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02 June 2016

To: All Members of the Overview and Scrutiny Committee

Dear Member,

Overview and Scrutiny Committee - Monday, 6th June, 2016

I attach a copy of the following reports for the above-mentioned meeting which were not available at the time of collation of the agenda:

9. CAPITAL STRATEGY (PAGES 1 - 22)

13. SOCIAL INCLUSION SCRUTINY PROJECT (PAGES 23 - 42)

14. CYCLING SCRUTINY PROJECT (PAGES 43 - 78)

Yours sincerely

Felicity Foley, Principal Committee Co-ordinator
Principal Committee Co-Ordinator

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Report for: Overview & Scrutiny 6th June 2016

Item number:

Title: The Council's Capital Strategy and 10 year Capital Programme.

Report authorised by: Tracie Evans – Chief Operating Officer

Lead Officer: Anna D'Alessandro – Deputy S151/Head of Corporate Finance

Ward(s) affected: ALL

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

1. Describe the issue under consideration

- 1.1. Cabinet approved the Council's Capital Strategy in December 2015. This strategy has been developed to ensure that the Council takes a longer-term view of the assets required to deliver its Corporate Plan priorities and to support its Medium Term Financial Strategy (MTFS).
- 1.2. The Council's Corporate Plan and Capital Strategy are ambitious for regeneration and growth that will deliver a range of improved outcomes for its residents. Both also seek to secure stability for financial planning purposes as Government support reduces and the Council becomes more reliant on locally determined sources of funding such as Council Tax and Business Rates.
- 1.3. To deliver the outcomes in the Capital Strategy and Corporate Plan a number of more detailed long-term capital investment proposals have been put forward by Priority Boards. The Capital Board (as detailed in section 10 below) has overseen a robust scrutiny process in order to develop an affordable and deliverable 10 year programme. Together with existing approved schemes in the current approved Capital Programme, these new investment proposals will form the refreshed long-term programme underpinning approved capital budgets in the MTFS.
- 1.4. This report sets out the detailed programme, in line with the MTFS, for Cabinet to recommend to full Council for approval.

2. Cabinet Member Introduction

- 2.1. This report recommends a detailed programme of capital schemes in support of the Council's long term Capital Strategy.
- 2.2. The Capital Strategy provides the basis which will underpin our discussions about the need for assets and our approach for acquiring and maintaining our operational assets as well as the key role that the Council's assets play in

delivering our key priorities of regeneration, business growth, growth in employment and housing growth.

2.3. As we develop our longer-term thinking on asset usage it is equally important that we consider our approach to financing capital expenditure so that we are able to maximise the impact of investments that deliver future financial growth for the Council.

2.4. We must also acknowledge the additional risks that such an approach exposes us to and continue to ensure that we both manage those risks appropriately and reflect fully the impact of our decisions in our financial strategy.

3. Recommendations

3.1. That the Committee:

1. Reviews the 10 year capital programme (Appendix 1), which replaces the current capital programme.
2. Notes programme of schemes being developed for future Business Case approval through the Capital Board (Appendix 2) and rejected schemes (Appendix 3).
3. Notes the affordability position and proposed capital financing arrangements.
4. Notes the proposed Governance and role of Capital Board in developing scrutinising and challenging the programme.

4. Reasons for decision

4.1. To update approved capital programme aligned to the Capital Strategy.

4.2. To set out governance arrangements for future development of programme and strategy.

5. Alternative options considered

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

5.2. There are a number of funding approaches that have also been considered ranging from restricting expenditure to the extent to which capital receipts can continue to be generated, to a longer-term view based on leveraging additional external resources and anticipating revenue streams in support of borrowing. There is a need to keep under review the balance between the Council's ambition and the risks associated with borrowing in a challenging financial climate. By taking a longer-term view these risks can be mitigated and

managed over time. The Council's MTFS will continue to be updated with the on-going revenue effects of capital decisions.

6. Background information

- 6.1. The Corporate Plan identifies priority areas and outcomes. Whilst many of the outcomes sought are provided on an on-going basis to residents and businesses from the Council's revenue budget, they often rely on assets being available to support delivery e.g. buildings and infrastructure. The acquisition and maintenance of these assets is generally capital expenditure and the Council approves a capital programme setting out its expenditure plans for these assets.
- 6.2. In addition, the Council has a key role in shaping and encouraging development in its area so that Haringey develops as a place where people can live and work.
- 6.3. Previously an annual process has taken place alongside the development of the Council's revenue budget and MTFS and there are clearly linkages between these processes. However, this approach has certain constraints which can limit projects where the benefits are less certain or take longer to materialise.
- 6.4. The financing of the programme has tended to shape the schemes which were included; capital receipts and external funding has been used primarily to determine the capital expenditure priorities and size of the programme. Some invest to save projects have been undertaken by utilising prudential borrowing but these have been limited.
- 6.5. In order to improve the Council's planning for its capital needs and to better reflect investment in those assets which will assist in the delivery of its outcomes, a longer-term view of its capital needs has been developed and set out in the Capital Strategy.
- 6.6. The strategy will give longer-term planning certainty for those areas where on-going maintenance of assets is a feature of service delivery e.g. road maintenance. The strategy also considers at an overall level, appropriate approaches to financing the Council's capital needs; the detail of the approach will continue to be considered and reflected in the Council's MTFS. This will be in addition to the review of capital financing controls exercised through prudential borrowing indicators and treasury management reports.
- 6.7. The strategy also reflects the alternative approaches to delivering the investment in assets within the borough. Members have recently agreed to commence the process of identifying a partner in the Development Vehicle through a competitive dialogue process and this approach is clearly signposted in the strategy.

7. Capital Strategy – Key Points

7.1. The Capital Strategy will:

- Reflect Members' priorities as set out in the Corporate Plan;
- Balance the need to maintain the Council's existing asset base against its future ambition and associated long term asset needs and consolidate assets where appropriate;
- Recognise that growth is the strategic driver for financial self-sufficiency;
- Be affordable in the context of the Council's MTFS;
- Seek to ensure value for money through achieving a return on investment or by supporting service efficiency and effectiveness;
- Flexible to respond to evolving service delivery needs;
- Seek to maximise investment levels through the leveraging of external investment;
- Recognise the value of assets for delivering long-term growth as opposed to being sold to finance capital expenditure;
- Recognise the financial benefits and risks from growth generated through investment to support investment decisions; and
- Reflect the service delivery costs associated with growth when assessing the level of resources available for prudential borrowing.

8. Proposed 10 year Capital Programme

8.1. In order for the proposals to be recommended for inclusion into the 10 year Capital Delivery pipeline, projects were required to meet an overall threshold of 60% of the following criteria:

- **Priority** - The project delivers on priority objectives; has clear outputs articulated and can demonstrate a positive impact on service;
- **Savings** - The project delivers savings; avoids costs and is able to generate new income;
- **Readiness** - The project has a detailed and credible programme; key project stages are already approved and delivery resources are in place;
- **VfM** - The project provides an efficient and effective solution; provides a return on investment and supports growth in capacity;
- **Urgency** – The project supports an important statutory requirement; addresses a risk of service/business failure or addresses an urgent need; and
- **Leverage** - The project is able to bring in external finance and partners share in project risk/delivery.

8.2. The projects listed in Appendix 1 met the above criteria and have been recommended for inclusion into the Capital delivery pipeline.

8.3. Proposals that did not meet the minimum threshold score and require further refinement and/or business case development are listed at Appendix 2. Priority Boards can re-submit proposals to the Capital Board for consideration as part of the rolling 10 year Capital programme.

9. Financing and affordability

9.1. The main capital financing elements of the 10 year programme and their proportion of the total as shown below:

- Government/TfL/GLA – 33%
- Borrowing – 32%
- Community Infrastructure Levy (CIL)/section 10/Private Developers – 18%
- Disposals/Capital Receipts – 11%
- Other - 6%

9.2. Funding of the capital programme will require Members to undertake a significant level of prudential borrowing. Borrowing is paid for using the Council's revenue account which also pays for the Council's day-to-day service delivery and therefore it is important to ensure that proportionality of debt against the cost of servicing that debt is kept under review.

9.3. Financial modelling has taken place to ensure that the Council is able to afford the level of debt fund the Capital Programme. This has demonstrated the Council does have sufficient financial capacity to undertake this programme. The financial modelling has been built into the Council's MTFS.

9.4. The Capital Board will closely monitor the delivery of projects and ensure that projections as to timing of spend are accurate and timely, so that the affordability calculation is continually refreshed and therefore the Section 151 Officer can ensure that sufficient capital funding is available to deliver the agreed programme and that the amount of headroom for new projects is known.

9.5. Quarterly updates will be provided to Cabinet on the Capital Programme and affordability.

10. Governance

10.1 In order to ensure the delivery of the Capital Strategy a Capital Board has been constituted with members of the Corporate Leadership Team, acting as a gateway for proposals.

10.2 Performance of the capital programme will continue to be monitored through the Council's regular financial monitoring information, key decision reports, schemes exceed the relevant financial or constitutional thresholds and through an update reports alongside its revenue budget considerations, the MTFS, the Council's outturn reporting and the Statement of Accounts.

10.3 The Capital Strategy will also be kept under review in the light of changes to the Council's overall strategic objectives through amendments to the

Corporate Plan and will be refreshed to take account of such changes on a regular basis.

- 10.4 All project proposals for Capital Board consideration must be approved and authorised by Priority Boards. Priority Boards should submit robust Project Briefs for Capital Board scrutiny and interrogation. The Capital Board will convene at pre-determined dates throughout the year.
- 10.5 Occasionally, the Capital Board may identify a business opportunity as part of its strategic place-shaping role. In these instances, the identified project opportunity will be allocated to the relevant Priority Board to develop, manage and monitor.
- 10.6 Priority Boards will be responsible for monitoring performance and delivery of approved projects on a day-to-day basis, with Capital Board oversight on projects with two or more rising Amber/Red status.

11 Risks

- 11.1 It is important for Members to understand the interactions, costs and risks associated with the Capital Strategy: borrowing for capital expenditure purposes has an impact on the Council's revenue position as do investments which deliver growth in the Council's revenue base i.e. investment in houses to generate Council Tax receipts and investments in regeneration which may deliver business rate growth and employment growth.
- 11.2 A key difference in the approach in the proposed Capital Strategy is the assumption that borrowing will be used to support capital expenditure. Members consider annually, as part of the Treasury Management Strategy, a number of prudential indicators which are largely concerned with ensuring the affordability of capital expenditure decisions. This will become an even more important mechanism for Members to review against the risks associated with a long-term programme supported by prudential borrowing in addition to other forms of supporting capital expenditure e.g. capital receipts and grants.
- 11.3 Interest rates are at historic low levels but will not remain at such levels indefinitely. The Council's Treasury Management activities will seek to optimise borrowing efficiency and minimise costs based on the long term financing needs of the capital expenditure programme, but fundamentally the costs of borrowing have to be affordable.
- 11.4 It is proposed that some investment, supported by borrowing, will take place in advance of expected or anticipated benefits in the form of additional income or reduced costs. In order to minimise the risks associated with this approach, it is proposed that the period of time against which future receipts can be anticipated should be restricted to a maximum of three years.

12 Contribution to strategic outcomes

- 12.1 Capital expenditure fundamentally provides the infrastructure for the Council to deliver its core functions and deliver its ambitions, particularly in the areas of regeneration and housing growth. The successful delivery of these outcomes provides some of the key strategic levers necessary for the Council to establish a firm financial position for the future.

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

- 13.1 This report has been written and approved by the Chief Finance Officer as responsibility for the preparation of the Capital Strategy resides within her portfolio. All financial matters have been covered.
- 13.2 The Assistant Director of Corporate Governance has been consulted on this report. There are no direct legal implications arising out of this report's recommendations. Moving forward, the revisions to policies and implementation of proposals referred to in the Capital Strategy will require targeted legal advice and support.

14 Use of Appendices

Appendix 1 – Proposed Programme of recommended schemes (GREEN LIST)

Appendix 2 – Schemes which require further business cases (AMBER LIST)

Appendix 3 – Rejected schemes (RED LIST)

15 Local Government (Access to Information) Act 1985

- MTFS
 - December Cabinet
- 16.1 For access to the background papers or any further information please contact Anna D'Alessandro – Interim Deputy S151/Head of Corporate Finance.

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10 year Capital Programme 2016 - 2026 recommendations (GREEN)

Priority	Ref No.	Proposed RAG recommendation to Cabinet	WARD	Name of Capital Investment Proposal	Description	Planned Spend 2016/17	Planned Spend 2017/18	Planned Spend 2018/19	Planned Spend 2019/20	Planned Spend 2020/21	Planned Spend 2021/22	Planned Spend 2022/23	Planned Spend 2023/24	Planned Spend 2024/25	Planned Spend 2025/26	Sub Total	LBH Funding	External Funding	Total
						£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
P1	2	Green (Recommended)	All	Primary School modernisation and enhancement	Works to enhance and modernise facilities at primary schools, and deal with priority condition issues. The Council retains the responsibility for all landlord issues, including lifecycle replacement of mechanical and electrical systems and all structural elements of roofs, structure, window replacement programmes etc. The authority also has a responsibility to secure quality provision to enhance delivery of a modern school curriculum and to raise achievement overall. The Schools Asset Management Plan is subject to 5 year refresh of condition surveys. The last full condition survey of the primary school estate was carried out in 2010 and is now due for refresh. The estimated backlog of condition work at that time was £70m. High priority works need to be undertaken over the next 10 year period.	5,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	32,000	0	32,000	32,000
P1	3	Green (Recommended)	Bounds Green Horsey	Primary School - new pupil places	Bounds Green and St Mary's, completion of expansion works. The expansion of two primary schools by 1FE each to cater for local demand for school places. Both schemes were approved and all statutory consultations undertaken in previous years. Both schemes are now underway. The increased cohorts will work their way through both schools from 2016 onwards.	4,000	700	20	20	20	0	0	0	0	0	4,760	0	4,760	4,760
P1	4	Green (Recommended)	All	Secondary School modernisation and enhancement	Use of Lifecycle Fund to deal with priority condition issues in the community school estate. The Council retains the responsibility for all landlord issues at community secondary schools, including lifecycle replacement of mechanical and electrical systems and all structural elements of roofs, structure, window replacement programmes etc. The authority also has a responsibility to secure quality provision to enhance delivery of a modern school curriculum and to raise achievement overall.	1,500	2,000	3,000	3,000	3,000	0	0	0	0	0	12,500	12,500	0	12,500
P1	8	Green (Recommended)	West Green	Professional Development Centre	Essential works to facilitate vacant possession, options appraisal and the redevelopment of the site. An Asset Management review has identified that the asset is potentially surplus/under utilised since the departure of Moselle School from the site. The Accommodation Strategy has resulted in a large number of staff in the Professional Development Centre (PDC) moving into the corporate centre. The PDC is increasingly under-utilised as a site, although it still provides the main centre for teacher professional development in Haringey. Options for redevelopment could include partial or full redevelopment. There is no current requirement for pupil place expansion in the area. Funding is required to develop options appraisals and to ensure vacant possession is achieved to an agreed timetable.	100	350	500	0	0	0	0	0	0	0	950	950	0	950
P1	-	Green (Recommended)	All	Devolved Schools Capital	Annual DFE grant funding devolved directly to schools to manage.	550	0	0	0	0	0	0	0	0	0	550	550	0	550
Total Priority 1 - Children & Young People						11,150	6,050	6,520	6,020	6,020	3,000	3,000	3,000	3,000	3,000	50,760	14,000	36,760	50,760
P2	1	Green (Recommended)	All	Aids, Adaptations and Assistive Technology for Home Owners and Private Tenants (Disabled Facilities Grants)	Disabled facilities aids and adaptations may contribute to a reduction in the level of care a person may need as a primary outcome of any adaptation is to increase a person's ability to care for themselves. Adaptations to provide access to and from a person's home ensure people can play an active part in the community in which they live and to take up employment and/or training as appropriate. Includes extra money for Shared Lives families.	1,818	1,818	1,818	1,818	1,818	1,818	1,818	1,818	1,818	1,818	18,180	18,180	0	18,180
P2	1	Green (Recommended)	All	Aids, Adaptations and Assistive Technology for Council Tenants (Disabled Facilities Grants)	Disabled facilities aids and adaptations may contribute to a reduction in the level of care a person may need as a primary outcome of any adaptation is to increase a person's ability to care for themselves. Adaptations to provide access to and from a person's home ensure people can play an active part in the community in which they live and to take up employment and/or training as appropriate. Includes extra money for Shared Lives families.	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	12,000	12,000	0	12,000
P2	7	Green (Recommended)	Seven Sisters	New Day Opportunities Offer - Ermine Road	As part of the Medium Term Financial Strategy, three out of the four Learning Disability day centres will be closed and one of the two dementia day services. The remaining centres are likely to need some reconfiguration and refurbishment in order to accommodate new clients and to provide a more reablement based service.	161	0	0	0	0	0	0	0	0	0	161	161	0	161
P2	6	Green (Recommended)	Crouch End Seven Sisters Stroud Green	Community Reablement Hubs - The Haven and Osborne Grove	Bespoke training, assessment and equipment for reablement.	150	50	0	0	0	0	0	0	0	0	200	200	0	200
Total Priority 2 - Adults						3,329	3,068	3,018	3,018	3,018	3,018	3,018	3,018	3,018	3,018	30,541	30,541	0	30,541

10 year Capital Programme 2016 - 2026 recommendations (GREEN)

