

NOTICE OF MEETING

CABINET

Tuesday, 18th April, 2023, 6.30 pm - George Meehan House, 294 High Road, Wood Green, N22 8JZ (watch the live meeting [here](#), watch the recording [here](#))

Members: Councillors Peray Ahmet (Chair), Mike Hakata, Zena Brabazon, Dana Carlin, Seema Chandwani, Lucia das Neves, Julie Davies, Ruth Gordon, Adam Jogee and Sarah Williams

Quorum: 4

1. FILMING AT MEETINGS

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

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

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

2. APOLOGIES

To receive any apologies for absence.

3. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under Item 25. New items of exempt business will be dealt with at Item 29).

4. DECLARATIONS OF INTEREST

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

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

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

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

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

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

This agenda contains exempt items as set out at Item 26: Exclusion of the Press and Public. No representations with regard to these have been received.

This is the formal five clear day notice under the Regulations to confirm that this Cabinet meeting will be partly held in private for the reasons set out in this Agenda.

6. MINUTES (PAGES 1 - 12)

To confirm and sign the minutes of the meeting held on 14 March 2023 as a correct record.

7. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

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

For Cabinet to note (if any).

9. WOOD GREEN VOICES VISION (PAGES 13 - 92)

Report of the Director of Placemaking and Housing. To be introduced by the Cabinet Member for Housing Services, Private Renters and Planning.

10. STRATEGIC ASSET MANAGEMENT AND PROPERTY IMPROVEMENT PLAN (SAMPIP) (PAGES 93 - 140)

Report of the Director of Placemaking and Housing. To be introduced by the Cabinet Member for Council Housebuilding, Placemaking and Development.

11. EXTERNAL PROPERTY REVIEW (PAGES 141 - 202)

Report of the Director of Placemaking and Housing. To be introduced by the Leader of the Council.

12. HOUSING SERVICES IMPROVEMENT PLAN AND COMPLIANCE ASSURANCE STATEMENT (PAGES 203 - 306)

Report of the Director of Placemaking and Housing. To be introduced by the Cabinet Member for Housing Services, Private Renters and Planning.

13. DAMP AND MOULD POLICY (PAGES 307 - 326)

Report of the Director of Placemaking and Housing. To be introduced by the Cabinet Member for Housing Services, Private Renters and Planning.

14. CIVIC CENTRE PROJECT UPDATE (PAGES 327 - 372)

Report of the Director of Placemaking and Housing. To be introduced by the Cabinet Member for Council Housebuilding, Placemaking and Development.

15. TO APPROVE THE HARINGEY EARLY YEARS STRATEGY 2023-26 (PAGES 373 - 400)

Report of the Director of Children's Services. To be introduced by the Cabinet Member for Children, Schools and Families

16. FOOTWAY PARKING REVIEW POLICY (PAGES 401 - 458)

Report of the Director of Environment and Resident Experience. To be introduced by the Cabinet Member for Tackling Inequality and Resident Services.

17. FLOOD WATER MANAGEMENT INVESTMENT PLAN (PAGES 459 - 478)

Report of the Director of Environment and Resident Experience. To be introduced by the Cabinet Member for Tackling Inequality and Resident Services.

18. PARKING INVESTMENT PLAN (PAGES 479 - 494)

Report of the Director of Environment and Resident Experience. To be introduced by the Cabinet Member for Tackling Inequality and Resident Services.

19. THE REGULATION OF INVESTIGATORY POWERS ACT 2000 (RIPA) AND INVESTIGATORY POWERS ACT 2016: USE OF POWERS BY THE COUNCIL IN 2021 AND 2022 (PAGES 495 - 500)

Report of the Head of Legal and Governance (Monitoring Officer). To be introduced by the Leader of the Council.

20. ROAD DANGER REDUCTION INVESTMENT PLAN FOR 2023-24 (PAGES 501 - 528)

Report of the Director of Environment and Resident Experience. To be introduced by the Cabinet Member for Tackling Inequality and Resident Services.

21. HIGHWAYS AND STREET LIGHTING INVESTMENT PLAN (PAGES 529 - 552)

Report of the Director of Environment and Resident Experience. To be introduced by the Cabinet Member for Tackling Inequality and Resident Services.

22. PARKING SCHEMES - RESIDENT ENGAGEMENT POLICY (PAGES 553 - 576)

Report of the Director of Environment and Resident Experience. To be introduced by the Cabinet Member for Tackling Inequality and Resident Services.

23. MINUTES OF OTHER BODIES (PAGES 577 - 612)

To note the minutes of the following:

Cabinet Member Signings

8 March 2023

9 March 2023

13 March 2023

14 March 2023

20 March 2023

22 March 2023

23 March 2023

23 March 2023

27 March 2023

28 March 2023

28 March 2023

30 March 2023

5 April 2023

24. SIGNIFICANT AND DELEGATED ACTIONS (PAGES 613 - 616)

To note the delegated decisions taken by Directors.

25. NEW ITEMS OF URGENT BUSINESS

26. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Democratic Services and Scrutiny Manager

Items 27, 28 and 29 allow for consideration of exempt information in relation to items 3, 6 and 14.

TO RESOLVE

That the press and public be excluded from the remainder of the meeting as items 27, 28 and 29 contain exempt information as defined under paragraphs 3 and 5, Part 1, Schedule 12A of the Local Government Act 1972:

Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

27. EXEMPT - CIVIC CENTRE PROJECT UPDATE (PAGES 617 - 618)

28. EXEMPT - MINUTES (PAGES 619 - 620)

To confirm and sign the exempt minutes of the meeting held on 14 March 2023 as a correct record.

29. NEW ITEMS OF EXEMPT URGENT BUSINESS

Felicity Foley, Committees Manager
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Fiona Alderman
Head of Legal & Governance (Monitoring Officer)
George Meehan House, 294 High Road, Wood Green, N22 8JZ

Thursday, 06 April 2023

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MINUTES OF MEETING**CABINET HELD ON TUESDAY 14 MARCH 2023, 6.30-7.10PM****PRESENT:**

Councillors: Peray Ahmet (Chair), Mike Hakata, Zena Brabazon, Dana Carlin, Seema Chandwani, Lucia das Neves, Ruth Gordon, Adam Jogee and Sarah Williams

ALSO ATTENDING ONLINE: Councillor Scott Emery

1. FILMING AT MEETINGS

The Chair referred to the notice of filming at meetings and attendees noted this information.

2. APOLOGIES

Apologies for absence were received from Councillor Davies.

3. URGENT BUSINESS

There was one item of exempt urgent business in respect of agenda item 19, which would be considered during discussion of that item.

4. DECLARATIONS OF INTEREST

Councillor Brabazon declared an interest in respect of agenda item 11, as she had purchased an Essential Services Permit to enable her to carry out her work as a Cabinet Member. She made the declaration during the discussion of the item but left the meeting and did not take part in the decision.

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

There were no representations received in respect of the exempt items.

6. MINUTES**RESOLVED**

To confirm and sign the minutes of the meeting held on 7 February 2023 as a correct record.

7. DEPUTATIONS/PETITIONS/QUESTIONS

None received.

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

None received.

9. HEAT CHARGES AND METERED HEAT CHARGING POLICY

The Cabinet Member for Housing Services, Private Renters and Planning introduced the report which sought approval for Heat and Communal Lighting Charges for 2023/24, the allocation of £300,000 from the Housing Revenue Account 23/24 budget to a Tenant Hardship Fund and to agree the debt management policy and new metered policy and tariff.

In response to questions from Councillor Emery, the following was noted:

- At the moment, all tenants on a District Energy Network were paying a flat rate. The purpose of this report was for residents with meters to be moved onto a metered rate. All residents would see an increase in their bills due to the increase in gas prices, but the amount would depend on their usage. There would be a delay in moving tenants to metered usage between now and July which would allow residents to understand their usage and where charges might be higher than expected, to allow the Council to investigate where improvements could be made to the properties to ensure that they would not be using more heat or hot water than expected.

RESOLVED to

1. Agree the Heat and Communal Lighting Charges for financial year 2023/24 as set out in paragraph 6.18, including the 25% discount in the majority of properties for Heat Charges
2. Agree that the Heat Charges for all properties with meters will switch to metered charges as set out in paragraph 6.49
3. Agree the metered charging policy and tariffs, as set out in Appendix 1
4. Agree the debt management policy and process for metered tenants, as set out in Appendix 2
5. Direct that the new metered policy and tariff will be introduced in July 2023 following a period of engagement with affected tenants
6. Note the support available from the Council and partners to all tenants to help them with the rising cost of living
7. Approve the allocation of £300,000 from the Housing Revenue Account 23/24 Budget to a Tenant Hardship Fund.

8. Delegate to the Director of Placemaking and Housing, after consultation with the s151 Officer (Director of Finance) and the Cabinet Member for Housing Services, Private Renters and Planning, authority to establish the detailed operation of the Tenant Hardship Fund
9. Approve the transfer of £1m from the HRA reserve to the HRA to meet the estimated net financial impact of the proposals in this report, regarding heating and lighting charges and a tenants' hardship fund.

Reasons for decision

Heat charges 23/24

Heat charges for 2023/24 would generally be set to recover the cost to the Council of buying gas to power district energy networks. In light of the very significant rise in the cost of gas, for this financial year the Council will provide a 25% discount.

Communal Lighting Charge

Communal lighting charges for 2023/24 are set to recover the cost to the Council of providing lighting to the communal areas in the blocks. As this service charge is set at a relatively low level and is covered by housing benefit, charges to recover the full cost of providing the service are proposed.

Metered charging policy

Requirements set out in the Heat Network (Metering and Billing) Regulations 2014 ("HNM&B Regs") mean that tenants whose homes are heated by a district energy network and who have a heat meter installed shall be charged for their heat based on consumption, and therefore a new charging policy and tariffs are needed to ensure this.

Debt management policy

The debt management policy is needed to:

- Transparently set out debt management processes to tenants; and
- Ensure that the third party sending out bills and collecting income on behalf of the Council is clear as to Council policy.

Tenant Hardship Fund

The Tenant Hardship Fund is required to assist tenants for whom the rising cost of living is pushing them into arrears.

Alternative options considered

Heat and communal lighting charges 23/24

The Council could have set charges to fully recover costs. This would have meant a more significant cost increase to tenants. The decision not to do so was taken to allow the council to protect these tenants from the full impact of the rise in the cost of gas for 2023/24.

The Council could also have recovered a smaller percentage of costs incurred. This would have meant that tenants' heat charges for 23/24 would have been set lower. The decision to provide a 25% discount was taken to balance protecting tenants on the one hand and prudentially managing the Housing Revenue Account on the other.

The Council considered providing a 25% discount on communal lighting, but it was rejected as this charge is set at a relatively low level, is covered by housing benefit and would have a significant financial impact on the HRA if discounted.

Other options considered included capping all costs at a fixed increase from 2022/23 charges. This was rejected since it would mean that the council was recovering a different percentage of heat charges from different blocks.

Remaining with the current flat rate charge for heat charges is not possible because there is a legal obligation to charge metered customers based on consumption. In addition, in the context of rising heat charges, this allows tenants with a meter to have more control over their heat costs.

10. INCREASED CONSTRUCTION COST, LEALAND ROAD

The Cabinet Member for Housebuilding, Placemaking and Development introduced the report which sought approval to increase the value of previously approved construction contract for Lealand Road, and to increase the client contingency sum.

In response to a question from the Cabinet, it was confirmed that there were three major components to the cost increase – connection to the sewage pipe was further away than originally anticipated, so the cost to connect was higher; diversion of a pipe not picked up by ground surveys; and some additional works to the adapted property.

Further to consideration of exempt information,

RESOLVED to

1. Approve a variation to the **10th June 2021** Contract Sum as set out in the Exempt Report Appendix 2 and to approve the contingency sum set out in the Exempt Report Appendix 2 for NFC Homes Ltd to complete the new build works and provide a total of three new homes at 1A-C Lealand Road. This accords with Contract Standing Order 10.02.01 b) (Cabinet to approve extensions and variations above £500k).
2. Approve the revised total scheme cost set out in the Exempt report Appendix 2.

Reasons for decisions

On 9th July 2019, Cabinet included the plot adjacent to 1 Lealand Road into the Council's housing delivery programme. This scheme subsequently received planning permission on 17 November 2020 and a GLA compliant start on site was made in August 2021 which facilitated the drawdown of the first part of the GLA subsidy for this property.

Uncharted pipes alongside contaminated ground was found on site. This required the area to be decontaminated and the services to be rediverted. The building contractor had submitted a claim for the works and extension of time. Following negotiations with NFC Homes a settlement sum has been agreed.

The works related to the uncharted pipes were unfortunately unforeseeable. Prior to the construction period, a full package of intrusive ground investigations alongside a review on statutory service drawings was conducted on the site. A total of two trial pits and two boreholes were drilled to depths of three and ten meters. Initial samples indicated a small likelihood of pollutants with a remediation strategy put in place to manage these known risks. The sample locations were positioned to provide a general spread across the site.

However, with intrusive ground surveys there are areas where investigations are not carried out with a possibility of further discoveries during the constructions period. As such uncharted pipes that were not present within any ground survey or any statutory record drawings were later discovered during the construction stage. This required the identified area to be decontamination and the pipes to be rediverted.

External groundworks were required to enable the site to be connected to the local drainage. Initial assessments had estimated the connection to be a short distance from site. It has subsequently been identified at a distance of thirty-five meters from site. Further build works on the curtain wall are due to commence for the front entrance of the building. Additional allowance is required to agree and finalise a settlement.

The issue related to the sewage connection unfortunately also fell outside our usual site due diligence. On the vast majority of Council sites, the sewage connections tend to be inside the site boundary and sewage connections have not resulted in additional costs. However, this is a learning experience for the housing delivery team, who are now reviewing their development procedures in relation to this point.

Further adaptation works were completed to meet the needs of the resident awarded the wheelchair unit as specified by the Occupational Therapist. The bespoke adaptations have been costed and assessed by the Council's appointed Employers Agent and confirm the works represent value for money in the current market. This ideally should have been picked up as a specific item in the original contract award but had not been included as this project was procured as the Bespoke Homes Programme was being set up at the same time.

The development procedures are being modified to ensure that costs for the bespoke homes programme are part of our development scheme appraisals and where possible specific adaptations are part of our construction contracts. It is important to note though specific costs and adaptations are not always known at procurement stage and in these scenarios an average cost will be included.

Scaffolding has been erected to allow completion of the brick work on the flank wall, located on the west side of the building. A settlement agreement has been reached with the adjoining owner to provide access onto their land to enable the contractor to complete these works.

The additional elements outlined above are a consequence of further requirements that have surfaced during the construction period and sit outside the contract. These additional elements enable the development to achieve practical completion and have been set out in Appendix 2.

Independent evaluation by the Project Team's Cost Consultant confirms that the new contract price represents value for money and is in line with current market trends.

Alternative options considered

It would be possible to terminate the Contract to develop this site for Council homes. However, this option was rejected as it does not support the Council's commitment to deliver a new generation of Council homes. As the Scheme is already on site the Council will be left with an incomplete building and further additional costs as a result of delays in retendering and completing any remaining works.

The Council could have completed bespoke adaptation works following practical completion. This option was reconsidered following the recent establishment of the bespoke programme to design and adapt properties pre-construction stage. This prevents a void loss period and the need for another contractor to conduct further extensive adaptation works on the new homes post completion.

11. REVIEW OF THE ESSENTIAL SERVICE PERMIT SCHEME

Clerks note: During discussion of the report Councillor Brabazon declared an interest as she had purchased an Essential Services Permit to enable her to carry out her work as a Cabinet Member. She left the meeting for the decision of the item.

The Cabinet Member for Tackling Inequality and Resident Services introduced the report which set out the outcome from the recent review of the Essential Service Permit scheme, and recommended several amendments.

In response to questions from Councillor Emery, the following was noted:

- There was a cap for school permits, and this was based on whether there was an on-site carpark. This would be a long cultural journey, and capping the number of permits would ensure that the process of getting a permit was governed and thought was given to whether permits were actually required.
- Religious groups carry out cross-borough work and therefore it was felt to be fair to keep the subsidised rate for religious leaders.

RESOLVED to

1. Agree, subject to the outcome of formal (traffic order) consultation:
 - (i) the revised Essential Service Permit arrangement for schools, as set out in paragraphs 7.4 to 7.8 of the report,
 - (ii) the revised terms and conditions of use that applies to Council staff in paragraphs 7.2 to 7.3 of the report,
 - (iii) that foster carers shall be able to access the reduced charge (concessionary) ESP scheme.
 - (iv) the change to charges as proposed in Appendix 1.
 - (v) to note that discretionary parking arrangements (outside of the ESP scheme) will continue to apply to police counterterrorism operations.

- (vi) to note that, once statutory consultation has been undertaken, a policy will be developed and presented to Cabinet at a future date setting out the full details of the ESP scheme and how it will be administered.
- (vii) to delegate authority to the Cabinet Member for Tackling Inequality and Resident Services and the Director of Environment and Resident Experience to consider any objections received in response to formal consultation and (subject to their being satisfied that there are no unresolved or pertinent objections) to agree the implementation of the proposed measures.
- (viii) to delegate authority to the Cabinet Member for Tackling Inequality and Resident Services and the Director of Environment and Resident Experience, to expand the restrictions that apply in Wood Green as set out in paragraph 6.6 to 6.9 (subject to statutory consultation) into local roads when the Civic Centre opens as and when needed.

Reasons for decisions

The ESP scheme is important to those who need to use a motorised vehicle to deliver essential services to Haringey residents. There is therefore a need to review the scheme periodically to ensure that those who need to access the scheme can do so.

Foster carers have lobbied for free or subsidised parking. Their role involves taking children to many appointments including medical or court-related or to family contact centres. In many cases, the use of a car is the only way to make those busy lives work. While free parking is not an option to be considered, allowing foster carers to access the ESP scheme would give them the flexibility in parking that they currently need.

There is dissatisfaction with the operation of the scheme by some who currently access the scheme. Schools feel that the current criteria, which favours those delivering the school curriculum, are too restrictive.

Residents are also dissatisfied with the scheme where they feel that ESP parking is creating additional parking pressures in their roads. Robust measures are therefore required to prevent non-essential use of those permits.

This review and recommendations aim to address those issues.

Alternative options considered

Retaining current arrangements was considered. This would fail to address the dissatisfaction with the scheme. It would also prevent foster carers from accessing the scheme.

Consideration was given to excluding schools from the ESP Scheme. Transport is one of the main contributors to poor air quality. The Council's Borough Plan, Transport Strategy and Air Quality Action Plan (AQAP) set out the Council's commitment to improving air quality and taking steps to reduce pollution that is harmful to health.

There are growing concerns about transport-related pollution and its impact on air quality near schools. The Council has implemented 23 School Streets to address the

growing concerns about transport-related air pollution around schools and the impact on children's health. ESPs for schools inevitably contribute to traffic and congestion and the associated impact on air quality.

However, head teachers feel that those permits are crucial to the successful running of their schools, hence the recommendations in paragraph 3.1(i)

Consideration was given to implementing a 2-hour time limit to each ESP parking session. This was considered as a measure to minimise the impact of ESP parking on busy roads and prevent extended or all-day parking. This would not meet the needs of all users, especially those involved in safeguarding.

12. COUNCIL'S CORPORATE INSURANCE ARRANGEMENTS

The Cabinet Member for Finance and Local Investment introduced the report which requested approval to appoint a provider(s) for Motor Fleet Insurance; Property Insurance Services for Commercial Properties; Fidelity Guarantee (Crime) Insurance; provision of the Engineering Inspection Programme; and School Journey Insurance with effect from 1 April 2023, for a period of five years.

Following consideration of exempt information,

RESOLVED

1. To approve the award of the contracts for the provision of the Insurance Services and Engineering Inspections via the ILC, effective from 1 April 2023, for a period of five years to the following providers:
 - Motor Fleet (Lot 1) to Insurer 1 (identified in Exempt Appendix A),
 - Commercial Properties (Lot 2) to Insurer 2 (identified in Exempt Appendix A),
 - Fidelity Guarantee (Crime) Insurance (Lot 3) to Insurer 2 (identified in Exempt Appendix A),
 - Engineering Inspection Programme (Lot 4) to Insurer 1 (identified in Exempt Appendix A),
 - School Journey Insurance (Lot 5) to Insurer 2 (identified in Exempt Appendix A),

Reasons for decision

The current insurance and inspection contracts commenced on 1 April 2018 and were based on a total of five-year agreement. No further extensions are available; therefore, a new procurement process was required. It is necessary to ensure that the new contracts are in place from 1 April 2023, to avoid any gap in insurance cover for the Council.

Alternative options considered

Purchasing stand-alone cover for the Council, using agreed procurement processes. This was not considered appropriate because:

- Haringey Council's membership of the ILC has enabled it to benefit from significant economies of scale in procuring policies for a number of local

authorities; these economies of scale would not be available if the Council were to opt for a single authority procurement route;

- Membership of the ILC has also allowed the Council to share best practice on insurance and risk management practices, which would not be available on a standalone basis; and
- The insurance market for local authority risks has historically had a limited number of competitors. Procuring through the ILC has previously increased the number of providers willing to respond and resulted in competitive premium rates.

13. DEVONSHIRE HILL PRIMARY SCHOOL STREET

The Cabinet Member for Climate Action, Environment and Transport (and Deputy Leader of the Council) introduced the report which sought approval to enter into joint arrangements with the London Borough of Enfield to implement a School Street near Devonshire Hill Primary School.

In response to questions from Councillor Emery, the following was noted:

- There were a number of schools in the original School Streets plan which had moved around in priority due to a number of different issues. No streets would be 'demoted' in terms of the plan, and more schools had now been added into the scheme.

RESOLVED to

1. Note all feedback provided through the informal and statutory consultations in Appendix I – Consultation response attached to this report.
2. Approve the making of permanent traffic management orders (TMOs) and the installation of any necessary highway infrastructure and works necessary to give effect to the School Street design set out in Appendix A attached to this report; and note that the TMO shall be made following the completion of the arrangements and agreement referred to in recommendations 3.3 and 3.4.
3. Approve, with the agreement of the Leader, entering into joint arrangements with the London Borough of Enfield for the purposes of making and enforcing TMOs and carrying out highway works on the northern section of the School Street (in Weir Hall Road between its junction with Barclay Road and a point 33m south of that junction) within the London Borough of Enfield.
4. Approve, with the agreement of the Leader, the Council entering into an agreement with the London Borough of Enfield to delegate/transfer the London Borough of Enfield's functions under the Highways Act 1980 and the Road Traffic Regulation Act 1984 to the Council for the purposes of making and enforcing TMOs and carrying out highway works on the northern section of the School Street (in Weir Hall Road between its junction with Barclay Road and a point 33m south of that junction) within the London Borough of Enfield.

5. Delegate to the Assistant Director Direct Services authorisation to (a) approve the terms of the agreement referred to in recommendation 3.4 above and (b) (following completion of the agreement with Enfield and not before the date that the joint arrangements are in effect) to take all steps necessary for the making of the TMO(s).

Reasons for decision

A School Street is recommended in part of Weir Hall Road, adjacent to Devonshire Hill Primary School, for the following reasons:

- To improve the health of children by increasing active travel, reducing road danger and improving air quality near the school gate;
- The school is supportive of the proposal;
- The London Borough of Enfield has proposed a scheme in Bull Lane that may reassign traffic into Weir Hall Road at times when children are arriving or departing this school; and
- The proposals contribute towards the strategic objectives of the Council.

Weir Hall Road straddles the borough boundary and therefore an agreement to exercise the London Borough of Enfield's highway and traffic functions on the part of that road in their borough is required to ensure delivery of a high quality, effective and enforceable School Street near Devonshire Hill Primary School.

Alternative options considered

Do nothing

This option was rejected as not delivering this School Street would be contrary to the objectives set out in the Corporate Delivery Plan, the Transport Strategy, the Climate Change Action Plan and the Walking and Cycling Action Plan.

It is likely that doing nothing would also result in an increase in motor vehicle traffic outside the school as a consequence of a 'bus gate' proposed in Bull Lane by the London Borough of Enfield.

Propose a School Street only to operate within the London Borough Haringey

If the northern entry point into the School Street was positioned at the administrative boundary of the London Borough of Haringey in Weir Hall Road (instead of the junction with Barclay Road, as recommended), this would increase road danger. Such a layout would result in motorists driving up to the start point of the restriction and having no exit route. Those motorists would either make a potentially dangerous U-turn or drive past the signs and receive a penalty charge notice; this would likely result in accusations of entrapment. In view of this, this option is not recommended.

14. 2022/23 FINANCE UPDATE QUARTER 3

The Cabinet Member for Finance and Local Investment introduced the report which set out the budget update for Quarter 3, and sought approval for debt write off over £50k, revenue budget virements and grant receipts.

In response to questions from Councillor Emery, the following was noted:

- The debt write off was in relation to a company which had been very successful but as with a lot of hospitality companies, the pandemic made it very difficult for them to continue to function. The Opportunity Investment Fund was there for high risk investment and to help to grow businesses. It was a well placed loan at the time of providing it.
- Parking income was affected by adverse weather conditions – people didn't use their cars for a few days, and also a decision was taken to not ticket cars which had been clearly left for safety reasons.
- In terms of garden waste, the Council had a responsibility to ensure that service was a full cost recovery. The cost to run the service had increased, therefore the price of the service had to increase.

RESOLVED to

1. Note the forecast total revenue outturn for the General Fund of **£12.8m** comprising £5.6m base budget and £7.2m (35%) savings delivery challenges and note that Directors are developing actions to bring the forecast down before the end of the year. (Section 6, Table 1, Table 2 and Appendices 1 & 3).
2. Note the net DSG forecast of £2.8m overspend. (Section 6 and Appendix 1).
3. Note the net Housing Revenue Account (HRA) forecast is £0.3m over budget. (Section 6 and Appendices 1 and 2).
4. Note the forecast GF and HRA Capital expenditure of **£309.7m** in 2022/23 (including enabling budgets) which equates to **57%** of the revised capital budget (Section 8 and Appendix 4).
5. To note the debt write-offs approved in Quarter 3 2022/23 (Appendix 7a).
6. Approve the recommended over £50k debt write off as set out in Appendix 7b.
7. To approve the revenue budget virements and receipt of grants as set out in Appendix 6.
8. Approve the proposed budget adjustments and virements to the capital programme as set out in Table 3 and Appendices 5 and 6.

Reason for Decision

A strong financial management framework, including oversight by Members and senior management, is an essential part of delivering the council's priorities and statutory duties. This is made more critically important than ever because of the uncertainties surrounding the wider economic outlook.

Alternative Options Considered

The report of the management of the Council's financial resources is a key part of the role of the Director of Finance (Section 151 Officer) in helping members to exercise their role and no other options have therefore been considered.

15. MINUTES OF OTHER BODIES

RESOLVED

To note the minutes of other bodies.

16. SIGNIFICANT AND DELEGATED ACTIONS

RESOLVED

To note the significant and delegated actions.

17. NEW ITEMS OF URGENT BUSINESS

None.

18. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the meeting for the consideration of agenda items 19 and 20 as they contain exempt information as defined in Section 100a of the Local Government Act 1972, Paragraph 3 – information relating to the financial and business affairs of any particular person (including the authority holding that information); and Paragraph 5 – information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

19. EXEMPT - INCREASED CONSTRUCTION COSTS, LEALAND ROAD

RESOLVED

To approve the exempt recommendations.

20. EXEMPT - COUNCIL'S CORPORATE INSURANCE ARRANGEMENTS

The exempt appendix was noted.

21. NEW ITEMS OF EXEMPT URGENT BUSINESS

None.

CHAIR: Councillor Peray Ahmet

Signed by Chair

Date

Report for: Cabinet, 18th April 2023

Title: Wood Green Voices Vision Document

Report

authorised by : David Joyce, Director Placemaking & Housing

Lead Officer: Peter O'Brien, Assistant Director of Regeneration & Economic Development

Ward(s) affected: Woodside, Noel Park, Bounds Green, Harringay, West Green

Report for Key/

Non Key Decision: Key Decision

1. Describe the issue under consideration

- 1.1. This report introduces a new vision for Wood Green, called '*Shaping Wood Green*'. It sets an overarching vision for the area and articulates six main themes which will guide change. Alongside this, it describes a set of strategic opportunities focused around 'Placemaking Areas' which have been highlighted as areas which have the greatest potential to deliver new social and physical infrastructure that Wood Green needs to be a successful place for the next generation.
- 1.2. This document will be used to guide the Council's approach to investment, public services, and placemaking in Wood Green in the years ahead. It will also shape the Council's partnerships with external stakeholders, ranging from community groups to landowners and investors.
- 1.3. Each high level theme will be developed through further participation with partners, residents and businesses, with a view to delivering a series of short, medium, and long term improvements under each theme.

2. Cabinet Member Introduction

- 2.1. Wood Green is the economic heart of the borough, and North London's only metropolitan centre. It has excellent transport links locally and to central London, and enjoys a high footfall along the High Road. It boasts two cinemas, a multitude of restaurants, a diverse retail offer which includes many independent businesses. It is already one of North London's most popular town centres but we know it can be even more.
- 2.2. From the recent '*Wood Green Voices*' engagement, the Council also understands that Wood Green faces many challenges and that local people often feel let down by some of its shortcomings.
- 2.3. Shaping Wood Green will set a vision for maximising the potential of Wood Green – building on its strengths. It will guide how the council works with partners and will seek to address the challenges raised in Wood Green Voices in order to deliver a placemaking programme that both meets the concerns of

local people, and also looks to make the most of potential opportunities that that could transform the area. This includes ensuring Wood Green is welcoming to all, improving the public realm and greening the area; continuing to build the local economy and attracting new institutions; changing the way we deliver public facing services in Wood Green and enabling community initiatives to flourish.

- 2.4. Wood Green Voices was one of the first major public engagement projects undertaken since the launch of the Haringey Deal. We have learned a lot through this process, which we will be applying to how we work in the future. The commitments in the Haringey Deal are also at the heart of Shaping Wood Green with the continuing participation of residents and communities running throughout.

