

**Report for:** Cabinet 9 July 2019

**Item number:**

**Title:** Expansion of Car Clubs

**Report authorised by:** Dan Hawthorn, Director of Housing, Regeneration & Planning

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**Ward(s) affected:** ALL

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

## **1. Describe the issue under consideration**

- 1.1. This report recommends a waiver of tendering requirements as permitted under CSO 10.01.2(d) and the direct award of contracts to DriveNow UK Limited (DriveNow) and Zipcar (UK) Limited (Zipcar) for the provision of floating car club services in Haringey for a period of three years.
- 1.2. The report explains how the expansion of Haringey's floating car club scheme, which has no cost to the Council, from a single provider to two providers will be beneficial for the borough with regards to providing an alternative to the private car, reducing private car ownership and congestion, tackling unequal access to mobility, reducing carbon emissions and air pollution and bringing about a change in travel behaviour.
- 1.3. Enabling more trips to be made by walking, cycling and public transport in Haringey is the overarching objective of the adopted Haringey Transport Strategy but the Council also recognises that getting more people making sustainable travel choices requires a wider range of transport options which will bring about a change in travel behaviour that does not rely on owning a car. Car club services in Haringey continue to support the aims of the strategy as well as providing additional benefits such as improved air quality due to reduced congestion and private car ownership, as well as promoting more active and sustainable travel.
- 1.4. The proposed contracts with DriveNow UK Limited and Zipcar (UK) Limited will enable a floating car club scheme to operate in Haringey, and ensure that the service providers operate in a way that does not negatively impact our highway network.
- 1.5. DriveNow and Zipcar (operating as Zipcar flex) are the only two floating car club operators in London, although the market is growing and the expectation is that more operators will enter the market in the next few years.

1.6. The floating car club operators have both agreed to cover the cost of introducing a borough-wide Traffic Management Order (TMO) to enable the operation of the floating car clubs in Haringey. The cost of the TMO is a one off payment of £3528.10.

## **2. Cabinet Member Introduction**

2.1. Haringey's adopted Transport Strategy (2018) sets the transport objectives for the borough over the next 10 years and outlines clear priorities to reduce the reliance on the private car, increase walking and cycling and enhance the public transport network. At the heart of this strategy is the need to tackle air quality, improve quality of life and wellbeing and working towards a carbon zero borough by 2050.

2.2. Enabling more trips to be made by walking, cycling and public transport in Haringey remains the overarching objective of the Strategy but the Council also recognises that getting more people making sustainable travel choices requires a wider range of transport options which will bring about a change in travel behaviour that does not rely on owning a car. The Council also recognises that a small number of trips in the borough will need to continue being made by cars.

2.3. Car clubs are a demand management measure to reduce overall car dependence, encourage use of more sustainable modes of travel and provide for London's urban mobility needs. Car clubs are supported in the Transport Strategy as they provide an alternative to the private car, reduce private car ownership and congestion, tackle unequal access to mobility, reduce carbon emissions and air pollution and bring about a change in travel behaviour.

2.4. Haringey has two types of car clubs operating in the borough. 'Floating' or 'Flexible' car clubs and 'point to point' or 'fixed-bay' car clubs. Both projects are explained later in the report.

2.5. In order to meet the growing demand for car club services from residents and maximise the potential benefits the network can deliver, Haringey needs to expand its existing car club network to provide users with improved accessibility and a greater choice of car club services.

2.6. In setting the management terms for car clubs the Council can also develop an income stream from the permit revenue which all car club operators will pay to the Council. After the operational costs have been recovered, any remaining income may be ring fenced for Transport related activities

## **3. Recommendations**

3.1 For Cabinet to approve the proposals to:

3.1.1 waive the tendering requirements of Contract Standing Order 9.01.1 as allowed under CSO 10.01.2(d)(i) (the nature of the market has been

investigated and is such that a departure from the requirements of Contract Standing Orders is justifiable); and

- 3.1.2 award contracts to DriveNow UK Limited and Zipcar (UK) Limited to operate floating car club services in Haringey as allowed under Contract Standing Order 9.07.1(d), for a duration of three years from the date of the contract.