Priority	Ref No.	Proposed RAG recommendation to Cabinet	WARD	Name of Capital Investment Proposal	Description	Planned Spend 2016/17	Planned Spend 2017/18	Planned Spend 2018/19	Planned Spend 2019/20	Planned Spend 2020/21	Planned Spend 2021/22	Planned Spend 2022/23	Planned Spend 2023/24	Planned Spend 2024/25	Planned Spend 2025/26	Sub Total	LBH Funding	External Funding	Total	
P3	1	Green (Recommended)	All	Street Lighting	Borough wide street lighting column and LED upgrade. This capital project will support Priority 3 in making Haringey a clean, well maintained and safe borough. A Cleaner, Greener Haringey - LED lighting is a more sustainable light source and reduces our environmental footprint. The benefits to Carbon Management is provided through reduced energy costs and provide protection against future rises in energy prices. A Safer Haringey - Improved lighting reduces the perception of fear and has been proven to reduce crime and improve road safety for the benefit of all road users. Better lighting standards is also a priority for the Police. The remaining lamp columns requiring replacement are past their life expectancy and many are considered unsafe. This provides a very serious risk to the council through insurance claims, resident perception and most importantly safety.	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	10,000	0	10,000	
P3	2	Green (Recommended)	All	Borough Roads(Highways planned maintenance)	This bid covers the planned maintenance of Haringey's carriageways and footways. Funding will allow the improvement in the overall condition of these important assets. A well maintained public highway helps people feel safe, encourages walking and cycling, reduces road accidents and reduce pedestrian trips and falls. Regular condition surveys are carried out of the highway network, classified roads(72km), unclassified roads (242km) and footways (650km). These surveys are used as the basis for prioritising the maintenance programme.	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,000	30,000	0	30,000	
P3	3	Green (Recommended)	All	Structures(Highways)	The aim of this bid is to address known failing structures in borough, where not eligible for external TfL funding. Haringey undertakes inspection and assessments of its 85 highway structures via its revenue programme. This identifies requirements for maintenance and repair. As part of this programme structural assessments it has been identified that the Highgate Hill retaining wall (The Bank), which is a listed structure and the North Hill retaining wall are in urgent need of remedial works to ensure that the walls do not collapse. Temporary restrictions on traffic movements have had to be introduced at these two location until the repair works are undertaken. Other known structural repair works relate to the Southwood Lane Graveyard Wall and Ferry Lane subway repairs.	300	320	350	340	350	340	0	0	0	0	2,000	2,000	0	2,000	
P3	5	Green (Recommended)	All	Borough Parking Plan	The main objectives are to address community parking pressures throughout the borough through the possible introduction of Controlled Parking Zones (CPZ), review of existing measures including the legal compliance of the council's parking infrastructure to facilitate effective enforcement. Capital investment is required to mitigate the implications arising from large scale developments earmarked within the borough such as the Lawrence Road regeneration project and the Hornsey Town Hall redevelopment and the St Luke's development in Muswell Hill. It will also allow the council to act to address long standing community parking issues and contributes to the council's obligation under the Highways Act of working to ensure the expeditious flow of traffic on the public highway.	300	300	300	300	0	0	0	0	0	0	0	1,200	1,200	0	1,200
P3	7	Green (Recommended)	Northumberland Park	CCTV control room	Investment in modern equipment to secure the re-location of the Community Safety and Traffic Enforcement CCTV control room from Ashley Road depot to the proposed site at Marsh Lane. This will entail the procurement and installation of new storage, control and display equipment. The telecommunications links between on street CCTV cameras and the control room will also require re-routing by the relevant statutory providers, BT & Virgin Media. The new control room will also be used as the alternative Borough Emergency Control Centre (ABECC) in partnership with our Business Continuity and Emergency Planning team.	2,100	0	0	0	0	0	0	0	0	0	0	2,100	2,100	0	2,100
P3	9	Green (Recommended)	All	Local Implementation Plan(LIP)	TfL funded Highways Local Implementation Plan (LIP Programme). TfL funds a programme of works identified by the Council via an annual programme. The programme is subject to a detailed report to Members each year. The expenditure forecast reflects the estimated level of works that will need to be funded and resourced over the next 10 years.	2,617	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	26,917	0	26,917	26,917	
P3	10	Green (Recommended)	All	Developer S106/S278	Estimated Highways Activity resulting from planning obligations. Planning conditions for new developments will often include on site or adjacent to site highways works. This programme reflects the estimated obligations which may accrue over the next 10 years which will need to be programmed and resourced.	1,600	1,700	1,800	1,900	2,000	2,100	2,200	2,300	2,400	2,500	20,500	0	20,500	20,500	

10 year Capital Programme 2016 - 2026 recommendations (GREEN)

Priority	Ref No.	Proposed RAG recommendation to Cabinet	WARD	Name of Capital Investment Proposal	Description	Planned Spend 2016/17	Planned Spend 2017/18	Planned Spend 2018/19	Planned Spend 2019/20	Planned Spend 2020/21	Planned Spend 2021/22	Planned Spend 2022/23	Planned Spend 2023/24	Planned Spend 2024/25	Planned Spend 2025/26	Sub Total	LBH Funding	External Funding	Total
P3	11	Green (Recommended)	All	Parks Asset Management: Parks Infrastructure Parks Machinery Parks Vehicles Landscape Strategy Improvements Allotment infrastructure Parks Tree Planting Existing Parks & Leisure Scheme	This programme of works will cover the basic maintenance of parks assets to protect them from deterioration and ensure previous investment works are undermined. The works will support the quality of the boroughs parks and open spaces to ensure they continue to be able to provide a valuable contribution to the health of residents and support community cohesion. The investment is important to sustain the councils 20 Green Flag awards. The investment covers the renewal and replacement of assets, such as bins, benches, roads, paths, fences, lighting, paddling pools and trees. These assets are spread across 243 hectares of parkland serving every area of the borough. Without ongoing investment the parks will decline into unused and unsafe places.	350	350	350	350	350	350	350	350	350	350	3,500	3,000	500	3,500
P3	13	Green (Recommended)	Alexandra Palace Bounds Green Fortis Green Harringay Muswell Hill Noel Park Seven Sisters Tottenham Green Tottenham Hale West Green White Hart Lane Wood Green	Active Life in Parks: Playground renewal programme Outdoor gyms Sports pitches Hard surface sports and ball courts	This programme of works will focus on improving and upgrading existing parks playgrounds, outdoor gyms, sports pitches and ball courts. These facilities support a wide range of informal and organised activities that encourage residents to lead healthier lives. The priorities for this work stream will be selected from the Outdoor Sports Facilities Plan (OSFP). This document identifies the priorities for investment based on need and demand across the borough. The works will include the refurbishment or replacement of a third of all children's play spaces in parks. It will also fund improvements to the network of floodlit tennis and basketball courts in the borough. Works will also be undertaken to improve the drainage and playing surface of the outdoor football and rugby pitches in the borough.	230	230	230	230	230	230	230	230	230	230	2,300	1,740	560	2,300
P3	14	Green (Recommended)	Harringay Stroud Green Crouch End Highgate	Parkland Walk Bridges	Health and Safety works to bridge structures The Parkland Walk follows the course of the old railway that ran between Finsbury Park and Alexandra Palace. The four and a half miles provides tranquility and a chance for those living in London, to enjoy the green environment in the very heart of the city. It is London's longest Local Nature Reserve and supports a remarkable range of habitats and wildlife. However in a number of locations the old railway line crosses the road beneath. These structures are becoming increasingly in need of substantial structural maintenance. Failure to maintain these structures in a timely manner could lead to bricks and other debris falling on to the pavement or carriageway. In the worst case this could lead to a serious accident or even death. A proper programme of inspections is in place and it is from these that the need for the works is identified.	300	300	300	300	0	0	0	0	0	0	1,200	1,200	0	1,200
P3	16	Green (Recommended)	All	Asset Management(Repair & Maintenance and Health & Safety improvements to Council Buildings)	This investment is related to protection of the quality of the boroughs corporate and commercial buildings to ensure they continue to be able to provided a valuable contribution to service delivery. The investment is important to sustain the value and legislative compliance of the councils built assets. Without investment the risk of building failure will increase and may significantly impact service delivery.	2,500	2,500	2,500	0	0	0	0	0	0	0	7,500	7,500	0	7,500
Total Priority 3 - Clean and Safe						14,297	12,400	12,530	10,120	9,630	9,720	9,480	9,580	9,680	9,780	107,217	58,740	48,477	107,217
P4	1	Green (Recommended)	Tottenham Hale	Tottenham Hale District Centre Framework - Green and Open Space Strategy	Suite of Tottenham Hale green and open spaces projects which form part of the wider Haringey Green Grid (see Cabinet report from February 2016 on Tottenham Hale delivery which sets out the projects including a number of bridges) - majority to be externally funded. LBH contribution to be used as match for: Chesnut Road Phase 1 public realm improvements, investment in the Paddock, TH Village Green, and to deliver improvements to the Underpass	1,580	1,400	3,815	6,870	3,200	900	2,810	550	1,450	50	22,625	3,830	18,795	22,625
P4	2	Green (Recommended)	Tottenham Hale	Tottenham Hale District Centre Framework - Streets and Spaces Strategy	Suite of Tottenham Hale public realm projects flowing on from the Tottenham Hale District Centre Framework (see Cabinet report from February 2016 on Tottenham Hale delivery which sets out the projects including enhancements to two pocket parks on Broad Lane). LBH contribution to be used as match for: improvements to Markfield Road, High Cross Estate, Station Square and to progress feasibility work. Initial work only pending further BC approvals	870	650	3,570	3,260	3,500	3,265	2,350	500	50	50	18,065	3,795	14,270	18,065
P4	6	Green (Recommended)	Tottenham Hale Tottenham Green Northumberland Park Bruce Grove White Hart Lane	Opportunity Investment Fund	Programme to enable investment in workspace and employment projects in Tottenham that help existing Small and Medium Sized Enterprises (SMEs) grow and bring new operators into the local economy	3,074	0	0	0	0	0	0	0	0	0	3,074	1,000	2,074	3,074
P4	7	Green (Recommended)	Tottenham Green Bruce Grove Tottenham Hale	Growth on the High Road (GotHR) Programme	Completion of the Holcombe Road Market improvement works and of Bruce Grove Public Realm improvements as the final elements of the Growth on the High Road programme (which has been majority funded by the GLA).	831	0	0	0	0	0	0	0	0	0	831	539	292	831

10 year Capital Programme 2016 - 2026 recommendations (GREEN)

Priority	Ref No.	Proposed RAG recommendation to Cabinet	WARD	Name of Capital Investment Proposal	Description	Planned Spend 2016/17	Planned Spend 2017/18	Planned Spend 2018/19	Planned Spend 2019/20	Planned Spend 2020/21	Planned Spend 2021/22	Planned Spend 2022/23	Planned Spend 2023/24	Planned Spend 2024/25	Planned Spend 2025/26	Sub Total	LBH Funding	External Funding	Total
P4	11	Green (Recommended)	Bruce Grove	Bruce Grove station forecourt	Planning approval in place (Network Rail) for new landmark building in front of the vacant railway arches at Bruce Grove station for a cafe or restaurant use (A3 planning use class). Scheme may require capital match funding for works	400	400	200	0	0	0	0	0	0	0	1,000	500	500	1,000
P4	15	Green (Recommended)	Northumberland Park	North Tottenham Townscape Heritage Initiative	Project to restore 28 historic buildings along the High Road in North Tottenham is underway with funding from the Heritage Lottery Fund, Haringey Council and local businesses to enable conservation work to start in Autumn 2016. The aim is to provide an attractive retail destination at the northern gateway to Tottenham and involve the wider community in maintaining it.	400	1,095	673	0	0	0	0	0	0	0	2,168	500	1,668	2,168
P4	18	Green (Recommended)	Northumberland Park	Heritage building improvements	Delivery of heritage building improvements in North Tottenham - as per February 2012 Cabinet report. £0.5m of this funding has been committed as match for the above listed Townscape Heritage Initiative.	0	1,000	500	500	500	0	0	0	0	0	2,500	2,500	0	2,500
P4	19	Green (Recommended)	Northumberland Park White Hart Lane Bruce Grove Tottenham Hale St Ann's West Green	Northumberland Development Project - Highways and Controlled Parking Zones phase 2 works	Walking route improvements, bus priority measures, pedestrian crossing, traffic signal and environmental improvements; review and extension of Controlled Parking Zones (in grant agreement with GLA)	545	540	0	0	0	0	0	0	0	0	1,085	500	585	1,085
P4	20	Green (Recommended)	Northumberland Park	High Road West leaseholder buybacks	Purchase of 85 leasehold properties on the Love Lane estate to enable delivery of the High Road West redevelopment.	2,000	8,000	6,000	0	0	0	0	0	0	0	16,000	16,000	0	16,000
P4	21	Green (Recommended)	Northumberland Park	High Road West business acquisition	Purchase of c.100 businesses in the High Road West area to enable delivery of the High Road West redevelopment.	2,000	4,000	6,000	10,000	10,000	20,000	30,000	0	0	0	82,000	0	82,000	82,000
P4	26	Green (Recommended)	Northumberland Park	White Hart Lane major scheme - public realm improvements	Public realm and highways improvements along Love Lane, White Hart Lane, Penshurst Road and Whitehall Street. Local Implementation Plan major scheme bid, progressing to stage 2 for the works.	2,131	2,735	0	0	0	0	0	0	0	0	4,866	0	4,866	4,866
P4	29	Green (Recommended)	Woodside Noel Park Bruce Grove Tottenham Green Tottenham Hale Seven Sisters Northumberland Park White Hart Lane West Green St Ann's	Site Acquisitions Fund (Tottenham and Wood Green)	Fund for the acquisition of strategic properties in Tottenham and Wood Green to support the overall regeneration programme, and maximise opportunities to influence redevelopment, place shaping, planning of infrastructure and economic development.	16,750	10,000	10,000	10,000	0	0	0	0	0	0	46,750	46,750	0	46,750
P4	30	Green (Recommended)	Tottenham Green Seven sisters	Wards Corner Compulsory Purchase Order	The Wards Corner Compulsory Purchase Order (CPO) development is being delivered through an agreement between the Council and developer Grainger PLC (indemnified costs for the Council by Grainger). Cabinet approval given by the Council in November 2015 to use its CPO powers to acquire the land required for the Wards Corner development.	9,200	8,700	0	0	0	0	0	0	0	0	17,900	0	17,900	17,900
P4	34	Green (Recommended)	Woodside Noel Park	Wood Green Investment Framework and Area Action Plan (focused local planning policy)	Wood Green regeneration and planning framework to enable a comprehensive regeneration plan and associated approved planning policies.	300	300	0	0	0	0	0	0	0	0	600	400	200	600
P4	35	Green (Recommended)	Woodside Noel Park	Wood Green Station Road meanwhile uses to signal major redevelopment programme	Refurbishment and fit-out to enable new workspaces/makers spaces in council-owned assets in Station Road part funded by the GLA.	300	200	0	0	0	0	0	0	0	0	500	300	200	500
P4	38	Green (Recommended)	Woodside	Vacant possession of existing Civic Centre	In order to maximise the development opportunities offered by the Civic Centre site it will be necessary to re-locate specific civic services to appropriate alternative locations. Budgetary provision will be require for the necessary investment to develop options appraisals for the short and medium term, and to implement the selected optimum re-location plans.	150	450	1,000	1,400	0	0	0	0	0	0	3,000	3,000	0	3,000
P4	-	Green (Recommended)	All	Ways of Working Programme	Continued consolidation of corporate offices through the implementation of new technology and new ways of working.	200	200	200	0	0	0	0	0	0	0	600	600	0	600

10 year Capital Programme 2016 - 2026 recommendations (GREEN)

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P4	50	Green (Recommended)	West Green	Winkfield Road feasibility study (possible Contact Centre relocation re vacant possession of Keston Road Centre)	The Council is selling the Keston Road Centre site where the Council's Contact Centre is based. In order to achieve the sale we need to relocate the Contact Centre. Cabinet have already approved the sale and the need for the relocation. The Council has identified the Winkfield Community Centre, Winkfield Road N22 as a suitable relocation site. Work has already been undertaken to ascertain service needs in terms of accommodation in the relocation site and plans have been produced which show that these requirements could be accommodated at Winkfield Road. The current leaseholders have agreed to vacate. A feasibility study is required to ascertain how much the works will cost, how long the works may take and alternative options.	103	0	0	0	0	0	0	0	0	0	103	103	0	103
P4	44	Green (Recommended)	Northumberland Park	Marsh Lane	The Council has approved the re-location plan for the Ashley Road Depot to a new site at Marsh Lane. The approved budget will allow a new and efficient depot to be constructed and release the Ashley Road site for redevelopment and to support the sports facility plans for the new secondary school near the site.	8,021	6,371	0	0	0	0	0	0	0	0	14,392	14,392	0	14,392
P4	45	Green (Recommended)	Hornsey	Hornsey Town Hall	The Council is in the process of procuring a development partner to take forward the future refurbishment and management of Hornsey Town Hall. Budgetary provision is required to support the procurement and to protect the asset until such time as a contract with a development partner is secured.	280	23	24	0	0	0	0	0	0	0	327	327	0	327
P4	46	Green (Recommended)	Alexandra	Alexandra Palace - Heritage Lottery Fund	The Council has agreed to contribute £6m toward the approved Lottery funded plans at Alexandra Palace. The project will transform this heritage site and completely refurbish the Victorian Theatre and BBC Studios for the benefit of the public.	3,900	2,100	0	0	0	0	0	0	0	0	6,000	6,000	0	6,000
P4	47	Green (Recommended)	Alexandra	Alexandra Palace - Ongoing maintenance	To contribute to ongoing asset maintenance requirement.	1,923	400	400	400	400	400	400	400	400	400	5,523	5,523	0	5,523
P4	-	Green (Recommended)	Alexandra	Alexandra Palace - West Yard Storage Project	One off contribution to the delivery of a storage facility to replace the area being lost due to the restoration project; long term stabilisation of the North Wall; restoration of the North West Tower and to create a new multi-function space both within the Tower and the new building.	2,500	0	0	0	0	0	0	0	0	0	2,500	2,500	0	2,500
P4	-	Green (Recommended)	All	Low Carbon Zones	The project spend is focused on two areas: - Smart Home Retrofitting Programme. To complete the final report and analysis of the scheme, as required by Department of Energy and Climate Change. - District Energy Networks (which is matched with external funding from the Department of Energy and Climate Change and the Greater London Authority). To contribute to the technical studies required to inform the business case delivery on District Energy. To contribute to match funding these studies in North Tottenham, Tottenham Hale and Wood Green. All of these studies should be completed by 2017/18.	133	110									243	243		243
Total Priority 4 - Growth and Employment						57,591	48,674	32,382	32,430	17,600	24,565	35,560	1,450	1,900	500	252,652	109,302	143,350	252,652
P5	5	Green (Recommended)	All	Modular Build Programme	Provision of new demountable homes to provide new temporary accommodation supply. Temporary accommodation is currently a significant cost to the council and new private rented supply is difficult to identify in the market that is within subsidy levels that the council can claim. Modular homes can provide a cost effective supply solution as funding is in the form of borrowing and can be repaid through future rents. There is also a saving to the Council based on ceasing the use of the most expensive private sector rental properties. The current pay back period in the initial viability models is seven years. Modular homes also provide an effective meanwhile use on land which may be developed in the long term. A number of sites are currently under consideration for the Council to pursue an initial pilot scheme of approximately 20 units. As no sites have been confirmed as definite build sites we cannot confirm currently the wards which are impacted.	2,000	3,500	2,500	2,500	0	0	0	0	0	0	10,500	10,500	0	10,500

10 year Capital Programme 2016 - 2026 recommendations (GREEN)