3. Recommendations

Cabinet agrees:

- 3.1. to consider the successes and learning from Wood Green Voices, set out in section 6, which will inform work to continue to embed the Haringey Deal; and the proposed approach to ongoing resident participation at the heart of Shaping Wood Green.
- 3.2. to note the actions already taken by the council following the feedback from residents during the Wood Green Voices project contained in section 6.
- 3.3. to approve the Shaping Wood Green document attached in Appendix 2, which sets out a vision, six themes for improvement, and five placemaking areas in Wood Green.

4. Reasons for decision

- 4.1. The vision and themes within Shaping Wood Green have been carefully developed from the extensive Wood Green Voices engagement programme that took place in November 2022, and therefore is rooted in recent conversations with a wide range of residents and stakeholders.
- 4.2. The strategic spatial proposals in the five placemaking areas bring together recent public engagement with the potential opportunities created by the Council's consolidation of its corporate estate on to the Civic Centre (cabinet – January 2022), and the chance to strategically consider how the Council delivers its front-facing services.
- 4.3. Shaping Wood Green is a high-level document, that will guide more detailed conversations with residents, businesses, external partners, and internal council teams, on how to best to respond to the vision and placemaking areas. This process will continue to serve as a test bed for other projects adopting the Haringey Deal approach.

5. Alternative options considered

DO NOT APPROVE 'SHAPING WOOD GREEN' DOCUMENT

- 5.1. From the Wood Green Voices engagement the council has developed a deeper understanding of some of the issues raised by local people about Wood Green. Council responses to improving Wood Green could be taken forward based on the information of this report and the Corporate Delivery Plan, without the need for the publication of a high-level vision document.
- 5.2. The council has committed itself to sharing power with residents as part of the Haringey Deal. This high-level vision document communicates the outcome of an extensive process of engagement and will be used as a basis for further conversation around change in Wood Green. Publishing this document is an important pre-requisite for future collaborative working and public participation.

6. Background information

WOOD GREEN VOICES

- 6.1. The 2021 Haringey residents survey identified a deficit in participation in Wood Green, with findings that showed that less than 20% of Wood Green residents felt like they were able to influence decisions made by the Council, but over 55% would like the opportunity to be more involved with decision making.
- 6.2. As part of a new approach to Placemaking in the borough, and in response to this, the council undertook a significant engagement programme in November 2022, under the name of 'Wood Green Voices' to create space for local people and businesses to have their say on what they love about Wood Green, what places and spaces are important to them, and what needs improving. Over 350 people were engaged via workshops, online surveys and face to face drop-in sessions, including several communities the council has not often spoken to before. The findings of Wood Green Voices have been collated into an engagement report – see Appendix 1.

SHAPING WOOD GREEN

- 6.3. Shaping Wood Green is the council's response to the Wood Green Voices engagement. The six themes are grounded in what we heard during the Wood Green Voices programme. They also reflect the ambition of the draft Haringey Placemaking Principles of the Local Plan, and the council's Corporate Delivery Plan 2023/2024. They were 'tested' at a feedback event with residents who were part of Wood Green Voices in late March 2023.
- 6.4. The high-level document is intended to start the conversation both within the council and with external stakeholders for how Wood Green's potential can be realised, and how the community will play a greater role shaping Wood Green's future.
- 6.5. The text for the Shaping Wood Green vision, the six themes, and placemaking areas are described in Appendix 2. A summary of the themes can be found below:
 - 6.5.1. **Making Wood Green a welcoming place**
To create a safer, cleaner Wood Green, that has well-maintained public realm, and where positive stories support improved public perceptions of the area.

6.5.2. Bringing culture to the heart of Wood Green

By working with partners to promote a wider range of cultural events across Wood Green, from public art, to performances, street markets and community events. Ensuring that affordable workspace is available to support the Cultural Quarter's creative industries, and working with them so their activities are more accessible to the public.

6.5.3. Supporting people to live well

By ensuring our council services are fit to meet residents' needs in the 21st Century, and that facilities for local communities and young people are in easy reach, including sports and leisure to help people live a healthy life. Our public buildings and outdoor spaces should be accessible for all. And our residents should be able to live in comfortable, habitable homes.

6.5.4. Becoming North London's town centre for all

To help our town centre to continue to thrive through more diverse retail and food offerings, with a view to encouraging a vibrant evening economy, as well as attracting a wider range of institutions, such as civic, cultural and community anchors. Re-focussing our public realm so that it feels inviting and distinctive for local people, and encouraging safer, more convenient forms of active travel into Wood Green.

6.5.5. Putting the green in Wood Green

By maximising opportunities for greening our streets and public spaces, and making the most of our parks to help improve air quality, mitigate the effects of climate change, and encourage more wildlife and biodiversity.

6.5.6. Growing our economy to benefit everyone

By attracting inward investment into Wood Green to help to deliver new social and physical infrastructure, and promote an inclusive economy that supports new businesses and start-ups, and offers employment and skills opportunities for our residents. This will involve convening and building connections to broker partnerships with a range of organisations from large external partners to local VCS and small community groups.

- 6.6. The second part of the document highlights key spatial opportunities to deliver on the ambition of the themes. Five Placemaking Areas, illustrated on a spatial diagram, have been identified that will catalyst change in Wood Green through the redevelopment of its sites. The council is a major landowner in each area. Partnerships will be critical with external landowners on some sites if the vision of Shaping Wood Green is to be realised. The Placemaking Areas are as follows:

Civic Centre and grounds

- 6.6.1. Station Road Sites, Arriva Bus Garage, and Green Ridings House

- 6.6.2. Library Site and surrounds

- 6.6.3. Wood Green Cultural Quarter

- 6.6.4. High Road and Turnpike Lane (including Bury Road and Lymington Avenue)

SHAPING WOOD GREEN WILL BE USED FOR

- 6.7. Guiding Council's approach to investment, the delivery of our services, and Placemaking in Wood Green
- 6.8. Supporting and steering the Council's partnerships with external stakeholders, including investors and other landowners.
- 6.9. Leading to a series of short, medium and long term improvements to be developed and delivered under each theme.

LESSONS LEARNT FOR THE HARINGEY DEAL

- 6.10. The Haringey Deal was launched in November 2022. It sets out a series of commitments made by the council about how we will work differently in the future.
- 6.11. This includes pledges to focus on building greater trust between the council and residents, getting the basics right, learning when mistakes are made and putting things right quickly, empowering communities to make change happen for themselves, and finding new ways to share power with residents and communities.
- 6.12. The Deal was launched on the first day of the Wood Green Voices project. As such this work was our first practical example of the new way of working with residents at the heart of the conversation. We learned a great deal from this process and will be applying these insights to our work in other places and on other issues as part of embedding the Haringey Deal in all we do.
- 6.13. **Key lessons:**

There were many important lessons learned during the Wood Green Voices project. Some highlights included:

- Ensuring genuinely inclusive engagement requires real relationship building and this takes time, persistence and the support of trusted community members. It is also resource intensive. Significant officer time across multiple Directorates and external support was required to deliver the engagement. Having a clear idea of what residents would be feeding into the process helped give structure to the programme from an early stage.
- The importance of meeting residents and communities in their own spaces, and not simply expecting them to come to venues arranged by the council, at times that we dictate. Recognising that different communities will require different and tailored approaches.
- Ensuring that resident engagement work across the Council is as joined up as possible so that the council doesn't ask residents to take part in different conversations on the same or related issues, or at the same time. Online engagement attracted very different types of people from the in-person workshops. The council needs to continue to ensure that future engagement is both online and in person.

- Where the Council intends to work differently and share power with residents in new ways, we need to be flexible and learn as we go. Section 10 describes how this learning will be embedded in the structures for ongoing participation in future work.

COUNCIL ACTIONS SINCE WOOD GREEN VOICES

- 6.14. The participants of the Wood Green Voices raised many issues around the current condition of the town centre. For example, that Wood Green wasn't clean enough and didn't always feel safe. Many said the High Road lacked colour and vibrancy. Some said the library should feel more like a library.
- 6.15. Hearing these messages is really important and will directly shape our work as we move forward. Some activity has already been undertaken which begins to address some of these issues. These initial actions include:
- 6.15.1. A 'Week of Action' in December 2022, in which additional police patrols around the High Road and a deep clean of Station Road and the High Road took place. Members of the public could also talk to council officers about their concerns.
- 6.15.2. A new campaign has been launched to encourage visitors to the High Road to dispose of chewing gum in the many bins provided.
- 6.15.3. Public artworks have been delivered on shop shutters on Station Road. A wayfinding artwork to guide people to Blue House Yard is also in development.
- 6.15.4. The council continues to work with the Business Improvement District to find a new home for a Post Office in Wood Green.
- 6.15.5. A community gardening project on the roof of Bury Road car park is being progressed.
- 6.15.6. A public engagement event took place to introduce proposals for new sports facilities on Wood Green Common.
- 6.16. These first steps precede a more comprehensive plan of short-, medium- and long-term actions that will be developed under the heading of each theme in the coming months.

A PEOPLE POWERED WOOD GREEN

- 6.17. One of the messages we heard clearly during Wood Green Voices was that residents and communities wanted to be more involved in shaping the future of Wood Green going forward.
- 6.18. Developing a comprehensive and strategic placemaking programme, centred around community participation, represents a substantially new and different way of working for the Council. As one of the first projects under the Haringey

Deal, it has always been understood that the development of Wood Green Voices would be an iterative process, whereby the Council tests new approaches at each stage, and learns from these as it goes.

6.19. As such, developing any approach to ongoing participation with the public for Shaping Wood Green will need to start with an acknowledgement that the Council does not have an off-the-shelf solution to be deployed. However, the council will commit to an approach that puts resident, community and partners' voices at the heart of proposals to improve Wood Green. Including:

6.19.1. In the further development and implementation of the six themes

6.19.2. In the council's work on the five placemaking areas

6.19.3. Via an overarching participatory group (or groups) that will be established to work with the council in the delivery of the Shaping Wood Green vision

6.19.4. An annual Wood Green summit to discuss progress and develop the next steps together.

POLICY CONTEXT

6.20. Shaping Wood Green will inform the council's approach to delivering a number of Placemaking strategic aims, as well as several aims around resident experience, participation and collaboration in the Corporate Delivery Plan.

6.21. Shaping Wood Green will complement the planning policy for Wood Green in the upcoming Local Plan.

7. **Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes'?**

7.1 This proposal will contribute to High-Level Outcome 5: Placemaking in the Placemaking and Economy Theme, by leading to the publication of the 'Wood Green Voices Action Plan' which will allow 'Greater community input into shaping the future of Wood Green'.

7.2 It will also contribute to High Level Outcome 1: Positive Resident Experience, and High-Level Outcome 2: Inclusive Public Participation; High Level Outcome 4: Developing Young Voices in the Resident experience, participation, and collaboration theme by committing the council to further conversations with the public about how Wood Green could be improved.

8. **Statutory Officers comments**

8.1 **Finance**

8.1.1 The recommendation in this report do not have any immediate financial implications. Where scheme and projects are developed the financial

implications of them will be assessed and will form part of the decision-making process.

8.2 Strategic Procurement

- 8.2.1 Strategic Procurement note the recommendations of the report and that they are not a procurement related decision currently. Strategic Procurement would require that any future procurement decision required because of the recommendation will be part of a formal decision-making process.

8.3 Head of Legal & Governance

- 8.3.1 The Head of Legal & Governance has been consulted on the content of this report. There are no legal reasons as to why the recommendations cannot be approved.

8.4 Equality

- 8.4.1 The council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - Advance equality of opportunity between people who share protected characteristics and people who do not
 - Foster good relations between people who share those characteristics and people who do not

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

Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

- 8.4.2 This decision will result in the creation of a series of high level themes for action in a final vision document. It also commits to the ongoing participation of residents in developing further projects and schemes for Wood Green. As the decision will not mandate or create any particular projects or schemes to be taken forward, it is considered to have a neutral equalities impact, as there will be no disproportionate or notable impacts on groups with protected characteristics.

8.4.3 However, as and when projects which fall under the broad themes defined in the course of this work come forward for design, they will be subject to detailed equalities analysis, including a full Equalities Impact Assessment where appropriate. Similarly, as detailed proposals for ongoing participation are developed, they will be assessed to ensure compliance with the Public Sector Equality Duty also.

9. Use of Appendices

Wood Green Voices Engagement Report
Shaping Wood Green Document

10. Local Government (Access to Information) Act 1985

Wood Green Voices Engagement Report
Shaping Wood Green Document

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Wood Green Voices

Final Report

Haringey Council

Version control

Document information

Client	Haringey Council
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Executive Summary

This report explores the findings from the Wood Green Voices engagement process, which comprised:

- a series of ten workshops with Wood Green organisations, businesses and residents,
- a survey and drop-in sessions with Wood Green residents.

Looking across the findings, some clear messages emerge.

Wood Green today: residents' experiences

Community life: It was around this theme that workshop discussions were most weighted towards the positive. Wood Green's people and the diversity of its people were commonly described as assets. Participants talked about Wood Green as a place where different types of people lived alongside each other without any single group dominating and where, as a result, people from all sorts of backgrounds, faiths, cultures and nationalities could feel welcome.

Businesses: Participants overall saw Wood Green's status as a busy commercial centre, focused around retail and food, as an asset. There was most agreement around the point that it was convenient, providing so many shops and restaurants in close proximity. Participants referred to Wood Green's high footfall, its resilience, and the fact it drew customers from a wide area. Opinions differed about whether the *existing* range and quality of businesses and services in Wood Green was something to celebrate or something in need of improvement. Some praised the variety of shops, whilst others saw the retail offer as poor compared to other places. People were especially positive about independent businesses, seeing them as 'good for communities', more likely to retain money and other benefits within places and helping to make the area more interesting. Conversely, people often talked about the loss of big-name retailers like Marks and Spencer and Waterstones as detrimental to the quality and range on offer in Wood Green.

Public spaces: When participants were positive about public spaces in Wood Green, they were usually talking about parks and green space. They said these were important places for local people, providing opportunities to exercise, get some fresh air, relax and spend time with friends and family.

Overall, however, conversations about public spaces focused on negative experiences and the feeling that Wood Green was not a pleasant environment to spend time in. In most cases this related either to **cleanliness, maintenance, pollution or feelings of safety linked to anti-social behaviour (ASB) / crime**. These were all sentiments applied to parks and green spaces as well as to streets. Some participants talked about poor design of buildings and public spaces as exacerbating these problems, creating places that were unattractive and which lent themselves to being ill-used. Safety was especially seen as an issue after dark in central Wood Green, though potentially all day in some parks and green spaces. Safety was especially prominent in the workshops with young people.

The survey findings echoed these messages, with *Feeling unsafe and tackling ASB*, *Cleanliness of our streets* and *Better quality public spaces* ranking as the top three priorities out of ten options.

Leisure and culture: Participants in the community workshops talked about the positives of having two cinemas, and the presence of creative industries and organisations around the Cultural Quarter – in particular, The Chocolate Factory, with Blue House Yard also mentioned. Most striking about conversations around this theme, however, was how often participants used the word ‘potential’ and the feeling that leisure and culture was an area where Wood Green had some latent assets which were not being used effectively. In the creative sector workshop, participants talked a lot about the wealth of creative people and arts organisations in Wood Green being largely invisible to the wider community.

Travel and transport: Workshop participants and survey respondents tended to agree that thanks to the Piccadilly Line, the overground and multiple bus routes, public transport links were an important asset for Wood Green. Positivity about public transport connections was matched by negativity about traffic, however, especially along the High Road. People talked about the pollution that heavy traffic created; about the way in which this disincentivised walking and cycling; and about the impact this had on the character of Wood Green centre.

When low traffic neighbourhoods (LTNs) came up, there were different views as to whether these were part of the solution to reducing traffic or making the problems worse. That ‘*Supporting active travel*’ ranked last in the survey question about priorities perhaps reflects these different views – and some anxiety – about the implications of policies to deal with traffic.

Imagining a future Wood Green

The second half of the workshops asked participants to imagine the sort of future they wanted to see for Wood Green five years from now. In most cases a set of images was used to prompt discussion, with participants invited to select one image that particularly resonated with their vision for Wood Green. Survey respondents also shared their ideas for the future.

Public spaces: The future of public spaces in Wood Green – their appearance, character and use – dominated conversations during this segment of the workshops, and was also an important theme in the survey responses.

- **Bringing streets to life and bringing people together:** The images most frequently selected by participants to illustrate the future they wanted to see depicted attractive and sociable public spaces.
- **Spaces that forge new connections:** This theme of safe, animated and well-designed spaces having the potential to strengthen sense of community was a recurring one. Participants talked about places that encourage and enable people to get to know each other, that ‘nurture community’ and help people to ‘take part in where they live.’
- **Spaces that are well-designed, active and interesting:** Linked to this, the presence of activity – markets, events, play and performance – was the key

ingredient in the public spaces that some wanted to see, making public spaces more animated and interesting in ways.

- Some participants talked about the need for a more clearly definable ‘civic heart’ in Wood Green – a focal point that physically put people and events at the heart of Wood Green rather than the High Road being the area’s most distinguishing feature.
- **The greening of Wood Green:** For most participants, a more attractive and welcoming Wood Green implied a greener place with more trees and planting punctuating the streetscape

Businesses: For some workshop participant and survey respondents, the main ambition was for a more varied, distinctive and high quality shopping / eating out experience where independent businesses slotted in alongside big-name brands.

In the workshops, the idea of creating a more positive ‘eco-system’ of businesses and residents was a central theme, as was the potential for businesses to benefit from re-imagined streets and in turn to make those streets more interesting and attractive. Outdoor markets were often discussed as a potential vehicle for all of this. They painted a picture of a business mix that would:

- Bring colour, character and activity to the high street;
- Reflect, cater for and provide opportunities for Wood Green’s diverse communities;
- Help to connect Wood Green’s commercial area with its neighbourhoods.

Leisure and culture: A lot of comments from participants relating to leisure and culture heavily overlapped with those on the design and use of public space and how spaces could be ‘brought to life.’ Sports facilities and the potential for culture to connect into – and benefit – communities were also important strands of discussion.

- **Art, performance and events in public spaces:** Participants wanted to see live music in the street, open-air theatre and cinema (in parks or car parks, it was suggested), and street art and murals to inject colour and character into Wood Green’s buildings.
- **Leisure and sports facilities:** A swimming pool and leisure centre was the sports facility most often envisaged in a future Wood Green. Young people wanted to see a wider range of activities and facilities located in outdoor spaces.
- **Connecting communities with culture and creative opportunities:** Building on conversations about the place of culture and creativity in the life of Wood Green today, some participants wanted to see a future in which the arts were more visible, more accessible and beneficial to local people.

Traffic and transport: Across the workshops and survey responses, there is an ambition for a future Wood Green less dominated by traffic and where pedestrians and cyclists feel safer and more welcome. This was closely linked to ambitions for Wood Green to have more appealing public spaces attracting people to linger and suitable for socialising, for events and for outdoor activities. There was less consistency in views on how to achieve this – and the extent to which it should involve making cars less welcome.

Community life: Workshop participants talked about a future Wood Green where people were better connected to each other and to decision-makers; and where the opinions, ideas and energy of communities was better able to shape the place. This was a less prominent theme in the survey responses.

- **The community being more visible and feeling greater ownership:** Workshop participants contrasted Wood Green today – which they saw as heavily commercial and dominated by big businesses – with their vision of a future where local people were visible and engaged in shaping the character and identity of the place. For some that meant the business mix being more reflective of all Wood Green’s diversity and about local people being enabled to make, create and sell in their own area.
- **Community cohesion and integration:** Another theme discussed in relation to communities was encouraging more interaction between different types of residents and thus fostering more cohesion. This would result in a future Wood Green where different types of residents understood each other better, respected and accommodated each other.

How to make your future Wood Green a reality

The final part of most workshops asked participants to consider how their future Wood Green could be made into a reality. Several clear themes emerged.

- **Most prominent was the idea that the relationship between the council and communities would need to fundamentally shift.** This was about the council passing power to communities, involving local groups in decision-making and boosting resident voices – through formal or informal structures and ways of working.
- **It was also about the council changing how it works internally:** empowering and upskilling staff to work more closely and flexibly with residents; being more joined-up as an organisation so that different teams collaborate on Wood Green issues; being demonstrably more responsive to residents to build trust and confidence; and the council using its power to generate and deploy information, to communicate and to promote in ways that benefitted community organisations.
- **Finally, it was about the council using its power as a facilitator, convener and communicator** to bring partners together – with residents’ groups – to highlight good news stories, connect-up the assets (physical and otherwise) and to build momentum around practical action more quickly and to be better advocates for Wood Green’s local groups and businesses. Some spoke about a new social contract between the council, partner organisations and residents as the basis for a clearer understanding about what we can all expect from each other in Wood Green, and how to build-in a sense of reciprocity and collaboration.
- **Another key message was that residents would need to see tangible results** if they were going to believe things would be different, and that as long as residents remained frustrated and disheartened by ‘the basics’ – especially cleanliness – it would be difficult to engage people fully on more strategic, long-term challenges and ideas. In relation to the Wood Green Voices process specifically, participants frequently said that people would be deterred from getting more involved if they felt they hadn’t been heard this time.

Introduction

Background

In Summer 2022 Haringey Council commissioned research and engagement specialists Traverse to support them in the delivery of the Wood Green Voices engagement programme. The Traverse team worked with the council on the design of the programme and acted as independent facilitators for a series of 10 workshops conducted during November 2022. This report has been authored by Rob Francis, project director across both phases of the project and lead facilitator for all but 2 of the workshops, supported by Noel Martinez-Miranda.¹

Aims and objectives

Wood Green Voices aimed to give a range of local people the opportunity to have their say on Wood Green as it is today and their ambition for what it could be like in the future. The findings generated will help to inform an action plan for Wood Green, comprising some practical steps that can lead to improvements in the short term and some which can lay the foundations for longer term improvements.

Workshop participants were given the following rationale for the timing of Wood Green Voices:

Consultation and engagement about the area has happened before, but...

- 1) Things have changed for a lot of people in the last couple of years and it's a good time to take stock:
 - the pandemic changed working and travel patterns and changed how people are connecting with local green spaces, places and their community;
 - the cost-of-living crisis is now impacting the lives of residents, business owners and visitors further.
- 2) The council wants to widen the conversation and hear a broader range of voices than before;
- 3) The council is launching the Haringey Deal and Wood Green Voices is part of that re-setting of the relationship with communities;
- 4) The Council has declared a Climate Emergency and has more information on issues such as air quality in Wood Green, which is known to be impacting the health of the local community.

¹ After 30 years in business, Traverse closed its doors on 5th December as the project team was about to begin the analysis and reporting phase of the project. To provide continuity in the final phase, members of the Traverse team were engaged in a freelance capacity to undertake the analysis and draft the project report.

Participants were also given the following brief introduction to the Haringey Deal:

- The Haringey Deal is the council's commitment to a new way of working together with residents, businesses and communities
 - Listening better, sharing power and drawing on the passions and expertise of local people
 - Putting people at the heart of what the council does
- As the Haringey Deal launches, the Council wants to show what it means in practice – and Wood Green Voices is part of that

Summary of activities

Workshops

10 workshops were organised by Haringey Council and facilitated by the Traverse team across 2 weeks in November with an eleventh workshop in the first week of December. Workshops were held face-to-face at community venues and schools around Wood Green. The agenda was largely consistent across sessions with some variations to reflect the different participant groups and workshop duration, which ranged from one hour with primary school children to 2.5 hours. The main body of this report discusses the findings from these workshops.

COHORT	NUMBER OF WORKSHOPS	NUMBER OF PARTICIPANTS
Community (residents associations, friends groups, faith groups, cultural associations, health and wellbeing groups)	4	53
Business	1	11
Arts and culture organisations	1	10
Service providers	1	17
Children and young people (users of Rising Green Youth Hub, students at Haringey Learning Partnership, pupils at Noel Park Primary School)	3	48
Ward councillors	1	7

Residents' survey

A short survey was designed to mirror the main elements of the workshop agenda and to provide an opportunity for residents more widely to participate in the initial Wood Green Voices process. The survey was promoted online, through flyers and posters distributed locally and temporary display boards in the centre of Wood Green. Hard copies were made available at Wood Green Library and at the drop-in sessions. In total

166 people responded to the survey. Survey findings are discussed separately to workshop findings at the end of this report.

Drop-in sessions

Four public drop-in sessions were hosted by Haringey Council. These were promoted online, through flyers and posters distributed locally and temporary display boards in the centre of Wood Green. Engagement boards were designed to mirror the main elements of the workshop agenda and invited people to leave written responses on post-it notes. In total approximately 50 people attended the drop-in sessions and left written responses on the engagement boards. Findings from the drop-in sessions are covered alongside the survey findings at the end of this report.



Workshop with pupils at Noel Park Primary School

Limitations of this engagement phase

Designed and run at speed to allow the council to start shaping an action plan in early 2023, Wood Green Voices should be seen as a first phase in an ongoing process of listening to and working with local people in shaping the future of Wood Green. The community workshops did successfully bring together people from across Wood Green's neighbourhoods and diverse population, and some of these could be considered seldom-heard.

It should be borne in mind that workshop participants had existing connections to local organisations, however, and proactively *opted into* the process. Survey respondents and drop-in attendees also had to make a proactive effort to engage. Alternatively, a process of random sampling of residents (and use of incentive payments) would have resulted in a different profile of participation that a) would have reflected the area's demographics more closely – including age, ethnicity and socio-economic grade; would have reached those without existing connections to community groups and organisations; and would have included those less likely to engage in processes like this proactively. The council decided against this approach as it would have had time and cost implications, and would have reduced the opportunities for local groups and partner organisations to take part.

Wood Green today: residents' experiences

Introduction

In the first part of the workshops, participants were asked:

- what they saw as Wood Green's main assets – the aspects of local life that they liked, enjoyed or took pride in
- what most frustrated them about Wood Green – the aspects they don't like and the things that get them down
- what they feel has most potential in Wood Green but needs work

Table facilitators were asked to capture conversations under a set of six thematic headings, along with anything else that came up in their groups.

Community Life

'When you are in Wood Green, you feel alive... it's a place to go and meet people' (Community workshop)

'Wood Green might be edgy, but I love the community spirit.' (Community workshop)

'The best part of WG is basically the people.' (Primary School workshop)

It was the theme of Community Life where the responses were most weighted towards the positive. Several group discussions began with participants stating that Wood Green's greatest asset was its people or the diversity of its people. They talked about Wood Green as a place where different types of people lived alongside each other without any single group dominating and where, as a result, people from all sorts of backgrounds, faiths, cultures and nationalities could feel welcome.

'You have every culture you can think of. It's stimulating to meet people from lots of different backgrounds... It's educational. It allows you to be more tolerant of differences.' (Community workshop)

'It felt good to hear someone in the street speaking my language.' (Community workshop)

Views were more divergent on the question of whether people felt a strong sense of community spirit in Wood Green. Children in the primary school workshop had mixed experiences of people in their area, but were mostly positive.

'When you pass people in the street [in Noel Park] they smile at you.' (Primary School workshop)

Some participants talked positively about the connections they had in their neighbourhood, sometimes through residents' groups or informal networks they were part of. Others said that the high turnover of people in some types of housing made it more difficult to achieve or sustain that sense of community.

‘Parts of Wood Green are seen as “transitory” – people come and go, rather than come and stay. They come to shop, then they leave. They come to buy property, then they leave and rent it out. So, it’s harder to create a sense of community, as people aren’t rooted in the place.’ (Community workshop)

Market traders attending the business workshop said they no longer felt part of the community in the way they had in the past when they knew more of their customers.

A connected community?

Whilst some spoke positively about the connections between different parts of the community, others thought that those connections – between different cultures or between residents’ groups in different neighbourhoods – should be stronger. Greater collaboration between community groups around Wood Green could, some participants suggested, forge a greater sense of Wood Green as a town with an active, cohesive community.

Participation and involving residents

For some participants, a related point was a lack of connectivity between communities and the council, with a lack of communication and lack of opportunities for residents to input meaning that the true potential of community involvement in shaping plans and informing decisions was being missed.

‘It feels like things just happen, and that communities aren’t made aware and don’t have a chance to feed in and shape things before they happen.’ (Community workshop)

At least one group discussed the need to make more of the skills, energy and ideas within residents’ and friends’ groups in Wood Green, involving them in more strategic conversations about the future of their areas rather than valuing them only for their practical, grassroots work such as litter-picking. Another talked about the need to involve residents more in how local issues are tackled.

‘There are tensions between the different functions of services around anti-social behaviour – how far is it about enforcement vs. prevention?... The key thing is how residents are involved in these conversations and decisions – we normally present decisions as already taken. Residents aren’t aware of the process.’ (Services workshop)

Businesses

‘Everything is close at hand.’ (Community workshop)

Participants overall saw Wood Green’s status as a busy commercial centre, focused around retail and food, as an asset. There was most agreement around the point that it was convenient, providing so many shops and restaurants in close proximity. Participants referred to Wood Green’s high footfall, its resilience, and the fact it drew customers from a wide area.

Beyond that, however, there was less consensus. Opinions differed, for instance, about whether the *existing* range and quality of businesses and services in Wood Green was

something to celebrate or something in need of improvement. Some praised the variety of shops, whilst others saw the retail offer as poor compared to other places.

‘What we see with the shops reflects a sort of downgrading of the area.’ (Community workshop)

People value small independents: Participants were universally positive about the value of independent businesses in enhancing the experience of spending time in Wood Green, and when they singled-out businesses for praise they were almost always independents. The Green Rooms, Goodness Brewery and Blue House Yard were those most often mentioned.

For some, independents imply quality and personal service, whilst for others their value is more in their ability to reflect the diversity of the community, providing employment opportunities – and catering for – people of different backgrounds. Both sets of emphases see independents as contributing to character, individuality and sense of place. And in both cases, independents are seen as ‘good for communities’, more likely to retain money and other benefits within places.

This contrasted with what many saw as Wood Green’s dominant image as a place characterised by big multiples where the diversity of the local community was insufficiently reflected in retail experience people could expect. One participant gave the example of a programme supporting Kurdish women to leave the home and come together to make things. This had resulted in some starting their own successful businesses, but things like this were invisible to shoppers in Wood Green.

