fit: the strategic case

The Project Objectives are set out in Appendix 1. The three potential options for the delivery of these objectives are discussed in Section 2 below followed by consideration of the options within Woodside House for implementing the project.

2. Options appraisal

Three base options were considered for the re-provision of the Civic Centre functions

- Refurbish the existing Civic Centre, deal with the extensive repairs costs and refit the Council Chamber, committee rooms and the Registrar's Offices
- Acquire and develop a new building within the Wood Green Hub
- Refurbish and extend Woodside House

These are described in more detail below.

2.1 Refurbish Wood Green Civic Centre

The existing Civic Centre premises are in need of significant investment to:

- Deal with outstanding structural, services and general repair issues
- Address Health and Safety, compliance issues and improved disability access
- Upgrade the Civic and ceremonial areas

Even with this investment, the building is 40 years old and does not meet current energy efficiency standards. Retaining this building would entail forgoing some or all of the potential capital receipt for the premises.

2.2 Acquire and develop a suitable property adjacent to the Wood Green Campus

This would allow the creation of purpose built Civic and ceremonial suite, which meets current standards and that is integrated with the Council's core back up functions.

An initial review indicated that there were no properties that could be acquired and developed within the timetable established.

2.3 Extend and Refurbish Woodside House

Woodside House is a Victorian property, which, along with an Edwardian extension was the first Town Hall for Wood Green, which became part of Haringey in 1965.

An initial evaluation exercise indicated that it was possible to fit the key activities within the existing building together with a modest extension to form a Council Chamber.

2.4 Option Assessment

The table below looks at the three options discussed above and how they meet the project objectives. Each project objective is assigned a weight and the degree to which each options meets that objective is assessed. These are multiplied together and totalled.

Then a risk score is developed for each option looking at the time, cost, delivery and reputation risks to the Borough from adopting the option.

Woodside House Strategic Option Selection			Options				
Relative Importance (Weight)	Priority		Refurbish Wood Green Civic Centre		Acquire & Develop new premises	Woodside House	
9	Be fit for the purpose by meeting the requirements of the services and users (within the parameters of comparable total space provision and taking advantage of the scope offered by a modern and flexible functionality).	Impact	3		8	7	
		Score	27		72	63	
10	Be practically complete during 2010.	Impact	6		4	7	
		Score	60		40	70	
7	The project will be delivered within an overall capital budget.	Impact	8		5	7	
		Score	56		35	49	
8	The development will meet asset management objectives to improve the overall efficiency of its building stock by disposing of a major building suffering from increasing physical obsolescence as well as functional/economic obsolescence.	Impact	1		9	7	
		Score	8		72	56	
7	Provide lower revenue costs in maintaining and operating a modern/upgraded facility.	Impact	4		9	7	
		Score	28		63	49	
6	Meet the Council's sustainability requirements as stated in the Greenest Borough Strategy.	Impact	5		8	8	
		Score	30		48	48	
8	The new development should exceed the Council's Carbon Target of 10% carbon emission reduction when compared to the existing Civic facilities operated by the Council.	Impact	4		9	7	
		Score	32		72	56	
	Total Weighted Impact Score		241		402	391	
	Risk Appraisal Score		8		12	9	
	Impact/Risk		30.13		33.5	43.44	
		Risk Factor	Time	Costs	Deliv	Reputation	Total
Options	Refurbish Woodgreen Town Hall		3	2	2	1	8
	Acquire & develop new premises		3	3	3	3	12
	Woodside House		2	3	2	2	9

This assessment indicates that the option most likely to maximise the delivery of the Borough's objectives with the lowest risk is to refurbish and extend Woodside House.

2.5 Options at Woodside House

We then looked at the options for the development at Woodside House. It was established through the first design study that no requirements of the Civic Suite and Registrar's Office plus support functions could be accommodated in the existing building and that Woodside House would need to be extended.

Three options were identified, being full refurbishment of the Victoria building:

- A single storey extension to the existing building, to match the Edwardian extension that formed the original Council Chamber and Magistrates Court
- A first floor extension over the Edwardian extension
- A new build structure linked to the rear of the building on the existing stable block and

car park

Each option requires that the existing building be fully vacated by 31 December 08 for intrusive surveys, and assumes that the existing structure is refurbished for a 30 year (minimum) life.

2.6 Single Storey Extension

This would entail developing a new extension in keeping with the current structure adjacent to the building and then incorporating the Council Chamber in either the existing or new structures.

This presents significant design challenges and it would be difficult to accommodate the functional requirements/relationships in this format.

An issue will be providing new foundations adjacent to the existing house.

2.7 First Floor Extension

The Edwardian extension is single storey and there is the potential to add accommodation at first floor level. As with the ground floor extension, there are challenges to achieving an integrated design and incorporating the functional requirement/relationships. To this must be added the complication of meeting accessibility requirements to the upper floors of the building.

There will be a problem in determining the loading that can be applied to the existing structure and its foundations with the attendant risk that very significant rebuilding works will be required.

2.8 Linked Structure

In design terms, creating a linked two-storey structure that is visually subordinate to the main building is the most flexible way of meeting functional requirements and achieving an accessible building.

The need for horizontal and vertical circulation is also most easily accommodated.

This solution offers the greatest flexibility to accommodate sustainable technologies and MMC to improve life cycle costs and construction industry KPI's.

2.9 Option Appraisal

The table below looks at the three options discussed above and how they meet the project objectives.

Each project objective is assigned a weight and the degree to which each options meets that objective is assessed. These are multiplied together and totalled. Then a risk score is developed for each option looking at the time, cost, delivery and reputation risks to the Borough from adopting the option.

Relative Importance	Priority			Refurbish and extend at ground floor		Refurbish and extend over extension		Refurbish with new rear extension
9	Be fit for the purpose by meeting the requirements of the services and users (within the parameters of comparable total space provision and taking advantage of the scope offered by a modern and flexible functionality).	Impact		5		4		7
		Score		45		36		63
10	Be practically complete during 2010.	Impact		7		5		7
		Score		70		50		70
7	The project will be delivered within an overall capital budget.	Impact		6		4		8
		Score		42		28		56
8	The development will meet asset management objectives to improve the overall efficiency of its building stock by disposing of a major building suffering from increasing physical obsolescence as well as function/economic obsolescence.	Impact		1		1		1
		Score		1		1		1
7	Provide lower revenue costs in maintaining and operating a modern/upgraded facility.	Impact		5		5		7
		Score		35		35		49
6	Meet the Council's sustainability requirements as stated in the Greenest Borough Strategy.	Impact		5		6		8
		Score		30		36		48
8	The new development should exceed the Council's Carbon Target of 10% carbon emission reduction when compared to the existing Civic facilities operated by the Council.	Impact		6		6		6
		Score		48		48		48
Total Weighted Impact Score				271		234		335
Risk Appraisal Score				9		10		9
Impact/Risk				30.11		23.4		37.22
		Risk Factor	Time	Costs	Delivery	Reputation	Total	
Options	Refurbish and extend at ground floor		3	2	2	2	9	
	Refurbish and extend over extension		3	3	2	2	10	
	Refurbish with new rear extension		2	2	2	3	9	

2.10 The outcome of this evaluation is that the option of the new build extension to the rear of the main building linked to and visually subservient to the main building is the option most likely to achieve the project objectives.

2.11 At a strategic level the option of transferring the Civic Suite and Registrar's functions to Woodside House is then best fit with delivering the business objectives set out in the project Mandate.