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P5	6	Green (Recommended)	All	Property Acquisitions Scheme	Temporary accommodation is currently a significant cost to the council and new privately rented supply is difficult to identify in the market that is affordable within subsidy levels that the council can claim. Properties can be acquired in the private market which provide a cost effective temporary accommodation supply solution. Funding is in the form of borrowing which will be paid back through rental income linked to temporary accommodation subsidy rates. There is also a saving to the Council based on ceasing the use of the most expensive private sector rental properties. As the acquisitions programme is market driven we will not be able to identify wards affected at this stage.	3,000	7,440	8,640	9,860	3,000	0	0	0	0	0	31,940	31,940		31,940
P5	8	Green (Recommended)	All	Temporary Accommodation Supply Conversion	Capital funding for the conversion of Broadwater Lodge, a disused care home on the fringes of Broadwater farm, into a multi-bed secure hostel which can provide temporary accommodation supply for families/individuals in need of housing. Through the conversion of Broadwater Lodge we can provide around 70 bed spaces which will reduce our reliance on temporary accommodation procured through the private sector, which can be expensive. Funding is in the form of borrowing as the construction costs related to this project will be repaid through the rents collected. There is also a saving to the Council based on ceasing the use of the most expensive private sector rental properties. Ongoing revenue costs will be met from rental revenue. The project is due to start on site in the summer and finish in the third quarter of 2016/17.	350	0	0	0	0	0	0	0	0	0	350	350	0	350
P5	9	Green (Recommended)	All	Compulsory Purchase Orders - Empty Homes	Compulsory purchase of empty properties where negotiations to bring the property back into use have failed. Advice and grants are offered and owners have the option to voluntarily sell the property. When all else fails, Compulsory Purchase Order (CPO) powers are the only tool for restoring the property to use. The capital funding used to purchase the property is recycled back into the Council once the property is sold.	525	525	525	525	525	525	525	525	525	525	5,250	250	5,000	5,250
Total Priority 5 - Housing						5,875	11,465	11,665	12,885	3,525	525	525	525	525	525	48,040	43,040	5,000	48,040
PE	1	Green (Recommended)	All	Business Improvement Programme	ICT investments to secure Business Improvement Programme	3,000	0	0	0	0	0	0	0	0	0	3,000	3,000	0	3,000
PE	2	Green (Recommended)	All	Corporate IT Board	Capital Funding Set aside for IT developments across the council. Managed by Corporate IT Board (CITB).	1,177	1,000	1,000	0	0	0	0	0	0	0	3,177	3,177	0	3,177
PE	3	Green (Recommended)	All	ICT Shared Service	Agreed contribution (Cabinet 15 March 2016) towards set up costs of the Shared Service Centre with Camden and Islington.	750	750	1,000	0	0	0	0	0	0	0	2,500	2,500	0	2,500
PE	4	Green (Recommended)	All	Evergreening	Capital funding to maintain the council's corporate technology infrastructure.	950	950	950	950	950	950	950	950	950	950	9,500	9,500	0	9,500
PE	5	Green (Recommended)	All	Customer Services	New customer services platform - design and implementation costs.	951	374	0	0	0	0	0	0	0	0	1,325	1,325	0	1,325
PE	21	Green (Recommended)	All	Libraries IT and buildings upgrade	Refresh for all IT across 7 libraries, plus building improvement works at Hornsey and Wood Green Libraries. Significant improvements are underway at Marcus Garvey and Wood Green Libraries, bringing Customer Service Centres into refurbished library facilities. However, the rest of the Libraries network needs IT investment to provide modern facilities which meet the needs of our customers and enables the service to meet pre-agreed operational savings targets. Investment in libraries IT is also essential to enable the council to achieve its channel shift aspirations, with My Account being delivered through the Customer Services Transformation Programme. Further investment will be required at Wood Green and Hornsey Libraries to deal with high priority condition works.	500	2,000	0	0	0	0	0	0	0	0	2,500	2,500	0	2,500
PE	6	Green (Recommended)	Tottenham Green Woodside	F2F Phase 1 Libraries Customer Services	The Face2Face capital programme is designed to support the improvement of Marcus Garvey and Wood Green Libraries alongside the integration of customer service facilities in each library, and the re-location of housing advice customer services from Apex House to Wood Green. The forecast expenditure covers the current level of approved expenditure for Phase 1 of the programme which is currently underway.	3,080	0	0	0	0	0	0	0	0	0	3,080	3,080	0	3,080
Total Priority Enabling						10,408	5,074	2,950	950	950	950	950	950	950	950	25,082	25,082	0	25,082
Grand Total						102,650	86,731	69,065	65,423	40,743	41,778	52,533	18,523	19,073	17,773	514,292	280,705	233,587	514,292
Development Vehicle Projects																			

10 year Capital Programme 2016 - 2026 recommendations (GREEN)

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						£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
P1	9		Northumberland Park	Re-provision of schools in North Tottenham area	Re-provision/re-siting of secondary and primary provision relating to THFC stadium development. Needs further development of Business Case and cross check with the Haringey Development Vehicle model.	100	100	100	400	20,000	15,000	0	0	0	0	35,700	18,200	17,500	35,700
P4	24		Northumberland Park	Northumberland Park leaseholder buybacks	Purchase of leasehold properties on the Northumberland Park estate to enable delivery of redevelopment.	0	0	125	11,600	11,525	11,510	11,510	11,505	0	0	57,775	57,775	0	57,775
P4	36		Noel Park	Accommodation strategy - WG Back office reprovision(replacement of Civic Headquarters and back office)	New corporate headquarters within Wood Green.	100	500	1,400	2,000	5,000	10,000	14,000	0	0	0	33,000	33,000	0	33,000
P4	37		Noel Park	New Wood Green Library/Customer Services	New Wood Green Library/Customer Services.	150	450	1,000	4,000	3,400	0	0	0	0	0	9,000	9,000	0	9,000
				Haringey Development Vehicle		350	1,050	2,625	18,000	39,925	36,510	25,510	11,505	0	0	135,475	117,975	17,500	135,475

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10 year capital programme 2016 - 2026 proposals for future business case development (AMBER)

Priority	Ref No.	Proposed RAG recommendation to Cabinet	WARD	Name of Capital Investment Proposal	Description	Planned Spend 2016/17	Planned Spend 2017/18	Planned Spend 2018/19	Planned Spend 2019/20	Planned Spend 2020/21	Planned Spend 2021/22	Planned Spend 2022/23	Planned Spend 2023/24	Planned Spend 2024/25	Planned Spend 2025/26	Sub Total	LBH Funding	External Funding	Total	
						£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
P1	1	Amber (Requires further Business Case development)	All	Provision of 30hr free places for 3 and 4 year olds	Estimated costs of securing compliance with 30 hour free places for all 3 and 4 year olds, plus continued expansion of 2 year old places in priority areas Commissioning of additional early years places (2 year olds, 3 year olds and 4 year olds) to meet government targets set as a result of policy to offer statutory 30 hours per week quality early years childcare and education, in both maintained and PVI settings. An expectation that up to 1,500 new places will be required across the borough. Physical expansion of places in both maintained and PVI settings will be required to support emerging policy. Grants to PVI and childminder settings may be required to secure new places and/or to improve quality of provision. A programme of adaptations and new provision will need to be worked up within the maintained sector to secure new places.	550	1,000	3,000	3,000	3,000	1,450	0	0	0	0	12,000	6,000	6,000	12,000	
P1	6	Amber (Requires further Business Case development)	All	Post 16 provision and enhancements	Potential expansions of post 16 provision at 2/3 sites. To retain Post 16 Learners in borough and grow Post 16 provision attached to successful schools, particularly in east of borough. It is likely that some capital investment would be needed at selected schools to increase, improve and widen the offer. A wider variety of good quality Post 16 options developed within the borough will allow for greater retention and increased achievement overall. We need to invest in good and outstanding sustainable provision, particularly in the east of the borough.	50	250	500	1,000	1,000	1,000	1,000	200	0	0	5,000	1,500	3,500	5,000	
P1	7	Amber (Requires further Business Case development)	All	Youth provision	Joint collaboration with charity to provide Youth Zone. To implement a 'Youth Zone model' of youth (and related community services) provision in Haringey. The Youth Zone model requires the building of specific new, bespoke premises. It would be delivered in partnership (funding and programme delivery) with an external organisation (Onside) who would also be responsible for all site feasibility, procurement and construction management activities. The project will create world class, financially sustainable youth service provision. Located within a priority regeneration area, it will also be a visible symbol of positive change and provide approx. 150 full time, part time and volunteering opportunities.	50	50	400	2,500	3,000	0	0	0	0	0	0	6,000	3,000	3,000	6,000
P1	11	Amber (Requires further Business Case development)	All	IT investment to support improved social care	Integrated social care, health and education IT services, mobile working technology.	350	550	500	500	25	50	75	100	100	100	2,350	2,350	0	2,350	
P1	12	Amber (Requires further Business Case development)	All	Early Help Locality Teams	Move to family friendly integrated working spaces. A key part of the Priority One strategy is the development of Early Help including locality hubs. These must be accessible and family friendly spaces that support integrated working. The bid is for a small amount of money per centre for any refurbishment or improvements required. The Locality hubs will improve integrated working and support the delivery of early help services, preventing escalation of need.	150	150	0	0	0	0	0	0	0	0	0	300	150	150	300
P1	14	Amber (Requires further Business Case development)	All	Childrens Centres	Refurbishment of eight or nine Childrens Centres in line with new specification including facilities for wider age range and working with health As part of the Priority One programme and the Medium Term Financial Strategy, Haringey will be redesigning its Children's Centre Provision. This will involve a reduction in the total number of children's centres (from 16 to around 8 or 9) and some changes in the range of services provided including the extension of provision to families with children across the whole age range (from 0 to 19 years or 25 in the case of children with special needs.) This proposal is for capital investment in the refurbishment and refitting of the chosen centres. It has been costed at around £200k per centre on average but the final cost will not be known until a later stage in the process.	800	1,000	0	0	0	0	0	0	0	0	0	1,800	900	900	1,800
P1	15	Amber (Requires further Business Case development)	All	Childrens Establishments - On going maintenance	In order to ensure that services continue to operate to a high standard an ongoing maintenance will be required. Establishments include 8-9 Childrens Centres, Early Help Hubs, Bruce Grove Youth Centre, Haselmere, future Youth Zone.	420	500	1,500	1,500	1,250	250	500	500	500	500	7,420	3,710	3,710	7,420	
P1	16	Amber (Requires further Business Case development)	Crouch End	Haselmere	Haselmere is a current specialist unit providing respite accommodation and day services for children with disabilities or other special additional needs. The unit as it currently operates is not cost effective and a range of options are being considered including closure, externalisation or redevelopment as a joint unit that can meet the needs of children requiring health support. This proposal is for the investment that may be required if the unit is retained and redeveloped.	50	150	0	0	0	0	0	0	0	0	200	200	0	200	
P1				Total Priority 1 - Children and Young people		2,420	3,650	5,900	8,500	8,275	2,750	1,575	800	600	600	35,070	17,810	17,260	35,070	
P2	2	Amber (Requires further Business Case development)	All	Investment in Supported Housing including Extra Care	To enable provision of Supported Living/Supported Housing. There are 210 Supported Living places required by the Medium Term Financial Strategy, however the level of funding required will vary from scheme to scheme. The Council will be proactive in encouraging Landlords to fund it but in some instances the Council may need to match fund or fund client specific requirements.	750	750	500	500	500	500	500	500	500	500	5,500	2,500	3,000	5,500	

10 year capital programme 2016 - 2026 proposals for future business case development (AMBER)

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P2	9	Amber (Requires further Business Case development)	All	Adult Services establishments - Business As Usual maintenance	Haringey Council has a number of establishments that provide services to Vulnerable Adults. - One Day Centre for Adults with Learning Disabilities - One Day Centre for Older Adults with Dementia - One Multi Purpose Resource Centre - Three Reablement Centres - Six Community Hubs In order to ensure that services continue to operate to a high standard an ongoing capital maintenance budget will be required.	360	400	400	400	400	400	400	400	400	400	3,960	360	3,600	3,960
P2	10	Amber (Requires further Business Case development)	All	Adult Services IT investment	Mobile working and developing the Mosaic information system in line with legislation.	300	450	500	550	175	100	75	100	100	100	2,450	1,650	800	2,450
P2				Total Priority 2 - Adults		1,410	1,600	1,400	1,450	1,075	1,000	975	1,000	1,000	1,000	11,910	4,510	7,400	11,910
P3	4	Amber (Requires further Business Case development)	All	Flood Water Management(Drainage) Gold	Enhanced programme of drainage schemes to reduce Flooding risk. Flooding incidents throughout the borough have become an increasing issue in recent years due to the effects of climate change resulting in ever higher volumes of precipitation. This proposal covers the introduction of physical works required to reduce the risk of flooding through the introduction of drainage and Sustainable Urban Drainage infrastructure.	500	530	560	590	620	650	680	710	750	790	6,380	6,380	0	6,380
P3	6	Amber (Requires further Business Case development)	All	Road Safety & Pedestrian Improvement	Various schemes to reduced Personal Injury accidents and improve pedestrian accessibility. This Council funding would match fund an expected annual Local Implementation Plan funding of £550k from TfL as part of our long term strategy for the reduction of collisions. The funding would be used for physical measures for various local safety schemes to reduce accidents and the provision of pedestrian facilities at junctions like Lordship Lane /Roundway. We aim to prioritise initiatives to target and reduce child pedestrian and cyclist accidents which have increased over recent years against the baseline figure for 2004/7.	350	560	570	180	190	200	210	220	230	240	2,950	2,950	0	2,950
P3				Total Priority 3 - Clean and Safe		850	1,090	1,130	770	810	850	890	930	980	1,030	9,330	9,330	0	9,330
P4	8	Amber (Requires further Business Case development)	Bruce Grove	Bruce Grove Public Realm	Match funding for TfL Public Realm scheme. To deliver highway and public realm improvements which enhance the experience of users of Bruce Grove town centre, continuing a series of upgrades to the A10 which runs through Tottenham and Bruce Grove specifically. This will include decluttering of the pedestrian environment, upgrades to materials used on the carriageway and footway, new crossings, cycle provision, widening of the footway and new lighting, greening and street furniture as appropriate. Initial consultation will take place on the scheme (by TfL) in Summer 2016.	500	1,000	500	0	0	0	0	0	0	0	2,000	1,000	1,000	2,000
P4	9	Amber (Requires further Business Case development)	Bruce Grove Tottenham Green Tottenham Hale Seven Sisters	Town Centre streetscape / Public Realm improvements	Programme for Seven Sisters, West Green Road, wider Bruce Grove along the High Road. To include shopfront improvements, alleyways, bridge improvement works. To secure future capital investment, once Growth on the High Road has completed, over a long term period to continue improving the public realm and heritage assets in Tottenham's town centres and heritage areas, improving the environment and making our town centres attractive places for people to shop and spend time in, for existing business to thrive, new businesses to invest in and move to, and new residents to move to.	600	600	600	1,100	1,100	1,000	0	0	0	0	5,000	5,000	0	5,000
P4	12	Amber (Requires further Business Case development)	Tottenham Green	Tottenham Green Church Nursery	The project will bring back into use the disused Tottenham Green Nursery as a workspace and a café providing training opportunities. Contribution to capital build costs sought to match existing New Homes Bonus funding and an expected Diocese of London contribution.	100	295	0	0	0	0	0	0	0	0	395	200	195	395
P4	17	Amber (Requires further Business Case development)	Northumberland Park	Contribution to community events and public space - North Tottenham	Agreed contribution to public space in North Tottenham - as per February 2012 Cabinet report. To support the Public Space and access plans associated with the redevelopment of the football stadium. The nature and timing of the contribution is subject to development timetable for the stadium and further discussion with THFC.		5,000	0	0	0	0	0	0	0	0	5,000	5,000	0	5,000
P4	22	Amber (Requires further Business Case development)	Northumberland Park White Hart Lane	High Road West Library Learning Centre	Delivery of a Library and Learning Centre as part of the High Road West redevelopment scheme. The developer to be appointed following an OJEU procurement process is expected to deliver the shell of the centre. It is expected there will be a requirement for funding for fit out of the building.	50	50	400	3,500	2,000	0	0	0	0	0	6,000	2,050	3,950	6,000
P4	27	Amber (Requires further Business Case development)	TBA	Future Lab	Establishment of a centre for incubation of high-growth SME activity in key strategic sectors - green technology, construction technology and creative/industrial design & technology	200	500	5,500	0	0	0	0	0	0	0	6,200	5,000	1,200	6,200
P4	28	Amber (Requires further Business Case development)	Tottenham Hale	Superfast Broadband Infrastructure	Financing an appropriate mechanism to deliver ultra-fast broadband to Tottenham Hale and to other business areas and premises as required.	100	600	7,000	0	0	0	0	0	0	0	7,700	7,700	0	7,700

10 year capital programme 2016 - 2026 proposals for future business case development (AMBER)

Priority	Ref No.	Proposed RAG recommendation to Cabinet	WARD	Name of Capital Investment Proposal	Description	Planned Spend 2016/17	Planned Spend 2017/18	Planned Spend 2018/19	Planned Spend 2019/20	Planned Spend 2020/21	Planned Spend 2021/22	Planned Spend 2022/23	Planned Spend 2023/24	Planned Spend 2024/25	Planned Spend 2025/26	Sub Total	LBH Funding	External Funding	Total
P4	39	Amber (Requires further Business Case development)	All	Housing Retrofit Programme	Linking into public health and regeneration agendas this project will target the worst energy performing dwellings in the borough and get them up to a higher standard to address fuel poverty. This would use the delivery mechanisms already constructed locally for SMART HOMES project and Green Deal. We would seek to deliver regeneration benefits to existing communities in growth areas.	5,000	4,500	3,500	3,000	3,000	3,000	3,000	3,000	3,000	0	31,000	0	31,000	31,000
P4	40	Amber (Requires further Business Case development)	Northumberland Park Tottenham Hale Wood-side Noel Park	Decentralised Energy Networks(District Energy Networks)	Supporting the regeneration agenda in the 3 areas already identified that offer the best return on investment. The Haringey District Energy projects of North Tottenham, Tottenham Hale and Wood Green would deliver the energy needs of the regeneration schemes, give the Council the opportunity to offer cheaper energy to residents and businesses, create a revenue stream, return on investment of between 4 and 8%, deliver local and deliver carbon reduction.	677	5,700	10,000	10,000	8,000	0	0	0	0	0	34,377	32,000	2,377	34,377
P4	42	Amber (Requires further Business Case development)	All	Energy Saving / Generation measures in Council properties	The Council has agreed to fund energy efficiency measures and energy generation technologies on Council properties to ensure that income is generated and reduction in energy spend is delivered. This capital funding was agreed by cabinet for finance in 2011. This fund was agreed to fund up to £8.6m of prudential borrowing to deliver schemes that generated an income or avoid energy costs. (this will link into the Councils property review, which will require all rented properties to achieve a higher level of energy efficiency before renting can occur. <i>THESE CAN COME FORWARD ON A CASE BY CASE BASIS</i>	1,000	500	500	500	500	1,000	1,000	1,000	500	0	6,500	6,500	0	6,500
P4	43	Amber (Requires further Business Case development)	Fortis Green Muswell Hill	Muswell Hill community space	Fit out of new site (500m2) for community use, following proposed land swap re Coppetts Rd	50	450	0	0	0	0	0	0	0	0	500	500	0	500
P4	47	Amber (Requires further Business Case development)	White Hart Lane	Bruce Castle	Project to restore Bruce Castle through the development of a Heritage Lottery Funding bid.			1,000	2,000	2,000	500	0	0	0	0	5,500	1,375	4,125	5,500
P4				Total Priority 4 - Growth and Employment		8,277	19,195	29,000	20,100	16,600	5,500	4,000	4,000	3,500	0	110,172	66,325	43,847	110,172
P5	1	Amber (Requires further Business Case development)	All	Housing New build Programme	Provision of new homes to address the shortage of affordable housing in the Borough and contribute to the creation of stronger mixed communities where people want to live. Planned spend delivers rolling 65 units p.a of social rented and low cost home ownership homes.	18,000	25,100	25,100	25,100	25,100	25,100	25,100	25,100	25,100	25,100	243,900	202,000	41,900	243,900
P5	2	Amber (Requires further Business Case development)	All	Extensions Programme	Extension and refurbishment of properties for use as Supported Living (SL) accommodation for vulnerable adults, enabling significant reductions in commissioning spend through improved Value for Money (VfM) care delivery.	1,535	1,935	1,535	1,935	1,535	1,000	1,000	1,000	1,000	1,000	13,475	13,475	0	13,475
P5	4	Amber (Requires further Business Case development)	All	Stock Investment	Maintenance of the Council's housing stock, based on the current stock condition survey and associated 30 year cost tables. The investment requirement is to the 'gold' standard, covering desirable/aspirational as well as essential works	76,826	68,775	72,706	70,761	78,453	37,388	33,384	33,484	59,031	52,472	583,279	583,279	0	583,279
P5	7	Amber (Requires further Business Case development)	All	Mobile Concierge Service	Deployment of a new concierge service with mobile closed circuit tv capability, initially for Love Lane estate but deployable elsewhere in future. This will address current problems on the estate with crime,anti social behaviour, drug dealing and prostitution, concentrated on the three tower blocks.	480	0	0	0	0	0	0	0	0	0	480	480	0	480
P5	10	Amber (Requires further Business Case development)	Tottenham Green Muswell Hill Fortis Green	Hostels project to provide new homes	Self-financing project to provide hostel accommodation to meet the needs of the Housing Demand Service, including conversion to enable sale and capital receipt: Bedford Road £500k Princes Avenue £500k Queens Avenue £700k Talbot Road £150k	1,200	650	0	0	0	0	0	0	0	0	1,850	1,850	0	1,850
P5	11	Amber (Requires further Business Case development)	Noel Park	Noel Park Self-funding improvement programme	A new project - not costed but high priority for the Council. Will be self-funding but likely to need set up and up-front capital costs.	6,000	2,500	2,500	0	0	0	0	0	0	0	11,000	5,000	6,000	11,000
P5				Total Priority 5 - Housing		104,041	98,960	101,841	97,796	105,088	63,488	59,484	59,584	85,131	78,572	853,984	806,084	47,900	853,984
PE		n/a	n/a	None	n/a	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PE				Total Priority Enabling		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total				Grand Totals		116,998	124,495	139,271	128,616	131,848	73,588	66,924	66,314	91,211	81,202	1,020,466	904,059	116,407	1,020,466