‘There is no representation of the community in the High Road. It’s all big businesses and phone shops.’ (Creative sector workshop)

Most participants were positive about the growth in the number of cafés and restaurants in Wood Green and were positive too about the range and quality (though some wanted to see wider choice). Again, people tended to emphasise the benefits of these being small businesses.

‘Like that they have so many independent coffee shops. It is nice to see friendly faces all the time – and the coffee is much better!’ (Community workshop)

A few people saw the growth of hospitality businesses in Wood Green as coming at the expense of retail, and reflecting a wider trend in the loss of quality retail.

The loss of big-name retailers

Whilst positive about small independents and eager to see more, people often talked about the loss of big-name retailers like Marks and Spencer and Waterstones as detrimental to the quality and range on offer in Wood Green.

‘I might be poor, but I don’t want to buy rubbish – I want to be able to get good clothes that will last.’ (Community workshop)

When it came to negative aspects of Wood Green’s businesses and services, betting shops came up most frequently. As well as reflecting feelings about the decline of the commercial offer, participants saw them as damaging to their communities. People were frustrated that more wasn’t being done – or that more could not be done within the law – to limit the growth in the number of betting shops.

Young people were mostly positive about the shopping and eating offer in Wood Green. They talked about the good range of shops where they could enjoy spending time with their friends, and the diversity of food businesses. They didn't always feel comfortable in those business premises, however – a message that marked out their perceptions and experiences from those of older participants. For some this was about not feeling welcome and being viewed as a potential problem, either by shop staff or security guards. They described being followed around shops by shop staff, for instance, only being allowed to enter in small groups, or being asked to leave straight away.

'Getting wanded down makes me feel like a criminal.' (Youth workshop – HLP)

For some, the greater concern was that they might face trouble from other young people. In one group this opened-up a conversation about whether they would feel reassured by a stronger security presence, or whether this would bring more unfair attention on all young people.

Public spaces

When participants were positive about public spaces in Wood Green, they were usually talking about parks and green space. They said these were important places for local people, providing opportunities to exercise, get some fresh air, relax and spend time with friends and family. Where people had noticed new planting – such as outside the library, or the parklet in Noel Park – they were positive about this and wanted to see more.

'Parks are one of our best assets.' (Community workshop)

'I like the parks because they are beautiful.' (Primary School workshop)

A few people also talked about Wood Green's historic built environment – its buildings and streets – as an asset.

'The architecture and the history is really exciting.' (Creative sector workshop)

Overall, however, conversations about public spaces focused on negative experiences and the feeling that Wood Green was not a pleasant environment to spend time in. In most cases this related either to cleanliness, maintenance, pollution or feelings of safety linked to anti-social behaviour / crime. These were all sentiments applied to parks and green spaces as well as to streets.

Cleanliness and maintenance: Participants were frustrated and demoralised by the volume of rubbish they saw around them in Wood Green. This was a combination of litter, fly-tipping and pavements that were too often dirty.

'Public spaces often don't feel cared for and there can be a lot of litter.' (Community workshop)

'There is gum on the play equipment and cigarette butts around the swings' (Primary school workshop)

This issue more than anything else got people down about the area and was identified as a problem by young people as much as by adults. In the youth workshops, some

participants said that vandalism and lack of cleanliness made them feel that people didn't respect or care for the place.

Some participants saw it as compounding other negative issues and feeding a downward spiral in how people treated and thought about Wood Green.

'There are lots of good people and good shops, but that's always being undermined... if a place looks like a slum more people will treat it like a slum.' (Community workshop)

These comments related mostly to streets but in some cases to parks and green spaces too.

'Parks feel like they are being run into the ground and they are not welcoming for young people.' (Community workshop)

The design of public realm: Whilst most conversations around this theme were focused on the day-to-day state of the local environment, some also talked about more permanent features of the public realm. The lack of 'green' in central Wood Green was a common strand in discussions. Participants talked about the centre of Wood Green feeling dominated by hard surfaces or by traffic which made it feel unwelcoming and unpleasant as a place to linger. The desire to 're-green Wood Green' came through as an especially powerful message in the second half of the workshops focused on the future.

As well as more greenery, participants across the workshops talked about wanting to inject brightness, light and colour into Wood Green – to address the 'gloominess' created by the 1970s buildings. Children and young people had a lot to say about the appearance of Wood Green today, prompted with a set of images (not used in the other workshops) from the local area. Several of these participants used words such as grey, dull and uninteresting when describing Wood Green's streetscape. They wanted to see more greenery and more colour – themes which, again, were explored further in the future-focused part of the discussions and explored later in this report.

'It's quite a grey area – if it was more colourful and with more greenery it would be a nicer place to live.' (Youth workshop – HLP)

'It looks dead now... it looked better in the past... more natural, and without the traffic' (Youth workshop – HLP – in response to two contrasting images of Gladstone Avenue in the early 20th Century and today).

The High Road was talked about as a physical barrier running through Wood Green which hindered movement for pedestrians, made it more difficult to see Wood Green as a unified place, and which cut-off people and facilities from each other.

'I try my best to get people there [the Cultural Quarter] from my community but because of the structure of the High Road, it's not accessible.' (Creative sector workshop)

Whilst negative feelings about parks tended to focus on how they were used and, as a consequence, safety, some participants highlighted lack of certain infrastructure – especially public toilets.

The way public spaces are used and abused: another set of conversations related to the way in which public spaces are made to feel by some of those who use them. This ranged from delivery bikes and A-boards cluttering up the area in front of the library to street begging and street drinking to drug dealing and other activity that led people to feel unsafe. People spoke sympathetically about those experiencing homelessness and

wanted them to receive more help, but also spoke about their presence in key locations – such as outside the tube station – as making Wood Green a less positive, inviting place to arrive.

Safety was especially seen as an issue after dark in central Wood Green, though potentially all day in some parks and green spaces.

‘I try to avoid Wood Green High Road... I feel apprehensive there, uneasy.’ (Community workshop)

‘I don’t feel safe to visit parks.’ (Community workshop)

Service providers talked at length about safety in public spaces as a major concern for local people, and the importance of teams working to address this – in particular the town centre policing team, street rangers linked to the business improvement district (BID) and Gang Advisors within Job Centre Plus. Some described how street-drinking outside the library undermines some service users’ feelings of safety, especially as many of those accessing services at the library are considered vulnerable.

‘Wood Green is not a safe place. You’re not safe anywhere.’ (Youth workshop)

Young people talked a lot about feeling unsafe around Wood Green. They referred to gang activity, drug use in public places and the grooming of young people. Some identified specific problems in specific locations – such as knife crime around Turnpike Lane Station, and crime / gang activity in parks. Some talked about the atmosphere being worse in Wood Green than other local centres they knew, though on the other hand thought there were fewer tensions than in Westfield because that attracted young people from a wider geography.

Across young people’s and adult workshops, participants talked about the nature of Wood Green’s physical environment as exacerbating feelings of unsafety – especially the alleyways leading off the High Road that were seen to lend themselves to crime and anti-social behaviour.

‘It can feel unsafe. Guys can whistle at you. There would be no one to support you if you needed help.’ (Youth workshop)

Primary school children also referred to crime and safety as impacting their or their parents’ feelings about Wood Green’s public spaces.

‘There are gangs at the shops, it makes me feel nervous.’ (Primary school workshop)

‘There are too many people drinking and taking drugs.’ (Primary school workshop)

‘My mum doesn’t like me going to the parks because of the incidents in Wood Green... the murders and stuff.’ (Primary school workshop)

Concerns and frustrations about crime didn’t always link to safety. For some participants, criminal or anti-social activity didn’t lead them to feel personally threatened but did add to a sense that Wood Green was unkempt and uninviting.

Alley ways, bad landlords, HMOs, drug dealing, dumping of rubbish in these places – it exaggerates the problems. (Community workshop)

Overall, then, participants painted a picture of several interlocking issues which together conspired to make Wood Green a less inviting, less pleasant, less positive environment than people want it to be. These were presented as issues that impacted on parks and green spaces, as well as streets, and which led people to feel different combinations of frustration, anger, despondency and unease about their safety.

Ownership

Across the workshops participants discussed the extent to which the community was reflected in – or felt a sense of ownership of – the commercial centre of Wood Green. The predominant feeling was that they were not, whether in terms of the use of space or the character and design of the public realm. The very commercial character of Wood Green's High Road, centred around the shopping mall, was seen as leaving little room for social spaces that were non-commercial.

'There are restaurants, the cinema, but do we promote the culture that is already here? Do we do what other boroughs do with the public realm celebrating the local culture?'
(Services workshop)

Leisure and culture

Thinking about the theme of leisure and culture, participants in the community workshops talked about the positives of having two cinemas, and the presence of creative industries and organisations around the Cultural Quarter – in particular, The Chocolate Factory, with Blue House Yard also mentioned.

'There are lots of really good arts and crafts going on in Wood Green.' (Community workshop)

Wood Green Library drew a combination of positive and negative comments. Some adults and children saw its range of services and activities as an asset, and felt it was a 'quiet and peaceful' place in contrast to the bustling High Road outside.

'The library is nice because it is quiet and safe, and you can do different activities there.'
(Primary School workshop)

Service providers – some of whom delivered activities from the site – saw the library and its multifunctionality as a real asset in supporting local people, though thought there was more to do in maximising the benefits of services being co-located in the same building.

Some in the community workshops and the creative sector workshop did not like the way in which the building had absorbed so many different functions, however, and thought that it was no longer the calm, welcoming or cultural space it had been or should be.

'Our library has been taken away from us.' (Community workshop)

'Customer services dominates the library and it's not a space I feel is welcoming.'
(Creative sector workshop)

Some participants also spoke positively about the area's sports facilities such as the basketball courts at Ducketts Common and the pitches at New River.

‘Sports pitches like Sky City Basketball Courts and the ones at Ducketts Common – people travel for those.’ (Community workshop)

‘My favourite place in Wood Green is New River because I like sport.’ (Primary School workshop)

Untapped potential

Most striking about conversations around this theme, however, was how often participants used the word ‘potential’ and the feeling that leisure and culture was an area where Wood Green had some latent assets which were not being used effectively.

In some workshops participants talked about community rooms and centres that were under-used, such as the one at Sky City, or facilities that could perform better for local people if they were better maintained. In some cases, they highlighted the problem of facilities being under-promoted and too little-known, and in some cases under-investment and lack of appreciation by the council.

‘The Community Hub has capacity for 200 people but is under-used.’ (Services workshop)

In the creative sector workshop, participants talked a lot about the wealth of creative people and arts organisations in Wood Green being largely invisible to the wider community, and the potential to make arts and creativity a much more central part of Wood Green’s identity and offer.

‘We have 185 artists, a theatre, 38 recording studios. [The Cultural Quarter] is the biggest secret in the area.’ (Creative sector workshop)

‘The N22 Open Studios event is the only time culture is accessible in Wood Green... if you’re not in the industry you don’t know about it. There’s an opportunity to highlight it locally.’ (Creative sector workshop)

Participants involved in the creative sector said they felt separated from the wider local community and unsupported by the council in positively impacting the community.

What’s lacking?

Some participants thought Wood Green’s leisure offer was lacking compared to other local centres. When participants offered-up ideas for what was missing, a leisure centre with a swimming pool was the most often-mentioned facility in the community workshops. A big theme in the primary school workshop was cultural venues, events and activities. The children talked about Wood Green being ‘all about shopping’ and suggested there should be something like a museum or a gallery, along with more activities.

‘When you walk around all you can do is buy stuff – why can’t we have other things to do?’ (Primary school workshop)

Comments (from adults and young people themselves) focused on a lack of activities for young people and spaces for young people. Sometimes the issue of cost was highlighted, and sometimes the poor condition of those facilities that did exist such as basketball courts.

Young people were positive about Rising Green, describing it as welcoming, friendly and safe. They said that some of their peers were scared to use it, however, because they were concerned about gang activity in the area.

Participants in the creative sector workshop raised access to space – and affordable space – as a barrier to sustaining Wood Green’s cultural and creative organisations

‘A lot of space is claiming to be creative space, but really it’s just office stuff. There are no practical creative spaces to work in. I had no choice but to leave the area.’ (Creative sector workshop)

Travel

Across the workshops, participants agreed that thanks to the Piccadilly Line, the overground and multiple bus routes, public transport links were an important asset for Wood Green.

‘Wood Green is a transport hub, it’s accessible and well connected.’ (Community workshop)

The level of positivity about public transport connections was matched by negativity about traffic, especially along the High Road. People talked about the pollution that heavy traffic created; about the way in which this disincentivised walking and cycling; and about the impact this had on the character of Wood Green centre. Cyclists in particular talked about their negative experiences of travelling through Wood Green, and the need for better cycling infrastructure that would help them to feel safer. A few people were aware that Wood Green experiences the worst air pollution in the borough.

‘Traffic pollution from the High Road is a real problem. There are narrow paths for walkers and cyclists, resulting in a number of near misses. We need proper provision for cyclists.’ (Community workshop)

On the whole, participants thought Wood Green would benefit from reduced traffic on the roads, more use of public transport and better infrastructure for cyclists and pedestrians. Participants envisaged this as reducing pollution, improving the look and feel of Wood Green and making it more ‘people-centred’.

‘If there are fewer cars, it would be easier and more pleasant to have more outdoor seating.’ (Community workshop)

Primary school children talked about the traffic being ‘horrible’ and referred both to the local impacts they experienced and their concerns about climate change.

‘It’s not sustainable... walking is the way more sensible thing to do.’ (Primary school workshop)

‘Sometimes it is so noisy I can’t even hear my mum when we’re walking.’ (Primary school workshop)

When low traffic neighbourhoods (LTNs) came up, there were different views as to whether these were part of the solution to reducing traffic or making the problems worse. Some, for instance, talked about needing to find a ‘middle ground’ that did not result in roads becoming gridlocked, or that did not disadvantage people who had to drive through necessity. Some were in favour of LTNs but questioned the approach that

had been taken around Wood Green. Others thought the traffic problems in Wood Green were so bad that only radical responses such as LTNs would help to change things.

In at least one of the community workshops and in the business workshop, a few participants talked about the lack of night-time parking in Wood Green centre as detrimental to developing a more thriving night-time economy.

'Vehicles get parking tickets after 6.30pm because drivers automatically assume that the parking is free after this time, as is common in a lot of other areas.' (Business workshop)

Creating a heat map

Working in their table groups, workshop participants were asked to pinpoint places they felt positive or negative about on a large map of Wood Green. To help them think about this, they were prompted to consider:

- places they enjoyed, which made them feel good about the area, or which they would show visitors; and
- places they didn't enjoy, which made them feel down about the area, or which they would avoid showing visitors.

The image below is a composite of the marked-up maps created across the workshops. It does not show every single location highlighted, but those which featured most prominently.

- Red signifies spaces seen as negative and blue those seen as positive.
- The size of the coloured circle reflects frequency of mentions.
- Hatched circles indicate a mix of positive and negative comments.

The findings from the mapping exercise closely reflect those from the preceding discussions about Wood Green's assets and features that people wanted to see improve.

Most often mentioned as positive spaces were parks, specific businesses and specific community facilities. Again, reflecting the preceding group discussions, several places appeared in both the positive and the negative categories.

Buildings, businesses and community facilities: Where participants highlighted specific buildings these were usually tagged as positive places. These were places that participants thought contributed something different to Wood Green, giving it character and providing something different to the mainstream commercial offer of the High Road. SMEs (small and medium-sized enterprises) stand out here, with the Cultural Quarter and Blue House Yard featuring, along with restaurants, cafes and bars such as Oita/The Green Rooms, Goodness Brewery and Café Corso; the green grocers' stalls in the High Road, and community assets such as the Community Hub and Wolves Lane.

'Oita has a relaxed, arty vibe.'

'The market stall in the High Road brings some colour.'

On the map as in the discussions, Wood Green Library attracted mixed reactions, with some tagging it as a place that made them feel good and others the opposite. In those

few cases where specific businesses were highlighted as negative in their impact – such as the cluster of betting shops on Lordship Lane – this was usually because their presence was seen to be detrimental to the immediate surroundings, with implications for the way people felt about the area.

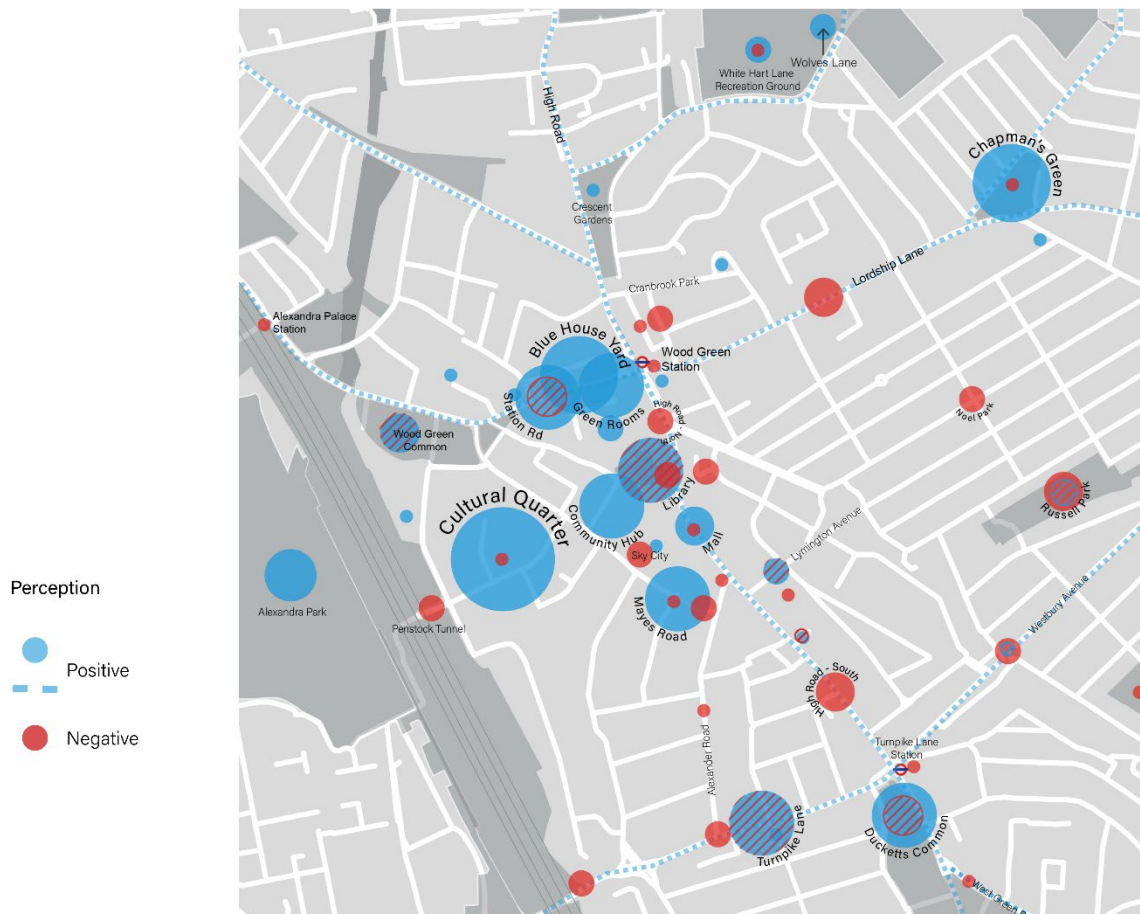


Fig 2. Positive and Negative Wood Green hotspots based on mapping exercises during engagement workshop. People were asked the locations they liked/disliked.

Parks and green spaces: The value participants placed on parks and green spaces was reflected in their prominence amongst the positive places identified. Their positivity was linked to them being attractive, open, reinvigorating and calming. Some people also identified them as locations of positive community activity, from the neighbours planting up an old cattle trough to groups or improving their parks.

Most also attracted negative responses as well, however, usually relating to the unease people felt in those places (due to anti-social behaviour and safety fears) or a sense that the spaces were not clean or well enough maintained. Divergence of opinion was most evident in relation to Ducketts Common, which some spoke positively about – referring to recent improvements – whilst others avoided it. Russell Park was unusual in attracting mostly negative responses.

‘The space around George Meehan House is uplifting.’

'Ducketts Common has life – people come at 7am to practise basketball... all year round it's well-used.'

Ducketts Common and Chapman's Green are full of people smoking and drinking – it's an asset for them, but for older people and women it is threatening. How to manage the tensions between different social groups using the same space?'

Public realm: Streets and walkways were mostly tagged as negative spaces – various points on the High Road, Lymington Avenue, the area in front of the library and Turnpike Lane. Gateway or 'threshold' areas around the periphery of the area were amongst those to attract a lot of negative responses: Penstock Tunnel, Hornsey Road bridge, Westbury Avenue underpass and Lordship Lane. That negativity was linked to participants' views of these places as dirty, gloomy, uninviting or even intimidating. There were particular concerns about safety at night; street clutter (e.g. delivery mopeds and A-boards outside library); general cleanliness and anti-social behaviour. The residential streets off the High Road were also highlighted as unpleasant due to problems with litter and fly-tipping, including Alexandra Road, several areas of Noel Park and Berners Road.

The stairs by the entrance to the cinema, and by the station. Young people hang out there... because it's safe to hang out in places where there are lots of people and ways out... but fights happen there.

Cars park in the streets near and parallel to the High Road and there's lots of fly tipping on those streets too.

Looking across the maps that groups created and the conversations they generated, we can see that positive spaces often had these characteristics:

- Attractive and inviting;
- Clean and well-maintained;
- Open spaces where people feel safe;
- Spaces that facilitate a sense of community, of people coming together and social cohesion;
- Distinctive places, contributing to local character and identity.

Conversely, negative spaces are often associated with these characteristics:

- Unattractive and uninviting;
- Dirty (e.g. litter and fly-tipping) and poorly maintained;
- Dark, gloomy, 'hostile' spaces where people feel unsafe;
- Associated with anti-social behaviour;
- Noisy and polluted.

Imagining a future Wood Green

The second half of the workshops asked participants to imagine the sort of future they wanted to see for Wood Green five years from now. In most cases a set of images was used to prompt discussion, with participants invited to select one image that particularly resonated with their vision for Wood Green.

The look and feel residents want for a future Wood Green

'I'm imagining a place that's moving through time – it has a sense of history and that's visible and celebrated; it's a place that has developed over time and is still developing, and that I feel part of that... it would be a place that feels more personalised, thought-through, designed *for people*.' (Community workshop)



Fig.3-6 Examples of images selected by workshop participants as they imagined a future Wood Green

Public spaces

The future of public spaces in Wood Green – their appearance, character and use – dominated conversations during this segment of the workshops.

This at least in part reflected the nature of the stimulus images that were shared with groups. But is also reflected the way in which conversations about public space were threaded through all the other main themes. Future **business** mix was relevant because of the potential for markets and cafes to bring public spaces to life and make them more appealing to spend time in. **Leisure and culture** were relevant because live performance, street art and children's play came up as ways in which public spaces could be made more engaging and attractive. **Travel** was relevant because for many people, the usability of public space and the character of that environment would require a reduction in traffic and more 'people friendly' streets. Finally, **community life** was relevant because improved public spaces were seen as integral to bringing local people together and building connections.

Bringing streets to life and bringing people together

The images most frequently selected by participants to illustrate the future they wanted to see depicted attractive and sociable public spaces. In explaining their choices, they highlighted their interest in places to relax and meet others, often emphasising how people from different age groups would be able to enjoy the space in flexible ways which didn't encroach on each other. For some, this multi-generational and 'co-owned' public space was what mattered most.

'People need to remain the centre of plans to design the public realm otherwise they get demoted to less importance – we could actually make it worse if we don't do this... we need to ensure varied and equitable representation in the [design] process.' (service providers)

Spaces that forge new connections: This theme of safe, animated and well-designed spaces having the potential to strengthen sense of community was a recurring one. Participants talked about places that encourage and enable people to get to know each other, that 'nurture community' and help people to 'take part in where they live.'

'Common spaces create relationships.' (Community workshop)

'A lot of the work that needs to happen is about building communities – that can come through the built environment by providing the underlying structure.' (Creative sector workshop)

Spaces that are well-designed, active and interesting: Linked to this, the presence of activity – markets, events, play and performance – was the key ingredient in the public spaces that some wanted to see, making public spaces more animated and interesting in ways.

'More community events so people feel better connected to one another, such as markets that bring together different cultures.' (Community workshop)

Participants envisaged spaces made attractive through the inclusion of trees and plants, fountains and public art or seating areas, laid out along well-designed streets and pavements that give pedestrians more space. Some participants envisaged entirely new

public spaces that would create areas to dwell which would lend themselves to events and where people would naturally congregate. Specific locations that were suggested included:

- The alleyways off the High Road: making these more inviting and more characterful, hosting markets and other events;
- Outside the tube stations: bringing people out onto a plaza rather than a main road ‘to make you feel more welcome when you get there’
- Outside the library: reconfiguring this area to make it more attractive

Parks were also discussed as places that could host more community events if they were cleaner and felt safer.

Some participants talked about the need for a more clearly definable ‘civic heart’ in Wood Green – a focal point that physically put people and events at the heart of Wood Green rather than the High Road being the area’s most distinguishing feature. Such a place, those participants argued, would help to bridge the east-west divide in Wood Green.

For some, **accessibility and inclusivity** were important principles. That meant pedestrian areas that were disabled-friendly, benches for older people to rest, along with public toilets and places to fill up water bottles.

‘The car dictates everything, can we centre residents?’ (Community workshop)

The greening of Wood Green

‘I chose this image [of skaters] as it has some greenery, and it shows older people sharing the space with younger people – co-existing, enjoying the space.’ (Community workshop)

For most participants, a more attractive and welcoming Wood Green implied a greener place with more trees and planting punctuating the streetscape. Many were drawn to images of public spaces elsewhere where greenery was a prominent feature. Suggestions included:

- More street trees, planters and pocket parks to make public spaces more attractive, to create shade and habit, and to improve air quality;
- Green walls on the sides of large buildings such as the bus garage (though some pointed out one existing green wall has not been maintained);
- More semi-wild spaces (and less mowing) to support wildflowers and wildlife and creating / restoring wetland areas;
- Edible gardens, window boxes and spaces for growing on and around residential buildings – especially new developments where there is more opportunity to influence;
- Opening-up the New River in Nightingale Gardens.

Businesses

When participants imagined businesses in a future Wood Green, they spoke most about businesses that would bring colour, character and activity to the high street; that would reflect, cater for and provide opportunities for Wood Green’s diverse communities; and

that would help to connect Wood Green's commercial area with its neighbourhoods. This idea of creating a more positive 'eco-system' of businesses and residents was a central theme.

Some also talked about attracting (or attracting back) big name retailers, and some recognised this would be an uphill struggle as shopping habits and high streets continued to change.

Markets

A lot of the discussions about future business in Wood Green fused with those about the desire for more attractive, well-designed, well-maintained and pedestrian-friendly public spaces. The potential for businesses to benefit from re-imagined streets and in turn to make those streets more interesting and attractive was a strong theme.

Outdoor markets commonly featured. Across the workshops – from primary school children upwards – participants imagined markets selling street food, fresh fruit and vegetables and non-food goods. They referenced popular markets in other areas, such as Chatsworth Road and Broadway Market, or more locally the popularity of Myddelton Road's regular market events.

Markets were seen as having the potential to bring diverse communities together and to create a stronger sense of local ownership over the commercial part of Wood Green which, it was often said, feels dominated by big chains and which acts as a thoroughfare rather than a place to linger. Lymington Avenue was mentioned a few times as an appropriate location for this.

Nurturing small businesses and building a stronger economic 'eco-system'

'It's too commercial in Wood Green – we need more community businesses.' (Community workshop)

Closely connected to the interest in markets was a desire that future Wood Green be more supportive of and characterised by a diversity of small businesses. This could involve investing in entrepreneurship skills so that people from across the community can be part of this sea change, and so that more of the money spent in Wood Green can circulate through the community. A couple of participants talked about fostering the 'eco-system' or 'ecology' of the local economy.

'90% of businesses in the area are SMEs but there is no diversity – it's all phone shops – and this is what the area is known for. The infrastructure should help small businesses come to the forefront because it seems like it's all big businesses right now.' (Creative sector workshop)

'Wood Green needs to promote a more 'local ecology' that makes it work for local people – not just for the big retailers.' (Community workshop)

Markets were seen as one tool in supporting local entrepreneurship as the set-up costs are relatively low, and use of vacant space for pop-up shops and exhibition space for local artists was also suggested.

‘We need more creative and collaborative “meanwhile” use of vacant buildings, [organised] between the council and community groups.’ (Community workshop)

Seeing the population reflected in Wood Green’s businesses

Another overlapping theme around business was that the business mix in Wood Green and what it offered customers should better reflect the cultural mix of the population, so that the commercial area of Wood Green becomes a more positive representation of – and an extension of – its communities, celebrating what makes this place different. That was seen as having economic and social benefits, taking what so many had identified as an asset in the earlier discussions – a diverse population – and making more of this asset in terms of economic prosperity, jobs and the experience of local / visiting customers.

More responsible businesses and connected into community

The final part of participants’ vision around business related to the responsibilities of businesses to the surrounding communities. This covered responsibilities such as food outlets dealing with litter and doing more recycling, and the forging of links between businesses and community organisations so that more businesses are proactive in supporting locally-run events and projects.

Whilst this applied to small and bigger businesses alike, some participants focused in particular on the desire for big retailers to contribute more to Wood Green.

‘Mr. Primark doesn’t see us or listen to us. How do we get them to work with us and take responsibility in the community? Haringey [Council] just rolls over.’ (Creative sector workshop)

A local centre or attracting visitors?

Participants had different views on whether Wood Green in the future should focus on serving its local population primarily – i.e. those within walking distance – or aspire to attract visitors from further afield. For some, a successful business offer was necessarily one that would be a draw to people from a wide area – even tourists – and any high street that was doing well should expect to do this. For others, a high street that aimed to bring in customers from elsewhere was less likely to be responsive to its residents and more likely to behave in ways – or attract others to behave in ways – that were detrimental to local people. This could include attracting high numbers of car-based customers that clogged up the roads, for instance, or focusing on goods that generated more waste and had a worse environmental impact.

