

## **Appendix 1**

### **The Wards Corner Policy Advisory Group**

Haringey Council wants Seven Sisters Market to be the best it possibly can be and recognises the social value it brings to borough. We are committed to working with the local community and stakeholders to ensure a successful and sustainable market.

A Wards Corner Policy Advisory Group has been established to review the options for the future management of the Seven Sisters Market from 2020 onwards. The Group is made up of five Ward Councillors and chaired by the Cabinet Member for Strategic Regeneration. Whilst the Group has no decision making powers it can make recommendations to Cabinet.

The work of Policy Advisory Group is forward looking and is solely to review the future management options of the Seven Sisters Market. The review will not replicate the work of the Housing and Regeneration Scrutiny Panel into Wards Corner or discuss any aspects of the Judicial Review challenge into the Wards Corner CPO decision.

The council has commissioned an independent market advisor to work with the Wards Corner Policy Advisory Group and key stakeholders to understand the most viable options for the future management of Seven Sisters Market.

A report by the independent advisor outlining the viable options will be informed by research and case studies as well as engagement with the key stakeholders. The draft report is expected to be presented to the Wards Corner Policy Advisory Group at the end of May 2019. All reports, draft and final, from the independent advisor will be publicly available to all key stakeholders.

### **Terms of Reference**

#### **Purpose / Role of the Group**

The Policy Advisory Group has been set up to look at the Cabinet's policy towards resolving the numerous issues surrounding Wards Corner. In the first instance, the Group's purpose will be to:

1. Explore options for the future management of the Seven Sisters Market at Wards Corner; and,
2. For the Cabinet Member for Strategic Regeneration to present the findings in a report to be presented at Cabinet Advisory Board (CAB).

The report is not a decision-making report and is for CAB to note. The report is expected to take a minimum of 10 weeks and a maximum of 4 months to complete.

The Group will consider the management options for the Market over three distinct timeframes:

1. The short term: anytime from now until the market moves to its temporary location at Apex House (expected in August 2020);
2. The medium term: while the temporary market operates from Apex House (anticipated to be from August 2020 until August 2023); and
3. The longer term: upon the move to the new permanent market building at Wards Corner (anticipated to be from August 2023).

### **Key consideration**

The Group takes place alongside a number of other processes and must take care to steer clear of issues being considered elsewhere. This includes:

1. The Wards Corner CPO Decision; and,
2. The Housing and Regeneration Scrutiny Panel review into Wards Corner which is taking place from February 2019.

### **Membership**

Individual Group members should consider any conflicts of interest and seek legal advice as required.

Cllr Charles Adje, Cabinet Member for Strategic Regeneration, Chair

Cllr Mike Hakata, St Ann's Ward Member

Cllr John Bevan, Northumberland Park Ward Member

Cllr Makbule Gunes, Tottenham Green Ward Member, Deputy Cabinet Member for Women and Equalities

Cllr Preston Tabois, Tottenham Green Ward Member

Cllr Barbara Blake, Seven Sisters Ward Member

### **Accountability**

The Group is not a decision-making body. The group will make recommendations regarding options for the future management of Seven Sisters Market, which will be presented by the Cabinet Member for Strategic Regeneration, the Chair, and may be considered by CAB. Any recommendations for a decision that may arise as a result of the report will be subject to Cabinet and (if necessary) Full Council decision.

### **Undertaking the Review**

An independent advisor will be commissioned to support the Group in order to assess the options for the management of the market. The options will be assessed against a set of criteria.

The independent advisor will be tasked with putting together the set of criteria to be agreed with the Group, the Landowner/Developer, Seven Sisters Market Traders and relevant Council departments. The group will consider the following issues in order to inform their recommendations:

1. Social value of the market for Haringey;
2. Impact on traders;
3. Operation and management options;
4. Ownership options;
5. Financial costs;
6. Legal implications including clarity on the legislation the Seven Sisters Market building falls under;
7. Resource and organisational implications; and,
8. Viability of the market and the long term risks.

There may be some documents provided for the purpose of the review that should be treated as confidential.