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10 year Capital Programme 2016 - 2026 rejected proposals (RED)

Status Live /Deleted	Priority	Proposed RAG recommendation to Cabinet	Ref No.	Name of Capital Investment Proposal	Description	Planned Spend 2016/17	Planned Spend 2017/18	Planned Spend 2018/19	Planned Spend 2019/20	Planned Spend 2020/21	Planned Spend 2021/22	Planned Spend 2022/23	Planned Spend 2023/24	Planned Spend 2024/25	Planned Spend 2025/26	Sub Total	LBH Funding	External Funding	Total
Live	P1	Red (Reject)	5	Secondary School - new pupil places	Minimal provision to provide additional class bases if required	0	0	250	500	750	1,000	1,000	1,000	500	0	5,000	0	5,000	5,000
Live	P1	Red (Reject)	13	Multi Agency Assessment/Child Development Centre for Children with SEN	Create a hub for integrated assessments and service delivery for children with special needs similar to the Ark in Hackney	0	300	1,700	1,000	0	0	0	0	0	0	3,000	1,650	1,350	3,000
Live	P1			Total Priority 1 - Children and Young People		0	300	1,950	1,500	750	1,000	1,000	1,000	500	0	8,000	1,650	6,350	8,000
Deleted	P2		8	Wellbeing Hubs	Information and Advice, and in longer term maybe Support and services being delivered direct to community in a range of settings eg libraries,	225	225									450	450		450
Live	P2	Red (Reject)		None		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Live	P2			Total Priority 2 - Adults		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Live	P3	Red (Reject)	8	Upgrade of Bury Road multi-storage car park	The Bury Road Multi Storey car park is a 501 space car park in the epicentre of the borough and is managed by the Traffic Management service. It is often perceived that the car park is unwelcoming and compared to similar car parks in the area it is clear that it severely underperforms in terms of the income generation and patronage.	1,000	0	0	0	0	0	0	0	0	0	1,000	1,000	0	1,000
Live	P3	Red (Reject)	15	New Leisure Centre - Wood Green	Developer led provision of new leisure centre including swimming pools.	0	0	0	0	0	1,000	6,000	2,000	0	0	9,000	0	9,000	9,000
Live	P3			Total Priority 3 - Clean and Safe		1,000	0	0	0	0	1,000	6,000	2,000	0	0	10,000	1,000	9,000	10,000
Live	P4	Red (Reject)	49	Technopark - vacant possession	Estimated cost of removing IT services facilities on technopark site	1,000	650	0	0	0	0	0	0	0	0	1,650	1,650	0	1,650
Live	P4			Total Priority 4 - Growth and Employment		1,000	650	0	0	0	0	0	0	0	0	1,650	1,650	0	1,650
	P5	Red (Reject)		None		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Live	P5			Total Priority 5 - Housing		0	0	0	0	0	0	0	0	0	0	0	0	0	0
	PE	Red (Reject)		None		0	0	0	0	0	0	0	0	0	0	0	0	0	0
	PE			Total Priority Enabling		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Live	Total			Grand Totals		2,000	950	1,950	1,500	750	2,000	7,000	3,000	500	0	19,650	4,300	15,350	19,650

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Report for:	Overview & Scrutiny Committee
	6th June 2016
Item number:	13
Title:	Social Inclusion – Interim Report
Report authorised by:	Cllr Charles Wright, Chair of Overview & Scrutiny Committee
Lead Officer:	Martin Bradford, Policy Officer & Kathryn Booth, Policy & Equalities Officer
Ward(s) affected:	All
Report for Key/ Non Key Decision:	N/A

1. Introduction

- 1.1 A Fair and Equal Borough is one of four cross-cutting themes within the Council's Corporate Plan and which sets out the Council's aim to tackle 'the underlying factors of poverty, discrimination and exclusion'. The Council is currently reviewing the Fair and Equal Borough Delivery Plan with a view to re-launching this in 2016.
- 1.2 In this context, it was agreed that Overview & Scrutiny Committee could support this review process through a series of evidence gathering sessions that would help to develop a more localised definition of social inclusion and develop associated priorities for action.
- 1.3 This interim report provides a summary of the programme of work undertaken to date by the Overview & Scrutiny Committee and highlights emerging themes from evidence gathering sessions held. The report also sets out the plan of work to complete this review.

2. Cabinet Member Introduction

N/A

3. Recommendations

- 3.1 That the Committee notes the interim report and:
 - (i) Confirms the key conclusions arising so far from the review (as set out in section 7.1-7.36);
 - (ii) Notes the suggestions for further areas of evidence gathering (as set out in sections: 7.4; 7.11; 7.22; 7.28 and 7.35) and agrees what further evidence it wishes to receive;
 - (iii) Agree the suggested proposals relating to planned engagement with residents in the case study area (as set out in section 8.10);
 - (iv) Agree the suggested outline programme for the completion of the third and final stage of this work (as set out in section 8.14).

4. Reasons for decision

- 4.1 The report provides a summary of the Committee's work on social inclusion completed to date. If agreed, the recommendations detailed above will enable the Committee to complete the agreed social inclusion work-plan.

5. Alternative options considered

- 5.1 Non completion would limit the contribution of this review to social inclusion work within the council.

6. Background information

Social inclusion in Haringey

- 6.1 A Haringeystat was held in July 2015 which presented a range of data relating to social exclusion within Haringey. The review highlighted that exclusion can happen at any point in the lifetime of a resident. For some it is temporary, but for others it is chronic, involving multiple problems or problems that multiply over a lifetime. The session also underlined that exclusion within the borough is not random, with particular groups being excluded by ethnicity, age, gender and disability.
- 6.2 Whilst there have been some areas of considerable success in improving outcomes for disadvantaged groups, such as reductions in teenage pregnancy, the review also highlighted a number of areas of concern. In particular:
- The low take up of childcare amongst disadvantaged communities and that children from poorer families face substantially worse educational outcomes;
 - That BME households experience substantially worse outcomes across a range of indicators (e.g. those not in education employment or training, those claiming benefits, or being housed in temporary accommodation);
 - That lone parent households represent a high proportion of those housed in temporary accommodation;
 - That there is a substantial gap in employment outcomes for lone parent households and disabled residents (particularly those with a mental health diagnosis).
- 6.3 There is also a spatial dimension to disadvantage within Haringey. The recent update for the Index of Multiple Deprivation (IMD) highlighted that overall disadvantage across the borough has decreased relative to the rest of the country, reflecting London-wide improvements. However, more deprived parts of the borough have made less progress overall than the least deprived. For example, the Campsbourne estate area has become more disadvantaged since the last IMD.
- 6.4 Social inclusion is a cross-cutting theme across many services provided by the council and its partners. In this context, it is important that those activities that support social inclusion are embedded within the work of the Council through the Corporate Plan and within Priority Boards. This will ensure that the comparative outcomes for disadvantaged groups are monitored and reviewed with a view to reducing inequalities.

Scrutiny involvement

- 6.5 Following discussions between the Cabinet Member for Economic Development, Social Inclusion and Sustainability and the Chair of Overview & Scrutiny Committee, it was

agreed that scrutiny could facilitate and support the review of the Fair and Equal Borough Delivery Plan. In particular, it was noted that scrutiny involvement could help through:

- Contributing to a localised and widely owned definition for what a Fair and Equal Borough means for Haringey;
- Establishing a clear set of priorities for the borough and where limited resources can best be targeted;
- Developing a sound evidence based approach that underpin interventions;
- Identifying how work to address social exclusion is embedded within work across the Council.

Aims, objectives and work-plan

6.6 At its meeting on the 25th January 2016, the Overview & Scrutiny Committee approved the scope and plan of work to assist in the review of the Fair and Equal Borough Strategy. This scope agreed to address the following objectives:

- To assess why certain areas and certain communities within the borough have not benefitted as much from London-wide improvements in outcomes;
- To assess whether disadvantaged communities within the borough see themselves as excluded and what do they feel are the key barriers to getting ahead?
- To identify what success may look like for disadvantaged communities;
- To identify what works in supporting disadvantaged communities and helps them to get on;
- To review existing plans to ensure that they are focussed on the right areas to tackle the issues these communities are facing?
- To assess what can be learnt from other boroughs facing similar issues?

6.7 In meeting these objectives it was agreed that a case study approach would be adopted as this would:

- Provide an opportunity to explore how the issues we are concerned with are playing out in some of the most disadvantaged parts of the borough;
- Help to understand the views of our disadvantaged communities and the barriers they face to getting on;
- Facilitate access to organisations that work with the community to help understand about those interventions that work and those that don't.

6.8 In discussion with officers and the Committee it was agreed with local councillors that the Campsbourne Estate (Hornsey) would be used to provide illustrative case study material to support this review. This area was selected on the following basis:

- Using the Index of Multiple Deprivation outcomes this is a disadvantaged area;
- Recent IMD analysis suggests that deprivation in this part of the borough has deteriorated, contrary to the borough-wide trend;
- The area was identified as a concern within the members briefing on social inclusion;
- The area has had less focus to date than other disadvantaged areas which may help to understand some the issues involved;
- Whilst the Campsbourne area is deprived, it is surrounded by more affluent areas that make it different to other deprived parts of Haringey.

Campsbourne Estate area

The Campsbourne Estate covers an area of approximately 25 hectares and is located in Hornsey Ward. The estate is bordered by Alexandra Palace Park to the north and Hornsey High Street to the south. The Heartlands runs along the north-eastern side of the Campsbourne, and the Kings Cross mainline provides an eastern border to both.

There are approximately 500 homes on the estate, most of which are managed by Homes for Haringey on behalf of the Council. Approximately two thirds of these homes are social rent and the remainder leasehold properties.

Whilst there are no medical facilities within the boundaries of the estate, three general practices are located beyond the periphery. A primary school (junior and infants) is also located on the estate at which approximately 400 local children attend.

There are also two supported housing complexes on the estate, which provide support for approximately 75 elderly and disabled people. A Community Centre (CampSpace), operated by Homes for Haringey, is also located on the estate.

6.9 In scoping of the review, Overview & Scrutiny Committee agreed to undertake the review of social inclusion in three stages, which are as set out below:

Stage	Key objectives
(1) Overview of social inclusion and preparation for case study of Campsbourne estate	<ul style="list-style-type: none"> ▪ Obtain overview through analysis of relevant social inclusion research; ▪ Identification of good practice from other local authority areas; ▪ Develop overview of Campsbourne estate, including overview of key data/indicators; ▪ Identification of key areas of focus for the review of the Campsbourne estate.
(2) Case study of the Campsbourne estate	<ul style="list-style-type: none"> ▪ Undertake site visit with members and officers; ▪ Conduct focus groups/ interviews with local stakeholders / services (e.g. housing providers, schools, health services, police, regeneration etc); ▪ Conduct focus group with local residents; ▪ Reflect on emerging conclusions.
(3) Reflection on findings of the case study for our corporate approach to social inclusion	<ul style="list-style-type: none"> ▪ Confirm findings and outcomes from the review; ▪ Consider how the findings from inform the development of our Fair and Equal Borough delivery plan; ▪ Assess how existing corporate plans address the key issues faced in disadvantaged communities in the light of key issues raised by the review.

6.10 To support the progress of this review and specific data collection requirements, a range of methods were employed to ensure the Committee had access to the necessary evidence to assist with its investigation. This included:

- Desk based reviews (performance data, comparative data from other authorities);
- Evidence gathering sessions – with other local authorities;
- Primary data collection – with local stakeholders;
- Site visit – estate walkabout;
- Formal panel meetings - to coordinate, plan and monitor work.

Work completed to date

6.11 In the period February to April 2016, the Overview & Scrutiny Committee has held a number of evidence gathering sessions to support the progress of this work. These are summarised below:

Session No:	Objectives	Key participants
1.	<ul style="list-style-type: none"> ▪ To agree terms of reference and future work programme ▪ Background on social inclusion in Haringey and case study area 	<ul style="list-style-type: none"> ▪ Cabinet Member for Social Inclusion ▪ Director of Public Health ▪ Policy & Performance Officers
2.	<ul style="list-style-type: none"> ▪ Comparative data on how social inclusion is tackled elsewhere 	<ul style="list-style-type: none"> ▪ LB Lambeth ▪ LB Tower Hamlets
3.	<ul style="list-style-type: none"> ▪ Case study site visit ▪ Meet local front line officers 	<ul style="list-style-type: none"> ▪ OSC members ▪ Local ward councillors ▪ HfH officers
4, 5 & 6	<ul style="list-style-type: none"> ▪ Evidence gathering with key stakeholders in case study area 	<ul style="list-style-type: none"> ▪ Local primary school ▪ Local GPs ▪ Housing officers ▪ Neighbourhood Policing ▪ Regeneration

7. Key Emerging themes

7.1 Analysis of evidence received by the panel at the above evidence gathering sessions has highlighted 5 key emerging themes:

- (1) Ensuring children have the best start in life;
- (2) Access to housing;
- (3) Post 16 transitions;
- (4) Mental health – support to improve community participation;
- (5) Social inclusion and access to opportunities.

Ensuring children have the best start in life

7.2 The importance of investing in reducing disadvantage in early life has been highlighted across a wide range of research. The Marmot review¹ – a major strategic review of health inequalities in England post 2010 – noted that improving the start children get in life is crucial to reducing health inequalities across the rest of their life course. According to the review '*Later interventions, although important, are considerably less effective where good early foundations are lacking*'. The review concluded that priority should be given to expenditure on early years services.

7.3 The significant divide in outcomes for children from different backgrounds at the very earliest stages of their life is a key cause for concern. The Child Poverty and Social Mobility Commission's State of the Nation report (2015)² noted that less than half of the poorest children in England are ready for school by age five compared to almost two-thirds of other children. The report also highlighted that the complexity of the childcare funding system is hampering efforts to increase maternal employment. School readiness

¹ Fair Society Health Lives (Marmot Review): A strategic review of health inequalities in England post 2010.

² State of the Nation 2015; Child Poverty and Social Mobility in Great Britain (Child Poverty and Social Mobility Commission), Parliament 2015

and access to childcare were both key issues highlighted by the Haringeystat on social inclusion:

- Some children are already disadvantaged by the age of 5 - non primary English speakers do 14% worse at this stage and children on Free School Meals do 12% worse;
- Take up of childcare free entitlement amongst disadvantaged two year olds is one of the lowest in London.

Best start in life on the Campsbourne

Although the Campsbourne LSOA has a slightly higher proportion of children and young people than the borough as a whole - 71% of tenancies (91 households) on the estate do not have children.

There is a higher proportion of lone parents in the Campsbourne LSOA compared to Haringey as a whole - nearly half of tenanted households with children or 44 households are lone parents. The local primary school also noted a high proportion of single parents.

The local primary school noted that non-English speaking communities needed additional support to help boost achievement, with academic achievement of EAL learners markedly different. It was felt that enrichment for parents would be of particular value – taking parents out of their comfort zone and opening their horizons for their children.

Local services such as the Children's Centre have not been particularly well used and in spite of all the greenery and amenities, children don't really use these.

Areas for further evidence gathering

- 7.4 The panel has so far received only limited evidence on the council's current plans for early years provision. In addition the panel has not examined evidence from other local areas on this theme.

Access to Housing

- 7.5 Housing policy is central to any discussion of social exclusion from the point of view of who is enabled to live where.
- 7.6 Although social housing continues to represent a significant proportion of housing stock within London, the social rented sector has been in decline as a result of sales under Right to Buy and the inability of councils to replace these. As a consequence there has been an increase in the number of low income households renting from private landlords but with public subsidy in the form of Housing Benefit. It has also changed the profile of the social rented sector, which increasingly houses low income and vulnerable households.
- 7.7 Although the majority of social housing stock lost has been through Right to Buy sales, there has also been a slight net loss of social housing as a result of demolition programmes linked to urban regeneration. This has been driven in part by a desire to reduce the concentration of poverty on estates by promoting more mixed communities and tenures. However, there are some concerns about how this process contributes to displacement of the urban poor and the extent to which households have been able to return to those areas from where they have been displaced.
- 7.8 Increasing reliance of poorer households on private sector renting means that displacement of poorer households is now most likely as a result of welfare policy. Reduction of the maximum housing subsidy payable is making large areas of London

unaffordable to low-income households, leaving many households with no choice but to move to the suburbs and beyond. This was a key issue highlighted in evidence from Lambeth council which noted that many families in the private rented sector are being forced out of the borough due to pressures on income. Evidence from Tower Hamlets also illustrated how low welfare changes have disproportionately affected those on low income or benefit dependent households within the private rented sector. Council influence over private sector landlords is limited and in some cases the best advice for households is for them to seek cheaper accommodation further afield.

7.9 The affordability of housing for low income households is a key issue for Haringey, with the Haringeystat on social inclusion pointing to:

- Rising numbers reliant on housing benefit, including an increase in the number of employed residents reliant on housing benefit;
- Low-income residents priced out of the private rental market, with the poorest 10% needing to spend 97% of their income on the average Haringey rent;
- Rising homeless numbers and an increase in the number of households living in temporary accommodation, with a high number of children affected by these issues.

7.10 In Haringey there is also an ethnic and gendered dimension to exclusion from the housing market, with high proportions of black households and single female parents affected by homelessness or reliant on Housing Benefit. The Haringeystat on social inclusion specifically highlighted that:

- 91% of all family heads in temporary accommodation are non White British;
- Two thirds of homeless acceptances are for lone parent households;
- Black households are significantly over-represented amongst housing benefit claimants.

Housing in Campsbourne

The Campsbourne LSOA is predominantly comprised of social rented housing (Homes for Haringey) with 70% of properties social rented compared to 26.8% in the borough as a whole. The Campsbourne estate is comprised of a mixture of social rented and leasehold properties.

The estate houses a large proportion of households that are dependent on Housing Benefit with 68% on full or partial housing benefit.