Leisure and culture

Art, performance and events in public spaces

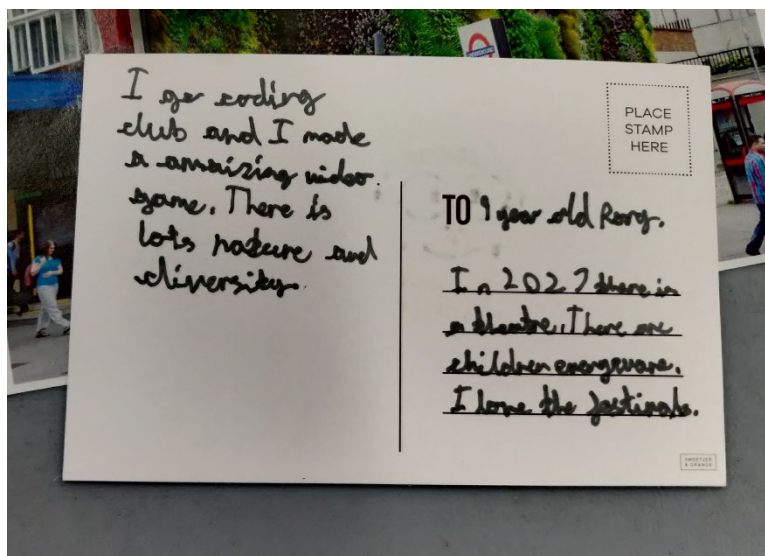
A lot of comments from participants relating to leisure and culture heavily overlapped with those on the design and use of public space discussed above. Images from elsewhere of people enjoying arts-related activities were popular, and many people wanted to see this replicated in Wood Green. This included live music in the street, open-air theatre and cinema (in parks or car parks, it was suggested), and street art and murals to inject colour and character into Wood Green's buildings.

'Why don't we turn underused spaces into performances spaces like outside the Vue Cinema, or car parks for events or theatre?' (Community workshop)

Some participants imagined events bringing public spaces to life, bringing residents together and bringing visitors from outside the area.

'We could have a Wood Green Festival that has street food, dancing and other things to do.' (Primary School workshop)

Others suggested that art and heritage trails could help to foster a stronger local identity, celebrating local culture for instance, or places and people from the area's past.



"I go to coding club and I made an amazing video game.

There is lots [of] nature and diversity.

In 2027 there is a theatre. There are children everywhere. I love the festivals."

Fig. 7 One pupil's 'postcard from the future', Noel Park Primary workshop

Leisure and sports facilities

A swimming pool and leisure centre was the sports facility most often envisaged in a future Wood Green. Some participants were aware of this as an idea that had been circulating for several years. A variation on this was the desire for a lido at Ducketts Common. Some groups talked about where a pool and leisure centre should be located, some believing it should be in central Wood Green where it would be most accessible and where it could complement the retail and hospitality offer, whilst others did not agree that it needed such a prominent location.

Young people wanted to see a wider range of activities and facilities located in outdoor spaces – more basketball courts, ping pong tables and space for other sports and activities. Specifically, young people talked about making more use of the Rising Green

youth hub. They saw it as a big asset for the area and wanted to see it develop its reach and its facilities:

‘I want it to be a space where it can be a safe sanctuary for 50-100 young people.’ (Young people’s workshop)

Connecting communities with culture and creative opportunities

Building on conversations about the place of culture and creativity in the life of Wood Green today, some participants wanted to see a future in which the arts were more visible, more accessible and beneficial to local people. That could include more affordable spaces for creative activity; venues that bring makers / artists together with residents; and opportunities for creative residents to perform, sell and exhibit in their community.

A few participants suggested the library site could be reconfigured – and as some saw it, reclaimed – as a centre for cultural activity in a highly visible location.

‘The library could be a hub for exploring cultural diaspora of the area.’ (Community workshop)

Travel

More pedestrian and cycle friendly

Many participants imagine a future Wood Green where pedestrians and cyclists feel safer and more welcome. This was closely linked to ambitions for Wood Green to have more appealing public spaces attracting people to linger and suitable for socialising, for events and for outdoor activities.

‘Most people who live here are getting around the immediate area by walking – so in the future I’m imagining a town centre and routes into it that support those who walk, making it better for them... in the 21st Century we shouldn’t have a town centre dominated by traffic.’ (Community workshop)

‘The top of Alexandra Road and Caxton Passage – these are nodal and should be more social spaces.’ (Community workshop)

Few participants challenged this idea of the future, but there was less agreement about how it could be achieved in practice. Some suggested full pedestrianisation of the High Road, but others questioned how feasible this would be considering it is a main arterial route. More suggested making the High Road one way, or prioritising buses whilst making it less attractive for cars. Most common was the suggestion to reduce the space given over to vehicular traffic and maximising space for cyclists and pedestrians. Restricting times for deliveries was also suggested.

‘[I imagine it being] less traffic-dominated and more pleasant to walk. Whatever is possible re the routing of traffic, at least starting by getting cars off the pavements.’ (Community workshop)

Public transport

For some participants, discouraging cars required improved public transport. Improvements could mean connectivity – making it easier to move east to west, for

instance, or bringing people into Wood Green from housing estates less well-served by existing bus routes – or lowering costs.

Community Life

The community being more visible and feeling greater ownership

Thinking about the place of communities in the Wood Green of the future, a recurring theme was visibility and ownership. In several conversations, participants contrasted Wood Green today – which they saw as heavily commercial and dominated by big businesses – with their vision of a future where local people were visible and engaged in shaping the character and identity of the place.

‘I want to see the multicultural nature of Wood Green reflected in the fabric of the place – food events, celebration events... seeing the culture of the place in the street and how it’s used.’ (Community workshop)

As explored earlier in this section, ideas around **visibility and ownership** came through in relation to businesses, public space, and leisure and culture. Participants talked about the business mix being more reflective of all Wood Green’s diversity and about local people being enabled to make, create and sell in their own area. They talked about public spaces and facilities that nurture more social interaction, that bring neighbours together and put people – not shopping or traffic – at the heart of Wood Green. And they talked about events, venues and arts trails that put the stories, talents and interests of local people centre stage.

Representatives of local residents’ groups talked about a future Wood Green where they were supported to be more impactful in their neighbourhoods and – some suggested – across the area as a whole by being **better connected to each other**. This linking-up of existing community action was seen as another potential component in creating more resident ownership and presence in Wood Green.

Some participants connected ideas around sense of ownership with more people being invested in – and taking better care of – their surroundings. The future Wood Green they wanted to see would be a place where residents and businesses feel a **greater collective responsibility** for their local environment, rooted in stronger participation in how that environment was designed and maintained. This, they suggested, could help reduce anti-social behaviour. Several group discussions considered the need for young people to be involved in shaping change, helping to design spaces for themselves and the wider community.

‘People value their area when they feel their area values them.’ (Community workshop)

Discussions about enabling residents to feel more ownership of their area fed into follow-up discussions about how to grow resident participation, covered in the next section of this report.

In some cases, participants referred to encouraging and enabling more literal community ownership of physical spaces as a way to put people at the heart of Wood Green and reconnect residents to the place as active citizens rather than customers. The potential community ownership of the former Jolly Angler pub was given as one example.

Community cohesion and integration

Another theme discussed in relation to communities was encouraging more interaction between different types of residents and thus fostering more cohesion. This would result in a future Wood Green where different types of residents understood each other better, respected and accommodated each other. The emphasis here was most commonly on different age groups, with participants in the service provider, creative sector and community workshops talking about the need for places and events that were inter-generational, fostering connections and respect between younger and older residents.

'We need more intergenerational stuff, making this a place that works for young and old people. Facilities can encourage this – physical spaces, projects where older people share skills.' (Service providers)

Some envisaged increasing challenges as more affluent people moved into Wood Green, and the risk that different parts of the population would end up living very separate and disconnected lives.



Figs 8-10: Participants at the community workshops share their images

Figs 11-12: Example outputs from primary school workshops

How to make your future Wood Green a reality

Introduction

'I feel this today could be the beginning of something, but it has to go somewhere, something has to happen because of it.' (Community workshop)

The final part of most workshops asked participants to consider how their future Wood Green could be made into a reality. Several clear themes emerged.

Most prominent was the idea that the relationship between the council and communities would need to fundamentally shift. This was about the council passing power to communities, involving local groups in decision-making and boosting resident voices – through formal or informal structures and ways of working.

It was also about the council changing how it works internally: empowering and upskilling staff to work more closely and flexibly with residents; being more joined-up as an organisation so that different teams collaborate on Wood Green issues; being demonstrably more responsive to residents to build trust and confidence; and the council using its power to generate and deploy information, to communicate and to promote in ways that benefitted community organisations.

Finally, it was about the council using its power as a facilitator, convener and communicator to bring partners together – with residents' groups – to highlight good news stories, connect-up the assets (physical and otherwise) and to build momentum around practical action more quickly and to be better advocates for Wood Green's local groups and businesses. Some spoke about a new social contract between the council, partner organisations and residents as the basis for a clearer understanding about what we can all expect from each other in Wood Green, and how to build-in a sense of reciprocity and collaboration.

Another key message was that residents would need to see tangible results if they were going to believe things would be different, and that as long as residents remained frustrated and disheartened by 'the basics' – especially cleanliness – it would be difficult to engage people fully on more strategic, long-term challenges and ideas. In relation to the Wood Green Voices process specifically, participants frequently said that people would be deterred from getting more involved if they felt they hadn't heard this time.

Passing power to communities

'We need the community to be the client – to invert the way things work now.' (Community workshop)

Many participants talked about local people needing to be at the heart of shaping change – from generating ideas to informing decisions to co-creating the results. Where participants had spoken positively about Wood Green's resident-led groups, they often saw these as central to shaping a positive future and wanted to see them supported to achieve more impact. That could mean more resources for projects and activities to improve neighbourhoods, or it could – more fundamentally – mean giving those groups more power to influence and shape the work of the council and other bigger organisations in their areas. A few participants commented that the council needed to see the potential of these groups – and through them, residents more widely – to support local life in more strategic ways.

'There are so many great initiatives going on, but they don't get anywhere because of lack of support from the council. People could be allowed to pitch to the council for support. For example drug intervention services. this could really help the area.'
(Creative sector workshop)

'There are lots of people working really hard in communities – residents' groups, friends' groups attached to parks and so on – they already care, they're already mobilised, but mostly around the ground level activity like litter picks. The council needs to involve them in the more strategic work too. There are lots of people in Wood Green with additional skills we could be using.'
(Community workshop)

Practical suggestions:

- The council working with local groups to convene an annual 'summit' to discuss cross-neighbourhood issues and ideas with strategic partners, or more regular forums that brought together stakeholders along the same lines.
- Organising regular walkabouts to discuss potential new development and change, involving more residents and in a more engaging format than a formal meeting or through online consultation portals.
- Co-creating a 'social covenant' that the council, partners and community groups sign up to, signifying their commitment to working in certain ways and shaping Wood Green together based on transparency, accountability and reciprocity.
- Encouraging people to start resident associations, to come together for events that are positive not just against things they don't like.
- Introducing different ways of engaging people in decision-making, such as a citizens assembly on public space.
- The council providing training for residents and local groups to help mobilise communities and give them confidence to take action in their area.

Changing how the council works internally

Some participants talked about the relationships between the council and local organisations as feeling transactional and believed that a future Wood Green that gets the most out of its assets – and delivers most for its residents – will need the council to change how it operates.

One expression of this, discussed in the service providers workshop, would be council staff feeling more empowered and better prepared to forge links into the community and work more flexibly to make good things happen. In other workshops, participants cited

examples of the council missing opportunities that residents had highlighted, or of community action that had had felt impeded rather than enabled by the council.

‘We were told by the council that we can’t plant fruit trees [at our community garden] as if someone has an allergy and picks the fruit and eats it, we could be liable.’ (Community workshop)

Another expression of the council improving its internal culture and systems would be for teams to be better informed and joined up around each other’s plans. Some participants with experience of local community projects talked about the need for more joined-up design and planning by different parts of the council.

‘When you can successfully get them together around a project it can work, and that gets community groups and residents more engaged and positive. But it can be an uphill struggle to get different parts of the council on the same page and it shouldn’t be the job of outside people to make that happen.’ (Community workshop)

The council as connector, convenor and communicator

‘We have a good framework in Wood Green, everything is already there, we just need to connect it.’ (Community workshop)

A lot of what participants envisaged as driving the future of Wood Green was about collaboration and collective effort that reached across organisations and neighbourhoods. Most saw a role for the council here, but a different one to that of traditional service provider.

The council as connector and convenor: using its power to bring organisations together to plan, work with communities and deliver in more joined-up ways. It could play a convening role, for instance, in helping to link-up Wood Green’s resident groups and hyper-local networks to create a pan-Wood Green ‘forum’ of resident-led organisations which, together, could lead in creating that sense of ownership discussed in the workshops. It could also help players across the local system to support each other and communities in positive activity – for instance, encouraging or incentivising businesses to support festivals and cultural events in financial and other ways.

The council as communicator: more proactive and two-way communication between the council and communities, inviting residents to be involved in shaping ideas right from the start. More proactive and varied communication methods, it was said, could reach communities more deeply and effectively. Some conversations about communication also referred to the potential for the council to share information with local groups to make more of its data, or to bring together different types of local intelligence to help stakeholders across the system to deploy resources more effectively. Participants in the service providers workshop drew parallels here with social prescribing and multi-disciplinary teams in health and social care where partners pooled data to improve their collective impact. They also suggested exploring a community budget model for Wood Green.

‘I’d like to see a synthesising of official information and roles with local intelligence.’ (service providers workshop)

The council as advocate for the place and what makes it distinctive

In the business and creative sector workshops in particular, participants wanted to see the council more visibly promoting, enabling and advocating for small enterprises and organisations that make Wood Green distinctive and which recycle wealth and skills in then local community. A few suggested that procurement processes were a barrier to the council being able to support local businesses and local businesses being able to take advantage of council opportunities.

‘We need the council to... speak up for us and say what we are doing as smaller organisations is of value to the council and its whole community.’ (Creative sector workshop)

‘If the 96% of Haringey businesses are micro-SMEs and SMEs then perhaps we need to support smaller businesses to help them grow so they can in turn support the community.’ (Business workshop)

Linked to this, some participants suggested the council should be more proactive in helping to shift the narrative about Wood Green, highlighting the positive stories from community groups that can make residents prouder of where they live.

Findings from the survey and drop-in sessions

Introduction

This section summarises the data from the survey and drop-in sessions that complemented the Wood Green Voices workshops. Some observations on the achieved sample, analysis and reporting are included below by way of introduction.

Survey

The survey received 166 responses. The demographic data of the respondents is described in more detail in the appendices.

The sample was self-selecting, and participants could choose freely which questions to answer. In addition, it is important to note that this is **not a representative sample**. In particular, white people were over-represented compared to other ethnicities and older people (especially aged 60-74) were over-represented whilst those under 29 were under-represented. The survey findings should not be interpreted as representative of the whole population of Wood Green, therefore. Survey responses were coded using broad themes. Comments addressing similar topics were reported on under the same themes. Verbatim quotes are used throughout to illustrate the key points.

Quantifications of open text data are not particularly meaningful, as the sample is not representative of the Wood Green population. However, on certain sections, the report narrative includes a quantifier, to convey the weight or frequency of a specific point. Quantifiers refer to survey responses only, and not to drop-in session data. In addition, under each sub-section, themes are reported on by frequency. This is to say that themes that were more commonly raised appear first in the narrative.

Quantifiers were used as follows:

- “A few” – 10 or less respondents
- “Some” – 10 to 83 respondents
- “Most” – 83 or more respondents

Drop-in sessions

At the drop-in sessions visitors were invited to complete paper copies of the survey, or to add comments to a series of information boards using post-it notes. Prompt questions on the information boards broadly reflected those in the survey and are therefore reported here along with the survey findings. Quotes from drop-in sessions are also used to illustrate key points.

What residents appreciate about Wood Green today

Diversity, identity and community life

Diversity in and around Wood Green and within the local community was a common theme among residents' responses to the survey. Some respondents praised that the area is multicultural and attracts a diverse mix of people, which enriches its community life and makes it more welcoming to visitors and newcomers. Respondents referred to diversity in a broad sense, including positive remarks about the variety of cultural and ethnic backgrounds represented in the population, as well as to having a harmonious community life that included people from multiple social groups.

“Wood Green is a vibrant area and a melting pot of varying cultures and ethnicities. It's somewhere where no one would feel out of place or like they don't belong, it has something for everybody” – Survey respondent

The appreciation of a multicultural town centre was also linked to residents' **perception of Wood Green as a vibrant and dynamic area.** Some enjoyed that Wood Green felt 'busy', 'bustling' and 'buzzing' and that it was visited by many for its commercial and entertainment offer.

In addition, a few respondents also valued that the area had a distinct identity and a strong sense of community, supported by the activities of residents' groups. A few others also mentioned that the area felt safe.

Location and transport

Respondents commented positively on Wood Green's location and the **availability of transport links.** Some responses referred to the convenience of being able to easily access Central London and other areas from Wood Green, either by car or using public transport. In particular, residents appreciated having easy and frequent access to tube and bus services, and also to rail.

“Excellent transport routes to central London, and other parts of London.” – Survey respondent

In addition, a few respondents mentioned that the main amenities were within walking distance, and that the area is friendly for pedestrians. A few others commented positively on the implementation of Low Traffic Neighbourhoods.

Shops, eateries and other commercial spaces

Most respondents mentioned having easy access to shops and commercial spaces, as well as restaurants and coffee shops as a key benefit of living in or visiting the Wood Green area.

When asked what they considered a positive aspect of Wood Green, some respondents highlighted the **quality of the shops and the convenience of having access to large commercial spaces, such as the Mall, but also to a variety of smaller, independent shops.**

“The diverse retail offer is brilliant, good mix of chain shops and some independent [ones].” – Survey respondent

Similarly, some respondents reported enjoying the **restaurants, pubs, eateries and cafes** in the area. They highlighted the quality, number and range of places that locals could eat at – from fast food chains to more upmarket restaurants – and the diversity of cuisines represented in the Wood Green's food and drink offer.

References to specific shops, eateries and commercial spaces

The Shopping Centre, the shops on the High Road and the outdoor market stalls were most frequently brought up in survey responses as **commercial spaces** that respondents enjoyed visiting.

Similarly, some highlighted **restaurants, cafes and eateries** that they considered to be nice places in Wood Green. A few emphasised that they enjoyed the fact that many of the eateries were independent and that they represented a wide range of cuisines.

Restaurants such as Oita in the Green Rooms and the Turkish restaurants on the High Road, and pubs such as the Goodness Brewery, were most often reported as favourites. Residents also mentioned:

- The Prince
- The Westbury
- The Starting Gate by Alexandra Palace
- The Toll Gate
- Gurmani
- Napoli Grill
- Penang
- Bean & Brew
- Kennelly's Tapas Bar
- Ciro's Italian Restaurant
- Il Bebo
- Fatisa
- JRC Global Buffet
- Chai Walla
- Ezra's Kitchen
- Cafe Corso
- Karamel
- Cafe Roj

Access to cultural spaces

Some respondents also appreciated having **access to a good cultural offer**. Most frequently, they mentioned the convenience of being close to cinemas, but also to other spaces and venues that host cultural events, such as the cultural quarter, Alexandra Palace, the Blue House Yard and the Green Rooms. For a few other respondents, having access to gyms was also a positive about the area.

References to specific cultural spaces

Some respondents also referred to a specific **cultural spaces and venues** that they enjoyed or felt proud of. The Blue House Yard was mentioned most frequently, followed by the local cinemas. Residents also mentioned The Chocolate Factory, the cultural quarter and local art studios.

Parks and green spaces

Respondents felt positively about the many green spaces that are available in and around the Wood Green area. Some of the survey responses show that residents

saw parks and open spaces as an important element of the local environment, and reflected on the role these spaces play in balancing out the urban feel and busy life of the town centre. They frequently referred to Alexandra Palace and Park as one of the favourite green spaces near Wood Green, but also mentioned many others, such as at Noel Park and Wood Green Common.

“There is a great range of open spaces very close to Wood Green Centre (...) so the place has a good urban feel with a sense of a story, but this is balanced by openness close at hand.” – Survey respondent

References to specific parks and green spaces

When asked what places in Wood Green made them feel positive about the area, most frequently, respondents thought of Alexandra Palace and Park.

Some also felt positively about other **parks and green spaces** in the area. They welcomed improvements and developments that would make parks and open spaces more enjoyable, and felt positively about having spaces where they could sit and relax, walk and practice sporting activities, or take their kids for some playground time. The several references to green spaces that residents like in the area included:

- Wood Green Common
- Ducketts Common Alexandra Park
- Lordship Recreation Ground
- Belmont Recreation Ground
- Clarendon Park
- Russel Park
- Noel Park
- Downhills Park
- Nightingale Gardens
- Parkland Walk
- Highgate Woods
- Trinity Gardens
- Avenue Gardens
- Chapman’s Green
- Crescent Gardens

Other positive comments

Some respondents also praised the area’s architecture, referring to the mix of styles, the beauty of the buildings’ facades, and the decorations in public spaces, such as the tube stations or the areas surrounding the library.

Regarding public services, some respondents liked the fact that Wood Green has a library and good schools, or commented positively on the council services in the area or the work of the councillors in general. A few other respondents were pleased with the new housing developments in the area and hoped these would support the need for social housing.

Other places residents felt positively about

Respondents also commented positively on the **Wood Green Library**. Some of them mentioned it as a place they felt proud of, other praised its aesthetic value, and others referred to its central position within the area and its potential to bring the community together.

“[I feel positively about] the library (which tries really hard to encourage a cross-section of the community, and the customer services centre which works REALLY hard)” – Survey respondent

Some respondents mentioned other buildings and areas that they enjoyed because of their look or style. They referred to churches and places of worship, historic and listed buildings, and areas with murals and street art in general. They also listed specific places such as:

- Alexandra Palace
- The Civic Centre
- George Meehan House,
- New development by Wood Green Common/Clarendon
- Noel Park Estate
- Turnpike Lane and Wood Green stations
- Park Road Pool

One respondent mentioned New River Sport and Fitness as a place they felt positively about.

What could be made better about Wood Green

Transport and traffic

Regarding **high levels of traffic** in the Wood Green area, some survey respondents raised this issue of as one of the main local problems and called for it to be solved as soon as possible. They also discussed specific areas where traffic is a problem, such as the High Road, Park Road, the roads around Westbury Avenue, the intersection around Wood Green Station, and the street by Belmont Junior School.

Some respondents highlighted that the local traffic problem had been aggravated since the **implementation of Low Traffic Neighbourhoods**, partly due to the diversion linked to the closure of smaller roads. Some of them called for the reversion of the scheme altogether.

Among other issues that residents raised as having a negative impact on the levels of traffic are:

- the increase in the number of car and bike/moped users,
- the location of bus stops,
- poor traffic planning,
- roads in poor condition, and
- ongoing road works.

Some respondents highlighted that the high levels of traffic have added to their journey times and increased the levels of noise and air pollution in the area. A few of them

commented that noise and traffic negatively impacted the feel of the local area and made it less enjoyable.

“Too much traffic diverted onto nearby roads from introduction of LTNs which causes way more traffic than usual, gridlock on some days that take hours to clear. The so-called rush-hour is no longer limited to the hours we were historically used to, it has leaked over in last couple of months. All this traffic WILL contribute to people's health but not in a positive way. The LTN's need to be reversed.” – Survey respondent

Respondents also referred to **challenges for pedestrians**. Some of them shared concerns about the poor condition of the pavements, the lack of appropriate street lighting, the scarcity of pedestrian-friendly areas and paths, and the risks these issues entailed for those who chose to walk in the local area. Similarly, a few respondents mentioned that the **local area was not cycle-friendly**, that the number of cycling lanes was limited and in poor condition, and that the use of cycling lanes was difficult in face of the high level of traffic.

Regarding public transport services, a few residents lamented that the bus services were unreliable and for some, unaffordable.

Shops, eateries and other commercial spaces

Another concern expressed by some respondents was the **low quality and range of shops and commercial venues available**. They commented negatively on the proliferation of “cheap” shops and outlets and on the many empty commercial spaces in the local area. They reflected that this has given the area, and the High Street in particular, a neglected and unattractive feel, and that the shops do not cater to different strata of consumers in the local area.

“The high road has a poor variety of shops. They are all pound shops, casinos and tatty furniture shops” – Survey respondent

When asked what particular places they felt negatively about, some respondents also mentioned the Mall or Shopping Centre, while a few others mentioned local betting shops. Similarly, some residents criticised the quality of the restaurants in the local area, and regretted the proliferation of fast-food outlets. A few respondents also raised concerns about the proliferation of massage parlours, as they considered these venues to be covers for illegal activities.

Cleanliness and appearance of public spaces

Some residents raised issues around the cleanliness of the street and public places, problems with littering, and poor waste collection and recycling services. They commented that many local areas feel dirty, including main roads and the High Street, the areas around Turnpike Lane and Wood Green stations, public buildings, and public facilities such as bus stops and seating areas. They added that there are problems with overflowing bins, littering and fly tipping and emphasised the need for better street cleaning and waste collection services to mitigate this situation.

“[Several] Wood Green areas are quite dirty. Unfortunately, many people show no respect for the environment and recycling collection” – Survey respondent

The look and feel of buildings and public spaces was also a cause for concern among some respondents. They commented that certain areas, in particular the High Street, are in disrepair and have a depressing look, or that their look is outdated or unappealing. Buildings such as the Shopping Centre and the Council buildings near Watsons Road were described as particularly unsightly.

“The High Street (...) feels dirty, polluted, crowded and sad.” – Survey respondent

Safety

Concerns about people feeling safe in their local area were raised by some respondents. They felt that certain local areas did not feel safe to walk in at night, particularly for women. This was linked to the presence of antisocial behaviour and intimidating gatherings of men, and presumed gang, drug dealing and other criminal activity. Respondents were concerned about the role that some businesses play in enabling this behaviours in and around their premises.

“The areas around Wood Green Tube and Turnpike Lane tube are blighted by drug dealing and a lot of begging. The two Wetherspoon pubs encourage anti-social behaviour.” – Survey respondent

Public Services

A few respondents raised concerns about some of the public services for local residents. These respondents were concerned that the council was too focused on the Tottenham area to the detriment of Wood Green, and the support services for residents in need were lacking.

“I get the feeling that the Council is only interested in Tottenham and we just don’t count.” – Survey respondent

Respondents were also concerned about the prevalence of homelessness in Wood Green, which was mentioned on both survey responses and during drop-in sessions. A few of them questioned the lack of support systems for vulnerable people living in homelessness, including the lack of temporary housing and community spaces. They also commented on the potential impact that homelessness can have on the safety of local residents and in promoting anti-social behaviour, and highlighted a few specific areas that they felt were most impacted, for example, around Wood Green Library.

A similar number of respondents noted the lack of police presence in the local area, while a few others pointed out the low efficacy of Council services and issues accessing out-of-hours services.

“People begging – some people year in, year out. Are they getting help? What is the support?” – Drop-in session participant

One respondent was concerned about education services and racial segregation in local schools, and called for the Council to monitor diversity and teaching in local schools.

Engagement with residents

A few respondents also had concerns about the level of engagement between the Council and local residents and their involvement in decision-making. Concerns included the following points:

- Ineffectiveness of the Council in providing coherent responses to local demands in the past, despite several consultations taking place
- Irresponsiveness of local Councillors
- Council meetings feeling performative instead of deliberative
- Lack of diversity and representation among councillors negatively impacts inclusive practices for decision-making
- Planning permission consultations letters have arrived too late
- Low support for voluntary groups, and volunteers experiencing apathy from council departments and staff
- Problems using the Council's website mobile version
- This survey being biased

“Let the people have a bigger say on how there lives are run, this is because the councillors are only in it for themselves and not for the people” – Survey respondent

“It should be easier to find out what's going on, opportunities to get involved. Best promoted in public space, rather than email or online.” – Drop-in session participant

Housing and new development

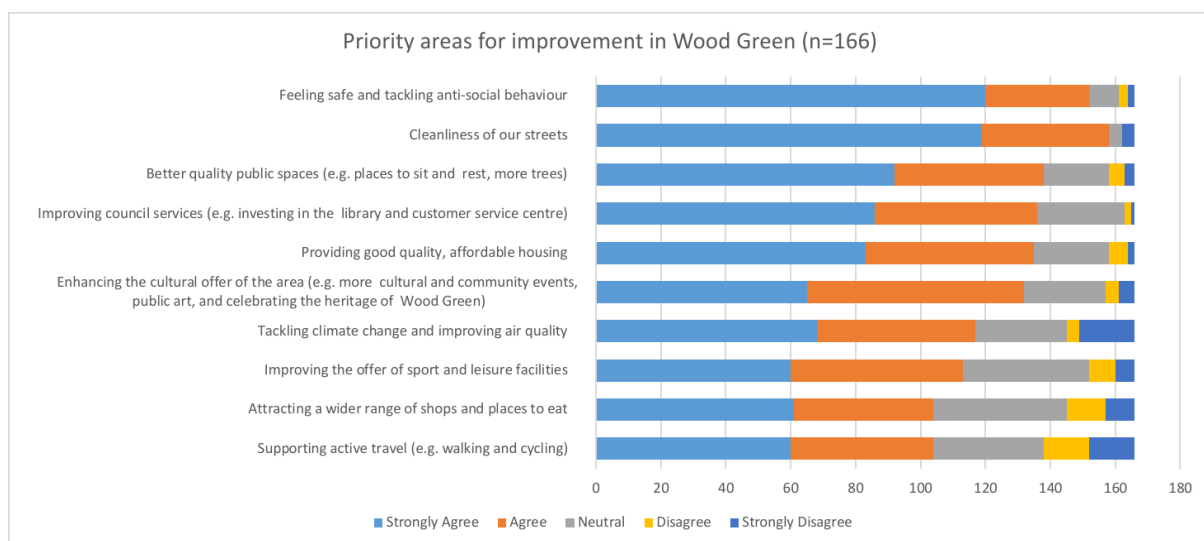
Respondents were also concerned about housing. Some of them commented on the bad quality of housing in the local area, as well as the lack of social housing. They also reflected on the negative impact of the housing crisis, gentrification and the proliferation of HMOs on the community.