### **Format of Reporting**

The independent markets advisor will produce a draft report following discussion with the Group, relevant officers, and a small number of focus group sessions with Traders and the Developer (Grainger) at a minimum.

Opportunity will be provided for Members to review a draft of the report and to ask questions of the independent advisor. A final report will be then prepared for consideration by the Chair who will write the foreword.

### **Working Method / Ways of Working**

The group will be chaired by the Cabinet Member for Strategic Regeneration who will have ultimate responsibility for producing the report and reporting to CAB.

The bulk of the review will be undertaken by the independent advisor. The independent advisor will review any relevant legal briefings required for the development of management options for Ward Corner.

### **Meetings**

The Group meetings will be held by the Chair. The Chair with the assistance of the Independent Market Advisor will review group members' diaries and agree the frequency of meetings which will be scheduled by the advisor after agreement with the Chair.

### **Sharing of Information and resources (including confidential materials)**

Considerable input may be required from Legal, Finance, Environment, Property, Building Control and Regeneration Services primarily as well as the Democratic Services. All information shared with the Group is for the purposes of the Group making its recommendations only. The draft report and any recommendations will be issued to the Cabinet Member for Strategic Regeneration and the Policy Advisory Group for their consideration.

The report will also be issued to the key stakeholders in draft format for their consideration and comment. Following this, the report will be finalised and will be made publically available. The Cabinet Member for Strategic Regeneration will then present the report to CAB for consideration.

### **Assessment Criteria**

Below is the draft criteria for evaluating the various market models for management and operation of Seven Sisters Market.

During the engagement process with the key stakeholders, they will be asked for their views on a subset that could be included with each of the six criteria points listed below. For example, under criteria point 5, a subset of social value could be the provision of community space. Models that promote this or are flexible enough to include this provision will score more highly than those that cannot. The independent advisor will advise key stakeholders on whether any suggested subsets would not be possible to evaluate.

### **Weighting Justification**

Below details the justification for the weighting for the two principle criteria sets that will be used to evaluate the effectiveness of the various management and operational models for Seven Sisters Market.

### **Management and Operation**

In order to establish a strong foundation to allow a market to flourish and be successful, it is essential the right management and operation model is put in place to allow this to happen. Without this a market will find it difficult to develop and grow to its full potential. Both of these elements are

the bedrock of any good market. This is why the weighting accounts for two thirds of the overall score.

**Social Value**

Similar to public spaces, markets are places that draw people together. If properly managed and operated, they can provide a number of additional benefits over and above their core function. The social benefits that markets can facilitate, be it encouraging entrepreneurship, creating training and skills opportunities, or a space for community activities, are additional factors which make markets successful places and interesting destinations. The social value and wider benefits a market can deliver should be encouraged wherever possible. This is why the weighting accounts for nearly a third of the overall score.

**A) Management and Operation**

**Total Weighting 70%**

1. A model that is affordable and self-financing.

*Total score: 40%*

2. A model that has an effective management and operation structure at its core with robust governance and transparent decision making.

*Total score: 40%*

3. A model that can be implemented within the specified timeframes based on resources and capability available.

*Total score: 20%*

**B) Social Value**

**Total Weighing 30%**

4. A model that facilitates entrepreneurship, business support and growth.

*Total score: 40%*

5. A model that supports social value by providing opportunities for local people.

*Total score: 30%*

6. A model that supports and contributes positively to the place and its offer.

*Total score: 30%*

A traffic light grading will be used as a visual guide to represent the scoring for each criteria listed above. The scoring that sits behind the each colour grading will be made available to key stakeholders so they can fully understand how this was reached.

<b>Colour</b>	<b>Grading</b>	<b>Description</b>
<b>Green</b>	<b>Pass</b>	<i>A pass will result in a score that is more than two thirds of the overall score for each criteria</i>
<b>Amber</b>	<b>Satisfactory</b>	<i>A satisfactory will result in a score that is more than a third and less than two thirds of the overall score for each criteria</i>
<b>Red</b>	<b>Fail</b>	<i>A fail will result in a score that is less than a third of the overall score for each criteria</i>

## **Key Messages**

The Wards Corner Policy Advisory Group has been established to review the options for the future management of the Seven Sisters Market. The Group is made up of five Ward Councillors and chaired by the Cabinet Member for Strategic Regeneration.