There is relatively low churn in the population with 50% of social tenants having lived in their properties for 10 years or longer. As such, households are currently likely to be less affected by the issues of affordability or security of tenure experienced by those in temporary or private sector rented housing.

Around 26% of tenancies on the estate are overcrowded, but this is predominantly by no more than 1 bedroom. A number of local professionals talked about issues with overcrowding, including a local GP practice which highlighted the impact of overcrowding and poor condition on the health of its patients. However, it was noted that this was more of an issue for those in private sector accommodation.

The estate itself is not earmarked as part of the Council's estate regeneration programme. However, a new mixed retail and housing development is underway to the west of the estate. It was noted that the challenge for any new development would be

ensuring that it offered benefits to the local community, perhaps most importantly in how the estate is integrated within the wider area.

Areas for further evidence gathering

7.11 The panel has received national evidence and evidence from other local areas on the impact of housing for social exclusion but has not yet received any evidence on the Council's existing housing plans, including planned estate regeneration and housing development. The Campsbourne case study provides a view of the experience of disadvantaged families in social housing but the experience of those in private sector housing and temporary accommodation, which has been raised as a significant issue, has not been explored in any detail.

Post 16 Transitions

7.12 Improving overall outcomes at GCSE has been a particular focus across London, including within Haringey. London boroughs have also compared well to the national picture in terms of the attainment gap between disadvantaged pupils and their peers. A 2015 study on the performance of disadvantaged pupils in London noted that, whilst there was no advantage for disadvantaged pupils compared to those in the rest of England at age 5, pupils showed faster improvements between ages 5 and 11. The study concludes that improvements were a result of gradual improvements in school quality.³

7.13 In spite of the positive outcomes for disadvantaged students at GCSE level, the Haringeystat on social inclusion noted that:

- There is still a 17% gap in attainment at GCSE between pupils on Free School Meals and other pupils;
- 40% of students in Haringey still leave school without 5 A*-Cs;
- Children from disadvantaged areas and ethnic minority groups are more likely to end up within the NEET cohort (Not in Employment Education or Training);
- There continues to be an ethnic dimension to unemployment in the borough, with 17% more White British in employment in the borough than the rest of the population.

7.14 These findings tally with key messages highlighted by other London boroughs that the panel heard from where it was suggested that significant improvement in education outcomes is not translating into improved outcomes at Further Education level or improved employment outcomes for London's disadvantaged young people.

7.15 Inequality post 16 was a key theme within the Child Poverty and Social Mobility Commission's 2015 State of the Nation report. The report notes that young people from poor families are far less likely to go to university, attend a top institution or access certain elite professions. Non graduates therefore tend to come from low income backgrounds and often end up in low pay, low progression careers. The report argues that to address this inequality, the UK needs to:

- Create a higher education and professional employment system where access to the top jobs and best universities is based on aptitude and ability not background and birth;
- Reduce the divide between youngsters who go on to university and those who do not – placing greater priority on the non-graduate track into employment.

7.16 The Lord's Committee on Social Mobility has recently published its 2015/16 report *Overlooked and left behind: Improving transition from school to work for the majority of*

³ CASE, *Understanding the improved performance of disadvantaged pupils in London*, September 2015

young people. The committee focussed on how the UK government could ensure that all young people are offered a high quality career path after they leave school. Key conclusions of this review include:

- Many students leave the educational system without the skills necessary for work and life;
- Existing recruitment practices hinder upward mobility – reliance on informal means of recruitment disadvantages those young people without existing social networks;
- Expansion of higher education has served some groups well but disadvantaged those already underserved by the education system;
- There is a culture of inequality between vocational and academic routes to work. Government policies, funding and incentives all support a focus on academic achievement at GCSE and A level meaning those who don't achieve at this level are poorly served by the system;
- Non-academic routes to employment are complex, confusing and incoherent and do not guarantee routes into good quality employment;
- Apprenticeships are a good way of upskilling people for the future economy but only 6% of 16-18 year olds follow this route. There is a need to support young people who do not follow a pathway to university or an apprenticeship to make successful transitions into the workplace by other routes;
- There is a pressing need for young people to be clearer about the decisions they face at an early age and the future employment options available to them.
- Transitions to work take longer for some young people but this is not recognised in the current inflexible format of 16-18 or 16-19 education;
- An increased role for employers is fundamental to improving school to work transitions.

7.17 Many of the issues covered within the Social Mobility Commission's report chime with evidence that has been presented to the Overview and Scrutiny Panel during its social inclusion review but also reflects some of the issues considered by the Children and Young People's Panel in their separate review on Youth Transitions.

7.18 The Children and Young People's Scrutiny Panel reported their interim findings on Youth Transitions in July 2015. The panel's review focussed particularly on the issue of young people who are at risk of becoming NEET and what kind of interventions might assist in helping them to avoid this. Some of the panel's initial conclusions were:

- Young people with proactive parents or carers appeared to be a lot better placed than others in terms of their future plans;
- The career plans of some young people seemed unrealistic and these young people also lacked a back-up plan if they were unsuccessful;
- Young people are not receiving support and guidance covering the full range of options available;
- Some young people felt there was a negative perception of the local area and that this linked to low expectations.

7.19 As part of their social inclusion review, the panel received evidence from the Tottenham People Programme regarding recent research with local unemployed residents. The research explored local people's perceptions of the reasons for unemployment in Tottenham, with many highlighting a lack of jobs as a key factor. Lack of support and careers advice, lack of qualifications, and lack of experience and skills also featured highly in responses.

- 7.20 The low number of jobs per resident in Haringey compared to other parts of London is already an area of concern within Haringey's Young People's Strategy, highlighting the need for local young people to be better equipped to access work across the capital. The Tottenham team felt there were a number of reasons why young people in the area were less likely to access jobs outside the borough, including travel costs, a lack of ambition from parents for their children to look further afield for work, and young people feeling more comfortable working in the local area as this is what they know.
- 7.21 Approaches that were considered to be most effective in improving young people's routes to work included:
- A greater focus in schools on preparing young people for what they can do with what they have when they leave school;
 - Developing strong relationships with businesses - Tailored pre-employment; activity linked to the requirements of specific businesses was felt to be particularly effective, such as the approach taken by Works Works in Tottenham;
 - Providing young people with positive examples and support from people who have come from the same background as them.

The Campsbourne: Giving young people the best start in life

The Campsbourne LSOA has a slightly younger population profile compared to the rest of the borough with 23.6% of the population aged 0-15 compared to 20% in the borough as a whole. In 2015? 8 out of 15 children on the Campsbourne taking GCSEs got 5 A*-C including English and Maths (53% of the cohort).

Professionals working on the estate reflected on their experiences of working with young people who had not had a good school experience, some of whom were drawn into crime because they saw no other prospects. They highlighted the importance of engaging with these young people at an early enough stage to show them there was the potential for a different option. Homes for Haringey had previously run a training programme on the estate with a small number of youths with some positive outcomes achieved.

Areas for further evidence gathering

- 7.22 The panel has so far received only limited evidence on the council's current plans for post-16 provision. In addition the panel has not examined evidence from other local areas on this theme. This theme aligns with the Children's Scrutiny Panel review of youth transitions and any further evidence gathering should therefore coordinate with this review.

Mental Health - How to improve support and participation in community life

- 7.23 People with long-term mental illness are among the most excluded in society and this emerged as a key theme within the social inclusion Haringeystat. In particular:
- Mental health prevalence in Haringey is the 10th highest in London;
 - 20 GP practices within the borough have seen an increase in mental health prevalence between 2012-15;
 - Only 6% of those receiving secondary mental health services are in employment;
 - A high proportion of Employment Support Allowance and Incapacity Benefit claimants have mental health problems, representing 46% of ESA/IB claims.
- 7.24 Employment outcomes for benefits claimants with mental health problems has been a key issue nationally, with 2015 figures indicating just 1 in 10 of claimants with mental health

problems were helped into work by the Government's Work Programme. The November 2015 Spending Review announced a new Work and Health Programme for claimants with health conditions or disabilities and those unemployed for over 2 years which will replace Work Programme and Work Choice contracts from 2017.

- 7.25 Rethinking employment pathways for Employment Support Allowance claimants with mental health problems is a key focus for London authorities, including as part of sub-regional devolution deals. The panel heard in particular from Graeme Cook (Institute of Public Policy Research) regarding the mental health and employment work underway in Islington and from Haringey officers regarding the health devolution pilot being developed in the borough.
- 7.26 Engagement with those out of work or on the brink of employment has pointed to a lack of understanding of health conditions from employers and job centres but also a culture amongst health professionals which does not encourage work. The employment devolution agenda has therefore focussed specifically on raising employment up the health agenda, thinking about employment as a contributing factor to health. Islington has been trialling the use of Individual Placement Support – an evidence-based approach to supported employment for people with a severe mental illness delivered within primary and community care settings. IPS supports people's efforts to achieve steady employment in mainstream competitive jobs with international evidence indicating that 'place then train' models are more effective than traditional approaches such as vocational training in successfully getting people into work.
- 7.27 The Haringey devolution pilot is exploring 3 key areas:
- Prevention and early help for people at work through an asset based discussion linked to the fit note and enhanced support for employers. It was noted that this area of work is currently under-tested and there are challenges within the context of tight resources to identify who to target.
 - Developing a better understanding of the ESA Work Related Activity Group and exploring alternative forms of support outside the Work Programme within the local economy
 - Improving collaboration between partners to identify long-term claimants in the ESA support group who should be offered intensive IPS type support to return to work

An evidence based proposal will be developed by December with the proposed approach to be rolled out by April 2017.

Mental health issues in Campsbourne

Hornsey Park medical practice is the nearest to Campsbourne and has one of the highest mental health prevalence rates in the borough. Concerns about high levels of mental health issues were also raised by a number of professionals working with residents from the Campsbourne, including the local primary school and the ASB team. It is unclear what is driving mental ill health in the area though Post-Traumatic Stress Disorder for those coming from war torn areas was highlighted as an issue. The profile of the area also indicates high levels of financial distress which has been identified as a contributory factor to mental health and anxiety.

There are high levels of claims for Employment Support Allowance on the Campsbourne estate compared to the rest of the borough. The Hornsey Park practice noted a high

proportion of patients were diagnosed with depression and that these patients were often some distance from re-entering the job market.

Some professionals raised concerns about access to the professional support needed and a lack of support networks for some with poor mental health. It was felt that there needed to be more opportunities for contact with professionals to informally signpost people for help or opportunities to meet with other peers for informal support.

Areas for further evidence gathering

7.28 The panel heard evidence on current approaches to tackling labour market disadvantage for those with mental health issues, including the evidence based approach being implemented in Islington. Haringey is developing a structured approach to mental health and employment linked to its health devolution pilot. It is proposed that progress on the evidence based proposal being developed for this pilot is reported back to the panel by December 2016.

Social isolation and access to opportunities

7.29 Social exclusion concerns the incomplete or unequal integration of certain groups and individuals into society. Disadvantaged groups tend to be more socially isolated and have more limited social networks with which to access resources and opportunities. This has been a recurrent theme of the scrutiny review (as highlighted below) with the Campsbourne community frequently referred to as poorly connected to wider opportunities and amenities within the borough and further afield.

7.30 This relative insularity was also highlighted as a feature of other disadvantaged communities within the borough, with evidence that young job seekers in Tottenham are unlikely to look for work outside the borough and that people in the area perceive that certain opportunities aren't meant for people like them. The resources and networks that disadvantaged communities are able to access has implications for the borough's ambitions to ensure that all residents can benefit from growth opportunities – suggesting that simply creating new job opportunities in the area isn't going to be enough to help those who are socially excluded.

7.31 The panel heard from Lambeth Council regarding the development of their Financial Resilience Strategy. The Council has undertaken extensive ethnographic research with households on low incomes. Specific issues highlighted by the research included:

- A majority of those in the study seemed to move in 'poverty circles' – with all of their regular associates in similar financial circumstances;
- Healthy and stable relationships contributed to resilience, providing cash and non cash support and sources of positive social capital, such as positive role models. Conversely relationship breakdown often cut people off from broader social networks and support;
- Connections and interactions with agencies could also be a vital asset, especially in times of crisis.

7.32 Lambeth has developed an assets based approach which looks to build on the personal and social assets of individuals and aims to develop their skills and confidence so they are able to support themselves, be resilient and make the most of opportunities for the long-term. The borough has therefore invested in projects which enable residents to support each other and increase their skills, such as digi-buddies and money champions.

7.33 The Panel also received evidence around work in Haringey to reduce social isolation and develop better more supportive networks for isolated or excluded individuals. Those at

particular risk of social isolation include carers, lone parents, people with long-term health conditions and older people living alone. A number of projects to tackle social isolation have been led by the Haringey Advisory Group on Alcohol (HAGA) such as the Neighbourhood Connects project. Neighbourhood Connects is a community based project aimed at enabling people to be more connected to their community. The projects takes an asset based approach, connecting people to tailored and relevant opportunities and engaging them in community activities.

- 7.34 Another recurrent theme of the review has been the need to develop sustainable approaches when engaging with disadvantaged communities. Professionals noted a history of short-term projects and programmes introduced in these areas to support local people which were not sustainable once funding streams came to an end. Much knowledge and experience was lost with the demise of project work and residents also became weary of a constant cycle of new schemes. It was felt that further thought should be given to the sustainability of projects, embedding these in permanent services or looking to train local residents to deliver outcomes in the longer-term.

Social isolation and access to opportunities on the Campsbourne

A number of evidence sessions highlighted a perception that the estate is closed off from the wider area with few accessing the estate that don't live there and few of those on the estate accessing opportunities beyond it. There was a feeling that the physical construction of the estate and its geographical location contributed to this relative isolation. Professionals pointed to a lack of local infrastructure or a focal point for the estate that residents could congregate around and a lack of good public transport connectivity. It was felt that schools and other public buildings represented a potential resource for bringing the community together.

Insularity on the estate is partly also about aspirations and perceptions of belonging. It was noted that despite the proximity of Alexander Palace and Park to the estate, many estate residents did not make use of these facilities and felt that such opportunities were 'not for them'. Although numerous residents associations feed into developments at Alexander Palace none advocate for or represent Campsbourne residents. Whilst some activity to promote external interests and aspirations already take places, more needs to be done to promote the aspirations of local people to extend opportunities beyond the estate.

Professionals noted that it was difficult to engage local residents on the estate and pointed to low levels of community participation. A lack of language skills was felt to be one component of this, particularly amongst the Turkish speaking community and older community members.

Social networks were also felt to be underdeveloped and limited to those with a similar social background. This was highlighted particularly through the example of the local primary school, where increasing preference for the school amongst middle class families was leading to more divided social connections rather than greater inclusion. However, after-school activities had been successful in facilitating the mix of different cultural and social groups of families and had helped socially isolated parents and families to engage with others and to develop supportive networks.

Areas for further evidence gathering

- 7.35 The panel has heard about good practice approaches to reducing social isolation and increasing resilience amongst disadvantaged communities, including Lambeth's asset based approach to financial resilience and Haringey's Neighbourhood Connects project. The panel may wish to explore this issue further in relation to the Council's regeneration programmes, in particular consideration of the Tottenham People's Programme.
- 7.36 Social isolation and exclusion has been a key theme relating to the Campsbourne and it is suggested that it would be helpful to explore in more detail through the planned focus group with residents from the estate.

8. Next Steps

Stage 1 – Overview of social inclusion

- 8.1 In the first stage of the review, the scrutiny panel received a range of evidence providing background to the review topic of social inclusion. This has included national research - for example from the Centre for Social Exclusion - and evidence from other local areas on their approach to tackling local disadvantage.
- 8.2 The panel has also considered high level data highlighting key themes specific to social inclusion within Haringey, including the Haringeystat on social inclusion.
- 8.3 Finally, the panel has received evidence on some of the Council's current activities which link to the social inclusion agenda, including the health devolution pilot and the Business in the Community work completed within Tottenham.

**It is recommended that the panel:
Confirm the key conclusions arising so far from the review (as set out in sections 7.1-7.36)**

Stage 2 – Case study of the Campsbourne estate

- 8.4 The scrutiny review is taking a case study approach focussed on the Campsbourne estate. This approach is intended to enable the panel to better understand how social inclusion is playing out in some of the most disadvantaged parts of the borough.
- 8.5 To date the panel has completed a site visit of the estate area and has received evidence from local services working in the area, including the police, local primary school, housing officers and health practitioners. The next phase of the case study will be to engage with local residents from the Campsbourne estate.
- 8.6 The intended objectives of resident engagement as set out within the review scope are to explore:
- Whether residents in the case study area see themselves as excluded
 - What local residents feel are the key barriers to getting ahead
 - What success looks like for these communities
- 8.7 The panel has previously discussed options for running focus groups with local residents on the Campsbourne estate as the main vehicle for conducting this resident engagement.
- 8.8 A list of proposed discussions topics to shape the focus group discussion has been drafted which is attached as Appendix A This list is based on key issues relating to the

Campsbourne estate raised in discussions with professionals as part of the evidence presented to the panel to date.

- 8.9 Given their close links with residents on the estate and experience in conducting engagement work of this type, it is proposed that the Homes for Haringey resident's engagement team support recruitment and delivery of the focus groups.
- 8.10 It is proposed that a minimum of three focus groups should be arranged, one of which is undertaken with Turkish speaking communities on site.

It is recommended that the panel agrees:

- **The proposed discussion topics for the focus groups as set out in Appendix A**
- **That Homes for Haringey are engaged to support the recruitment and delivery of the focus groups**

Stage 3 – Reflection on findings of the case study for our corporate approach to social inclusion

- 8.11 The third stage of the scrutiny review is intended to assess how well our existing corporate plans are addressing the key issues faced in disadvantaged communities and to inform the development of the Council's Fair and Equal Borough delivery plan. Key objectives of this work will be to:
- Agree a localised definition of what a Fair and Equal borough means for Haringey
 - Establish a clear set of priorities
 - Identify how work to address social exclusion will be embedded within the work of the Corporate Plan priority boards
- 8.12 The scrutiny panel review is taking place alongside a series of discussions with the Corporate Plan priority boards, reviewing how the boards are contributing to the Fair and Equal Borough theme through their delivery plans. To date initial discussions have been held with Priority 1 Board and Priority 2 Board. These discussions have focussed on:
- Reviewing existing plans and indicators where equality targets have been set
 - Understanding the board's priorities for inclusion and where the board feels resources should be focussed
 - Identifying where there may be gaps in the coverage of inclusion issues within existing indicators and plans, including where stronger links are needed across the priority boards to address inclusion themes
- 8.13 It is proposed that stage 3 of the review is structured around the plans of the five delivery boards, with representatives from each board invited to provide evidence to the panel in terms of how their current delivery plans are taking account of the needs of disadvantaged and excluded groups within the borough.
- 8.14 In advance of these meetings, the panel may wish to agree a list of key lines of enquiry to discuss with each board, including any particular plans/ areas of work they wish to examine in more detail. Based on the evidence received to date by the panel, the following are proposed as potential lines of enquiry:

Priority No.	Potential lines of enquiry
Priority 1	<ul style="list-style-type: none"> ▪ How is the priority board addressing early disadvantage? – including through the development of an early help model ▪ Plans around post 16 transitions – including pre-16 work with schools

Priority 2	<ul style="list-style-type: none"> ▪ Mental health and employment – further report/ update on the health devolution pilot once local proposals are finalised ▪ How are our current plans targeted at improving the resilience of vulnerable adults?
Priority 3	<ul style="list-style-type: none"> ▪ How are we ensuring access to the borough’s key amenities for our disadvantaged communities? ▪ How is our work on gangs and VAWG addressing the needs of disadvantaged groups?
Priority 4	<ul style="list-style-type: none"> ▪ How are our plans around post 16 transitions addressing the needs of disadvantaged groups?– including area skills review, apprenticeships ▪ How are our regeneration plans ensuring benefits are felt by all sections of the community?– including an overview of the Tottenham People programme
Priority 5	<ul style="list-style-type: none"> ▪ How are we looking to improve the experience of low income groups in temporary and private sector accommodation?