“The lack of social housing is a big concern - again, I know that Haringey has limited land, but all the new builds major on private sales.” – Survey respondent

Moreover, a few respondents were concerned about major building developments, as they felt they could be too impactful on the townscape and not blend in adequately.

Priorities for improvement in the Wood Green area

Respondents were asked what issues they believed needed more attention in order to improve the Wood Green area. Improving the cleanliness of streets and feeling safe and tackling anti-social behaviour had the most support as priorities among the surveyed residents. Attracting a wider range of shops and eateries and supporting active travel were considered as priorities by the least number of respondents. The chart below summarises residents' responses to the question 'Which of the following issues do you think need the most attention to improve Wood Green?' where respondents could choose an answer on a scale from 'Strongly Agree' to 'Strongly Disagree'.



Other proposed priorities

Respondents also suggested other priorities for the Wood Green area. Most of the suggestions were focused on managing traffic and improving the area's commercial offer and public services. The suggestions are summarised below.

Proposed priorities around transport and traffic	
Traffic	<ul style="list-style-type: none"> Reducing overall traffic/Better traffic management Reducing traffic of bikes and mopeds Stopping bikes and mopeds congregating or parking on the pavement Stopping vehicles travelling at more than 20mph Reducing rat runs Cleaning and repairing roads Deterring car use
LTNs	<ul style="list-style-type: none"> Reverting the implementation of LTNs Extending the implementation of LTN to all of Haringey
Public Transport	<ul style="list-style-type: none"> Improving public transport Improving integration across public transport services
Parking	<ul style="list-style-type: none"> Facilitating parking Re-designing parking on main roads to facilitate the creation of bus lanes Improving parking for residents with disabilities Allowing short term parking for those with limited mobility Reducing parking fines
Cycling and walking	<ul style="list-style-type: none"> Improving conditions for walking and cycling, such as restoring pavements and adding street lighting Considering alternatives to cycling and walking for people with disabilities

Other	<ul style="list-style-type: none"> Supporting women's journeys/commute in the local area
Proposed priorities about shops, eateries and cultural venues	
	<ul style="list-style-type: none"> Developing/attracting higher quality shops Attracting bigger, more upmarket shops, such as M&S Increasing the number of shops Attracting more independent shops Developing better quality restaurants and cafes Demolishing the Mall and repurpose the space
Proposed priorities about public services	
Police/Safety	<ul style="list-style-type: none"> Increasing police presence/availability of officers Tackling anti-social behaviour Achieving safer streets
Youth	<ul style="list-style-type: none"> Deploying youth workers Improving services and opportunities for young people
Cleanliness	<ul style="list-style-type: none"> Improving cleanliness of public places Increasing CCTV surveillance to tackle fly-tipping
Health and care	<ul style="list-style-type: none"> Establishing care facilities for the elderly Improving health services, in particular for people with disability, on the autistic spectrum and from the LGBT community.
Council Engagement	<ul style="list-style-type: none"> Improving communication with residents Making council communications more accessible (translation, plain English, face to face, non-digital options) Improving the 'free speech' area to make it more conversational and varied Running community events Supporting volunteering initiatives
Housing	<ul style="list-style-type: none"> Improving quality of housing Offering affordable housing Reducing over-crowding
Community Centres	<ul style="list-style-type: none"> Creating spaces for community interaction/community centres Creating facilities for families/ Children's centre Creating community spaces for learning (English, art, computer courses) Creating projects/spaces for young people (youth centres)
Other	<ul style="list-style-type: none"> Addressing homelessness Supporting asylum seekers and refugees Improving public services in general Improving the Council's customer and support services Building swimming pools/leisure centres Beautification of the local area Promoting social investment in the local people and area

Residents' vision for the future of Wood Green

Survey respondents were asked what they would like to see and feel around Wood Green five years from now. In line with the themes they raised as areas for improvement in Wood Green, respondents most frequently reflected on the commercial offer they would

like to see, and explained what shops, restaurants, cafes and amenities they would enjoy. In many cases they also commented on the state of traffic and the cleanliness of the streets and public spaces. The following scenarios capture the key points raised by residents.

Less traffic and clean air

Respondents envisioned a Wood Green with little or no traffic, where there are fewer cars in favour of public transport, cycling and walking. They imagined safer cycling routes and walking paths for public use. The car traffic that remains is better distributed across the whole area and flows well, with residents being able to access all areas by car if needed. Delivery bikes and mopeds have designated spaces to park, and this is consistently enforced. Some roads and spaces might be pedestrianised temporarily or permanently, and community events could be hosted in those spaces. This leads to a calmer locality with less noise and car pollution.

A vibrant, more upmarket Wood Green

Respondents envisaged Wood Green with a vibrant and diverse commercial offer. This might involve upgrading or repurposing the shopping centre to host a more varied range of retailers, including more upmarket shops, or perhaps to be used differently altogether. In this version of the future, independent, characterful cafes and higher-end restaurants populate the High Street. Complementing the busiest commercial areas where there might be well-known, high-quality retailer brands, there are also smaller, alternative, calmer spaces where residents can enjoy a more relaxed shopping or food and drink experience. Weekend markets in some of the main public spaces allow smaller businesses to bring their goods to the community as well as bringing residents together.

Residents also have a choice of leisure centres, gyms and pools to enjoy. Murals, public art and plenty of artistic spaces highlight the cultural character of Wood Green, enriching visitors and residents' experience of the local area.

Residents feel proud of how the area looks and feels. Iconic buildings are restored, others are updated and refreshed to improve the townscape, with new buildings would be well-designed to add a modern feel to Wood Green.

Greener, cleaner, safer

Respondents imagine a future Wood Green where there are more trees, parks and green open spaces. Green spaces are attractive and well-designed, and both residents and the council would taking ownership of their upkeep and maintenance. These spaces are inviting and accessible for a range of people, with plenty of seating and including play areas for children. Walking and cycling paths are lined with trees and other planting.

Streets, buildings and parks are cleaned regularly. Plenty of litter bins make it easier for people to keep places clean and there is an efficient, effective waste management system. Businesses and residents take ownership of their immediate surroundings and ensure that they remain clean and tidy.

Wood Green feels safe to all members of the community, including women, children and older people, during both the daytime and the evening. Anti-social behaviour is addressed through a combination of more police presence in the area, more quality employment, and social support programmes. There is less gambling, drug use and

criminal activity. There are also strategies to make housing affordable, and programmes to support homeless people.

Other suggestions for the future of Wood Green

Suggestions about the Council

More and better engagement with local residents

Some respondents agreed that the main vehicle to build the described future Wood Green was more and better engagement with residents. Residents want the engagement to be meaningful and, receive clear answers to their feedback and see concrete changes. The referred to past experiences where they did not feel heard, and did not see any actions occur as a result of their feedback.

“There's a feeling that the council always does what it wants regardless of whether residents agree and there have been numerous occasions when consultation results have been ignored. (...) Just because [the Council] has advertised something on Twitter or stuck it on a lamppost (...), that doesn't mean residents will have taken in the message. You have to be better at reaching people, (...) listening to them and, crucially, ‘showing’ that you've listened to them.” – Survey respondent

Below are some of the ways in which residents feel the council could engage them more effectively:

- More frequent surveys
- Public consultations, debates, resident forums and community meetings
- Joint working groups for key issues
- Involving a wider section of the public
 - Empowering/facilitating the actions of community groups and involving them in decision-making
 - Including businesses in decision-making
 - Including landlord and landowners in development plans
 - More engagement with specific ethnic groups, e.g., Goan Community
- More direct engagement of councillors with the public, including voluntary groups and tenants associations
- Enforcing the statutory planning framework
- Making communications more accessible
- Incentivising participation in engagement and feedback
- Ensuring the Council website and app are functional and accessible
- Ensuring discussions are transparent, open and honest

Functioning of the Council

In addition, a few residents also commented on the **functioning of the council**. Respondents highlighted the importance that the Council follows through with their plans, and placed emphasis on being consistent with what has been agreed with residents. They also suggested that the Council should fund or help find funding for public initiatives that can help achieve desired results, and that the Council should find ways to work more efficiently.

Respondents wanted to see more and better leadership from the Council. They suggested that councillors and other council staff should be more involved in the community and experience the locality first hand, so they could make decisions more tempered to the reality of residents. In addition, residents wanted the Council's approach to enforcement to be compassionate, and not punitive.

Investment

Some respondents also highlighted the need for **investment** from different sources, and the importance of investing in the right areas. They mentioned the importance of securing sufficient funding from the Government or large corporate sponsorships, given the scale of the changes needed in the community. They also suggested that private businesses should be given more opportunities to invest in the local area, and that Council Tax collected in Wood Green should be invested in the area. In terms of where the investment should be focused, residents mentioned:

- community development
- youth and education
- updating the high street shops
- tax reductions or incentives to attract and support businesses
- improving waste collection
- parks and green spaces
- cultural activities and institutions

Conclusions

Main messages from across the findings

Wood Green's main assets are seen to be the diversity of the population, the convenience of access to shops, services and public transport, and cherished green spaces. Views on the business offer are mixed, with some people praising the variety and others wishing it was better. And whilst people are positive about Wood Green's diversity, some don't see it as well-reflected or celebrated as it could be in Wood Green's commercial or cultural offer. People are positive about the work of local community groups bringing residents together to make neighbourhoods and parks better, and some imagine those groups could achieve more with enhanced support and forums that give them a stronger voice – and role – in more strategic issues.

Some big, long-standing issues continue to anger and frustrate residents and make it difficult for them to be positive about where they live. A clear message from the workshops and the survey is that **safety fears (especially after dark) and lack of cleanliness** undermine positivity and pride in Wood Green, and are priorities for action. People often experience Wood Green's public realm in negative ways because of these factors, and because of more permanent features of the built environment – grey, dark, uninviting spaces and streets that are dominated by traffic.

Looking to the future, participants overall want to see a Wood Green that is visibly more people-friendly and people-powered. Responses paint a picture of somewhere that is:

- Cleaner, more attractive and more inviting as a place to spend time – a colourful, lively and social place that encourages neighbours to gather and which, alongside the big retail offer, reflects the diversity, the culture and talents of Wood Green's communities.
- Green by nature as well as by name, with trees and planting creating a more pleasant environment.
- More like a town centre and less like a thoroughfare, where traffic is less able to dominate, where air quality is improved and where public spaces are brought to life in a variety of ways and appealing to all sorts of people.
- Using art and creativity help to give the place an identity that everyone can take pride in, where more local people feel the benefits of the creative individuals, organisations and activities on their doorstep.
- Inviting and enabling local people to shape their area, working alongside a council that is better at engaging with its residents, bringing partners together on big issues and ideas, and using its power to connect, convene and advocate.

Topics to explore further

The findings also highlight areas where there is less clarity in the type of local future people want to see, or alternative versions of the future which may benefit from more focused, informed deliberation with local people, perhaps using scenarios to help them picture the pros and cons of each. These include:

Business mix: there are different opinions on how appealing Wood Green's shopping offer is currently, and what would improve it. When some people express a desire for 'better shops' they are referring to big name stores like Marks and Spencers, others to small independent businesses, and some to both. A more nuanced discussion about realistic potential high street futures for Wood Green could consider comparable data on footfall, population profile and business types from other areas, as well as nationwide high street trends.

Local centre vs metropolitan centre: For some participants, a successful Wood Green would be a destination drawing in visitors from a wide area. For others, a successful Wood Green would be more tailored to serving a local population. As a metropolitan centre and the busiest high street in North London, Wood Green already serves a significant non-local customer base, so what would be the implications of planning for a future offer more focused on its residents? Exploring this from different perspectives will be important in helping to frame better-informed discussions on this.

Non-commercial experiences on the high street - culture, community and the role of Wood Green library: There are strong differences of opinion about the functions currently served by the library. This, coupled with ambitions for a greater cultural and community presence in the centre of Wood Green, poses a question about what future role the library building could play. Should it continue to develop as an accessible hub for public services (alongside its traditional role), or should it develop as more of a cultural hub that houses – for instance – art, heritage exhibition space and maker spaces?

Traffic: the negative impact of traffic on public spaces in Wood Green was a prominent theme in workshops discussions, yet 'supporting active travel' was ranked last out of ten potential priority areas for survey respondents, perhaps reflecting concerns amongst some respondents that this implied support for LTNs. The findings highlight different views on the causes of heavy traffic and the possible solutions. Further engagement on this would benefit from exploration of realistic options, perhaps drawing on examples from comparable places, and data on the likely implications for different stakeholders.

Turning ideas into actions

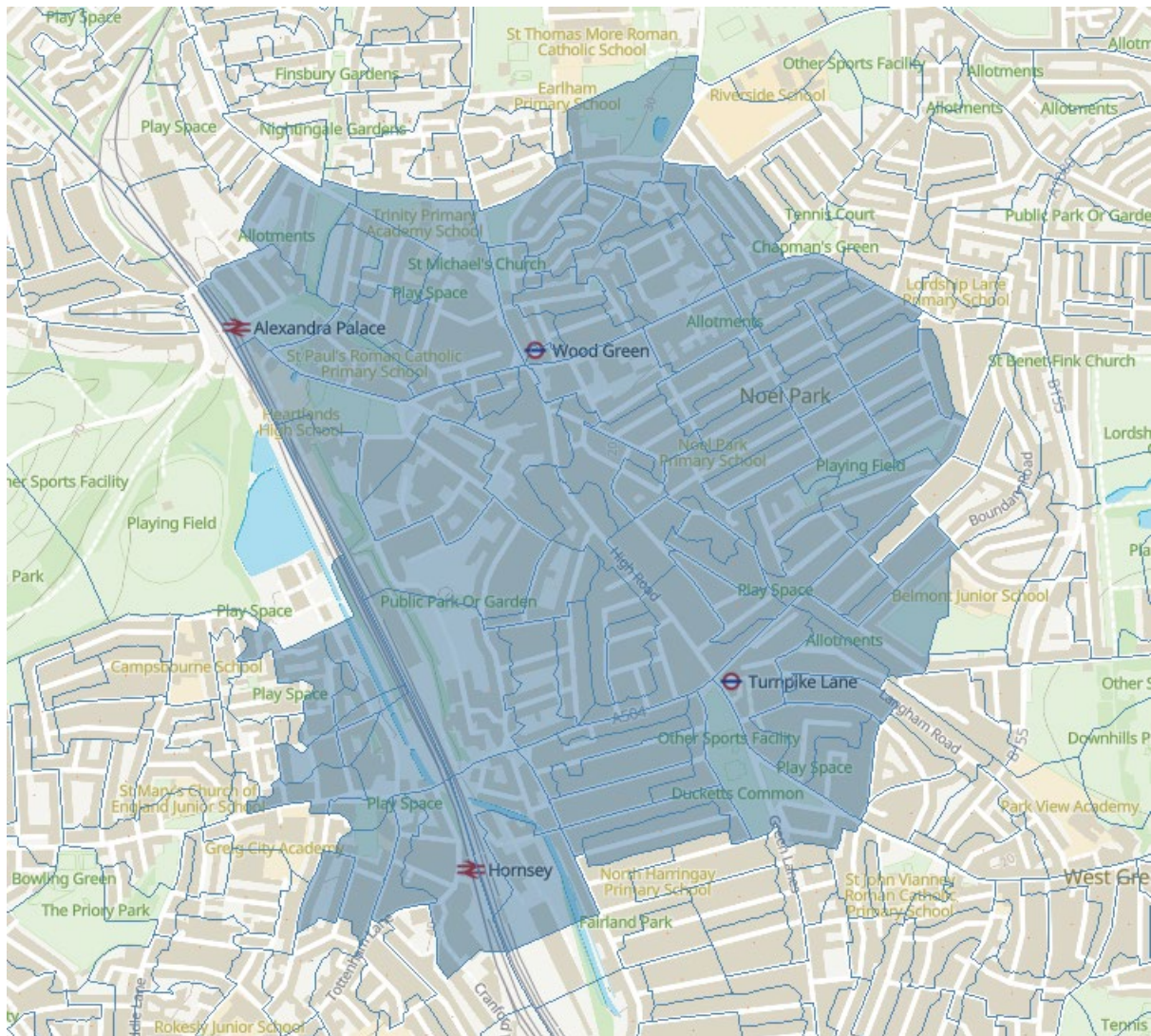
It will be important for people to see that their input is leading to practical actions, from those that can be realised in the short term (often referred to as 'quick wins') to those that will need to be progressed over the medium and longer term.

That said, it will be important that this report is not used only to generate a list of potential projects for the council to 'deliver'. We would urge the council and its partners to reflect on participants' suggestions around *how* to create the futures that have been shared through this work. The findings invite us to explore the question of 'how' as much as 'what' – to ask how the council and other stakeholders can rethink how they engage and involve; how they communicate; how they can facilitate, enable, convene and advocate as well as deliver in the more traditional way.

Across the UK, councils are rethinking their roles and, as part of that process, re-contracting with their partners and citizens. Wood Green Voices – and the development of the Haringey Deal more widely – provides an important opportunity for Haringey Council to continue on that same journey.

Appendices

Where 2021 Census data was available for the Wood Green population (see map for defined area) at the time of analysis, this has been included to allow for comparison between the profile of survey respondents and the local population. This defined area approximately covers the locations where public flyers advertising Wood Green Voices were distributed.

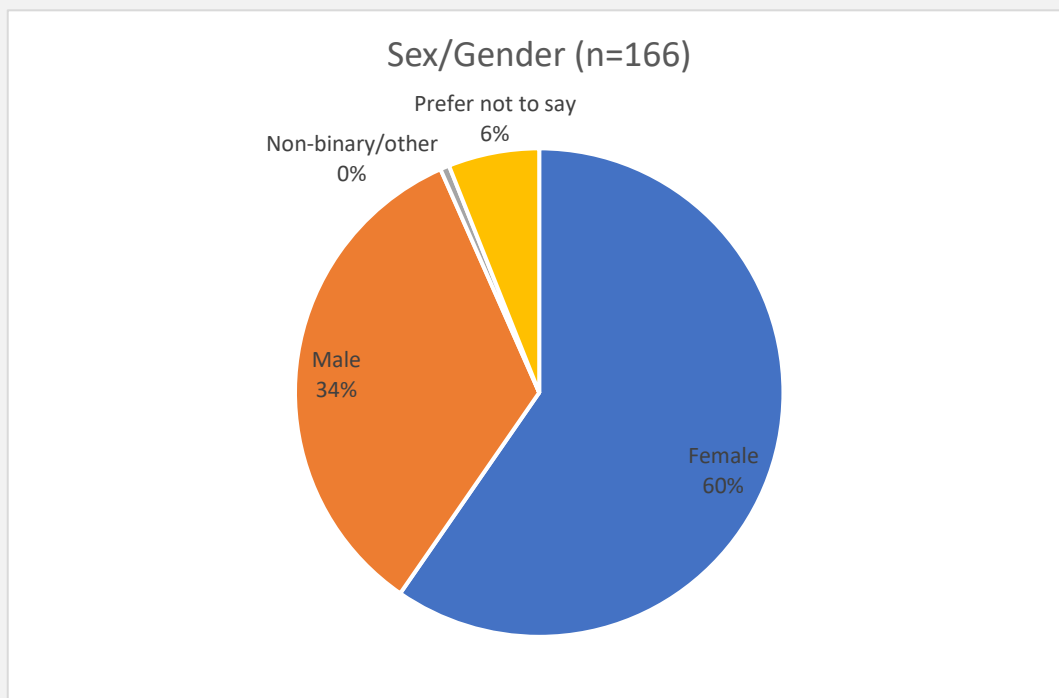


Survey Demographics

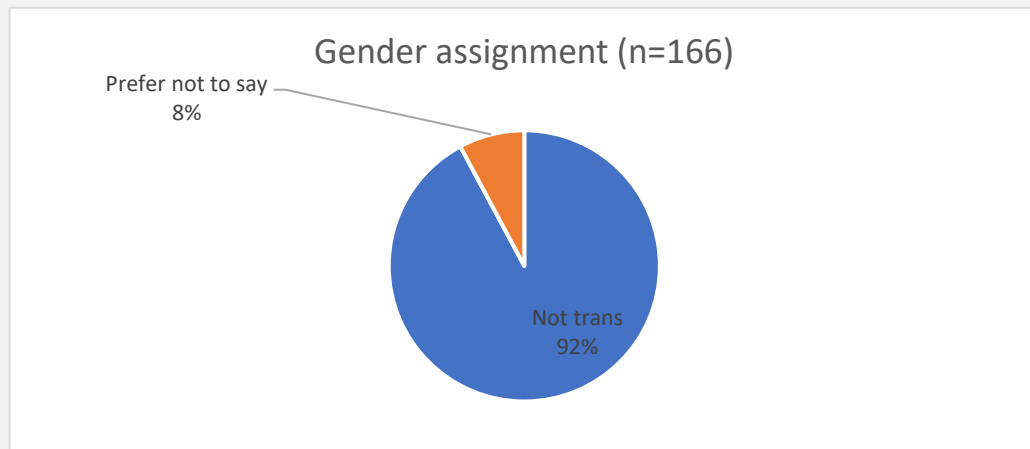
Sex/Gender - Please tick the box that best describes you

Women were over-represented in the survey, compared to the Wood Green population.

	Survey sample	Wood Green population (source: Census 2021)
Female	60%	51.3%
Male	34%	48.7%
Non-binary/other	-	-
Prefer not to say	6%	-



Trans/Cis – Do you consider yourself to be trans?



Age – How old are you?

Young people under 29 were under-represented in the survey and people aged 60-74 over-represented, compared to the Wood Green population.

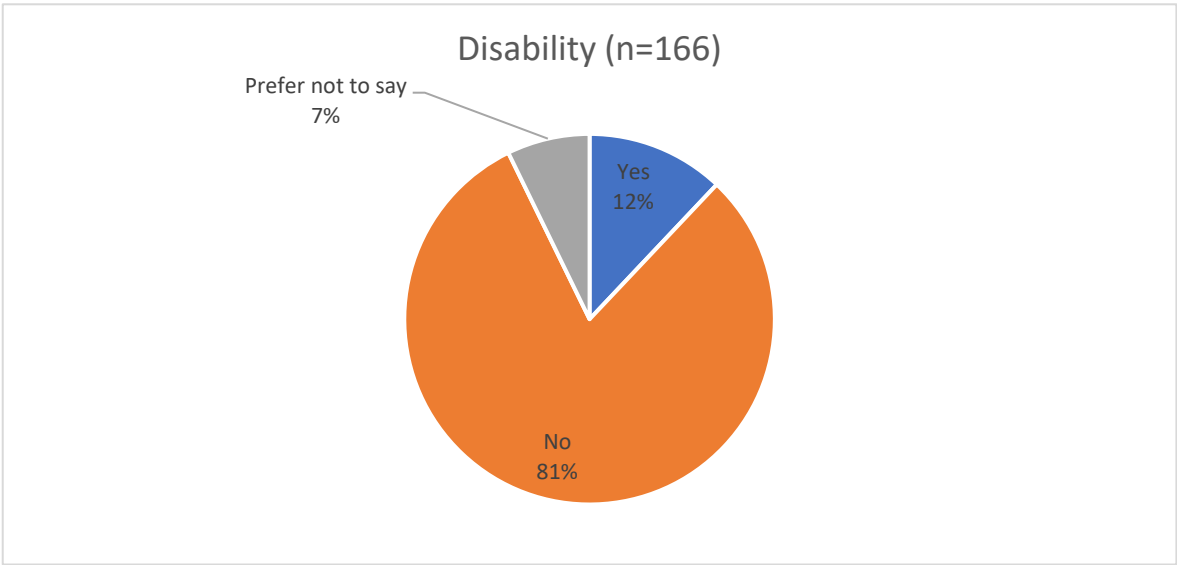
	Survey sample (%)	Wood Green population aged 20+ source: Census 2021 (%)
17-29*	9	22
30-39	25	27.6
49-49	19	18.9
50-59	18	16
60-74	19	11
75+	5	4.9
Prefer not to say	11	-

*note that this combines survey age categorisations 17-21 and 22-29, whilst census data relates to 20-29, so comparability of data in this line is imperfect

Disability – Do you consider yourself to have a disability?

The percentage of respondents who said they had a disability reflected the wider population data relatively closely.

Has a disability / classed as disabled under Equalities Act	Survey sample (%)	Wood Green population source: Census 2021 (%)
Yes	12	14.3
No	81	85.7
Prefer not to say	7	-

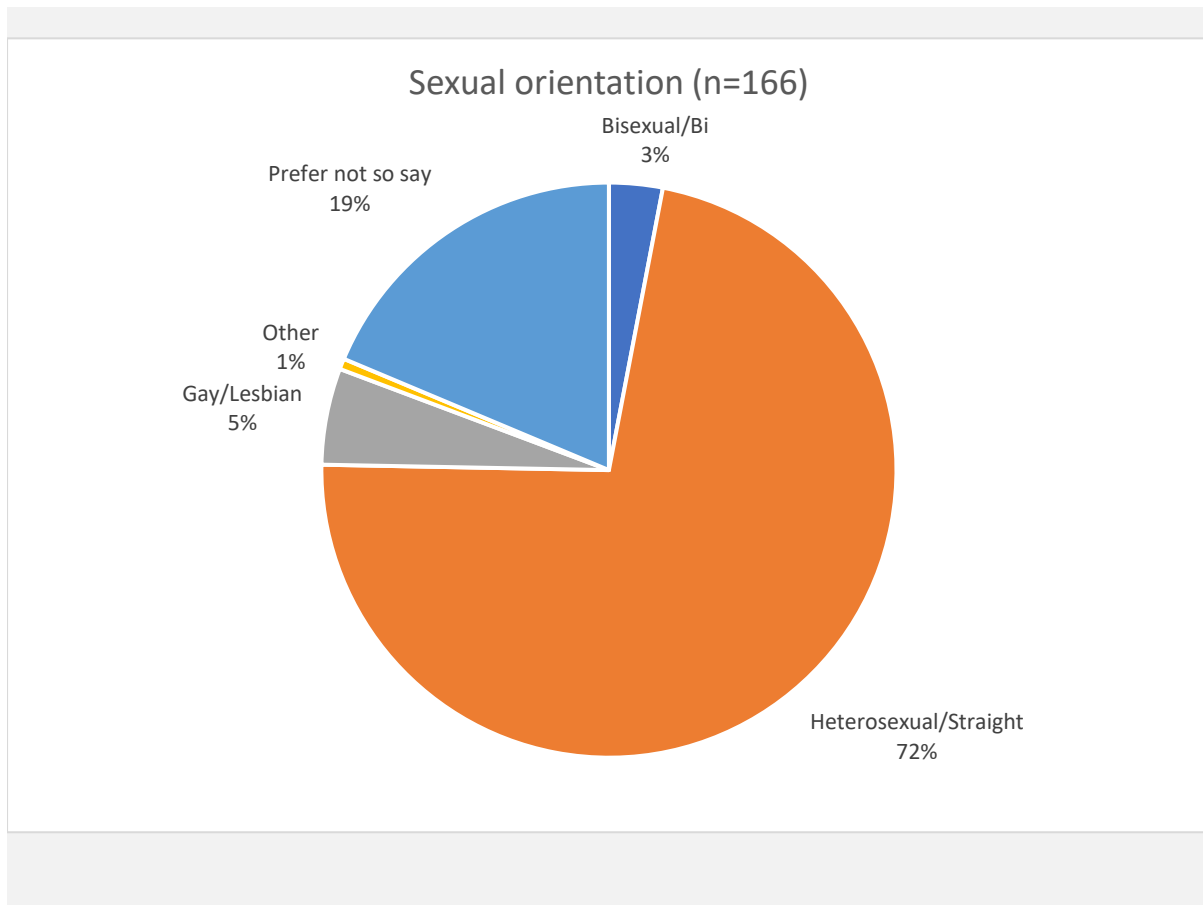


Ethnicity – How would you describe your ethnicity?

White people were over-represented in the survey sample and other groups were under-represented, compared to the Wood Green population.

Survey sample		Wood Green population source: 2021 Census	
White	76	White	55.9
Black	10	Black, Black British, Black Welsh, Caribbean or African	15.9
Asian	6	Asian, Asian British, Asian Welsh	11.1
Mixed	4	Mixed or multiple ethnic groups	6.9
Other	4		10.2

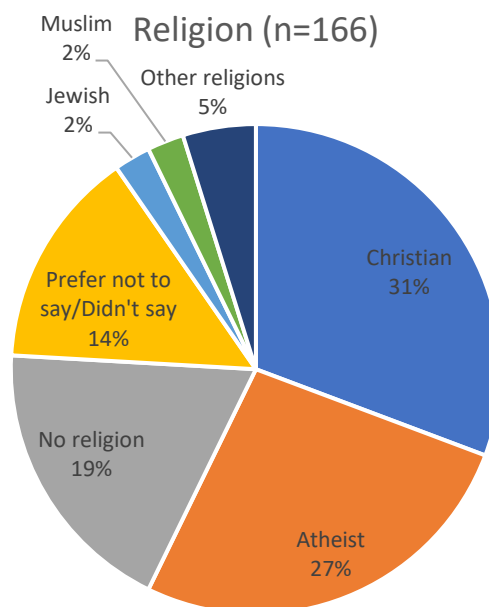
Sexual Orientation – Which of the following best describes your sexual orientation?