#### **4. Reasons for decision**

- 4.1. Car clubs are important to encourage more journeys in Haringey to be made by sustainable modes. This is supported in the Council's adopted Transport Strategy. Entering into contracts with DriveNow and Zipcar has no cost to the Council and will enable a floating car club scheme to operate in Haringey and ensure that the service providers operate in a way which will not negatively impact our highway network.
- 4.2. Zipcar and DriveNow are the only two operators providing floating car clubs in London which justifies the procurement waiver. Introducing two car clubs into Haringey will provide choice for the users ensuring the users have better access to a variety of cars and hiring options including a range of hiring costs.

#### **5. Alternative options considered**

- 5.1 The other options considered were to not expand the project and DriveNow who is the incumbent service provider would cease operations, or to enter into a contract with a single provider. However, the proposal supports the priorities in the Borough Plan and 2018 Haringey Transport Strategy and therefore, the other options were not considered appropriate. Competition is healthy for residents in the borough and will enable more residents in Haringey access to mobility.

#### **6. Background information**

- 6.1. Since 2014, the incumbent service provider DriveNow has been operating a floating car club service in Haringey, however the Council's contract with DriveNow has now expired. DriveNow launched in Hackney, Islington and Haringey at the same time, providing 60 vehicles in each borough, of which 15% of the fleet were electric powered. Gradually, as demand increased, DriveNow expanded its operation into 6 other boroughs including Brent, Barnet, Southwark, Tower Hamlets, Westminster, and Waltham Forest. Their total fleet is 720 vehicles of which 18% are electric.
- 6.2. This service provides residents with access to vehicles for one-way journeys. The vehicles are 'floating' or 'flexible', meaning their vehicles do not need to be picked up or returned to a specific parking space. Traditional car clubs ('fixed bay' or 'point to point') are booked in advance and encourage considered car use.
- 6.3. Floating car club use is on demand (typically spontaneous) and paid by the minute. Rentals are open ended with no requirement to make a reservation and no commitment to return by a specific time. Traditional car clubs are used for

round trips and must be returned to where they are taken from (their designated parking space) at the end of the booking. Floating clubs do not need to be returned to their start location, they can be used for one-way journeys and left in any legal parking space within the defined operating area of the scheme (usually within city/borough) boundary.

- 6.4. Since 2009, Zipcar (formerly called Streetcar) has been the sole operator of all 'fixed bay' car club provision in Haringey. This contract is ongoing and there are plans to expand this contract in the future to include other operators. This will be subject to separate Cabinet approval later in 2019.
- 6.5. To ensure that the best possible service is provided to Haringey residents, Council support, promotion and coordination is necessary to enable a consistent approach to car clubs to be taken forward. Allowing car clubs to develop on their own based on demand and supply could risk an inconsistent set of services being developed. This may in turn make it harder for residents to access as well as negatively impacting on the highway network and kerb space availability.
- 6.6. In addition, Section 16 of the Traffic Management Act 2004 requires local authorities to manage the road network in the most effective way with particular focus on "securing (and facilitating) the expeditious movement of traffic on the authority's road network". Implementation of a car club could play a key role in reducing congestion on the road network in Haringey.
- 6.7. Floating car club operators require borough wide parking permission (in Controlled Parking Zones, pay by phone, mixed use bays) in order to operate the scheme. They also require an agreement with the local authority in regard to parking arrangements and the creation of a specific parking permit.
- 6.8. The previous contract with DriveNow allowed the operator to pay for all parking costs upfront for an agreed number of vehicles and parking usage is monitored by the Council on a quarterly basis to assess if further parking charges are triggered. This relies on the Council monitoring, and enforcing against, the number of cars in the borough. As well as the expansion of floating car club services in Haringey, it is proposed that rather than paying for all parking costs upfront, the operators would pay a proportion of the costs upfront based on an agreed number of vehicles, and on a quarterly basis the operators will need to report the average numbers of cars parking in Haringey and provide additional parking fees. The proposed contracts would still deal with issues such as parking arrangements and a commitment to increasing the number of electric cars on the fleets.
- 6.9. The previous contract with DriveNow included the following requirements:
- At least 5% of the total operational fleet to be electric within the first year of operation – This is now 18%
  - The share of diesel vehicles of the total fleet shall not exceed 45% - DriveNow have no diesel vehicles on its fleet.