It is recommended that the panel agree to hold further evidence gathering sessions for the following:

- a) to obtain further evidence to assist the review as identified in 7.4; 7.11; 7.22; 7.28 and 7.35 of this report;
- b) to hear from corporate priority leads on how delivery plans are tackling exclusion among disadvantaged groups;
- c) to review the evidence received and draw conclusions and recommendations from this work.

9. Contribution to strategic outcomes

9.1 The work of the Overview & Scrutiny Committee will directly contribute to the corporate priorities of the Council, as the resulting conclusions and recommendations will inform the update of the Fair and Equal Borough Strategy and associated action plans.

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

Finance and Procurement

10.1 This is an interim report setting out the conclusions drawn by the panel so far and setting out next steps. As such there are no financial implications at this stage. Once the panel has made its recommendations there will need to be an assessment of any implications arising from those recommendations and this will be taken into account in the council’s response.

Legal

10.2 There are no legal implications arising from the recommendations sought in the report.

Equality

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

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;

- Advance equality of opportunity between people who share those protected characteristics and people who do not;
- Foster good relations between people who share those characteristics and people who do not.

10.4 Once complete, the work of the Overview & Scrutiny Committee will be expected to reduce inequality and promote social inclusion through:

- Contributing to a localised and widely owned definition for what a Fair and Equal Borough means for Haringey;
- Establishing a clear set of priorities for the borough to focus social inclusion work;
- Developing a sound evidence based approach that underpin social inclusion interventions;
- Identifying how work to address social exclusion is embedded across the Council.

11. Use of Appendices

Appendix A is a draft schedule for focus groups.

12. Local Government (Access to Information) Act 1985

Appendix A – Outline focus group schedule (DRAFT)

Timing		
2-3 mins	<p>Introduction and housekeeping:</p> <ul style="list-style-type: none"> • Welcome and thanks for coming • Introduce moderator and scribe • Ensure everyone has completed consent form (explains the purpose of the focus groups, that participation is voluntary, that the session will be recorded and information provided will not be identifiable) 	
1min	<p>Outline some rules of engagement:</p> <ul style="list-style-type: none"> • It's important that everyone participates and everyone's contribution is respected • Information provided in the focus group must be kept confidential • Turn-off mobile phones if possible 	
2-3 mins	<p>Purpose</p> <ul style="list-style-type: none"> • Who we are and what we're trying to do • What will be done with this information • Why we asked you to participate <p>The purpose of this focus group is to help us to understand the experiences of people living on the Campsbourne estate. At today's session we particularly want to explore:</p> <ul style="list-style-type: none"> • How you feel about the area where you live • The key issues which you feel affect your quality of life • Your access to services, opportunities and places within the borough and beyond • Your aspirations and what affects your ability to achieve these <p>As participants to introduce themselves and confirm how long they have lived on the Campsbourne.</p>	
	<p>Any questions.....</p>	
15-20 mins	<p>Discussion topic 1 (Quality of life)</p> <p>What it's like living in Campsbourne:</p> <ul style="list-style-type: none"> • What makes an area a good place to live? • What are some of the positive things about living on the Campsbourne estate/in Haringey borough? • What are some things that aren't so good about this as a place to live? <p>Wellbeing:</p> <ul style="list-style-type: none"> • What are the most important things that contribute to health and wellbeing? 	

	<ul style="list-style-type: none"> • What are the most important things that you think would improve your own health and wellbeing? 	
15-20 mins	<p>Discussion topic 2 (Access to opportunities)</p> <p>Access to opportunities:</p> <ul style="list-style-type: none"> • What opportunities/ services do you regularly access? • What services do you feel have made the biggest difference to your quality of life/ wellbeing and why? <p>Accessing opportunities outside of the immediate area:</p> <ul style="list-style-type: none"> • To what extent do you feel able to access services/ opportunities/ public spaces across the borough? Explain. • Do you access services/ opportunities outside of Haringey? If not, why not? • Are there opportunities/ services/ places you don't feel you can access and if so, why not? • Do you engage in any community activities? If not, why not? 	
15-20 mins	<p>Discussion topic 3 (social inclusion/ resilience/ aspirations)</p> <ul style="list-style-type: none"> • What does success look like for you? • What are your current aspirations? – For you/ for your family? • What do you think helps you most to achieve these (goals)? • What do you stops or limits you from achieving these (goals)? 	
	<p>Closing questions: Of all the things discussed today what to you is the most important?</p>	

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Report for: Overview and Scrutiny Committee – 6 June 2016

Item number:

Title: Scrutiny Review of Cycling

Report authorised by: Cllr Charles Wright, Chair, Overview and Scrutiny Committee

Lead Officer: Robert Mack, Principal Scrutiny Officer, tel: 020 8489 2921, e-mail rob.mack@haringey.gov.uk

Ward(s) affected: All

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

1. Describe the issue under consideration

1.1 Under the agreed terms of reference, the Overview and Scrutiny Committee (OSC) can assist the Council and the Cabinet in its budgetary and policy framework through conducting in-depth analysis of local policy issues and can make recommendations for service development or improvement. The Committee may:

- (a) Review the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- (b) Conduct research to assist in specific investigations. This may involve surveys, focus groups, public meetings and/or site visits;
- (c) Make reports and recommendations, on issues affecting the authority's area, or its inhabitants, to Full Council, its Committees or Sub-Committees, the Executive, or to other appropriate external bodies.

1.2 In this context, the Overview and Scrutiny Committee on 27 July 2015, agreed to set up a review project to look at the development of cycling as a mode of transport. The final report is attached at **Appendix 1** details the conclusions and recommendations of the Committee.

2. Cabinet Member Introduction

N/A

3. Recommendations

3.1 That the Overview and Scrutiny Committee approve the report and its recommendations; and

3.2 That the report be submitted to Cabinet for response.

4. Reasons for decision

- 4.1 The Committee is requested to approve the report and the recommendations within it so that it may be formally referred to the Council's Cabinet for response.

5. Alternative options considered

- 5.1 The Overview and Scrutiny Committee could decide not to approve the report and its recommendations, which would mean that they could not be referred to Cabinet for response

6. Background information

- 6.1 The rationale for the setting up of the review, including the scope and terms of reference, is outlined in paragraphs 1.1 to 1.3 of the report.

7. Contribution to strategic outcomes

- 7.1 Increasing the use of cycling as a mode of transport as it is one of the Council's key priorities within the Corporate Plan for 2015-18. Objective 3 within Priority 3 of this states: "We will make Haringey one of the most cycling and pedestrian friendly boroughs in London".
- 7.2 The Council's role is stated as being to promote cycling and walking by introducing a 20 mph speed limit, increasing dedicated cycle lanes and encouraging sustainable forms of transport through a smarter travel campaign.

8. Statutory Officers Comments

Finance

- 8.1 The cost of this Scrutiny review has been contained within existing budgets. Where there are financial implications of implementing the recommendations within this report, it is important that the recommendations are fully costed and a funding source identified before they can be agreed. If the recommendation requires funding beyond existing budgets or available external funding, then Cabinet will need to agree the additional funding before related works can proceed.
- 8.2 Areas where there are potential additional costs to the Council include the development or revision of strategy documents, reviews of road infrastructure and installation of new facilities.

Legal

- 8.3 Under Section 9F of the Local Government Act 2000 ("LGA"), the Overview and Scrutiny Committee has the power to make reports or recommendations to Cabinet on matters which affect the Council's area or the inhabitant of its area. Reports and recommendations will be presented to the next available Cabinet meeting together with an officer report where appropriate.

- 8.4 The Overview and Scrutiny Committee must by notice in writing require Cabinet to consider the report and recommendations and under Section 9FE of the LGA, there is a duty on Cabinet to respond to the report, indicating what (if any) action Cabinet, proposes to take, within 2 months of receiving the report and recommendations.

Equality

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

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- Advance equality of opportunity between people who share those protected characteristics and people who do not;
- Foster good relations between people who share those characteristics and people who do not.

- 8.7 The Panel has aimed to consider these duties within this review and, in particular;

- How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;
- Whether the impact on particular groups is fair and proportionate;
- Whether there is equality of access to services and fair representation of all groups within Haringey;
- Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.

- 8.8 The report particularly highlights lower levels of cycling amongst women, older people and some ethnic minority communities and its recommendations aim to address these issues.

9. Use of Appendices

Appendix 1 – Scrutiny Review of Cycling

10. Local Government (Access to Information) Act 1985

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Scrutiny Review: Cycling

A Review by the Environment and Community Scrutiny Panel

2015/16

Panel Membership	Cllr Adam Jogee (Chair)
	Cllr Pat Berryman
	Cllr John Bevan
	Cllr Barbara Blake
	Cllr Sarah Elliott
	Cllr Bob Hare
	Cllr Sheila Peacock
	Mr I Sygrave (Co-opted Member)

Lead Officer: Robert Mack, Principal Scrutiny Support Officer
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Contents:	page
Chairs Foreword	4.
Recommendations	5.
Background	7.
Introduction	9.
Action to Increase Cycling	12.
Haringey's Strategic Approach	15.
Developing Haringey's Cycling Infrastructure	18.
Cycle Parking and Security	22.
Promoting Behaviour Change	24.
Case Studies; Cambridge and Waltham Forest	26.
Appendix A; Participants in the Review	28.

CHAIR'S FOREWORD

The wide remit of the Environment and Community Safety Scrutiny Panel is such that we could have chosen any one of very many topics to look into over the past year.

We chose an area that would not only fall under remit but was relevant to the Council's aim of building a happier and healthier Haringey.

Cycling can often be viewed as a niche issue for our families and communities but it is, in many ways, a debate about the sort of streets that we want and the neighbourhoods we live in.

Cycling can play a significant part in making our streets clean, welcoming, safe and healthy places. There have been massive increases in cycling in London over recent years but there is still huge untapped potential for further increases in bike use in the suburbs. Realising this potential could mean fewer cars, less congestion, cleaner air and a more active population so the benefits may very well be considerable.

There is significant work being undertaken to regenerate parts of Haringey, especially in Tottenham and the east of the borough, and this should provide particular opportunities to develop further the cycling infrastructure across the borough.

There is an element of truth in the stereotypical view of cyclists being “middle aged men in lycra” but this is only because cycling is still viewed by many as being just for the quick and brave. In order to increase cycling significantly, it needs to become viewed as a normal activity undertaken by a wide range of people in terms of age, gender, class, economic background and ethnicity.

This means people cycling to meetings in their work clothes, to the shops, to meet friends and to travel to school. Before this can happen, people need to feel secure and able on their bikes and safe spaces for them need to be created. There is clear evidence from elsewhere that once people feel safe, they will cycle and in large numbers too.

Proposed improvements to the cycling infrastructure elsewhere have not always met with universal approval though and at times have been more than controversial. The evidence is that they often have the support of the majority of people though and in many cases are frequently viewed as improvements to streets where the various infrastructure works have been implemented. However, it is clear that these works require strong political commitment to see them through.

The committee and I believe that Overview and Scrutiny can play a very useful role in this process because of its bi-partisan make up and its focus on consensus led results.

This review is intended to complement and support the work that is being done by

the Council, its partners and recognises that making cycling a more frequent and accessible part of life in Haringey is a long term objective. The Dutch cycling infrastructure was not created overnight and it would therefore be realistic to view improvements as being incremental.

Most other local authorities are also taking action to increase the use of cycling as a mode of transport and we have tapped into some of their experience in our review so we can hopefully benefit from emulating some of the things that have worked well elsewhere.

We have worked hard to ensure that all relevant stakeholders have been included and received input from Haringey Cycling Campaign, schools and areas, including Cambridge and Waltham Forest.

I am grateful to the Panel, Councillor Toni Mallett, the Council Cycling Champion, and Councillor Stuart McNamara, the former Cabinet Member for Environment.

I hope that our recommendations can make a useful contribution to further developing cycling in Haringey



Councillor Adam Jogee
Chair

RECOMMENDATIONS:

Haringey's Strategic Approach

1. That, as part of the forthcoming Cycling and Walking Strategy, a transformational vision for cycling be developed by the Council for the borough and promoted as part of a wider "Living Streets" strategy, encompassing both walking and cycling and backed up with strong and committed political will. (Paragraph 4.6)
2. That the overriding priority of the cycling content of the Council's forthcoming Cycling and Walking Strategy be to create a high quality cycle network that is, as far as possible, segregated from road traffic where speed differences between cycles and motor vehicles are large or where traffic volume is heavy. (4.8)
3. That, in order to promote and develop cycling in the borough further, a dedicated post of cycling officer be created, with an overarching responsibility for all aspects of the development of cycling within the borough. (4.9)
4. That quarterly meetings regarding cycling issues be scheduled between relevant officers, the Cabinet Member for Environment and Haringey Cycling Campaign and linked into meetings of the Transport Forum. (4.10)
5. That the structure of the Transport Forum be reviewed so that it encourages wider involvement of the community, particularly pedestrians and cyclists. (4.10)

Developing Haringey's Cycling Infrastructure

6. That the long term cycle route network for the borough and priorities within this be clearly publicised within the new Cycling and Walking strategy. (5.7)
7. That the long term cycle route network includes provision for a specific east-west route that crosses the borough. (5.7)
8. That cycle infrastructure projects be piloted in the first instance wherever possible in order to provide the necessary flexibility to amend them if necessary so that concerns raised by of residents may be responded to effectively. (5.8)
9. That the Council's Regeneration, Planning and Development Service undertake a review of cycle pinch points to ensure that these do not compromise the safety of cyclists. (5.13)
10. That the Cabinet Member for Environment be requested to confirm that the Council's policy remains that that parking on corners is prohibited and, if so, that it is enforced. (5.13)
11. That action be taken by the Regeneration, Planning and Development Service to increase the number of exemptions for cyclists from one way restrictions and

that these be signposted clearly and trialled in the first instance in order to ensure that they do not compromise the safety of pedestrians. (5.15)

12. That the Regeneration, Planning and Development Service be requested to;
 - (a). Commission a review of cycle paths within the borough where there is shared use with pedestrians; and
 - (b). Investigate methods of slowing cycles and deterring motorcycles and scooters which do not impact on cyclists using trailers, child tag-alongs and cargo cycles. (5.17)
13. That an annual cycle ride around the cycling infrastructure be undertaken by relevant officers with representatives of Haringey Cycling Campaign and interested Councillors to determine any issues relating to it that require attention, particularly signage and repairs. (5.18)

Cycle Parking and Security

14. That strong support be given to a major expansion by the Council, working with Transport for London, of the amount of secure cycle parking, such as bike hangars. (6.3)
15. That the Environment and Community Safety Service install additional bike racks where genuine demand can be demonstrated. (6.3)
16. That a feasibility study should be undertaken to see if secure and contained cycle parking facilities, similar to that provided by cycle hubs in Waltham Forest and part financed by a charge to users, could be established in Haringey. (6.4)
17. That clarification be provided on the procedure and responsibility for the removal of abandoned bicycle parts from cycle parking facilities and the timescale involved and that specific action be taken to speed up this process. (6.10)

Promoting Behaviour Change

18. That Haringey Cycling Conference be made into a bi-annual event but with a wider focus, including walking and “living streets” initiatives. (7.4)
19. That a Haringey Cycling Charter for schools should be developed as a way of building and extending the work that had been undertaken by North Haringay School and that this include cycle training and facilities. (7.8)
20. That further efforts be made to engage with secondary schools within the borough and include them in cycle training provided as part of the Smarter Travel programme. (7.9)

1. BACKGROUND

- 1.1 The Panel decided to commission a review focussing on increasing the use of cycling as a mode of transport as it is one of the Council's key priorities within the Corporate Plan for 2015-18. Objective 3 within Priority 3 of this states: "We will make Haringey one of the most cycling and pedestrian friendly boroughs in London".
- 1.2 The Council's role is stated as being to promote cycling and walking by introducing a 20 mph speed limit, increasing dedicated cycle lanes and encouraging sustainable forms of transport through a smarter travel campaign.

Terms of Reference/Objectives

- 1.3 The terms of reference for the review were as follows:

"To consider how and make recommendations on how the Council can develop further its strategy on for increasing the use of cycling for travel and, in particular:

- The targeting of investment in the cycling infrastructure in order to achieve maximum benefit;
- How can the Council maximise the take up of cycling;
- The balance between work to develop the cycling infrastructure and encouraging behaviour change;
- Successful initiatives undertaken by other local authorities and especially other London boroughs; and
- To what extent cycling can help address the borough's regeneration and growth agenda."

Sources of Evidence:

- 1.4 Sources of evidence were:

- Research documentation and relevant local and national guidance;
- Interviews with key stakeholders and local organisations; and
- Visits to and investigation of practice in other local authority areas, including Cambridge and Waltham Forest.

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

Membership

- 1.6 The membership of the Panel was as follows:

Councillors: Adam Jogee (Chair), Pat Berryman, John Bevan, Barbara Blake,

Sarah Elliott, Bob Hare and Sheila Peacock

Co-opted Member: Mr I Sygrave (Haringey Association of Neighbourhood Watches)

2 INTRODUCTION

Growth in Cycling

- 2.1 Cycling is now being used as a mode of transport by a rapidly increasing number of people in London. Between 2008 and 2014, there was a 33% increase in the number of cyclists on London's roads and growth in 2010 alone was 10.3%. A recent report from the Mayor's office revealed that in Zone 1, 32% of all vehicles on the roads are now bicycles during the morning rush hour. On some main roads, up to 70 per cent of vehicles are bicycles and in three years time it is estimated that the number of people commuting to central London by bike will overtake the number commuting by car.
- 2.2 This London wide growth has been reflected in Haringey, which saw an increase in volume of 73% between 2001 and 2012. 3% of trips are now made by bicycle within Haringey. This compares well to the London average of 2.7% and is above the level of most other suburban boroughs. 8% of Haringey residents are regular cyclists, whilst 14% are "occasional" or "irregular". 49% of residents nevertheless have access to a bike, compared to a figure of 35% for London as a whole. It is also of significance that car ownership across London is declining and only 46% of Haringey residents currently have access to a car.
- 2.3 Whilst the figures for the increase in cycling are impressive, there is still considerable potential for improvement. Pan London statistics do not reflect the position in a large number of London boroughs and particularly outer London as they are distorted by comparatively high levels in a few inner London boroughs, such as Hackney, Lambeth and Southwark. 97% of trips in Haringey are currently not by bicycle and 71% of residents never cycle. A Transport for London report in 2010 illustrated the scope for improvement and estimated that about 37% of trips in Haringey were potentially cyclable. These were journeys which it was considered could reasonably be cycled all the way. Only about 6% of these potential cycle trips were being realised.
- 2.4 Another key issue is that the demography of those people who cycle does not reflect the diversity of London's population;
- 66% are male;
 - 67% are white and 28% from black and minority ethnic communities (BAME); and
 - 51% are from social class AB.
- 2.5 There is therefore an element of truth in the stereotypical image of cyclists being middle aged, middle class, white men as they are over-represented amongst them. In order to increase the number of trips made by bicycle, it will be necessary to increase the number of cyclists from under-represented groups such as women, BAME communities, older people and children. However, there is some evidence that the demographic is starting to change especially in respect of BAME communities.