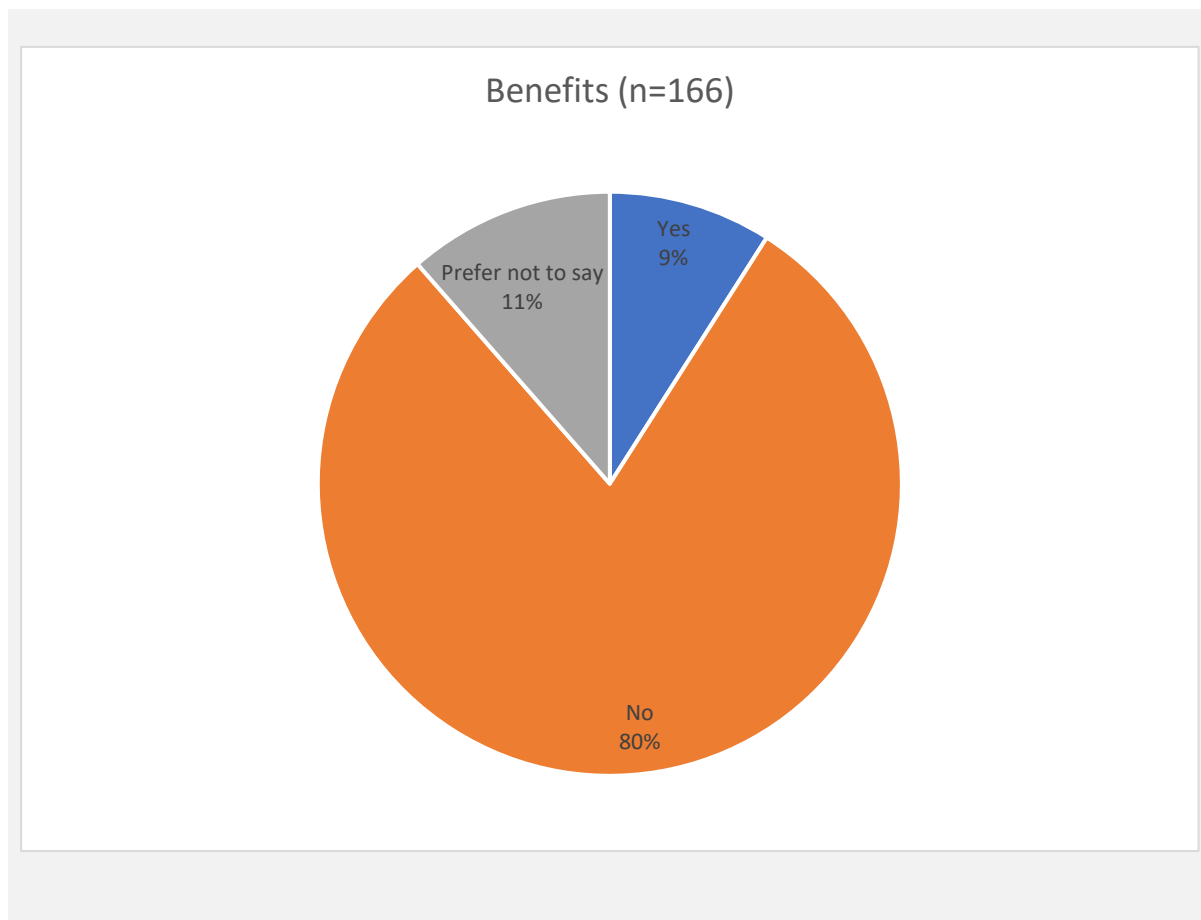
Religion - How would you describe your religion or belief?

People who described themselves as atheist or having no religion were over-represented in the survey compared to the Wood Green population. People with a religion were under-represented, especially Muslims.

	Survey sample (%)	Wood Green population source: 2021 Census (%)
Christian	31	39.6
Atheist / no religion	46	30.4
Muslim	2	15
Jewish	2	0.6
Other religions	5	6.1
Prefer not to say / did not respond	14	8.3



Benefits – Do you receive universal credit or any means tested benefits?



Nationality – How do you describe your national identity? Tick all that apply (n=159)

	Total	African/ Australian	Australian	Bangladeshi	Black British	Bolivian	British	Bulgarian	Canadian	Chinese	Colombian	Cypriot	English	European	French	German	Ghanaian	Hong	Indian	Iran	Irish	Italian	Jamaican	Lithuania	New	Polish	Scottish	Somali	Spanish	Turkish	Ukrainian	United	Welsh
African/ West African	2	2																															
Australian	0																																
Bangladeshi	1			1																													
Black British	1				1																												
Bolivian	1					1																											
British	7 4		3				58		1	1		1	3		1	1					1	1	2					1					
Bulgarian	3							3																									
Canadian	0																																
Chinese	2									2																							
Colombian	1										1																						
Cypriot	1											1																					
English	2 9												29																				
European	1													1																			
French	1														1																		
German	0																																
Ghanaian	2																2																
Hong Konger	1																	1															
Indian	3																		3														
Iran	1																			1													

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Shaping Wood Green:

The heart of North London

1. Introduction

This document sets out a high-level vision for the future of Wood Green over the short, medium and long term, underpinned by a series of six themes for improvement, and five placemaking areas of transformation. It seeks to articulate the sort of Wood Green that the Council is committed to creating, in collaboration with local people and with help from our partners in the years ahead. This will be rooted in what residents, businesses and visitors have recently told us through Wood Green Voices and supported by the Council's own evidence and ambitions.

Many of the challenges we face and the opportunities we want to realise are not unique to Wood Green, but our response will be. It will need to grow out of the unique mix of assets that Wood Green possesses as well as being tailored to and developed with the unique community that lives, works and studies here.

*"When you are in Wood Green, you feel alive... it's a place to go and meet people."
(Community workshop)*

*"You have every culture you can think of. It's stimulating to meet people from lots of different backgrounds... It's educational. It allows you to be more tolerant of differences."
(Community workshop)*

2. A vision for Wood Green: a summary

The full version of this vision can be read in the draft Local Plan. It has been written to reflect the main messages that we heard through the Wood Green Voices engagement programme:

"Wood Green will strengthen its position as the economic and cultural heart of North London. It will be a vibrant community hub, providing a wealth of services and experiences for locals and visitors alike. Residents, businesses, and local partners shall be proud of their neighbourhood, having worked together to deliver and maintain shared aspirations."

Wood Green's unique attributes will be enhanced. Our town centre will be an enjoyable place to spend time, with more high-quality public spaces to rest and relax, complemented by a compelling mix of a diversified retail and food offer, leisure and culture facilities, and better health and public services. Connections to the Cultural Quarter will be improved, and its creative activities will become easier to access. More will be done to ensure our parks and green spaces meet the needs

of our residents and provide respite from the effects of climate change. The council and its partners will work with our diverse communities to create a cleaner, safer and greener neighbourhood, where all feel welcome.”

3. Six themes to inform how we work towards the vision

Making Wood Green a welcoming place / A Welcoming Place

Lots of things go into making a place welcoming, and it starts with being clean and safe. So many people across our community work hard to improve how their street, neighbourhood or local park feels, yet we know that too many people feel unsafe or unwelcome as they move around Wood Green – especially young people, and especially after dark. We also know that the litter and waste made by some make it hard for the majority to fully enjoy their surroundings or take pride in where they live.

Our ambition is for a Wood Green where people of all ages can enjoy spending time in their neighbourhood and where the public spaces people see around them are clean and well-maintained. We’ve heard clearly that people want to feel safe from the threat of violence and anti-social behaviour, and safe to walk or cycle along our streets. The result should be a Wood Green that works for all its residents, that promotes more positive connections and cohesion between neighbours, and which lays the foundations for everything else we want to achieve.

“People value their area when they feel their area values them.” (Community workshop)

“Common spaces create relationships.” (Community workshop)

Bringing culture to the heart of Wood Green / Culture at the heart of Wood Green

Our ambition is that Wood Green becomes a place where culture and creativity are woven into the fabric of the place, enriching the lives of our residents and attracting visitors from other boroughs. We have been told by many residents that they want to see more opportunities for venues and events to enjoy music, performance and our diverse heritage, and to celebrate Wood Green’s unique multicultural identity.

We will support the retention and growth of our creative industries through the protection of affordable workspace and will make them a more visible part of Wood Green life by finding ways to bring activity from the Cultural Quarter into the town centre.

Locally rooted cultural events, delivered through partnerships with the area’s creative organisations and community groups, will make Wood Green a major destination to experience culture in North London. Open air performance, alongside markets and street food, will breathe new life into our public spaces during the day and into the evening.

“I want to see the multicultural nature of Wood Green reflected in the fabric of the place – food events, celebration events... seeing the culture of the place in the street and how it’s used.” (Community workshop)

“There is not much to do at weekends. It would be great to have a museum or art gallery to visit in Wood Green.” (Primary School workshop)

“The N22 Open Studios event is the only time culture is accessible in Wood Green... if you’re not in the industry you don’t know about it. There’s an opportunity to highlight it locally.” (Creative sector workshop)

Putting the green into Wood Green / Greening Wood Green

We have been told that parks and green spaces are important assets for residents, but they want them to be improved – and for Wood Green’s streets to be greener spaces too.

We will focus on greening our streets, seeking opportunities to introduce more trees, biodiversity and sustainable drainage features into the public realm. This will help us to improve air quality, support wildlife, adapt better to the impacts of climate change – such as flooding and overheating – and make Wood Green a more pleasant place to be for residents and visitors.

We will also work to get the most out of our existing parks and green spaces both for people and for the environment. Our ambition is that they are places that *all* residents can enjoy, whether that’s to exercise and play sport, to relax and unwind, to meet friends or to enjoy nature.

“I like the parks because they are beautiful.” (Primary School workshop)

“It’s quite a grey area – if it was more colourful and with more greenery it would be a nicer place to live.” (Youth workshop – HLP)

Supporting people to live well / Living Well

Wood Green residents already have many services and facilities in close proximity. Our aim is that their quality, mix and accessibility is uplifted to give more of our residents the support they need for a good life, day-to-day, here on their doorstep.

That means joined-up, easy-to-use and well-managed council services, policing, health services and community facilities. It means buildings and public spaces that are accessible for everyone, including people with disabilities, and ensuring our residents live in comfortable, habitable homes.

Wood Green will be a local hub that caters for more of our residents' needs and interests, building on the delivery of the new NHS Diagnostic Hub and Rising Green youth hub. There is a clear need for further investment in the Council's directly delivered services in Wood Green

and to be ambitious for the services we deliver, whether that's a new library, customer services centre, or potentially a new leisure centre.

"We need more intergenerational stuff, making this a place that works for young and old people. Facilities can encourage this – physical spaces, projects where older people share skills." (Service providers)

"Sports pitches like Sky City Basketball Courts and the ones at Ducketts Common – people travel for those." (Community workshop)

"The library could be a hub for exploring cultural diaspora of the area." (Community workshop)

Becoming North London's town centre for all / North London's town centre for all

Wood Green has a popular, well-established retail offer. Like other town centres, however, it will need to adapt to changing trends in how people are shopping and using their high streets.

Our ambition is that Wood Green town centre responds to this challenge by building on its strengths - it should be a place that nurtures quality local businesses alongside big retailers, where independent food and drink businesses, extend its appeal in ways that foster a more vibrant and safer town centre that operates into the evening. Wood Green must also grow and diversify its offer with more community, cultural and civic anchors, which will be vital to its survival and revival - and this is already underway. A health hub, a leisure centre, a higher education institution and a cultural anchor building could all be part of making Wood Green a destination to learn, socialise and to enjoy leisure and cultural activities.

We've heard that many residents would like to see more opportunities to inject further colour and character into our public realm, making buildings and public spaces attractive and enjoyable places to spend time- to play, watch performances or just eat a sandwich. It is also important that routes into and around Wood Green make walking and cycling as safe and pleasant as possible, so that more people can be confident moving around the area on foot or by bike.

Fundamentally, we want it to be a town centre that reflects and serves its community in a range of ways, whilst continuing to draw visitors from across North London. It will be a place that gives more people opportunities to earn a living, to socialise, to enjoy leisure and cultural activities as well as to shop, eat and drink.

"I'm imagining a town centre and routes into it that support those who walk, making it better for them... in the 21st Century we shouldn't have a town centre dominated by traffic." (Community workshop)

"Wood Green needs to promote a more 'local ecology' that makes it work for local people – not just for the big retailers." (Community workshop)

“There are restaurants, the cinema, but do we promote the culture that is already here? Do we do what other boroughs do with the public realm celebrating the local culture?” (Services workshop)

Growing our economy to benefit everyone / An economy to benefit everyone

Delivering on this vision for Wood Green will demand energy, skills and investment from a range of partners. In many cases the Council’s role will be to drive collaboration, convening, facilitating and connecting with others. That will include different partners at different times, but always requires the involvement of local people.

We will need to make the most of our Council assets to ensure that resources are directed to deliver social value with tangible benefits for local people.

We will strive to bring the right people together at the right time to build momentum, secure investment, develop projects and take practical actions that progress our vision. That could be our statutory partners at local and regional level; our businesses; and our VCS partners – including those small community groups who make such a big contribution to life in Wood Green.

“I’m imagining a place that’s moving through time – it has a sense of history and that’s visible and celebrated; it’s a place that has developed over time and is still developing, and that I feel part of that... it would be a place that feels more personalised, thought-through, designed for people.” (Community workshop)

“There are lots of people working really hard in our communities – residents’ groups, friends’ groups attached to parks and so on – they already care, they’re already mobilised, but mostly around the ground level activity like litter picks. The council needs to involve them in the more strategic work too. There are lots of people in Wood Green with additional skills we could be using.” (Community workshop)

4. Placemaking Areas

Shaping Wood Green articulates six main themes to guide improvements, as set out in the themes above. Alongside this, the council has identified strategic opportunities focused around ‘Placemaking Areas’. These have been highlighted as locations that have the greatest potential to deliver social and physical infrastructure that will catalyse a wider transformation of Wood Green.

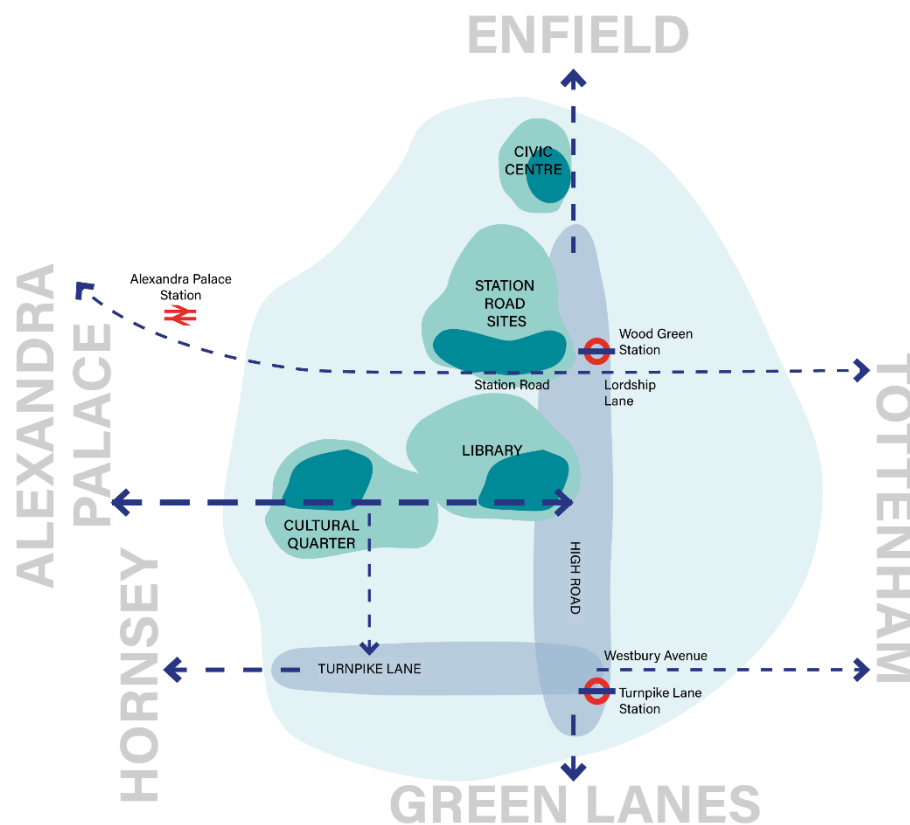


Fig 1. Long term strategic Opportunities

The **Cultural Quarter** contains an ecosystem of creative businesses, some with a global reach, that are often hidden away from public view. There is an opportunity to boost the role the creative businesses play in Wood Green and increase accessibility of culture for the public through activity on council owned sites. Culture will be made more visible by **creating public realm and active frontages that reflect the creativity of what happens behind closed doors**, as well as delivering **employment and studio space to support the existing economy of the area**. Kingfisher Place and Mallard Place offer a major opportunity to catalyse and uplift the profile of the area by **attracting a Cultural Anchor to boost footfall**, as well as giving a platform from which existing creative businesses can gather around and reach out to the public. The formation of an East-West link to connect back to the High Road will help to increase visibility and accessibility to the area.

“We have 185 artists, a theatre, 38 recording studios. [The Cultural Quarter] is the biggest secret in the area.” (Creative sector workshop)

The **Library site** sits at a strategically important location in the centre of the high road with the potential to make **a new, critically important, attractive link to the Cultural Quarter**. Its highly visible, central location means it could be the **public services hub of the borough**, thereby supporting town centre revival. The library mall is a potential development site for the council that could be used to augment the public services offer (such as a new Customer Services

Centre, or a leisure centre). There is a key relationship with Capital & Regional's Wood Green Mall, and the council owned sites in the area. The Library site offers an opportunity to **create a new public space, activated through new uses** and serving as the start of the link to Wood Green's Cultural Quarter.

"I try my best to get people there [the Cultural Quarter] from my community but because of the structure of the High Road, it's not accessible." (Creative sector workshop)

The **Station Road sites**, along with the adjacent Arriva bus garage and Green Ridings House, offer the greatest potential for Wood Green to be ambitious and attract new economic growth to the area. The site overlooks an important East-West and North-South corridor, and acts as a gateway on the route up to Alexandra Palace. There is the potential for several tall buildings that can **deliver residential and commercial space** to support Wood Green's growth, and house **major new anchor institutions, such as a university**. A **new tree-lined area of public realm** could be delivered, to offer respite from the summer sun and soften the character of the High Road and Station Road.

The **Civic Centre**, along with **George Meehan House**, will act as the **heart of democratic and civic life in Haringey**, and as such should embody a sense of civic pride. It will be a place for **convening, public accountability, ceremony, and celebration**, where residents and visitors should feel welcome. The Civic Centre will house the majority of the council's staff and will extend the footfall and economic activity of the High Road northwards. The greenery of the grounds offers a haven from the hard urban nature of the Town Centre.

The **High Road and Turnpike Lane** will seek to deliver a **network of high-quality public realm improvements** so that the town centres feel more like a place for people to dwell and less like a traffic thoroughfare – a more welcoming place. This will involve **creating new spaces** as well as thinking how our **existing public realm**, such as the Library Forecourt, Lymington Avenue and Spouters Corner, could better serve our residents. We want our shared spaces to be **cleaner and safer**, and **animated through a wider range of activities**, with more trees, places to sit and rest, and watch performance. They will host a variety of events and public artworks, to reflect the many communities of Wood Green, and aim to welcome all generations including our young people. For Turnpike Lane and Ducketts Common this will mean celebrating its cultural heritage, international restaurants and food outlets. The High Road will continue to thrive through an augmented street market offer and encouraging a more diverse evening economy. **Safer and more pleasant links to the wider borough**, including Wood Green's residential areas and Hornsey, will be created to make walking and cycling as convenient and pleasant as possible.

"Why don't we turn underused spaces into performances spaces like outside the Vue Cinema, or car parks for events or theatre?" (Community workshop)

"More community events so people feel better connected to one another, such as markets that bring together different cultures." (Community workshop)

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Report for: Cabinet 18th April 2023

Title: Strategic Asset Management Plan and Property Improvement Plan (SAMPIP) 2023-2028

Report authorised by: David Joyce, Director of Placemaking & Housing

Lead Officer: Jonathan Kirby, Assistant Director for Capital Projects & Property

Ward(s) affected: All

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

1. Describe the issue under consideration

- 1.1. We cannot deliver great services to our residents, be it a place to visit and enjoy, work or raise a family; without providing an excellent, fit for purpose and sustainable operational asset and property base.
- 1.2. The Council holds property for service delivery purposes to achieve the above. Physical assets such as the Council's housing stock, schools, libraries, community and leisure centres, commercial properties, parks, residential homes, and day centres are all an integral part of delivering services.
- 1.3. The Council also holds property intended to contribute to the achievement of corporate objectives and priorities in the longer term, as reflected in the Corporate Delivery Plan (CDP).
- 1.4. The Strategic Asset Management Plan and Property Improvement Plan (SAMPIP) 2023-28, builds upon the solid foundation of the previous Asset Management Plan 2020-2025 which was adopted by cabinet. This SAMPIP has a set of action plans, which address each of the objectives. This reflects the open and transparent approach to our management of assets and property related decisions, which underpins the SAMPIP.
- 1.5. The action plans incorporate recommendations made from the External Property Review, as well as wider activity as part of our continued journey of improvement in the management of our assets and property.
- 1.6. This updated Strategic Asset Management & Property Improvement Plan (SAMPIP 2023-2028) sets out the following.
 - An overarching strategy for the reason why the council holds property.
 - Haringey Council's strategic Objectives that steer our decision making and management of property.
 - A decision-making framework of how we will make evidence based, open and transparent decisions relating to our asset and property transactions.

- A set of Action plans with measurable objectives and timescales, allowing for scrutiny of how we are going to implement the SAMPIP objectives and improve the way we manage our assets and property decision making.
- 1.7. This SAMPIP provides the framework that will guide and shape service specific Asset Management Plans (AMP) such as the Housing Asset Management Plan and Parks and Leisure Asset Management Plan. Those service specific AMP's will identify how assets are operated on a day-to-day basis to meet legislative and specific service operational plan need, but importantly in accordance with the objectives of this SAMPIP, ensuring a consistent approach.
 - 1.8. For example, where there is a service need for a new property, replacement property due to the current asset reaching the end of its operational life or when a property has become surplus for its current allocated use; then the governance and decision-making toolkit within this SAMPIP will be followed as part of a Corporate Property Model.
 - 1.9. All of the policies adopted under the previous versions of the AMP, such as Acquisitions and Disposals are still valid. In accordance with Best Practise, and to address recommendations within the External Property Review, these policies should be periodically reviewed. The SAMPIP action plan has a specific section on reviewing property and asset related policies and procedures. The governance process for approving these policies and procedures, currently through the council Property Governance Structure, which is depicted in section 11.
 - 1.10. Importantly this SAMPIP and associated action plans will be monitored through the council's property governance framework and will be taken to Placemaking and Housing Scrutiny panel for regular review, as well as wider panels as required. Finally, it will be brought back for annual updates to Cabinet.

2. Cabinet Member Introduction

- 2.1. In February 2021 Cabinet agreed to the Council's update of the 2020 Asset Management Plan. It covered the five-year period to 2025. It captured our property plans, in line with our Borough Plan, to support our Capital Strategy over the same period. It also included a number of policies, which are still valid today.
- 2.2. An Asset Management Plan is an important tool in achieving the Council's policy and service ambitions. It informs the capital strategy and provides data to inform for capital investment decisions.
- 2.3. We are entering a period of uncertainty, with the effects of energy costs increasing, rising cost of inflation, cost of living crisis and world issues having an effect on the supply chain. The Council has recognised that it needs to adopt a different approach and make best use of our assets to support the implementation

of the Haringey Deal, Corporate Delivery Plan, MTFs and Locality Strategy work incorporating outcomes from the recent external property review.

- 2.4. Therefore, this Strategic Asset Management and Property Improvement Plan (SAMPIP) 2023-2028 aligns with the Medium-Term Financial Strategy and sets out some of our achievements including the next steps for changing the culture of property management by introducing a Corporate Property Model (CPM).
- 2.5. The council have been on a journey of improving its asset management and property functions since the adoption of the original Asset Management Plan in February 2020. The action plans, within the SAMPIP show how we will make these improvements, what is involved and the timeframe by when they will be achieved.
- 2.6. The reorganisation of property teams, which created a Capital Projects and Property service (CPP) concluded in May 2022, as part of this improvement journey. This was a major step to ensuring a co-ordinated approach across Strategic Asset Management, day to day operations, capital projects and property related matters. This co-ordinated approach will continue to benefit services, residents, partners, and elected members, especially as we progress the delivery of the Corporate Delivery Plan (CDP).
- 2.7. The CPP team, are the owners of the SAMPIP and the associated action plans. However, it will require the joint working across the council and my cabinet colleagues, to deliver in the SAMPIP objectives.
- 2.8. Key areas we will be delivering this year that I would like to highlight are:
 - Implementing all recommendations from the Independent Property review.
 - Introducing a Corporate Property Model that will develop a robust and transparent system that centralises property budgets, improve planned maintenance through efficiency savings and improve the utilisation of buildings with co-location and or meanwhile uses of empty property. This arrangement is a significant culture shift to a corporate approach that determines the best use of property assets and regularises standards. This will enable operational areas to concentrate on delivery of excellent services.
 - Undertake a Commercial Property Review, including reviewing all Voluntary Community Sector properties and leasing arrangements to develop a much better fit for purpose approach, working with our communities.
 - Developing the next steps for the strategic accommodation strategy now that the decision to invest in the Civic Centre has moved into the project delivery phase.
 - Working with colleagues in Children's Services to develop the Safety Valve project further to successfully securing £7m capital funding from the DfE for the Safety Valve programme.
- 2.9. I therefore recommend the adoption of this Strategic Asset Management and Property Improvement Plan (SAMPIP) 2023-2028.

3. Recommendations

That Cabinet agrees:

- 3.1. The Strategic Asset Management and Property Improvement Plan 2020-2028 ("SAMPIP"), attached at Appendix A of this report.
- 3.2. Agree that progress on this SAMPIP will be brought back to Cabinet for annual review in March 2024.

4. Reasons for decision

- 4.1. The Council's Asset Management Plan 2020-25 was adopted by Cabinet in February 2020, with an update taken to cabinet in February 2021. At the time Cabinet was advised that it would be updated as there would be significant progress and change over the course of time. That AMP has provided a solid foundation and many policies, which are still valid.
- 4.2. Officers are recommending a new Strategic Asset Management and Property Improvement Plan (SAMPIP) 2023-2028 is adopted, which builds upon this solid foundation a to reflect the current direction of travel of Haringey Council. This involves.
 - Addressing the challenges as we come out of the Covid Pandemic and enter a cost-of-living crisis.
 - Meeting the objectives of the Haringey Deal and recently adopted Corporate Delivery Plan (CDP).
 - Aligning with time frames of the Medium-Term Financial Strategy (MTFS).
 - An expanded and refreshed set of strategic Objectives, from the previously adopted Asset Management Plan, to reflect the council's priorities.
 - The development of 10 action plans, within the SAMPIP, to show what, by when and the outcome of improvements we will be making to our management of assets and property. There may be a very small number of properties in the HRA, which will be included in the review of the commercial and community properties, such as shop units.
 - Adoption of a decision-making toolkit to underpin all decision making, relating to property and assets.

5. Alternative Options

- 5.1. The Council's Asset Management Plan lasts for five years and can be refreshed annually. If this does not happen, the plan will not reflect the most recent changes and the plan will not be as helpful in development the Council's budget strategy.

6. Background

- 6.1. Like many local authorities the council has faced serious challenges with the management of its assets and wider property. This is largely due to aging facilities and reducing budgets. In conjunction with this, the property and asset management teams across local authorities have reduced, with a significant proportion of activities being outsourced, with only a small number of officers remaining to manage these external contacts.
- 6.2. This has meant a number of challenges and recommended areas for improvement, which have been identified by officers and supported by recommendations from independent audit reviews over the years. These three core areas for improvement can be summarised as.

- People and Resources
 - Governance
 - Best Practise – Policies and Processes
- 6.3. The council have made improvements in all these areas over the past years, which again has been reflected in recent internal and external audit reviews. However, there is much more work to do as outlined in the SAMPIP action plans.
- 6.4. The creation of a Capital Projects and Property Team in May 2022, has been a real step change in our ability to have a strategic approach to our asset and property management, as well being able to ensure we have the right level of resource to management our portfolio, which are permanent members of staff and a development of a new culture and approach to our asset and property management. For Example, having a dedicated Head of Property and a Head of Strategic Asset and Accommodation Management.
- 6.5. Property assets are one of the Council's most significant resources, with our total assets valued at £1.505 billion as of 31 March 2021. The Strategic Asset Management and Property Improvement Plan intends to demonstrate efficient use of assets and that property is effectively managed and fit-for-purpose; and to help identify the pipeline for future investment and capital delivery to improve spend rates.
- 6.6. With regards to our property transactions, the council have made significant improvements in this area over the past 3 years, as reflected in the commissioned Independent External Property review. This review did include 12 recommendations, which will be delivered as part of the actions plans that are now a core part of the SAMPIP in Appendix A.
- 6.7. The SAMPIP informs the Council's Capital Strategy as part of annual Budget Setting. This updated version will align with the timeframe of the MTFS. The improvements we will be making, that are outlined in the action plans, will help ensure that data led recommendations are made, which take into account Haringey council's wider objectives, in an open and transparent way.
- 6.8. The objectives of the AMP have been updated in this SAMPIP and are below
1. To ensure Council property works for the benefit of residents and achieves value for money for the Council while supporting financial sustainability.
 2. To ensure that our property meets our service needs across Adults, Health and communities, Placemaking and Housing, Children's Services, Environment and Resident Experience & Culture, Strategy and Engagement.
 3. To use our asset base to enable placemaking where the need and opportunity is greatest for people who live, work and visit the borough, ensuring the Borough's diverse communities are celebrated.
 4. To implement the restoration of the Civic Centre as part of an Accommodation Strategy that provides high quality sustainable workspace for all staff across the Borough.
 5. To establish a corporate property model that holds all non-residential property and budgets centrally, in accordance with good practice.

6. To complete a commercial portfolio review which will inform our future approach to industrial, community and retail property portfolios to maximise income opportunities and efficiency of running costs across the council's property portfolio, including investment and divestment opportunities.
7. To ensure open and transparent decision making, via a robust governance framework, updated policies & procedures and implementation of a fully resourced property team.
8. To create a strategic framework informed by performance data that will support the prioritisation of capital investment decisions.
9. Working with public sector partner organisations, to adopt a One Public Estate approach, where possible, which utilises assets for public good.
10. To deliver Zero Carbon and Low Carbon Council Buildings, in line with the Climate Action Plan including maximising technological and digital solutions via smart buildings and green tech industries.