The profile of the Zipcar fleet is described later in this report.

6.10. Expanding the floating car clubs has no cost for the Council other than officer time setting up the contracts, monitoring the project and parking enforcement. The Local Implementation Plan fund allocates £30,000 a year towards the Council's car club project. This is primarily to cover the cost of infrastructure works such as marking out and maintaining parking bays associated with the 'fixed bay' car club project. The funding however can be used for other purposes related to the floating car club project if needed, for example purposes such as the enforcement and management of the contract.

### **Benefits of floating car clubs**

6.11. The Mayor's Transport Strategy (MTS) makes direct reference to car clubs and their role in reducing private car ownership but still enabling Londoners to travel by car when necessary. Car clubs are key in bringing about a change in travel behaviour that does not rely on owning a car whilst a flexible car club gives residents choice to travel by different modes.

6.12. Despite Haringey's ambition to get more people walking and cycling, the Council recognises that getting more people making sustainable travel choices requires a wider range of transport options which will bring about a change in travel behaviour that does not rely on owning a car. The Council also recognises that a small number of trips in the borough will need to continue being made by cars. Car clubs are therefore promoted in the Haringey Transport Strategy as an important service.

6.13. Haringey already promotes car club use through the planning system requiring S106 monies to fund car club spaces near new developments as a means of increasing densities through reducing parking requirements.

6.14. Research carried out by Carplus<sup>1</sup> shows that car clubs reduce private car ownership by providing Haringey residents with more flexible and spontaneous access to a vehicle. This flexibility provides an alternative option to owning a car especially for infrequent journeys such as leisure and shopping trips. According to the Carplus report, each floating car club car in London replaced 13.4 vehicles from the road in 2016/17.

6.15. The research also shows that members make fewer short trips and utilise public transport more often than private car drivers.

6.16. Other benefits include:

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<sup>1</sup> <https://como.org.uk/shared-mobility/shared-cars/why/> The Annual Survey of Car Club Members provides information about the size of the car club sector, the travel behaviour of car club members and the emissions data of the car club fleet. It is carried out on behalf of CoMoUK by independent travel consultants and also supported by Transport Scotland and Transport for London.

- Users can pick up and return a floating vehicle anywhere within the operating area. If the user drives outside the operation area, the user is incentivised to return it to the operational area
- Floating car club operators would need to park vehicles anywhere, legally, within the operational area, however vehicles can be excluded from parking in certain areas (i.e. around stations or Tottenham Hotspur on match days) as advised by the Council
- Floating car club operators will provide the Council with a parking charge income of approximately £1,200 per vehicle per year (£600 per electric vehicle). This could provide Haringey Council with a parking permit income of approximately £100k for a fleet of 100 vehicles (Further details on this income are provided later in the report)
- The fleet of vehicles used by floating car club operators typically produces 29% less CO2 than the national average car

### **Issues to consider**

- Increased car usage: As floating car club use is on demand, typically spontaneous, there are concerns that easy access to these vehicles could encourage a modal shift away from more sustainable modes of transport by encouraging users to drive short distances, instead of walking, cycling or using public transport for the same journey.
- Parking congestion and clustering. Floating car club vehicles will require a parking permit to park in any Controlled Parking Zone or Pay and Display bay for unlimited periods. This could lead to clustering around train stations, other trip attractors and impacting on local residential parking in areas of high parking stress.

### **DriveNow**

6.17. DriveNow is a joint venture between BMW and Sixt. BMW provides the vehicles and in-car technology and Sixt provides the IT-back office and large fleet management operation.

6.18. As of this year, DriveNow has merged with Car2Go to create BMW and Daimler's joint car sharing service. Car2Go, owned by Daimler and Europcar launched operations in 2008 in Germany and has since expanded to 21 cities in Europe (including UK, Austria, France, the Netherlands, Italy), Canada and the USA. Car2Go launched its first UK operation in Islington, Sutton and Newham in December 2012 and expanded in south west London in June 2013 with a fleet of over 600 vehicles. However, the London operation was significantly scaled back to a small fleet operating solely in Islington. This operation has since ceased operating.

6.19. Officers have been advised by DriveNow that this merger will not affect the service offered to Haringey residents. The only change will be the re-branding of DriveNow to ShareNow. Currently the car livery remains unchanged.