Barriers to Cycling

- 2.6 Safety is the key issue that dissuades people from cycling and the Panel received evidence from Transport for London that 70% of concerns relate to this. The number of reported deaths of cyclists in collisions has reinforced this perception. Evidence from survey data also shows that women are more likely to feel that cycling is too dangerous than men.
- 2.7 Cycling in London has nevertheless never been safer according to statistics. Casualty rates are currently the lowest ever recorded. In 1989, 90 million cycle journeys were made in London, of which 33 ended in death. In 2015, 270 million cycle journeys were made in London, of which only 9 ended in death. This figure of 9 deaths was the second lowest on record in absolute terms and the lowest ever in per journey terms. Figures for serious injury show that 419 people were seriously injured in 2014, which is lower than the figure recorded for 1993 when less than half the number of journeys were made by bicycle.
- 2.8 However, a recent piece of research (the Near Miss Project) on near miss and other non-injury incidents involving cyclists showed that they are widespread in the UK and may have a substantial impact on cycling experience and uptake. It concluded that “policy and research should initially target the most frightening types of incident, such as very close passes and incidents involving large vehicles. Further attention needs to be paid to the experiences of groups under-represented among cyclists, such as women making shorter trips.” This underlines the need for a safe infrastructure so that people feel safe enough to cycle.
- 2.9 The Panel heard that a number of reasons have been given by Haringey residents in surveys as to why they do not cycle. These are as follows:
- Traffic volumes/danger from traffic;
 - Personal security whilst cycling;
 - Bike security;
 - Inadequate cycle parking – lack of/poorly installed/designed parking;
 - Cost of bikes and relevant equipment;
 - Lack of signage;
 - An overly sporty or competitive image;
 - Health issues – people of below average fitness thinking “it’s not for me”;
 - From a motorists’ perspective, cycling looks more dangerous than it is;
 - Car parking – danger and disruption; and
 - Permeability – disruption of direct cycle routes by one way systems etc.
- 2.10 In terms of overcoming barriers to cycling, the following issues were considered by residents as measures that would encourage more cycling:
- | | |
|----------------------------|-----|
| • Cycle lanes | 42% |
| • Cycle parking/storage | 20% |
| • Route information | 17% |
| • Training/equipment loans | 15% |
| • Nothing | 6% |

Benefits

2.11 There are strong and compelling reasons to promote cycling. A number of benefits are very much relevant to the needs of *all* residents and not just cyclists:

- Cycling reduces road congestion on the roads and it is the most space efficient form of transport. More cyclists mean fewer cars on the road and more space on buses and tubes;
- It has clear health benefits. Cycling is a form of exercise that is easily incorporated into a daily routine, especially if undertaken as part of the commute to work. Britain is facing a rapid growth in obesity and cycling can make a significant contribution to addressing this;
- Air pollution kills around 9,500 people per year in London. Reducing the number of car journeys by increasing cycling will help to reduce pollution. Cycling also causes very few CO2 emissions;
- It can assist in improving social inclusion by providing cheap, reliable access to jobs and facilities, especially for young adults;
- As part of overall general measures to reduce traffic and promoting living streets, it can play a role in making streets more pleasant environments for all;
- Cycling offers the least expensive means of travel in London;
- It is quick and convenient for short journeys; and
- It is easy to carry modest loads by cycle.

3. ACTION TO INCREASE CYCLING

- 3.1 Increasing the use of cycling as a mode of transport has been a priority for a large number of local authorities. The Panel visited Cambridge and the London Borough of Waltham Forest to see how they had successfully achieved considerable improvements and detailed notes of these are included in the two case studies within this report.
- 3.2 London wide action to realise the Mayor's Vision for Cycling is being undertaken by Transport for London, in partnership with the boroughs. The vast majority of funding for cycling projects comes from Transport for London, mainly from Local Implementation Plan (LIP) funding. This is money this is granted to London boroughs to spend on projects which support the Mayor's Transport Strategy. In addition, London boroughs are also taking action individually to increase cycling. TfL are responsible for London's "red routes" whilst all other roads are the responsibility of the London boroughs.
- 3.3 The cycling budget for the Mayor's Office is £912 million over 10 years. The table below sets out the historic annual expenditure, the draft budget for 2016/17 and business plan allocations for the remainder of the £912m ten year programme:

<u>Year</u>	<u>£m</u>	<u>Source</u>
2012/13 to 2015/16	302	Actual spend
2016/17	155	Draft budget
2017/18	166	Draft plan
2018/19	124	Draft plan
2019/20	66	Draft plan
2020/21	68	Draft plan
2021/22	31	Draft plan
Total	912	

- 3.4 Cycling accounts for only 4 per cent of TfL's capital spending. The £600 million that is currently being spent on just upgrading Bank Underground station is equivalent to two-thirds of the entire ten-year cycling budget. In addition, the budget is set to reduce in the forthcoming years but there is now a new Mayor and it may therefore be subject to review.
- 3.5 Spending is currently at its peak with £200 million currently being spent to develop the network. The Mayor decided to spend money on the development of a pan London network, particularly the super highways, to address concerns regarding safety. The super highways are already main cycle routes and are mainly segregated from other traffic. They are built to a high specification and allow cyclists to travel at a range of different speeds.

- 3.6 Funding of over £100m has also been allocated by TfL for radical transformations in three outer London boroughs – Enfield, Kingston and Waltham Forest - as part of the “Mini-Holland” scheme. The aim of this is to encourage more people to cycle, more safely and more often while providing better streets and places for everyone. The programme has specifically targeted people who make short car journeys in outer London that could be cycled easily instead. The Panel noted that Haringey had also made a bid for funding under the scheme but had not been successful and discussed with officer what lessons had been learnt.
- 3.7 In respect of London as a whole, the Panel heard evidence from Andrew Gilligan, the Mayor’s Cycling Commissioner and Mark Trevethan, Principal Strategy Planner at Transport for London. Mr Gilligan stated that the population in London was growing and there are now more people and less room. Cycling represented a quick and cheap way to increase the capacity of the transport network. Promoting cycling was not just about making improvements for cyclists - it was a quality of life issue. Improvements aimed at cyclists, for example those undertaken in Enfield and Waltham Forest, had the potential to make places more pleasant for all. More people cycling meant less people taking up road space, more available seats on buses, improved public health and less pollution.
- 3.8 The Panel noted that the demography of cyclists was starting to change. A recent attitude survey has shown that there are now only marginal differences with the BAME communities. However, there is still considerable resistance or lack of interest in some communities, particularly the Asian and Turkish communities where cycling is considered low in status. People from BAME communities are also more likely to be living in flats and therefore have difficulties in storing bikes. Progress also still needs to be made in increasing the number of women cyclists. This contrasts with the situation in Denmark and Holland where the majority of cyclists are women. Cycling in these countries is also considered to be a normal activity and not just for the elite few.
- 3.9 Mr Gilligan drew attention to the fact that improvements to the cycling infrastructure can be controversial and even modest proposals can provoke a disproportionate reaction from a minority of residents. This was acknowledged by Councillor Stuart McNamara, the Cabinet Member for Environment, who stated that it might be necessary at some stage to upset a few people in order to benefit many in order to develop cycling in the borough further.
- 3.10 He stated that political leadership in such situations was very important. A scheme in Palmers Green had prompted vociferous opposition but the results of consultation on the proposals had shown 60% in favour. Proposals were often controversial initially but people quickly forgot what the concerns had been. For example, a scheme in Railton Road near Herne Hill had been met with a lot of local opposition but many now felt that it had made the area a lot

more pleasant. Soft “behavioural change” measures had been undertaken by some local authorities to encourage cycling. These provided easy wins and were met with little opposition but would not ultimately be successful in developing cycling unless people felt safe to cycle.

- 3.11 He felt that trialling schemes was useful and possible where improvements were not on a large scale and did not include changes that were difficult to reverse, such ones that included the use of concrete. This approach had been successful in many places, especially New York. The forthcoming scheme that was being developed in Enfield was a trial and this had helped to overcome some local opposition. Not many boroughs were both willing and capable of taking on and implementing cycling developments effectively. Examples of boroughs that had been successful were Camden, Islington, Hackney, Southwark and Waltham Forest. The Mayor’s Office were happy to help assist with programmes and likely to have to become more involved in the future.
- 3.12 In relation to Haringey, Mr Gilligan stated that he would like there to be more cycle routes in the borough. It had a similar demographic to boroughs with far higher levels of cycling but the roads were not very cycle friendly. He expressed a particular interest in the development of an east-west route across the borough, from East Finchley through to Muswell Hill to Wood Green and Tottenham. This could be done but would require the political will to push it through. The Panel also noted the benefits that could come with regard to bringing people together. If there was a good local project, it might be possible to find the funding from TfL for it. In particular, he would support plans for bike hangars in areas where there were lots of houses in multiple occupation (HMOs) and limited places for people to leave their bikes.
- 3.13 Quietways are also being developed further by TfL in collaboration with the boroughs. These are aimed at overcoming barriers to cycling by targeting cyclists who want to use quieter, low-traffic routes, and providing an environment for those cyclists who want to travel at a gentler pace. They are not specifically segregated from other road traffic. Each Quietway is intended to provide a continuous route for cyclists and each London borough will benefit from the programme. This network will complement other cycling initiatives such as the Cycle Superhighways and the Mini-Hollands. The Panel noted that progress with these had been slow but they had been starting from a low level. In some boroughs, progress has been straightforward but in others a lot of development work had been required.
- 3.14 Mr Trevethan drew particular attention to the adoption of 20 mph speed limits in a number of boroughs which he felt had been helpful. A lot of roads are designed to allow fast speeds and a 20 mph speed limit helped as it meant that roads can be narrowed. Lower speeds can also play a role in making cyclists feel safer and encouraging people to take up cycling.

- 3.15 He felt that there were a number of things that individual boroughs could do to develop cycling further;
- Having a clear cycling strategy that spells out clearly how cycling can benefit the borough and the part that it plays in wider objectives such as health, tackling health inequalities, reducing pollution and planning;
 - Establishing a long term route network with clear priorities and using this as the base for the LIP programme and other projects, as well as the planning process;
 - Integrating other Council processes, especially planning and regeneration, and requiring developers to provide cycle facilities such as high quality parking plus prominent, convenient cycle access and links to the network;
 - Using of Section 106 agreements and the Community Infrastructure Levy (CIL) to invest in improved routes;
 - Considering the potential for new uses for streets in areas with low car ownership e.g. play streets, parklets and look to address complaints about rat running and traffic speeds so that projects are presented as not just for cyclists; and
 - Considering the potential for cycling in other Council programmes such as training for local unemployed people in cycle repairs, cycle training for young parents and cargo bike loan schemes.

4. HARINGEY'S STRATEGIC APPROACH

- 4.1 Increasing cycling has already been recognised as a priority for the borough and is a key objective within the Council's Corporate Plan 2015-18. The Panel heard evidence from officers regarding the vision for cycling in 2025;
- Cycle routes and facilities as good as the best in London;
 - An extensive network of safe and attractive cycling routes covering all corners of the borough;
 - High levels of cycling amongst residents from all backgrounds and communities;
 - Access to residential secure cycle parking;
 - Cycle training guaranteed for all residents;
 - Cycling considered a safe form of transport for everyday journeys for people of all ages; and
 - Cyclists and pedestrians will be able to use the road network safely.
- 4.2 Action to increase the level of cycling will be outlined in the Council's upcoming Cycling and Walking Strategy. This will be achieved by a combination of work aimed at improving the infrastructure and changing attitudes. Partnership working and political commitment are considered integral to achieving this.
- 4.3 The Panel received evidence from Councillor Stuart McNamara, the Cabinet Member for Environment, who gave his views on the Council's action to date. He felt that there was a lot that was good with what was currently being done to promote cycling but there were also some areas that could be improved. Some infrastructure projects had been implemented without prior consultation. A large amount of the previous infrastructure had also needed to be removed. However, improvements did not necessarily need to cost much and it was more about smart thinking.
- 4.4 The Panel noted the views of Haringey Cycling Campaign who did not feel that there had been much improvement in the last ten years. They also highlighted the need for political will in order for meaningful change to take place. In addition, they felt that while officers were sympathetic, they often did not see cycling as a priority.
- 4.5 The evidence that the Panel received indicated that a clear transformational vision for cycling is needed for the borough. However, it noted evidence from other local authorities that focussing solely on the needs of cyclists can alienate non cyclists. In response to this, Waltham Forest have now started to promote their Mini Holland scheme initiatives under the "Walk, Cycle, Enjoy" slogan. As previously mentioned, cycling can also have the benefit of improving the environment for all by making our streets safer, cleaner, quieter and more welcoming.
- 4.6 Boroughs that have been successful in increasing the level of cycling are supported by a strong political commitment. This needs to be demonstrated

in order to maximise funding opportunities as the evidence shows that TfL and other funders are more likely to provide support if they feel confident initiatives will be followed through and delivered. Initiatives to develop the infrastructure can sometimes be controversial and, in such circumstances, TfL will wish to be reassured that there is sufficient commitment locally to resolve any issues.

Recommendation:

That, as part of the forthcoming Cycling and Walking Strategy, a transformational vision for cycling be developed by the Council for the borough and promoted as part of a wider “Living Streets” strategy, encompassing both walking and cycling and backed up with strong and committed political will.

4.7 The overwhelming evidence is that safety is the single reason why most people do not cycle. Whilst to a certain extent this is based on perception rather than reality, large increases in the number of cyclists are unlikely to take place until people feel safe to cycle. For this to happen, there needs to be safe spaces for cycling. It is also clear that this is essential to reach a wider demographic, particularly women, older people and children.

4.8 Cycle routes should provide a safe, welcoming and attractive environment for cyclists. In such circumstances, people will be far more likely to choose to cycle. To achieve this, there are clear benefits in having segregated cycle lanes as they minimise interaction with road traffic which is a major barrier for many potential cyclists. They have been effective in promoting increases in cycling elsewhere and are particularly beneficial where speed differences between cycles and motor traffic are high or where traffic is heavy. The Panel received evidence that there are also a number of different options that can be used to provide segregation which can assist when space is at a premium. These include soft or light methods of segregation such as rugby ball shaped “armadillos”, the “Cambridge kerb” or planters.

Recommendation:

That the overriding priority of the cycling content of the Council’s forthcoming Cycling and Walking Strategy be to create a high quality cycle network that is, as far as possible, segregated from road traffic where speed differences between cycles and motor vehicles are large or where traffic volume is heavy.

4.9 The Panel noted that many boroughs have a dedicated cycling officer, including a number that had been very successful in increasing the number of people cycling, including Waltham Forest. At the moment, Haringey has a Smarter Travel Officer whose responsibilities include cycling and extra funding is received from TfL for this post. However, the post currently only deals with behaviour change and cycle training and not all cycling related projects and activities, such as development of the infrastructure. The Panel feels that the

establishment of a single post with responsibility for all aspects of cycling would assist in improving co-ordination of the development of cycling. This could also assist in helping to secure additional external funds, particularly from TfL.

Recommendation:

That, in order to promote and develop cycling in the borough further, a dedicated post of cycling officer be created, with an overarching responsibility for all aspects of the development of cycling within the borough.

4.10 The Panel is also of the view that there should be regular and ongoing engagement with the community and stakeholders on cycling issues so that their feedback can be systematically incorporated. It is particularly important that alterations on road layouts are consulted upon at an early stage so that they may be amended if necessary and regular meetings should provide an opportunity for such discussions to take place. This may reduce the risk of money being spent on developments that are poorly designed. In addition, the structure of the Transport Forum should be reviewed so that it encourages wider involvement of the community, particularly pedestrians and cyclists.

Recommendations:

- *That quarterly meetings regarding cycling issues be scheduled between relevant officers, the Cabinet Member for Environment and Haringey Cycling Campaign and linked into meetings of the Transport Forum; and*
- *That the structure of the Transport Forum be reviewed so that it encourages wider involvement of the community, particularly pedestrians and cyclists.*

4.11 The Panel noted the safety deficits of some of the existing cycle infrastructure in the borough. For example:

- On Mayes Road, the southbound cycle loan on the pavement leads to an increased risk in crossing Coburg Road;
- Crossing the Roundway to All Hallows Road potentially leads cyclists into the path of a fast moving vehicle turning left into the same road; and
- In several locations, the swing left and right onto a pavement cycle lane takes cyclists' paths close to a sharp and unforgiving end to railings.

Regeneration

4.12 The Panel received evidence on how cycling was taken into account in regeneration programmes. In Tottenham Hale, the new District Centre Framework would provide a high level master plan for developments. As part of this a Street and Spaces strategy, that included cycling had been developed and was currently being consulted on. Haringey Cycling Campaign had welcomed it but had stated that they would comment in due course on

the detail. Lessons have been learnt from the work undertaken around the Tottenham gyratory system and the aim is now to provide segregated cycling lanes wherever possible. One of the aims of the regeneration work is to make Tottenham a destination for people to meet and visit. As part of this, TfL is considering making Tottenham a Cycle Superhub.

- 4.13 Specific work is also being undertaken with Waltham Forest to open up the wetlands between Tottenham Hale, Tottenham Marshes, Blackhorse Road and Walthamstow. This would provide a segregated cycling route as well as access to the Lee Valley.

5. DEVELOPING HARINGEY'S CYCLING INFRASTRUCTURE

- 5.1 The Panel heard that there are a number of major TfL infrastructure projects that are currently being undertaken within the borough;
- Cycling Superhighway 1 will connect Tottenham to central London and is due to be completed in spring 2016. The Council is building an extension that will take it onto Northumberland Park
 - The second phase of the Quietway will pass through Bowes Park, Wood Green, Alexandra Palace, Finsbury Park and onto central London;
 - An electric bike hire scheme is being developed. The preferred bidder will be selected in January and the scheme implemented in Spring 2017. This is a fairly small scheme and will follow the route of the W7 bus from Finsbury Park to Muswell Hill. There will be 200 bikes.
- 5.2 In addition, the Council are undertaking the following:
- Permeability measures are being implemented to allow two way cycling on some one way streets and the removal of barriers to cycling;
 - Cycle routes are being developed in the Tottenham gyratory area; and
 - Identified priorities of Haringey Cycling Campaign are also being addressed.
- 5.3 A major scheme has also been undertaken in Wood Green that delivers cycle parking, advance stop lines and new cycle lanes. In addition, traditional streetscapes are being re-introduced as part of estate renewal and this will help to encourage cycling.
- 5.4 The local plan includes a Green Grid of cycling and walking routes which are intended to be long term initiatives where the Council wishes to focus investment. Whilst some of these will be funded through the LIP, the Council is also looking to obtain funding from other sources.
- 5.5 The Panel noted evidence from the Cabinet Member for Environment regarding Haringey's bid for "Mini Holland" funding. He was not unduly concerned by the fact that the Council's bid had been unsuccessful as he felt that there was an opportunity to learn from the neighbouring boroughs that had been successful.
- 5.6 From evidence received, it is clear that there needs to be a high level of preparedness by Council if it is to be in a position to take full advantage of funding opportunities, particularly from TfL. It is highly likely that further opportunities to obtain funding will arise and this might well include another mini Holland scheme. The Panel notes that there is already the outline of a long term route network within the Green Grid. It would nevertheless welcome further detail on the long term route network for the borough as well as clarity regarding priorities and is of the view that these should be clearly publicised within the Cycling and Walking strategy.
- 5.7 The Panel noted the current lack of an east-west cycle route across the borough and the interest of the Mayor's Cycling Commissioner in developing

one. Whilst some work is being undertaken by officers to develop an east-west route, current plans are only for a Quietway that goes part way across the borough. The Panel would therefore welcome the inclusion of a specific east-west route across the borough within the long term network.