7. Contribution to Strategic Outcomes

- 7.1. This updated Strategic Asset Management and Property Improvement Plan (SAMPIP 2023-2028) sets out an overarching strategy for the reason why the council holds property and a decision-making framework of how we manage our assets to support the delivery of Council services and the Council's recently adopted Corporate Delivery Plan 2022-24.
- 7.2. This plan aims to ensure that the Council's assets are used as effectively and efficiently as possible to support its service delivery of the January 2023 adopted Corporate Delivery Plan (CDP).
- 7.3. The SAMPIP action will be aligned with the MTFS cycles. The associated action plans will be live documents form the basis of future, annual updates of the SAMPIP.

8. Statutory Officers comments

8.1. Finance

- 8.1.1 The Council's current General Fund property estate includes a wide range of land and buildings with a total value of £1.505 billion (for accounting purposes) as at 31st March 2022. Within the GF assets, nearly £1.384 billion worth of assets are used for service operational purposes and just over £0.099 billion are held for non-operational purposes (i.e. lettings to businesses and community groups). The remainder amounting to £0.022 billion is made up of community assets (parks, open spaces, transport infrastructure and plant vehicles/equipment). The capital strategy agreed by Council at its budget setting meeting of the 2nd March 2023 includes an approved General Fund capital programme of £1.008 billion 2023/24-27/28. This level of budgeted activity will require the application of a considerable project management resource to be achieved.
- 8.1.2 The inclusion of a scheme in the capital programme is not an immediate authority to spend. A large proportion of the capital programme requires the completion of

a satisfactory business case prior to the release of capital funding. The business case serves to validate the high-level assumptions used in the compilation of the capital programme.

8.2. Legal

8.2.1 The purpose of the SAMPIP is to ensure that the Council uses and manages its asset portfolio to meet its needs and objectives. It is good practice for the Council to have an asset management plan and recommended by CIPFA.

8.2.2 There are no legal reasons why the recommendations cannot be approved.

8.3. Equality

8.3.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

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

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

Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

The Council's updated Strategic Asset Management and Property Improvement Plan 2023-2028 ("SAMPIP"), attached at as included the Appendix A of this report.

8.3.2 The proposed decision is to approve the updated Strategic Asset Management and Property Improvement Plan 2023-28 ("SAMPIP"). This updated Strategic Asset Management and Property Improvement Plan (SAMPIP 2023-2028) sets out an overarching strategy for the reason why the council holds property and a decision-making framework of how we manage our assets to support the delivery of Council services and the Council's recently adopted Corporate Delivery Plan 2022-24.

8.3.3 These objectives are designed to reduce existing inequalities, advance equality of opportunity, and foster good relations among Haringey's communities. To the extent that the Asset Management Plan supports the achievement of the Borough Plan objectives it will enable Haringey Council to meet its public sector equality duty.

8.3.4 It is notable that the Strategic Asset Management and Property Improvement Plan will help to ensure the Council meets its ambitions in relation to maximising housing growth and delivering Council homes, achieving local economic outcomes, reducing carbon emissions, and regeneration activities. These

programmes are individually subject to assessment for their impact on residents who share the protected characteristics, and these Equality Impact Assessments are published on the Council website. These activities have been designed with the Council's public sector equality duty in mind and address social, economic, and environmental inequalities. Therefore, the Asset Management Plan enables the Council to eliminate discrimination, advance equality of opportunity and foster good relations.

8.3.5 It is notable that the report approves to a policy on Access to Buildings. This policy will help to ensure that steps are taken to meet the needs of individuals with disabilities and health conditions where these differ to those of others.

8.3.6 If Cabinet is asked to approve any policies that underpin the Strategic Asset Management and Property Improvement Plan at a later date these policies will be subject to screening for equalities impact and equalities impact assessment where appropriate.

9. Use of Appendices

9.1. Appendix A: Strategic Asset Management and Property Improvement Plan (SAMPIP) 2023-2028 and associated Action Plans.

10. Local Government (Access to Information) Act 1985

This report contains no exempt information.

Strategic Asset Management and Property Improvement Plan

2023 – 2028

Civic Centre (Proposed Design)



River Park House



Broadwaters Inclusive Learning
Community



Osborne Grove Nursing Home
(Proposed Design)



Heartlands High School



George Meehan House

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1. Lead Member Forward

I am pleased to introduce the latest update to Haringey Council's Strategic Asset Management Plan. We are fortunate in Haringey to have a wide range of Council assets – from our own corporate property to commercial units and industrial sites. Our assets are valued at £2.8 billion: caring for these is a huge undertaking.

Since becoming Cabinet Member with responsibility for this area, my focus has been on ensuring we are using our assets to provide value for money – both for the Council and our residents. We are proud of the assets we hold and want to ensure they are benefiting the whole borough.

The Asset Management Plan sets out the assets we hold and how we intend to care for them in line with statutory regulations and the needs of the service. It helps services understand their responsibilities around their assets and the process by which Haringey Council can maintain quality, invest, divest or repurpose assets within the portfolio.

The Plan is part of our capital investment strategy, setting the context for major decisions and priorities around capital investment. These include the renovation of the Civic Centre in Wood Green, protecting its heritage and the legacy of the borough for generations to come.

Over the next year, we will be putting into place a new model for our corporate property. It will centralise our property operations and budgets, ensuring we are using our property strategically. We are also planning a review of our commercial property to make certain that it is being used to support our ambitions around community wealth building.

I know that in the past, we haven't always got it right. Following an independent report that identified some areas of improvement in our governance and practices, we have compiled the action plan attached to the end of this Plan that sets out how we intend to improve in the short and long-term. I am confident we now have the tools and people in place to make these improvements.

I would like to thank officers for their hard work in this complex and vital area for the Council. Cutting across all service areas, it is a particularly challenging topic to coordinate. There is still much to be done, but as this update shows, we are on the right path.

2. Introduction

2.1 We cannot deliver great services to our residents without providing an excellent, fit for purpose and sustainable operational asset base.

2.2 This Strategic Asset Management and Property Improvement Plan 2023 – 2028 (SAMPIP) provides the framework for the council's approach to property and asset related activities. It will guide and shape service specific Asset Management Plans (AMP) such as the Housing Asset Management Plan and Parks and Leisure Asset Management Plan. Those service specific AMP's will identify how assets are operated on a day-to-day basis to meet legislative and specific service operational needs, but importantly in accordance with the objectives of this SAMPIP.

2.3 Property is one of the Council's major resources – valued at £2.774 billion on 31st March 2021, it is a major cost to the Council, a major source of income and a major component in service delivery and economic growth. The SAMPIP will provide a baseline on property and land matters and supports capital investment decisions.

2.4 The governance and decision-making toolkit within this strategy will be followed as part of a Corporate Property Model (CPM) when there is a service property requirement. This will ensure a joined up, open and transparent framework for the management of council property and assets.

2.5 This strategy aligns with the Medium-Term Financial Strategy 2023-28 and will inform the Council's Capital Strategy and Capital programme for 2021/22-2025/26; by providing data led approach to decision making.

2.6 In the past there have been mistakes regarding various property transactions that have come into the public domain and an Independent external property review was commissioned. This SAMPIP addresses the outcomes and recommendations from that review in the action plan section.

2.7 The external property review considered the governance arrangements at the time of these historic transactions and the current council governance arrangements; as well as political policy, structures, staffing and processes. Overall, the review found that improvements have been made within the Council

and Haringey's arrangements are now much stronger than the period under review.

2.8 However, there is always room for improvement and the review has made 12 recommendations that will help the Council further strengthen core areas, as part of our continued journey. The development and adoption of this SAMPIP, with its associated action plans, is a major next stage in that journey over the coming years.

2.9 The measurement of progress in the SAMPIP objective action plans will be provided through the council's property governance structure and Scrutiny Panels on a quarterly basis. This reflects the inherent open and transparent approach, relating to property, embedded within this SAMPIP.

2.10 We have created a new Capital Projects and Property team (CPP) within the council and are well under way to fully resourcing this team to ensure we have appropriate skills, resources and culture around our management of property and Assets. In addition to ensuring we have the right people; we are also reviewing, policy, governance, and implementing digital systems are part of these action plans. This will ensure, working with all Haringey council's services that the Council's assets are used as effectively and efficiently as possible to support our core objective of improving residents' lives.

2.11 The SAMPIP sets out an overarching strategy for the reason why the council holds property and a decision-making framework of how we manage our assets; Supporting the delivery of Council services and the Council's Corporate Delivery Plan 2022-24. This is SAMPIP builds upon the solid foundation provided by the previously adopted Asset Management Plan 2020-2025.

2.12 Finally, the SAMPIP sets the strategic framework for improving the energy performance of Haringey's property and assets, so that we meet our carbon net zero target as outlined in the Council's Zero Carbon Strategy (2019) Examples of this will be across our corporate estate, commercial portfolio, schools and housing stock.

3 Successful projects delivered to date.

3.1 We have successfully delivered a wide variety of projects across the Corporate Property portfolio in the past two years, that includes partnership working, as a result of our asset management and property processes.



Pendarren House Outdoor Education Centre

Pendarren is an outdoor activity centre situated in the Brecon Beacons National Park and has been operated by Haringey Council since 1975.

Budget: £2m

Project Completed:

December 2022

Works were divided into two phases, including urgent compliance works to the main house and the refurbishment of the Annex which will facilitate the use of the Centre by 2 schools simultaneously. Phase One comprised of fire compartmentalisation, roof repairs, mechanical ventilation, decorations, oil tank replacement, handrails, and minor electrical upgrades and was completed in April 2021. Phase 2 comprised of condition and compliance works to the Annex and reconfiguring of the internal spaces.

Haringey
LONDON



Lordship Lane Nursery

A newbuild reposition of the school's 2 class nursery including WCs, staff room, kitchenettes and ancillary spaces, due to its poor and end of life condition.

Budget: £2m

Project Completed: September 2022



Haringey
LONDON



Wood Green Youth Hub

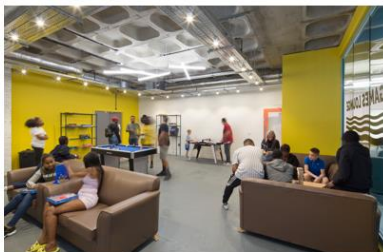
The Wood Green Youth Hub is situated on the pedestrianised area of Lymington Avenue just off the Wood Green High Street. It utilised a Co-Design process whereby the Wood Green Young Voices (a group of local young people) have been consulted through the design development stages and have had their key recommendations fed into the facility's design. The project was delivered to the approved programme and the facility is now operational. The project received positive feedback from the client team and the building users.

Budget: £1.2m

Project Completed: July 2022



Haringey
LONDON



Marsh Lane New Depot



Wholesale relocation of the depot operation from Ashley Rd Depot to 85 Marsh Lane including a Provision of new vehicle workshop, Admin accommodation and ancillary services.

Budget: £19.5m

Project Completed: November 2021



3.2 We are in the process of delivering the Civic Centre Refurbishment project.

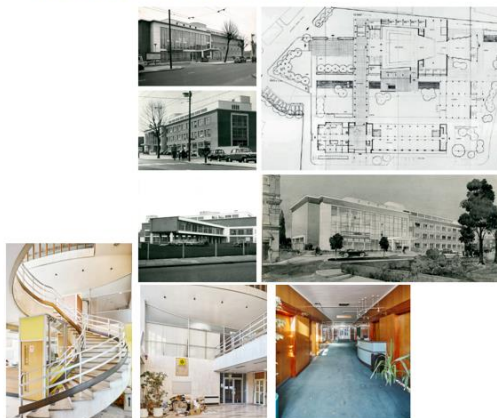
Civic Centre Refurbishment Project

The Haringey Civic Centre was built in 1955-58 and was first Civic Centre designed after the War. Is a Grade II listed building, is within the Trinity Gardens Conservation Area and is steeped in local, social and political history.

The refurbished Civic Centre and new build Annex is to provide:

- The home of the Council's Democratic functions, with some shared public and community access;
- Flexible working, collaboration and meeting spaces that are open to all staff to help transform Council working culture; and
- A sustainably built environment

The Current Civic Centre



The Proposed Civic Centre



4 Asset Management and Property Improvement Plan Objectives

4.1 This SAMPIP will assist in the delivery of the new corporate delivery plan (CDP) themes.

4.2 The corporate delivery plan replaced the Borough Plan, setting out the council's priorities for each of its service areas and the work it will undertake to improve the lives of our residents.

4.3 The CDP is split into eight themes as shown below. The objectives within this SAMPIP and the decision-making tool kits will be fundamental to ensuring the successful delivery of the CDP.



For further information please click on the link to the Corporate Delivery Plan.

https://www.haringey.gov.uk/sites/haringeygovuk/files/final_corporate_delivery_plan.pdf

4.4 The objectives of the Strategic Asset Management and Property Improvement Plan are outlined below. These reflect both the why we hold property and how we will manage our assets as part of a joint strategic plan.

Strategic Asset Management and Property Improvement Plan objectives.

- To ensure Council property **works** for the benefit of **residents** and achieves **value for money** for the Council while supporting financial **sustainability**.
- To ensure that our **property** meets our **service needs** across Adults, Health and communities, Placemaking and Housing, Children's Services,

Environment and Resident Experience & Culture, Strategy and Engagement.

- *To use our asset base to **enable** placemaking where the **need** and **opportunity is greatest** for people who live, work and visit the borough, ensuring the Borough's **diverse** communities are celebrated.*
- *To implement the **restoration** of the **Civic Centre** as part of an Accommodation Strategy that provides **high quality** sustainable workspace for **all staff** across the Borough.*
- *To establish a **Corporate Property Model** (CPM) that holds all non-residential property and budgets centrally, in accordance with **best practice**.*
- *To complete a **commercial portfolio review** which will inform our future approach to industrial, community and retail property portfolios to **maximise** income opportunities and **efficiency** of running costs across the council's property portfolio, including **investment** and **divestment** opportunities.*
- *To ensure **open** and **transparent** decision making, via a **robust** governance framework, updated policies & procedures and implementation of a **fully resourced** property team.*
- *To create a **strategic framework** informed by performance **data** that will support the **prioritisation** of capital investment decisions.*
- *Working with public sector **partner** organisations, to adopt a **One Public Estate** approach, where possible, which utilises assets for public **benefit**.*
- *To deliver **Zero** Carbon and **Low** Carbon Council Buildings, in line with the Climate Action Plan including **maximising** technological and **digital** solutions via **smart** buildings and **green** tech industries.*

5 How we will deliver the above objectives

5.1 This SAMPIP contains action plans for each objective. These will be live documents that are reviewed regularly, as part of the council governance structure and updated annually to cabinet, which will set the direction for the subsequent years detailed action plans. Three Core focus areas we wish to highlight are that will fundamentally underpin the delivery of the above objectives are:

- Corporate Property Model,
- Commercial Property
- Property Improvement Plan

Corporate Property Model (Action Plan number 5)

5.2 Corporate Property Model - To introduce a Corporate Property Model over the next 12-18 months that will develop a robust and transparent system that centralises property budgets, improve planned maintenance through efficiency savings and improve the utilisation of buildings with co-location and or meanwhile uses of empty property. This arrangement is a significant culture shift to a corporate approach that determines the best use of property assets and regularises standards. This will enable operational areas to concentrate on delivery of excellent services.

5.3 The Corporate Property Model once implemented will have a fundamental impact on the way property is managed in the future as all property related functions will be combined into one service, with centralised control of all property spend, space management, procurement, negotiations and capital programmes. This holistic approach not only improves quality by having a single point of contact but can deliver significant, sustainable savings. The benefits include:

- open and transparent decision making embedded on a robust governance model.
- improved service environment for employees, service users and residents.
- Haringey Deal to involve communities in decisions about Council buildings.
- Social value impact.
- Customer focused service and management reporting – service able to focus on delivery.

- Improved statutory obligations and health and safety compliance
- Reduced running costs, back logged maintenance and transition to planned rather than reactive maintenance.

Commercial Property Review (Action Plan number 6)

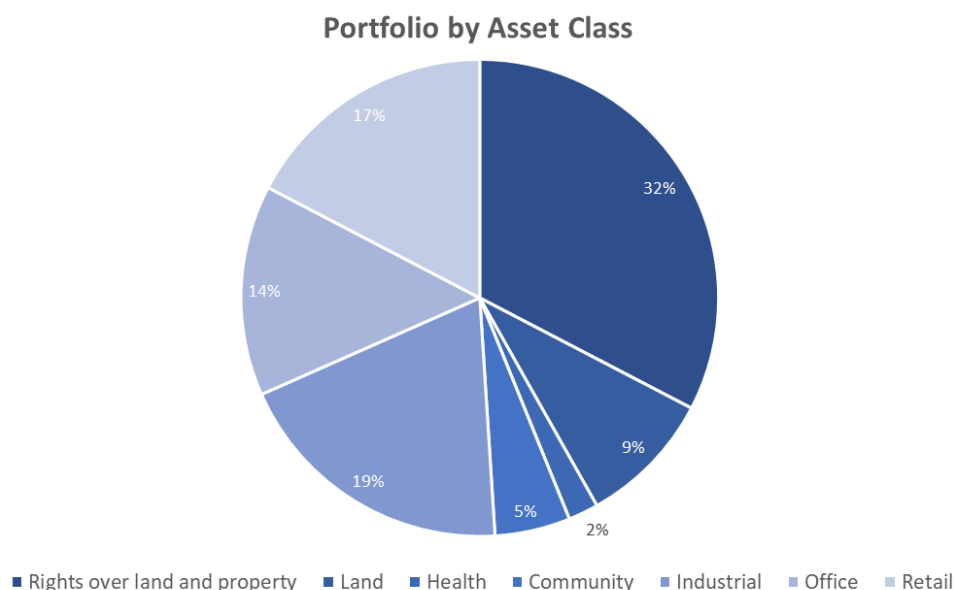
5.4 The Council's budget and the MTFS for future years has a dependency on commercial income from property. The commercial property strategy will identify commercial properties to retain, invest, divest, repurpose to meet council objectives and areas for future acquisition. This decision making will be done on the basis of the property's use for social and economic wellbeing or service delivery purposes.

Property Improvement Plan (Action Plan number 7)

5.5 Haringey Council has gone through a property management improvement journey and has commissioned an independent property review into a number of its property transactions in May 2022. The review was asked to examine nine transactions or intended transactions which date back over several years and to examine them in the light of a series of questions set out in the terms of reference. In addition, the Council's current and previous processes for property transactions together with arrangements for the wider reporting of capital expenditure and scheme progress have been examined and reviewed. The action plan details implementation of the 46 recommendations from the Property Audits, across 3 core themed areas, Governance, Best Practise & People.

6 Property Portfolio

6.1 There are currently 986 assets in the portfolio held across the commercial portfolio budget centre and various service budget cost centres at present including, offices, shops, industrial premises or land, community uses and clinics including a range of 431 sundry uses including advertising/telecoms/ cables, utilities/ wayleaves.



6.2 The aim of the Strategic Asset Management & Property Improvement Plan (SAMPIP) is to set out the Council's vision, aspirations and objectives for property portfolio and asset management. This strategic framework sets the core principles for the future use and management of the Council's assets to enable the successful delivery of council services.

6.3 The Corporate Delivery Plan sets out the Council's Priorities and the Strategic Asset Management sets out the programme for property delivery. This property strategy outlines the policy for why we own property and how our property ownership can be financially sustainable.

6.4 Council's Property ownership is diverse and would ideally be self-supporting, income from investment and commercial property contribute towards the delivery of the operational property needs.

6.5 Commercial property portfolio is valued for insurance purposes at circa £225m producing a current annual income of c£8.67m in normal circumstances (less during the pandemic). This comprises industrial, retail, office and various other assets located through the Borough. Retail property accounts for 44% by fixed asset register values, industrial 50% and offices 2.5%. In terms of annual rental income, retail property accounts for 34%, industrial 50% and offices 3.7% of the total portfolio income.

6.6 An analysis of the Council's commercial portfolio, assessing performance, management and market trends has led to more detailed review to assess the value of the properties to the Council's service delivery or social and economic well-being and to assess where it may be possible to improve income performance from commercial property. As well as looking at financial performance the review is looking at how the commercial portfolio can be used more effectively to support

Council service delivery properties of the Corporate Delivery Plan, as well as the Good Economy Recovery Plan, published September 2020 plus the Haringey Deal launched 7th November 2022. The includes looking at the industrial portfolio, to try to protect its role in supporting employment in the Borough and looking at how the retail portfolio links with the locality and community properties which can improve outcomes locally.

6.7 In addition, as part of the accommodation strategy and emerging action plan from the Council is looking at how best use can be made of any office accommodation that is released to support economic activity, potentially on a meanwhile use basis pending future redevelopment.

6.8 Haringey council's ambition is to move to be a more agile organisation, with staff working under a 'working flexibly' model, which will see working locations for staff split across some combination of office, community, and home. The ambition to move to this new working model will require LBH to provide a flexible and collaborative office working environment for its staff, which enhances the positive aspects of in-person interaction, enables work and activity that is harder to deliver remotely, and supports staff wellbeing.

6.9 As a result of the Civic centre project and 'working flexibly' model, the council has a significant opportunity to explore alternative uses for the existing council buildings in central Wood Green that will be freed up through effective consolidation of the Council's office accommodation needs.

6.10 The industrial portfolio is the strongest performing asset of the Council and makes a significant contribution to the Corporate Delivery Plan outcomes relating to economy and community wealth building.

6.11 The Industrial portfolio priority is to support economic growth rather than purely focussing on achieving income to help the Council meet its budget requirements.

6.12 There are several community-based tenancies in commercial units. These include charities, churches and similar organisations that are not commercial businesses and may receive funding from the public sector if not the Council. There are 25 community buildings, subject to separate policies and management arrangements, whereby community groups that occupy these assets have the benefit of discounted business rates, a lower level of rent as determined by usage limitations.

6.13 The Council is also trialling social value leases, where businesses are selected and achieve rental discounts based on social value achievements, including for example employment provision. A key action in the plan below is to review this trial and develop a formal VCS leasing policy in accordance with the themes and objectives of the CDP and Haringey Deal.

6.14 A cross-cutting review of property is taking place in 2023/24 to consider how to make better use of our property assets in the short, medium, and longer term. Haringey holds property to support service delivery, provide the Council income - to generate revenue and capital income and to promote growth and place shaping within the Borough.

6.15 The Property Review creates opportunities to review existing assets and land ownership to consider how this could best support future service delivery and the delivery of Borough Plan priorities. The review will consider how land or under used buildings could be repurposed to improve business and community spaces, provide new Jobs and homes or used for investment to achieve capital receipts. The Review will identify objectives for the Property Strategy which will support delivery of the Haringey Corporate Delivery Plan 23-28. The property review will explore key themes that influence the way Haringey uses its property assets.

6.16 The outcome of the Review will identify the scope to move towards a more strategic use of our property holdings and development of the Haringey Property Strategy. This may include changing the shape of our property holdings with longer term needs in mind. The review will also where Property could generate a capital receipt via disposal of freehold assets for reinvestment in the Property portfolio and how property can generate income in the short term if not required immediately for an operational purpose. The review will also touch upon the Council's investment strategy and how property can be used as an investment vehicle. The benefit of a Haringey Property Strategy will create transparency, consistency, and coherence to all our property decisions; provide focus for our property decisions on our place shaping role - working with partners, supporting communities and customers.

7 Financial links – Medium Term Financial Strategy (MTFS) and Capital Strategy

7.1 The Council's Strategic Asset Management and Property Improvement Plan sits alongside the Medium Term Financial Strategy as a companion document and is a key document in supporting the Council's decision-making about investment in its land and property assets to deliver Council priorities and services.

7.2 The Strategic Asset Management and Property Improvement Plan informs the Council's capital programme. The Corporate Property Model is the strategic toolkit that will guide and inform future business decisions and assist the Council meeting the financial challenges that it continues to face. The SAMPIP reflects upon the Council's Capital Strategy in several ways by informing via Corporate Property Model approach:

- 7.2.1 which assets are planned to be retained to support service provision and will highlight the ongoing investment costs of maintaining and improving those assets to maintain business continuity and an agreed quality of provision.
- 7.2.2 decisions as to which assets are included in the Council's Place Making Approach and sets out the context for their inclusion and future.
- 7.2.3 Guides decisions as to which are assets considered surplus to requirements, and the divestment strategy or repurposing for housing, Placemaking or other purposes.
- 7.2.4 When a capital asset is no longer needed, a review takes place to see whether it could be repurposed or whether, if it meets the requirements of the disposals policy, it could be sold with the proceeds (capital receipts) being used to support the Council's budget including repayment of debt. Repayments of grants, loans and non-treasury investments also generate capital receipts. The Council was permitted to spend capital receipts to deliver cost reductions and/or transformation. This was known as the flexible use of capital receipts and this flexibility expires on the 31st of March 2025.
- 7.2.5 Capital receipts can be used to fund capital expenditure or repay debt. The budget assumption is that capital receipts will not fund capital expenditure or debt repayment. It is anticipated that the capital receipts received in the MTFS period covered by the flexibility (up to 31st March 2022) would be used to deliver cost reductions and/or transformation. There is a separate policy

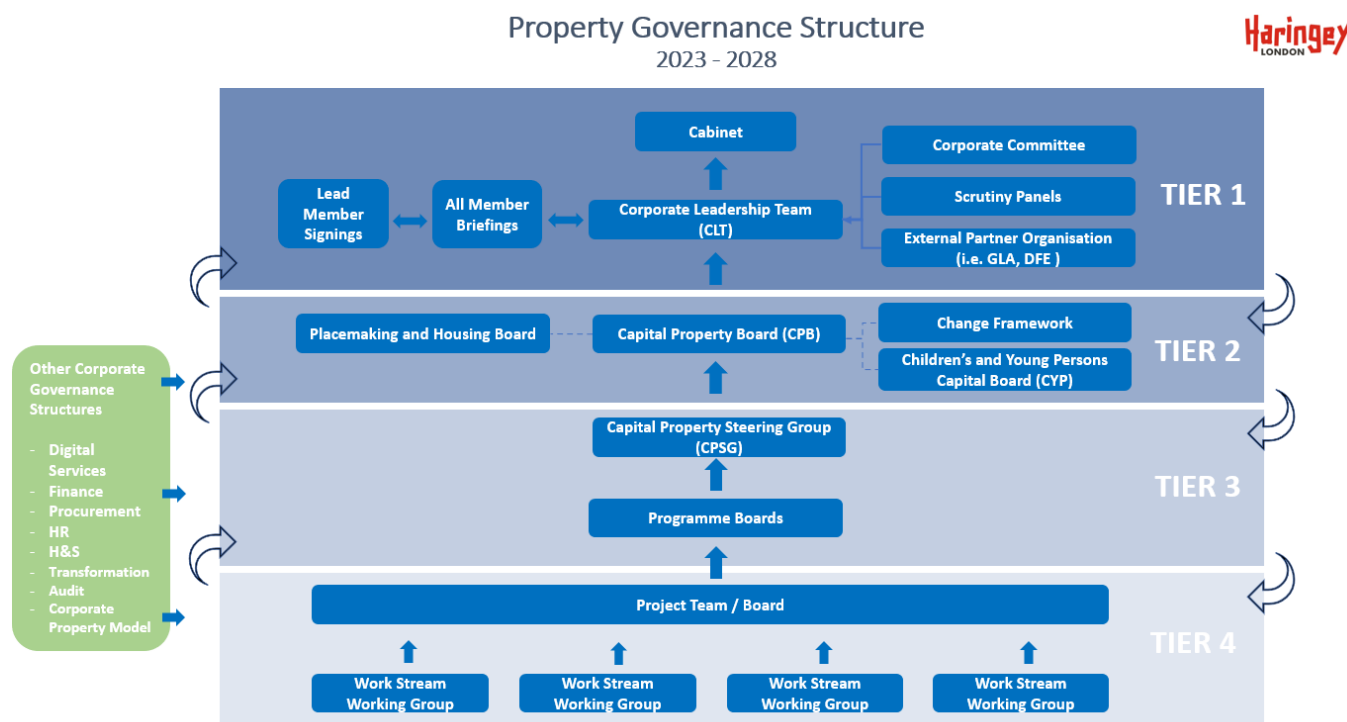
statement and schedule of proposed initiatives to utilise capital receipts flexibly.

8 Asset Management Processes and Decision-Making toolkit

8.2 Governance - Governance surrounding property decisions was reviewed in 2020 to improve policies and procedures and ensure that decisions around the use of Council property and land continue to support the delivery of the Corporate Delivery Plan and Council services. The outcome of this review implemented by a restructure of Officer Boards delivered a more robust approach to business case-based decisions at a corporate level.

8.3 Governance arrangements are subject to continuous scrutiny and review. One of the more pressing issues is to ensure that the Council can adopt an agile decision-making process that satisfies good governance needs. This will enable submission of bids for the purchase of assets (residential developments in particular), although not contractually binding can result in a loss of reputation if the Council subsequently withdraws.

8.4 Health and Safety Forums - There are three working groups that report on building safety and compliance by element on properties under the responsibility of the Corporate Landlord (corporate buildings, commercial buildings with



common areas and maintained schools). These are Fire, Asbestos, Water working groups. These operational groups report to the Property Compliance Board.