6.20. DriveNow on its own has over 900,000 members and 6,000 vehicles in eight European countries, including the UK. In London, there are more than 42,000

members and there are already 4,152 members of DriveNow living in Haringey since its launch in the borough in 2014. This is an increase of 407 new Haringey members in the first quarter of 2019.

- 6.21. DriveNow operates using an app or a card so is simple and easy to use. The app enables you to locate a vehicle; the app or card enables you to open and start it and then drop it off in any borough where DriveNow is operating. Membership is across the whole organisation so you can use vehicles in other countries as well as in the UK.
- 6.22. The DriveNow fleet used in London consists of MINIs (including the Clubman model), BMW1 series, BMW2 series Active tourer and BMWi3s and the fleet has been diesel free, consisting solely of petrol and electric vehicles for the past 2 years. It operates with 18% of the London fleet being fully electric utilising charge points that use a type-2 European charger (standard cable) such as Source London. The fleet can adapt based on the customer base to ensure the fleet is used and a quality service is provided to customers.
- 6.23. DriveNow caters for families and booster seats are available in the boot of all BMW1 series, BMW2 series Active tourer and MINI 5 door vehicles. Pets can also be transported in DriveNow vehicles provided that the car is returned in a clean condition.
- 6.24. DriveNow use incentivised pricing. There is a one-off registration fee of £9.98 with a £20 credit and no ongoing monthly or annual membership fees and use can be bought by the minute (33p per minute for a MINI; 39p per minute for the BMWi3), the hour or at a daily rate. Insurance, fuel, and parking are all included in the price and the electric vehicle fleet are exempt from the Congestion Charge. If a vehicle has less than 25% of fuel remaining, customers are credited with 20 minutes if they re-fuel (or re-charge if electric) and return the car with over 90% in the tank. There are also promotions for holiday periods and saving packages for hourly and day rentals.

### **Zipcar Flex**

- 6.25. Zipcar Flex joined the market later than DriveNow, trialling a floating car club service in south London in July 2017.
- 6.26. Zipcar is currently the UK's leading car-sharing service and became popular with its fixed bay roundtrip service. The company says its roundtrip car club service has taken 10.5 vehicles from the road per Zipcar vehicle .
- 6.27. The new 'Flex' services began with 300 petrol vehicles in a mix of automatic and manual transmission. Many of these vehicles have been phased out and replaced with 325 new Volkswagen e-Golfs which are fitted with an electric motor and battery. The e-Golf claims a range of 144 miles.
- 6.28. The operating area of the Flex service is similar to DriveNow, with most boroughs choosing to launch with both providers. Zipcar Flex is now available to

residents in Wandsworth, Islington, Hackney, Lewisham, Lambeth, Waltham Forest, Southwark and Merton.

6.29. Members of Flex pay 29p per minute and 31p per minute for the e-Golfs. Like DriveNow, Congestion Charge, fuel and insurance are included in the rates. Zipcar Flex is cheaper than DriveNow.

6.30. The company also operates using an app-based and card system similar to DriveNow.

## 7. Operational Management

7.1. DriveNow and Zipcar Flex require contracts to be entered into enabling them to provide floating car club services to our residents. The contracts would not give DriveNow and Zipcar Flex exclusivity meaning that the Council would be able to appoint alternative or additional operators in the future if it so wished. The new proposed contract would replace the previous contract with DriveNow.

7.2. The car club operators will be required to acquire universal parking permits for each car. This type of permit was introduced by Haringey in 2014. The cost of these permits is currently £1,200 per vehicle, with a reduced rate of £600 for an electric vehicle. These permits allow users to park in any on-street residential or shared use parking bay in the borough, except in pre agreed exclusion locations. Users cannot park in on-street bays that have a specific permit type e.g. disabled bays or fixed bay or point to point car club bays. It is the Council's intention to set the following permit fees in the contracts:

EV Car Club Permit		Petrol Car Club Permit	
Currently	£600	Currently	£1200
Proposed Year 1	£700	Proposed Year 1	£1300
Proposed Year 2	£900	Proposed Year 2	£1400
Proposed Year 3	£1100	Proposed Year 3	£1400

7.3. These permit costs will be reviewed on an annual basis.

7.4. This report is proposing to enter into three-year contracts with the operators which would manage permits, parking and operations more effectively. The proposed form of contract was first introduced by Wandsworth Council and is now used by most boroughs where car clubs are operating. Advice from Corporate Legal Services will be sought in respect of the proposed form of contract prior to entering into the contracts with the operators.