Recommendations:

- *That the long term cycle route network for the borough and priorities within this be clearly publicised within the new Cycling and Walking strategy; and*
- *That the long term cycle route network includes provision for a specific east-west route that crosses the borough.*

5.8 In addition, the Panel noted evidence from a variety of sources of the benefits of trialling schemes as these provide flexibility to evaluate and amend schemes in response to the concerns of residents.

Recommendation:

That cycle infrastructure projects be piloted in the first instance wherever possible in order to allow them to be amended following concerns raised by residents.

5.9 The Panel obtained the views of Haringey Cycling Campaign on how the current cycling infrastructure could be improved. They highlighted the following issues:

- Some old cycle routes had been much neglected;
- Barriers to prevent motorcycles being driven along footpaths also had the effect of not allowing bicycles through;
- There were pinch points on some roads, including Albert Road, where it was too narrow for a bike and a vehicle to pass through together;
- The amount of parking allowed on some roads was unsuitable;
- Main roads and junctions could be challenging for cyclists;
- There were a number of large junctions that it was hoped could be improved for cyclists, including Wightman Road, Colney Hatch Lane and Lordship Lane. The rebuilding of the railway bridge of Wightman Road might provide a particular opportunity to do this;
- Bus stops were not always located well in their proximity to cycle routes. Other countries have created “floating” bus stops, which give room for cyclists to pass behind them;
- Some shared use paths were too narrow;
- 2-way cycling could be implemented easily on one way streets but a lack of forethought could lead to a waste of resources. Park Road in Hornsey was an example of a well laid out facility where the best possible options had been taken. Opportunities had been missed to incorporate initiatives into other schemes, such as Green Lanes. Implementation could be simple and need sometimes only required signage;
- A proposed bridge over New River next to the border with Hackney had encountered local opposition. It had been supported by Hackney Council

but opposed by Haringey some years ago and might be worthwhile revisiting;

- There was heavy competition for road space in some areas of the borough. In Wood Green High Road, this had been exacerbated by narrowing of the road. There were other options that could be explored and which could be considered as part of the Wood Green regeneration scheme;
- There were issues with signage in a number of locations, including by the Tottenham War Memorial where it was not clear where the cycle lane was located; and
- There were a large number of faded white lines. This was easy to resolve and brought big safety benefits as motorists were much more likely to comply.

5.10 Members of the Panel undertook a cycle tour of key parts of the borough with Council officers and members of Haringey Cycling Campaign. This enabled them to observe the infrastructure at first hand and experience what it is like to cycle within the borough. Whilst there are some good sections of cycle route, these tend to be short and disjointed. The better routes appeared to be in quieter side streets but could entail dismounting to cross main roads.

5.11 The previously highlighted issue with “pinch points” was encountered. These are sections of road where the carriageway is narrowed by design - often at traffic islands - with the intention of slowing and calming traffic. They can often be a source of risk to cyclists as anyone cycling in the inside of a lane is forced into the main flow of traffic by them. In addition, it was noted that some cycle routes were laid out so that they encouraged cyclists to ride too close to parked cars, which can put them at risk of being hit by opening car doors.

5.12 The Panel is of the view that the issue of cycle and bus pinch should be addressed as these can compromise the safety of cyclists. In addition, a scrutiny review on road safety in 2007 recommended that parking on corners should be prohibited. This recommendation was accepted but the Panel would request confirmation that this is still policy.

Recommendations:

- *That the Council’s Regeneration, Planning and Development Service undertake a review of cycle pinch points to ensure that these do not compromise the safety of cyclists; and*
- *That the Cabinet Member for Environment be requested to confirm that the Council’s policy remains that that parking on corners is prohibited and, if so, that it is enforced.*

5.13 The Panel noted that one of the strategies followed successfully in Cambridge, as well as other places, is to enhance accessibility for cyclists so that it is easier to travel on bicycle than by car. The overall strategy has been

described as “filtered permeability” and describes road design that still allows through access for walking and cycling but removes it for motor traffic. This can be achieved either by a straightforward physical closure with bollards or the use of opposed one-way streets with exemptions for cycling or simply by the use of signage. It is an important part of the strategy used to develop cycling in Holland and can be used to improve accessibility without the need for cycle paths. The Panel feels that increasing the number of exemptions for cyclists from one way restrictions would provide a useful and cost effective means of encouraging cycling further within Haringey.

- 5.14 The Panel would nevertheless like to ensure that this will not compromise the safety of pedestrians. It is possible that, when crossing one way streets, they may not think to look the other way for cyclists. Bicycles are also quiet, making it less likely that pedestrians will be alerted to their approach. It therefore feels that proposed exemptions should be signposted clearly and trialled in the first instance.

Recommendations:

That action be taken by the Regeneration, Planning and Development Service to increase the number of exemptions for cyclists from one way restrictions and that these be signposted clearly and trialled in the first instance in order to ensure that they do not compromise the safety of pedestrians.

- 5.15 The Panel received evidence that cycle paths with shared use with pedestrians can be a source of confusion. In particular, the Cabinet Member for Environment was of the view that the thinking behind these was flawed. The Panel would therefore welcome a review of their use.

- 5.16 The Panel also feels that methods of slowing cyclists that do not prevent the use of child or load trailers, tag-alongs or load carrying cycles should be investigated. For examples, Cambridge use low humps on the pedestrian side of some shared use paths. In addition, methods of deterring motorcycles and scooters that do not affect cyclists with child trailers are needed and experience from elsewhere should be incorporated.

Recommendation:

That the Regeneration, Planning and Development Service be requested to;
(a). Commission a review of cycle paths within the borough where there is shared use with pedestrians; and
(b). Investigate methods of slowing cycles and deterring motorcycles and scooters which do not impact on cyclists using trailers, child tag-a-long and cargo cycles.

- 5.17 The Panel is of the view that the most effective way of keeping abreast of issues in respect of the cycling infrastructure in the future would be for relevant officers to cycle around it. In addition, this could provide a useful

opportunity to engage with stakeholders.

Recommendation:

That an annual cycle ride around the cycling infrastructure be undertaken by relevant officers with representatives of Haringey Cycling Campaign and interested Councillors to determine any issues relating to it that require attention, particularly signage and repairs.

6. CYCLE PARKING AND SECURITY

- 6.1 Provision for parking bicycles is an essential part of developing cycling as a mode of transport as cyclists need somewhere safe and secure to leave their bicycles. Haringey has undertaken specific investment in cycle parking, which is now available in a wide range of locations across the borough and especially around public transport hubs. Some modes of parking are chargeable for users and there is therefore scope for them to be, at least, partially self funding
- 6.2 Cycle hangars have recently been introduced and have proven to be very popular. These are on-street covered facilities intended for the use of people in flats or houses in multiple occupation with little room to park bicycles. They cost £3,000 each and part funding is available for these. There is also a charge for residents who use them.
- 6.3 The Panel noted that views of the Cabinet Member for Environment, who felt that there were still a lot of gaps in the placement of cycle racks, such as near parks. He felt that this could be remedied fairly easily, subject to funding. The Panel would concur with this view.

Recommendations:

- *That strong support be given to a major expansion by the Council, working with Transport for London, of the number of bike hangars.*
- *That the Environment and Community Safety Service install additional bike racks where there genuine demand can be demonstrated.*

- 6.4 The Panel were impressed by the facilities in both Cambridge and Waltham Forest both in terms of the quantity of spaces and the high quality of them. There are currently 3,000 parking spaces for cycles at Cambridge station. There are 8 cycling hubs within Waltham Forest, which provide secure cycle parking around the clock for a charge of £10 per year. The locations include every tube and railway station and there are now over 1,000 parking spaces.

Recommendation:

That a feasibility study should be undertaken to see if secure and contained cycle parking facilities, similar to that provided by cycle hubs in Waltham Forest and part financed by a charge to users, could be established in Haringey.

- 6.5 The Panel noted evidence that Council's Local Plan provides the overall planning policy context for supporting cycling and sets out current cycle parking standards which are considered the minimum. The Council will follow London Plan cycle parking standards once they are finally approved.
- 6.6 Cycle parking is required to be safe, undercover and secure and "Sheffield"

type stands are typically installed within an undercover secure shelter. Cycle parking is promoted by requiring its inclusion in scheme designs and is one of the transport related considerations on whether a development proposal is acceptable.

- 6.7 In considering planning applications, the Council's planning process seeks to enhance sustainable transport. In terms of cycling, enhancements or additions are sought to the local cycle network. To mitigate the impact of a development on the highway network, the Council will typically seeking a contribution through the Section 106 process. The Panel noted that with higher levels of development of housing and jobs within the borough, there would be scope for managing the development of the cycle route network to ensure such measures are integrated within the design process.
- 6.8 One key issue in respect of cycle parking is security. The Panel received evidence from Sergeant Mick Doherty of the Metropolitan Police regarding this. It heard that the number of cycle thefts had increased from 663 in 2014 to 730 in 2015. People often bought expensive bikes without investing in security of the same quality to protect them. There are a number of hot spots within the borough which shift regularly. Seven Sisters, Wood Green, Turnpike Lane and Crouch End have all been hot spots. The Police were giving consideration to using cameras focussed on bike stands to address thefts. Haringey has one of the highest rates of theft in north London but the Panel noted thefts in central London were a lot higher.
- 6.9 Operation Pluto was set up to target cycle theft, using plain clothed officers and decoy bikes, as well as high visibility patrols. Bike registration is another useful deterrent. This can be done by the Police for no charge and enables bikes to be tracked. Halfords can also stencil bikes as part of the scheme and efforts are also being made to involve independent bike shops.
- 6.10 The Panel noted that cycle parking facilities can sometimes contain remnants of bicycles, particularly frames, and that they can remain there for some time. It is important that cycle parking facilities are attractive and well maintained. Bicycle parts should therefore be removed quickly and according to clear timescales.

Recommendation:

That clarification be provided on the procedure and responsibility for the removal of bicycle parts from cycle parking facilities and the timescale involved and that specific action be taken to speed up this process.

7. PROMOTING BEHAVIOUR CHANGE

7.1 The Council aims to achieve behaviour change through its Smarter Travel programme. This is intended to complement work that is being done to develop the infrastructure. It has the following aims:

- To improve cycling, active travel and health;
- To reduce road casualties;
- To reduce traffic and congestion; and
- To improve air quality and reduce CO2 emissions.

7.2 The cycling element of this has promoted the following;

- Bikeability and balanceability training;
- Cycle maintenance sessions and cycle security;
- Awareness training for lorry and van drivers;
- Tougher enforcement of HGVs;
- Cycle facility improvements for schools;
- Engagement and enforcement linked to the wider 20mph limit; and
- Volunteer Cycle Rangers.

7.3 The following have been part of this programme:

- Smarter Travel information and advice road shows, including the Festival of Cycling;
- Cycle rides for pupils – mass cycle rides during Bike Week;
- Sky Rides for all and Breeze Rides for women;
- Active Travel projects run by community organisations;
- Personal travel planning project; and
- The Haringey Cycling Conference, which took place in September 2015.

7.4 Panel Members attended the Haringey Cycling Conference and found it a very useful opportunity to learn from experiences elsewhere, share ideas and develop networks. They believe that it should be made into a regular event. However, it should be wider than just cycling and include walking and “living streets” initiatives, in line with the strategic approach.

Recommendation:

That Haringey Cycling Conference be made into a bi-annual event but with a wider focus, including walking and “living streets” initiatives.

7.5 The Panel received evidence on the impressive work that is being done by some schools in the borough. It heard from Sarah O’Carroll from North Haringay School on the work that has been done by the school to promote cycling. As part of a walking and cycling to school programme, the school had successfully applied for a grant of £5000 from the London Cycling Campaign. This had been used, amongst other things, to develop cycle training and purchase a number of bikes. School staff had been trained as cycle trainers and were now able to offer cycle training to children at the

school. Many of those who had been trained had been able to get other paid work as instructors.

- 7.6 They now have approximately eight qualified cycle instructors and, in addition to cycle training, are able to offer a bike recycling scheme and maintenance workshops. The school founded the Haringey Schools Cycling League and has also participated actively in Bike Week and arranged family bike rides had also been arranged. There are also pool bikes available for staff and a cycling after school club, which had been financed by a TfL cycle grant.
- 7.7 Ms O'Carroll stated that it would be possible for the training offered by the school to be extended to other schools within the borough. According to survey data, the overriding barrier to increasing the level of cycling cited by schools was concern about safety and this was a consistent pattern.
- 7.8 The Panel were very impressed by the work undertaken by North Haringey School. They feel that that a Haringey Cycling Charter for schools should be developed as a way of building and extending the work that had been undertaken by North Haringey School to include cycle training and facilities.

Recommendation:

That a Haringey Cycling Charter for schools should be developed as a way of building and extending the work that had been undertaken by North Haringey School and that this include cycle training and facilities.

- 7.9 The Panel noted the excellent work that has taken place with schools. This has been focussed on primary schools but is not specifically restricted to them. Additional funding was received from TfL this year to target secondary schools with cycle training but it has proven very difficult to engage with them in order to carry this out. The Panel would recommend that further efforts be made to engage with secondary schools and include them in cycle training.

Recommendation:

That further efforts be made to engage with secondary schools within the borough and include them in cycle training provided as part of the Smarter Travel programme.

Case Study 1 - Cambridge

The Panel visited Cambridge, which currently has the highest percentage of people cycling on any city in the UK.

- 30% of people in Cambridge cycle to work. 22% of all trips are made by cycle and the aim is to reach 40% by 2023. The gender split is 59% men and 41% women. There is also a mixture of ages.
- People feel safe to cycle and therefore do so. It is an easy way to travel. The centre of Cambridge is not accessible by private car. “Rat runs” are also not accessible by car but can be used by cycles. There are several streets which are no entry except for cyclists. Cycling therefore gives people access to a wider network of roads.
- Double yellow lines had been used in some places to prevent people from parking in cycle lanes. This had been controversial but there had been the political will by the Council to carry it through.
- Funding has come from a number of sources, including Section 106, DfT and City Deal funding. Whilst funding can be identified to develop the cycle infrastructure, maintenance is an issue as there is often a lack of funding.
- Action was taken to ensure that all developments encourage the use of sustainable transport. Section 106 agreements had been used to ensure that developers mitigated the growth in the quantity of traffic arising from developments.
- There are currently 3,000 covered parking spaces for cycles at Cambridge station. The planned new science park railway station would have space for 1,000 cycles.
- There was a cycling forum to discuss plans that includes local authorities, cycling organisations, Sustrans and local employers.
- There had been opposition to some schemes. However, work had been undertaken to engage with residents and develop relationships with them. A number of objectors to schemes cycled themselves and this made it easier to engage constructively with them.
- The “Cambridge kerb” had been developed as a means of separating cycles from the main carriageway whilst allowing a car or cycle to safely cross the kerb.
- Red aggregate is used for cycle lanes where possible as it kept its colour. However, it had to be ordered in large quantities.
- A number of schemes had been trialled in the first instance before becoming

permanent.

- The middle class demographic has been targeted, who were likely to be more sympathetic to cycling.
- There was a substantial cycling infrastructure, including cycle phases at traffic lights, “floating” bus stops, segregated lanes and (not visited) a cycle and pedestrian bridge over the River Cam.

Case Study 2 – Waltham Forest

The Panel also visited Waltham Forest, which was one of the three London boroughs that had been successful in bidding for “Mini Holland” funding.

- Waltham Forest had looked at the Mini Holland Scheme as a good opportunity. They had not been selected initially and were asked to reconsider bits of their scheme, particularly links to the north of the borough, before they were selected.
- They have a good track record of delivery and were well ahead of other mini Holland boroughs in delivering the scheme. There is a borough cycling officer.
- £30 million had been made available from TfL in total, as part of the scheme. There were also other cycling programmes that the borough was undertaking. These included Quietways, for which there was £600,000 as well as other linked LIP programmes.
- Walthamstow Village had been the first pilot, which had proven to be controversial, with vociferous opposition and support, as well as a silent majority who did not have strong views. Although the work had been controversial in nature, there were now no vacant shops there whereas there had been six a year ago. Estate agents were now specifically advertising properties in the area as being “close to the mini Holland scheme”.
- There had been considerable opposition to the schemes, including one of the largest protests in the borough’s history. There had been an unsuccessful High Court challenge. Opposition had calmed down after this.
- There are eight cycling hubs (see below) within the borough, which provide 24 hour secure cycle parking for a charge of £10 per year. The locations include every tube and railway station and there are no over 1,000 parking spaces. There are also currently 30 cycle hangars within the borough and it is planned to install another 30 this year. There had been an unexpectedly high level of demand for these. The possibility of installing single hangars in front gardens is being investigated. Additional cycle stands were also being installed – around 1,200.



- Promotional work is being undertaken that focusses on cycling and walking. The Council is trying to drop the “mini Holland” label and was currently using the slogan “Walk, Cycle, Enjoy”. Broadening the scope of promotional work helped widen its appeal as some people could feel disenfranchised by the focus on cycling. The work being undertaken was also of benefit for people who did not cycle.
- Work is done with schools and cycle training was available. Some work has also been undertaken with local mosques in order to increase cycling amongst all communities.
- The most important issue was ensuring that people felt safe to cycle.
- Various means of segregating cycles from cars had been used, including kerbs, armadillos and orcas, which they had found to be better than the Cambridge kerb because they were a more flexible installation.
- It was necessary to be proactive in order to gain maximum benefit from funding opportunities. TfL preferred to award funding to boroughs who had a track record of effective delivery. It was also important to demonstrate political commitment to carry out schemes. They currently had schemes that were ready to go when suitable funding became available.
- There was also a design guide that could be given to developers and identified the next steps that were being taken. The hope was that developers would buy into the vision.
- The targeted increases in cycling that had been set had been reached ahead of schedule. The Health Economic Assessment Tool (HEAT) had been used.

Appendix A

Participants in the Review:

Haringey Council;

Malcolm Smith, Team Leader in Transportation Planning, Planning Service

Denise Adolphe, Smarter Travel Manager (Communication and Consultation), Environment and Community Safety

Edward Richards and Peter O'Brien, Tottenham Regeneration Team, Haringey Council

Councillor Stuart McNamara, Cabinet Member for Environment

Councillor Toni Mallett, Council Cycling Champion

External;

Andrew Gilligan, Mayor's Commissioner for Cycling

Adam Coffman, Haringey Cycling Campaign

Michael Poteliakhoff, Haringey Cycling Campaign

Sarah O'Carroll, North Haringay School

Sergeant Mick Doherty, Metropolitan Police

Mark Trevethan, Principal Strategy Planner, Transport for London

Clare Rankin, Cycling and Walking Officer, Cambridge City Council

Bala Valavan, Head of Highways, London Borough of Waltham Forest

Chris Procter, Mini Holland Design Manager, London Borough of Waltham Forest

Mark Bland, Mini Holland Programme Manager, London Borough of Waltham Forest