1. The Council wants Seven Sisters Market to be the best it possibly can be and recognises the social value it brings to Haringey. That is why we are considering a range of future management options along with the key stakeholders;
2. The Council has commissioned an independent consultant to work with the Wards Corner Policy Advisory Group and the key stakeholders to understand the most viable options for the future management of the Seven Sisters Market;
3. The Council is committed to better understanding the possible management options for the future management of the Seven Sisters Market from 2020 onwards;
4. No decisions by the Council or others have been made;
5. The report outlining the viable options will be informed by research and case studies as well as engagement with the key stakeholders;
6. The Group will receive updates and reports from the independent consultant;
7. The draft report from the independent consultant is expected at the end of May 2019. All reports, draft and final, from the independent consultant will be publicly available to all key stakeholders;
8. Group has no decision making powers but can make recommendations to Cabinet; and,
9. Any decisions taken by the Council can only be made the Cabinet and Full Council.

## **Key Stakeholder Engagement Strategy**

The approach for the key stakeholder engagement will be one that is independent, open and transparent. This is important to ensure the integrity and build trust in the process. The key stakeholder engagement period will run for four weeks from 25th March to 19th April 2019. The independent consultant will be available to meet during office hours (on certain days), evenings and weekends.

The strategy independent consultant will adopt as part of this process is to meet with all the key stakeholders that have been identified below:

1. Wards Corner Policy Advisory Group
2. Seven Sisters Market Traders
3. Cabinet Member for Strategic Regeneration
4. Ward Councillors for St Ann's, Tottenham Green and Seven Sisters
5. Grainger
6. Deputy Mayor, Housing and Residential Development, GLA
7. Deputy Mayor, Planning, Regeneration and Skills, GLA
8. MP for Tottenham
9. London Assembly Member for Enfield and Haringey
10. Transport for London
11. Relevant Council Departments
12. Current Operator

These meetings will be organised by the independent consultant. A draft agenda will be issued ahead of meetings and key stakeholders will be asked to suggest any agenda items they may wish to discuss with the independent consultant. Meetings will last up to 1.5 hours. There may be a requirement as part of this process to meet with some key stakeholders on more than one occasion.

Notes of the meetings will be taken and issued in draft to key stakeholder to ensure accuracy. These notes will be made available to other key stakeholders. Any commercially sensitive information will not be included in the notes.

The independent consultant is aware that other stakeholders may wish to meet to discuss their aspirations for the future management of Seven Sisters Market. Time permitting, the consultant will meet with these stakeholders.

## **Forward Plan**

Below is the outline of the Forward Plan that reflects the council's aspirations to present the outcomes and recommendations on the possible options for the future management for Seven Sisters Market in June 2019.

### **20/03/2019**

First meeting of the Policy Advisory Group - agree Terms of Reference and stakeholder engagement process

### **25/03/2019**

Commence engagement with key stakeholders including discussing any aspirations for the future management of Seven Sisters Market and draft assessment criteria for evaluating the possible future management options

### **03/04/2019**

Policy Advisory Group - agree draft assessment criteria for development of management options for Seven Sisters Market (2020 onwards)

### **24/04/2019**

Policy Advisory Group - received feedback report on the engagement process with key stakeholders

### **08/05/2019**

Policy Advisory Group - to review the possible management options for Seven Sisters Market (2020 onwards)

### **22/05/2019**

Policy Advisory Group - review draft report on possible management options for Seven Sisters Market (2020 onwards)

### **05/06/2019**

Final report presented to the Cabinet Member for Strategy Regeneration outlining the options for the future management of Seven Sisters Market

*All information produced by the independent consultant and presented to the Policy Advisory Group will be issued to the key stakeholders and uploaded on to the council's website*