7.5. As mentioned in Paragraph 6.8 above, rather than requiring the operators to purchase parking permits for a pre-agreed number of vehicles, the new proposed contract would require:

- 1) A no. of prepaid vehicles to be agreed prior to entering into the contract and this figure will be reviewed annually thereafter. A maximum daily total of vehicles which can be parked in permitted parking areas will also be agreed.
- 2) The operator will make an annual payment in advance to the council for the agreed no. of prepaid vehicles for the upcoming year.
- 3) If the average no. of vehicles parking in Haringey is greater than the number identified in (1) above, the operator will make payments for the additional cars to the council quarterly in arrears
- 4) If quarterly data shows that the maximum daily total of vehicles which can be parked in permitted parking areas has been exceeded, the operator will pay excess vehicle fees for each day on which exceedance occurred.

7.6. The operators are supportive of this new approach. Currently DriveNow does not receive any refund for vehicle numbers lower than the estimate.

7.7. The proposed contracts would still deal with issues such as parking arrangements and a commitment to increasing the number of electric cars on the fleets. Both operators are intending to increase the number of electric vehicles on their fleet and the contracts will require the operators to continue to introduce electric cars with an aspiration to have fully electric fleets by 2023. The contracts will also set exclusion zones where the vehicles cannot be parked at any time. These zones will include main roads in the borough and parking areas affected by the Spurs and Arsenal match days/event days. These zones may be changed/expanded on notice to the club car operators. .

7.8. Both DriveNow and Zipcar Flex have a support team who are responsible for redistributing vehicles in an area when needed, to ensure that there is no long term clustering, that residents are not prevented from parking in their own Controlled Parking Zone, and that access to electric vehicle rapid chargers or charging hubs by residents is not blocked.

7.9. The companies would also be required to provide Haringey with a list of its vehicles including the make and model, proof of ownership, and confirmation that the vehicles are roadworthy and insured.

7.10. To enable monitoring, the operators will provide Haringey with access to an online portal, and/or data, which will show the number of vehicles in the borough, where they are being parked and data relating to usage and membership numbers.

### **Parking Income**

7.11. The estimated annual parking permit income to the Council per car club operator is £80,000- £110,000. The total parking income over the three years from both operators could be approximately £600,000.

7.12. Using the methodology outlined in paragraph 7.4 and the permit costs set out in paragraph 7.2, this estimated revenue is based on the following assumptions per operator:

- 25 cars are paid for at the start of the year (20 petrol and 5 electric cars)
- The average number of cars in Haringey per quarter is 100 (based on actual 2018 numbers)
- In year 1: 80% of the cars are petrol and 20% electric
- In year 2: 50% of the cars are petrol and 50% electric
- In year 3: 10% of the cars are petrol and 90% electric

7.13. A range is given to take account of fluctuations in demand for each car club and the speed at which the operators move to full fleet electrification.

## **8. Contribution to strategic outcomes**

8.1. The Floating car club project contributes to the delivery of the 2019 Borough Plan – Place, People and Economy.

8.2. The project contributes to meeting the outcomes of the adopted Haringey Transport Strategy.

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

### **9.1 Finance – Sheela Thakrar**

9.2 The recommendation in this report is to agree the direct award to DriveNow and Zipcar Flex to operate floating car clubs in Haringey for a duration of three years from the date the Agreement is signed. The Agreement proposed was first introduced by Wandsworth Council and is now used by most boroughs where car clubs are operating.

9.3 DriveNow and Zipcar (operating as Zipcar flex) are the only two floating car club operators in London, although the market is growing and the expectation is that more operators will enter the market in the next few years. Any future operator in Haringey will be required to enter into a similar Agreement with the Council as DriveNow and Zipcar.

9.4 The floating car clubs have both agreed to cover the cost of introducing a borough-wide Traffic Management Order (TMO) to enable the operation of the car clubs in Haringey. The cost of the TMO is £3528.10. Expanding the floating car clubs has no cost for the Council other than officer time setting up the agreement, monitoring the project and parking enforcement.

9.5 The estimated annual parking permit income to the Council per car club is £80,000- £110,000. The total parking income over the three years from both operators could be approximately £600,000.

### **9.6 Strategic Procurement - Peter Capp**

9.7 CSO 10.01.2(d)(i) allows for a waiver to be granted if the market has been investigated and departure from the requirements of the CSOs is justified. The market for providers of floating car club operators in London is limited to two

providers. The council is proposing to enter into agreements with both operators on fair and equal terms.

9.8 The value of the contracts are below the threshold for the Concession Contracts Regulations 2016.

9.9 Procurement note the contents of the report and support entering into agreements with the two car club providers.

#### **9.10 Legal – Sarah Robson**

9.11 The Assistant Director of Corporate Governance notes the contents of the report.

9.12 The proposed contracts will entrust the provision and management of floating car club services in Haringey to two car club operators, the consideration for which consists solely in the right of the operators to exploit the services. The car club operators will be exposed to an operating risk of an economic nature involving exposure to the real vagaries of the market, with no guarantee that they will recoup the investments made or costs incurred in operating the services. The proposed contracts are therefore likely to be regarded as services concession contracts.

9.13 The estimated value of each proposed contract (based on the estimated total turnover of each operator generated over the duration of the contract) is below the threshold for the application of the Concession Contracts Regulations 2016. The contracts are therefore not subject to the EU tender regime.

9.14 The service has confirmed that there are only two floating car club operators in the market, and the recommendation in this report is to award contracts to both operators. The report confirms that advice from Corporate Legal Services will be sought in respect of the proposed contracts.

9.15 The Assistant Director of Corporate Governance sees no legal reasons preventing Members from approving the recommendations in paragraph 3 of the report.

#### **9.16 Equalities – Hugh Smith**

9.17 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.

- 9.18 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.
- 9.19 The report seeks approval to expand the floating car club project by entering into a new three-year agreement with DriveNow UK Limited and with Zipcar. The new agreement would lead to an increased number of floating car club vehicles in Haringey, an increased proportion of which will be electric vehicles. The objective of expanding the floating car club project is to encourage modal shift from private vehicle ownership and use to more sustainable forms of transport. The Haringey Transport Strategy recognises that getting more people to make sustainable travel choices requires a wide range of transport options that do not rely on owning a car. While walking, cycling and public transport are prioritised, the strategy recognises that a proportion of travel in Haringey will continue to have to be made by car. Accordingly, encouraging a shift from private ownership to a flexible use model is considered an appropriate means of promoting sustainable travel.
- 9.20 The Haringey Transport Strategy has been subject to an Equalities Impact Assessment (EqIA), which can be viewed here:  
<http://www.minutes.haringey.gov.uk/documents/s100136/Appendix%20D%20-%20Transport%20Strategy%20EQIA%202018.pdf>
- 9.21 The report notes that expansion of floating car club provision, a relatively high proportion of which is electric, is likely to reduce private car ownership and thereby reduce air pollution and congestion. The Transport Strategy EqIA notes that improved air quality is likely to benefit younger and older people, residents with disabilities and/or long-term health conditions, and pregnant women; as well as residents from BAME and faith communities, a higher proportion of whom live in areas with high levels of air pollution. The decision to expand floating car clubs is therefore likely to enable the Council to address a known inequality.
- 9.22 The report notes that reduced private car ownership is likely to facilitate the expeditious movement of traffic and reduce congestion. This would facilitate benefits associated with reduced air pollution, noted above, while also benefitting groups who rely on car travel such as residents with disabilities and pregnant women. The decision is therefore likely to help meet the particular needs of these groups.
- 9.23 It is noted that decisions to include other operators in the floating car club agreement will be reserved for Cabinet and will be duly subject to screening for equalities impact at such a time as they are considered.

## **10. Use of Appendices**

- 10.1. None

## **11. Local Government (Access to Information) Act 1985**

- 11.1 Transport Strategy (March 2018) [www.haringey.gov.uk/local-democracy/have-your-say-haringey/haringeys-transport-strategy-2018-consultation](http://www.haringey.gov.uk/local-democracy/have-your-say-haringey/haringeys-transport-strategy-2018-consultation)