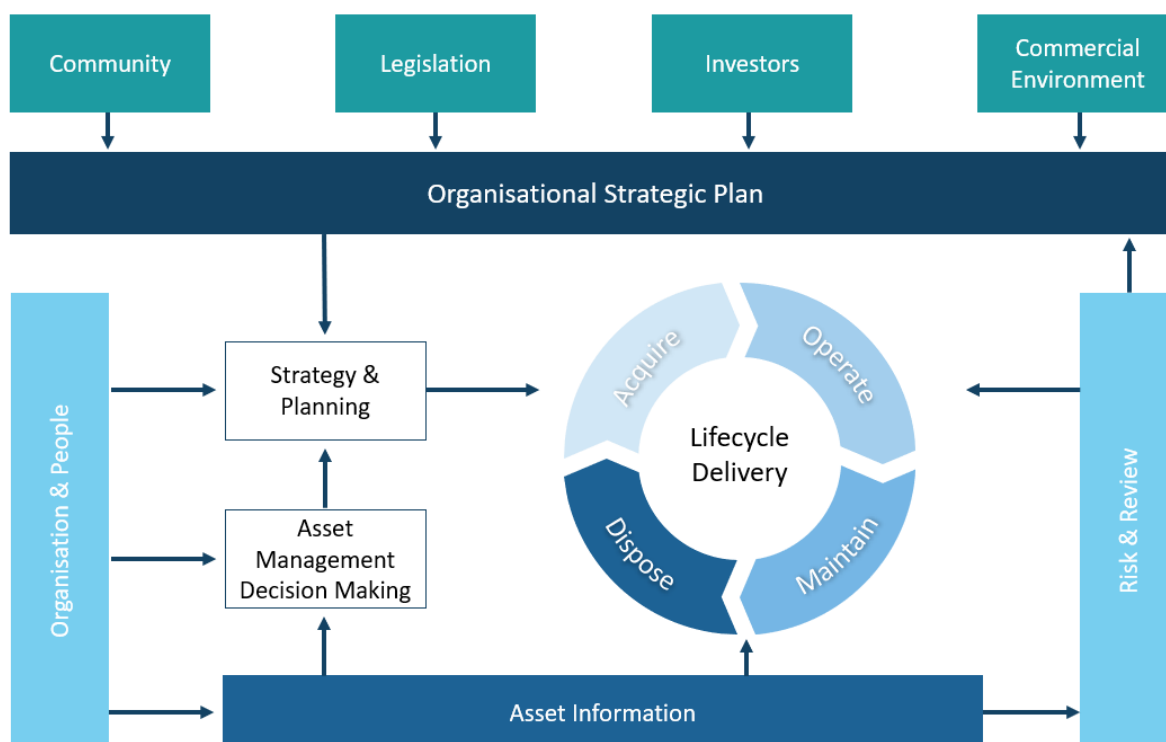
8.5 The Property Compliance Board oversees property compliance in the Council, including the revision and implementation of corporate procedures, detailed compliance reports by area (corporate buildings, commercial buildings with common areas, maintained schools and housing stock) on the 'big six' and the status of remedials and actions.

8.6 The Corporate Health, Safety and Wellbeing Board have a strategic general oversight of building compliance levels in the Council and approves H&S Procedures. Significant matters on building compliance are reported to the Board by exception. The Council Leadership Team composes the most senior members of Council staff and significant strategic matters are brought to the attention of the Team for direction and key decisions.

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8.8 The Council Leadership Team composes the most senior members of Council staff and significant strategic matters are brought to the attention of the Team for direction and key decisions.

[Link to H&S Documents \(including Health, Safety and Wellbeing Policy and Strategy\)](#)



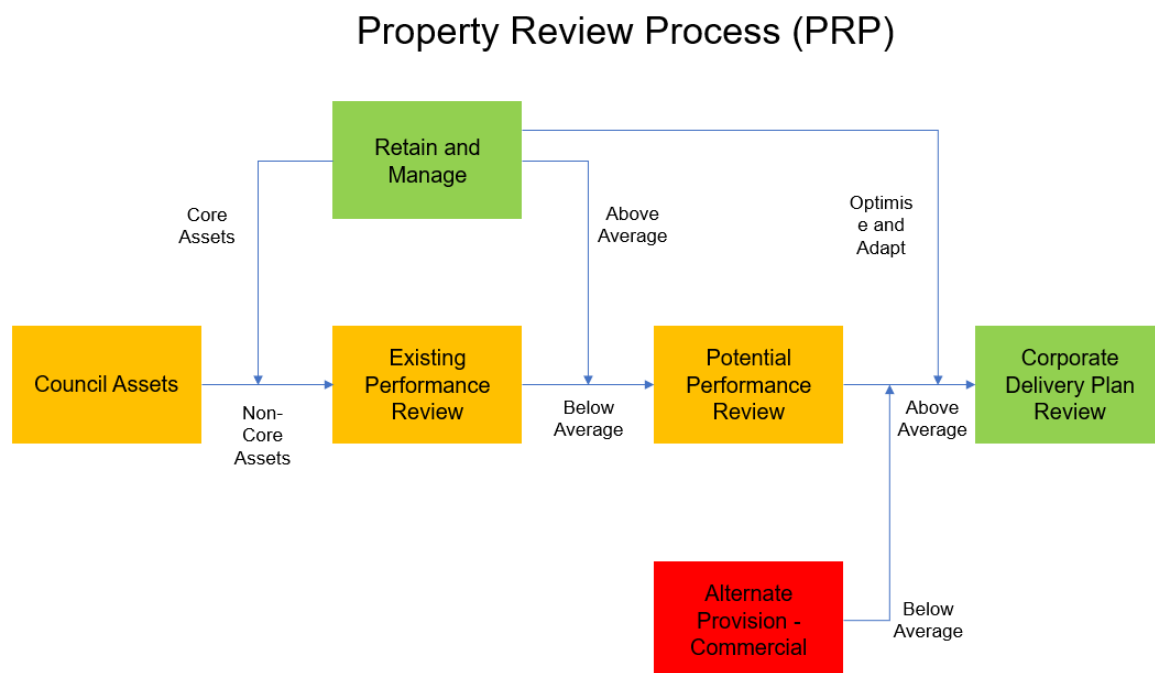
8.9 Digital Transition - Technology Forge (Tf), the Council's Asset Management database which was launched in October 2022. It will be the single repository for all property and Asset related records. It is utilised to hold all records for asbestos and compliance records. As of October 2022, there were 218 buildings with asbestos records of a total of 14,432 inspection records for the 'Big 6'. Tf is capable of generating rapid reports that when exported are converted to a real-time dashboard report. Over time all compliance records will be held within Tf so that a programme of checks is developed for all Council buildings and Schools with a calendar created that informs a task holder to arrange any required actions. Statutory compliance KPI's will be reported quarterly at CPSB.

8.10 Property Performance Matrix - To assist with this decision-making process, a Property Performance Matrix is being developed that will change the way that property is assessed from an individual case-by-case basis to a Council wide standardised assessment matrix. On a rolling programme, depending on property review resource availability, assets will be analysed with firstly new acquisitions being assessed as part of the business case prior to a decision to acquire and concurrently proposed repurposing of existing sites will be evaluated as a part of the business case for capital investment, prior to any investment decision or recommendation for a change of use. Then a rolling programme will be run to evaluate all existing sites to be able to determine the Council's future strategy for retention or disposal of assets. The categories of analysis arise from the adopted Objectives within this Strategic Asset Management and Property Improvement Plan.

8.11 The below diagram provides a summary of the overall property performance matrix process. Behind this process sits the Corporate Property Model scoring matrix for existing and future asset performance and commercial criteria against strategic, operational and financial objectives, which is reported via a traffic light rating system.

8.12 The traffic light system of red, amber, and green reflects the combined weighting and scoring for the criteria. Importantly this rating is a joint effort across council departments for the strategic, operational, and financial criteria. This ensures that the most informed and balanced recommendations are made for subsequent decisions to be taken, in accordance with the council's constitution.

8.13 The RAG rating is based on numeric criteria agreed by the working group evaluating the asset or site. An evaluation is required for existing use and then to rerun the model for proposed uses. As the Matrix is an evaluation tool for usage the outcome may vary with alternative proposed uses.



Red 0 – 39 = performance review

Amber 40 – 69 = performance review

Green 70 – 100 = retain and manage

9 Strategic Asset Management and Property Improvement Action Plan

The ten SAMPIP objectives have a corresponding action plan. Each action plan breaks down how we are going to go about implementing, delivering, and measuring performance. Each action outlines year 1 activity and indicates a direction for years 2 – 5.

The actions are measurable and will be taken through the property governance process to ensure transparency and that members are fully informed of progress which will assist the Council when working with partners and other public sector bodies.

Although the actions will be owned by the Capital Projects and Property (CPP) the activities require joint working across the Council to ensure delivery and inter dependencies are met.

9.1 Strategic Asset Management and Property Improvement Action Plan

1. To ensure the Council property works for the benefit of residents and achieves value for money for the Council while supporting financial sustainability.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Year 2-5 Road Map	Lead Officer	Cabinet Member
1.a	Compilation of baseline operational costs for all council accommodation that supports service delivery.	Analyse baseline to inform property investment decisions.	Assistant Director Capital Projects and Property	Cllr Gordon Cllr das Neves
1.b	Review all lease holders who are in rent arrears and agree an action plan across service areas, legal and finance.	Delivery of the lease holder action plan for rent arrears.		
1.c	Submit business case for integrating all FM services into a single team.	Commence contract procurement, as required, to support a single FM model.		

1.d	Identify list of underperforming high priority sites, run sites through the Asset Management Strategic Assessment toolkit, for the commercial portfolio, and prepare business cases for Cabinet approval.	Delivery of the approved business cases relating to the underperforming high priority sites.		
1.e	Undertake Property Review to establish property baseline including ownership and leases and recommend optimal financial models.	Implement action plan from Property Review.		
	Outcomes Agreed programmes for implementation as part of the MTFS, with profiled financial income and saving opportunities. Early indication of Capital Strategy requirements for future years.	Optimisation of property asset performance and suitability. Greater performance and financial returns within the commercial portfolio. Capital Strategy to reflect the Asset Management and Commercial portfolio requirements. Fully integrated single FM model.		

2. To ensure that our property meets our service needs across Adults, Health, and communities, Placemaking and Housing, Children's Services, Environment and Resident Experience & Culture, Strategy and Engagement.

Activity and Output Year 1 Priority		Activity and Output Year 2-5 Roadmap	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Year 2-5 Road Map	Lead Officer	Cabinet Member
2.a	Scoping the Accommodation Strategy to assist service delivery.	Implement the Accommodation Strategy to ensure property meets the changing demands of service delivery.	Assistant Director Capital Projects and Property	Cllr Gordon
2.b	Host conversation events with our lease holders, local communities and partner organisations regarding accommodation requirements.	Ongoing forums and engagement as part of the Asset Management and Commercial Property review action plans, business cases and decision making, as identified from the Activities in the SAMPIP action plan.		Cllr Hakata
2.c	Consult with community representatives as part of a review of the council's property portfolio.	Information gathered from consultations will be used to inform		Cllr Brabazon
				Cllr Gordon

		accommodation requirements for service delivery.		
2.d	Develop a comms strategy for engaging with residents on community usage of property assets.	Information gathered from consultations will be used to inform accommodation requirements for service delivery.		
2.e	<p>In the context of Children's Services, assist colleagues to develop the three main themes within their vision that have a significant capital component:</p> <ol style="list-style-type: none"> 1. Establish a programme of capital works to support the education strategy. 2. Develop the capital element of the Safety Valve programme. 3. Review opportunities to increase the in-borough offer for residential and short break placements to support vulnerable young people and their families in a local setting. 	Assess and refine the delivery strategies for the Children's Service outcomes to ensure its continued relevance and efficacy in meeting the needs of the service's vision. Engage closely with Children's Service colleagues to ensure individual schemes meet the objectives of each programme/theme, in addition to contributing towards the Council's Net Zero target.		
	<p>Outcomes</p> <p>In addressing the outputs that emerge from the themes above, officers will refer to the 'master plan' options appraisal process undertaken for a number of key education sites in 2022.</p>	<p>Outcomes</p> <p>Community ownership of decision making relating to asset and property related functions with the council, that impact upon their local communities.</p>		

	<p>In addition, we will continue to monitor the quality of outcomes achieved to ensure that investment in the schools' estate delivers effective, value for money outcomes.</p> <p>Increased community involvement in asset and property related functions to ensure community needs are met.</p>			
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3. To use our asset base to enable placemaking where the need and opportunity is greatest for people who live, work, and visit the borough, ensuring the Borough's diverse communities are celebrated.

Activity and Output Year 1 Priority		Activity and Output Year 2-5 Roadmap	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Years 2- 5 Roadmap	Lead Officer	Cabinet Member
3.a	Assess property implications of Corporate Delivery Plan (CDP) and embed into SAMPIP.	Implement gateway review process to ensure property decisions align with CDP.	Head of Strategic Asset Management	Cllr Gordon
3.b	Review progress to date on Service Area Vision for service delivery as part of Change programmes and CDP.	Review property impact of service AMPs and embed into SAMPIP.		Cllr Brabazon

3.c	Develop implementation plans with operational teams and identify specific programme or policy approvals as well a business case sign off.	Match assets to services with opportunities to co-locate and develop a Localities based approach to property provision where possible.		
3.e	Provide baseline data on property assets to incorporate into the service AMP so to enable service AMPs to reflect on current resources and future needs if affordable to MTFS constraints.	Monitor and report back to Cabinet on Property Performance along with Service AMPs and how affected by emerging and evolving refreshes of the Corporate Delivery Plan.		
	<p>Outcomes</p> <p>Engagement with operational areas to agree programmes for development of service AMPs.</p> <p>Identify a support resource and capital funding to help operational departments to develop their visions and convert to a service AMP.</p> <p>Database of property cost centres from Fixed Asset Register verified to incorporate into service AMPs so to determine current utilisation and future needs of each asset.</p> <p>Operational Departments to finalise service policy, programme, and business cases and to obtain adoption by Cabinet.</p>	<p>Outcomes</p> <p>Scrutinise service AMPs to extract property implications into corporate AMP update Year 2 (Feb 2025)</p> <p>Compare service AMPs to all property to determine assets surplus to requirements to undertake a cross-cutting and corporate review of use for repurposing or regeneration prior to a disposal option to deliver capital investment or MTFS saving Year 2-3.</p> <p>Ongoing review and update for reporting to Cabinet on property performance Year 3 to 5.</p>		

	Update corporate AMP for February 2024 to incorporate strategic CDP property implications.			
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4. To implement the restoration of the Civic Centre as part of an Accommodation Strategy that provides high quality sustainable workspace for all staff across the Borough.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Years 2-5 Road map	Lead Officer	Cabinet member
4.a	Scope requirements to develop accommodation strategy starting with service areas not included in Civic Centre as a priority.	<p>Develop business case; Obtain earmarked capital funding.</p> <p>Ongoing review of office and staff user requirements to support the completion date in 2026 of the Civic Centre.</p> <p>Produce Business Case and seek Cabinet ‘in principle’ approval of investment proposals.</p> <p>Develop tender documentation and seek tenders.</p> <p>Seek Cabinet authority to commit.</p>	Head of Strategic Asset Management	<p>Cllr Gordon</p> <p>Cllr das Neves</p> <p>Cllr Hakata</p>

		Commence programme of work to complete by April 2027.		
4.b	Clarify Wood Green Voices strategy on retention and disposals of office assets in advance of the Civic Centre completion in 2026.	Embed into Accommodation Strategy.		
	Outcomes Emerging Strategy for Wood Green Corner to develop agreed list of core buildings to include in the Accommodation Strategy.	Outcomes Develop accommodation strategy. Business case agreed for accommodation strategy. Upgrade works to agreed core buildings completed April 2027 (Year 5).		

5. To establish a corporate property model (CPM) that holds all non-residential property and budgets centrally, in accordance with good practice.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority.	Year 2-5 Roadmap.	Lead Officer	Cabinet Member
5.a	Stakeholder workshops to embed model across the Council.	Develop operational governance structures for CPM.	Head of Strategic Asset Management and the Head of building management, resilience and safety	Cllr Gordon
5.b	Develop CPM comms plan to engage with internal stakeholders to implement culture and behaviour change.	Asset Management database ready.		
5.c	Baseline Approach and Data review.	Develop workstreams to centralised budgets.		
5.d	Develop CPM Implementation Plan.	Establish priorities for compliance, investment, and base standards to work within MTFS affordability with a Matrix model of property performance review.		
5.e	Populate asset management database including physical, legal and photographic data.	Develop Estate optimisation with Operational teams.		

	<p>Outcomes</p> <p>Complete stakeholder workshops.</p> <p>Comms plan activated to engage with internal stakeholders to implement culture and behaviour change.</p> <p>Property assets verified and recorded in Technology Forge.</p> <p>Captured all property related costs and maintenance backlog for assets to be transferred to the corporate property cost centre.</p>	<p>Outcomes</p> <p>Running cost database developed year 2 to 3.</p> <p>Corporate Property Model go-live year 2.</p> <p>Property reviews programmed in rolling five-year cycle.</p> <p>Establish MTFS targets for savings of running costs Year 3.</p> <p>Fully implement and embed Technology Forge as a Property Database.</p>		
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6. To complete a commercial portfolio review which will inform our future approach to industrial, community and retail property portfolios to maximise income opportunities and efficiency of running costs across the council's property portfolio, including investment and divestment opportunities.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action ref	Year 1 Priority	Year 2-5 Roadmap	Lead Officer	Cabinet Member
6.a	Complete the Property review.	Capital projects, subject to Business case approval to begin.	Head of Property	Cllr Gordon
6.b	Cabinet Approval for the recommendations following the review, across the portfolio.	Programme of investment and divestment aligned with the MTFS.		
6.c	Approval of priority site business cases to allow the allocated capital programme funding to be approved for spend.	Changes to operating models, policies and procedures as required. Ongoing delivery of the Commercial portfolio Action Plan.		
	Outcomes A clearly defined programme of priorities to achieve a high performing property portfolio.	Outcomes High performing commercial portfolio which contributes to the MTFS and delivers borough priorities.		

	A detailed action plan for improving the Property holding.			
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7. To ensure open and transparent decision making, via a robust governance framework, updated policies & procedures and implementation of a fully resourced property team.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Year 2-5 Roadmap	Lead Officer	Cabinet Member
7.a	<p>Implement the 46 recommendations from Property Audits, across 3 core themed areas, Governance, Best Practise & People.</p> <p>Governance – To review the existing governance arrangements and make amendments where required, in accordance with audit recommendations.</p> <p>Review ToR for governance boards and implementation of digital systems to track decision making and performance management.</p>	Continue to monitor and evaluate as part of this wider SAMPIP action plan and reporting to cabinet on an annual basis, via statements of compliance.	Head of Property	Cllr Gordon

	<p>To fully integrate Techforge into the daily working practises across the council. Identify areas for improvement and implementation of additional digital resources.</p> <p>Best Practise –</p> <p>To review existing policies and amend as required.</p> <p>Improve culture and ways of working to reflect Haringey Values and behaviours – with a key focus on responsibility.</p> <p>To process map, with service areas any new ways of working linked with the CDP that may require new policy or amend property and asset management policies.</p> <p>To ensure that new policies, where required, and amended policies are taken through the correct property governance framework for adoption.</p> <p>Work with legal to ensure any constitutional changes are made, as required.</p> <p>People –</p> <p>Conclude the CPP implementation plan, following the completed restructure in May 2022.</p>			
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	<p>Focus on recruitment of talent, and retention, to expand capability to enable delivery of targets.</p> <p>Continue cultural change programme within CPP, in accordance with the Service Plan.</p> <p>Wider organisation cultural development as part of the Corporate Property Model role out.</p>			
	<p>Outcomes</p> <p>High performing property function</p> <p>Audit assurances following future reviews.</p>	<p>Outcomes</p> <p>High performing Business as usual Asset management and Property functions across the council.</p>		

8. To create a strategic framework informed by performance data that will support the prioritisation of capital investment decisions.

Activity and Output		Activity and Output	Lead Officer / Cabinet Member	Target Delivery Date
Year 1 Priority – Property team		Year 2-5 Roadmap – Property team		
Action Ref	Year 1 Priority	Year 2-5 Roadmap	Lead officer	Cabinet Member

8.a	Implementation of the Property Review Process (PRP) and Performance Matrix on a selection of property assets.	Continuous development of the PRP to inform robust decision making.	Assistant Director Capital Projects and Property.	Cllr Gordon
8.c	Assess efficiency of the Matrix and adjust scoring system as required.	Report regularly to Cabinet on performance.		
8.d	Assess full toolkit of methodologies, including business cases, required to assess suitability of assets for each category of use.	Seek decisions on repurposing, regeneration, or disposal of poorly performing assets and acquisition of more effective property to minimise property costs and to enhance service delivery.		
	<p>Outcomes</p> <p>Circular retest of model and finalise for programmed reviews.</p> <p>To have completed matrix reviews of identified underperforming/ priority property assets.</p> <p>To have verified a list of key assets to develop a 5-year programme of property performance reviews.</p> <p>Establish Rolling Programme of reviews.</p>	<p>Outcomes</p> <p>Completion of reviews of underperforming/ priority property assets and prepare reports for Cabinet.</p> <p>Utilise the Property Disposal Strategy adopted by Cabinet to support final decision making.</p>		

9. Working with public sector partner organisations, to adopt a One Public Estate (OPE) approach, where possible, which utilises assets for public good.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Year 2-5 Roadmap	Lead Officer	Cabinet Member
9.a	Engage with key public sector partners to identify opportunities such as Localities.	Continuous partnership working.	Assistant Director Capital Projects and Property.	Cllr Gordon
9.b	Joint development of programmes, where in accordance with the council's objectives of the SAMPIP, as identified by Service area need.	Delivery of any agreed OPE programmes, in accordance with the CDP and Service strategies that are approved by Cabinet, as part of the activity of the above objective Action plans.		

9.c	Review of current projects in development and recommendation to respective decision-making bodies on the property implications and agree next steps.	Progress agreed projects to delivery stage.		
	Outcomes Identified potential projects and undertake feasibility study to establish viability.	Outcomes Projects delivered when feasibility and governance process has been carried out.		

10. To deliver Zero Carbon and Low Carbon Council Buildings, in line with the Climate Action Plan including maximising technological and digital solutions via smart buildings.

Activity and Output		Activity and Output	Lead Officer / Cabinet Member	Target Delivery Date
Year 1 Priority – Property team		Year 2-5 Roadmap – Property team		
Action Ref	Year 1 Priority	Year 2-5 Roadmap	Lead Officer	Cabinet Member
10.a	Establish extent of cost of works required to meet the 2027 targets for core buildings as outlined in the Council's zero carbon action plan.	Utilise the CPM to establish a programme of works and identify funding opportunities.	Head of Strategic Asset Management	Cllr Gordon

10.c	Utilise the Net-Zero Schools Retrofit Guide to establish extent of works and costs to achieve net zero targets for schools.	Identify funding opportunities and develop an energy efficiency improvement programme for high priority school buildings.		Cllr Brabazon
10.d	Analyse Children's Capital Programme Condition Surveys to identify solutions that address condition needs and achieving net zero. Incorporate findings into the capital works delivery programme.	Implement and deliver in alignment with capital programme of works.		Cllr das Neves
10.e	Review DEC and EPC surveys and reports to identify works required and associated costs.	Utilise CPM to devise a programme of works.		
	Outcomes DEC surveys and reports complete for all public access buildings. Report to CCASOG (Carbon Board) on status of DEC ratings and required works to agreed list of core buildings to include in meeting the 2027 target.	Outcomes Funding opportunities activated and used for financing schemes. Business case agreed for carbon reduction works to core properties and Schools Year 2-3. Upgrade works to agreed core buildings completed April 2027 (Year 5)		

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Report for: Cabinet 18th April 2023

Title: External Property Review

Report authorised by : Andy Donald, Chief Executive

Lead Officer: Jonathan Kirby, Assistant Director Capital Projects and Property, jonathan.kirby@haringey.gov.uk

Ward(s) affected: All

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

1. Describe the issue under consideration

- 1.1. Following a number of high profile allegations regarding the nature of historical property transactions, the Leader & Chief Executive decided to commission an Independent External Property Review in order to provide recommendations in regard to the Council's existing processes and procedures for property transactions. The review was also tasked with looking in detail at nine historic transactions or intended transactions dating back over several years in order to identify where processes and procedures could be improved. The full terms of reference for the review are contained in Appendix 1 of appendix A '*An independent review of the London Borough of Haringey Council's arrangements for property negotiations, acquisitions and disposals or intended transactions.*'
- 1.2. The Independent External Property Review has made twelve recommendations for improvement. This report includes an action plan within Appendix B, which includes a full response to each of the Review's recommendations, together with clearly defined actions and dates by when these will be completed.
- 1.3. There is also a current police investigation into historical property transactions between the Council and third parties. The full Independent External Property Review has been handed to the police in order to support their investigation.

2. Cabinet Member Introduction

- 2.1. Early last year after I became Leader of Haringey Council, I asked the leader of the Opposition to meet with me and our new Chief Executive to determine how we might review Haringey Council's arrangements for property acquisitions and disposals.
- 2.2. I was extremely concerned, as were many councillors across the political divide, about allegations surrounding various historic high profile and controversial property transactions that had taken place. We wanted an independent external review into both the council's current property decision-making processes and procedures, and these various historic property transactions.

- 2.3. I am pleased to present this report from an independent investigator and auditor who, where he was able, interviewed staff and has come up with a raft of proposals. While we are not able to change what happened in the past, we now have some assurance about our current processes and recommendations and about further actions we need to put in place to ensure that our acquisitions and disposals are carried out in an open and transparent manner. We have also passed on the report to the police.

3. Recommendations

That cabinet

- 3.1. Accept and agree with all recommendations from the Independent External Property review contained in Appendix A
- 3.2. Approve the External Property Review Action Plan, in appendix B, to address the twelve recommendations arising from the Independent External Property Review.

4. Reasons for decision

- 4.1. The Independent External Property review ("The Review") was commissioned so that lessons could be learnt from previous property transactions. The Review was commissioned by the Leader and the Chief Executive. The Terms of reference were agreed with the Leader of the Opposition who also had the opportunity meet with the Independent reviewer when the report was completed.
- 4.2. A full review of the current governance, policy and processes had taken place prior to this review, as reflected in the body of The Review. The council are carrying out further improvements within all areas of property and Asset Management, which will brought to the next cabinet meeting in April 2023, as part of our Strategic Asset Management and Property strategy update.
- 4.3. The recommendations will be completed within the next 12 months, as per the action plan in appendix B. The combined implementation of the 12 recommendations and the ongoing wider council work around our strategic management of property; ensures that the council are continuing to move in the right direction and have robust processes in place, with regards to its management of property.

5. Alternative options considered

- 5.1. *Rejecting or accepting in part the recommendations of this Independent External Property review.* - This alternative option was rejected, as it would not be in keeping with the original intent of this Independent External Property review, would not instil confidence going forward in relation to property transactions, by learning lessons from the past and would not reflect the direction and cultural change the council is embarking upon.

6. Background information

- 6.1. In May 2022, Haringey Council commissioned an independent external review into both its current property decision making processes and procedures, and a number of its specific historic property transactions. The terms of reference for this review can be found in appendix 1 of Appendix A, which contains the full report of this independent external property review, titled '*An independent review of the London Borough of Haringey Council's arrangements for property negotiations, acquisitions and disposals or intended transactions.*'
- 6.2. The nine transactions included as part of this review are:
 - 1. Gourley Triangle
 - 2. Alex House
 - 3. 104-106 Cranwood
 - 4. Red House
 - 5. West Indian Cultural Centre
 - 6. 141 Station Road
 - 7. Fortismere School
 - 8. Forster Road / 138 Winchelsea Road
 - 9. Shaftesbury Road
- 6.3. The review process has, as far as possible examined available records and interviewed a number of individuals. Given an ongoing police investigation into some aspects of historical property decisions, not all potential interviewees were spoken to, as agreed with the Police. However, the independent reviewer is satisfied that the review and recommendations made are valid.
- 6.4. The Review considered the governance arrangements at the time of these historic transactions and the current council governance processes, as well as political policy, structures, personal and process. Overall the review has found that improvements have been made within the Council and Haringey's arrangements are now much stronger than the period under review. There is always room for improvement and the Review has made a number of further improvement suggestions which will help the Council strengthen still further its property processes.
- 6.5. Officers recommend to members accepting the full Independent External Property Review and the twelve recommendations contained within Appendix A. A full response has been prepared to each of the twelve recommendations contained in the Review and these responses can be found in the External Property Review Action Plan in appendix B.
- 6.6. As mentioned in The Review, the council have been and are still on a journey of improvement, with regards to its management of property and the rebuilding of property teams. A full review of the councils Asset Management Plan, which was adopted in February 2020 and reviewed in 2021; will also be brought to Cabinet in April 2023. This full review, titled Strategic Asset Management and Property Improvement Plan 2023-2028 (SAMPIP) will encompass the recommendations of The Review, as part of wider improvements in a number

of areas, as part of a Strategic approach to the management of our assets and property. This will ensure the council have a high performing asset management and property functions, which meets the needs of the borough.

- 6.7. To provide assurances that we are progressing and seeing the outcomes of our improvements, will be taking the Asset Management Plan and associated action plans to the relevant Scrutiny Panels, as agreed, to update on progress. This is in addition to the action plans and the recommendation tracker in appendix B of this report, being monitored on a monthly basis through the council's property governance structure, which has senior officer representation. Finally, the Asset Management Plan will be brought to cabinet on a annual basis to report the progress against the to be agreed action plans.

7. Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes

- 7.1. Council Property is fundamental to the successful operation and delivery of council services. Therefore the role of property will contribute to all of the high level themes within the Corporate Delivery Plan.
- 7.2. Specific direct links would be:
- Responding to the climate emergency
 - Homes for the future
 - Place and economy

8. Statutory Officers comments

8.1. Financel –

- 8.1.1. There are no direct financial implications arising as a result of The Review recommendations. Any changes in practice, as a result of the implementation of the recommendations will of course improve the financial efficiency of the council.

8.2. Procurement –

- 8.2.1 There are no direct procurement implications as a result of this report

8.3. Head of Legal & Governance

- 8.3.1. The Constitutional Working Group will consider changes to the Constitution which arise out of the Review. These will be the subject of further consideration by Standards Committee and Full Council.

8.4. Equality

- 8.4.1. The council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - Advance equality of opportunity between people who share protected characteristics and people who do not

- Foster good relations between people who share those characteristics and people who do not

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

- 8.4.2 Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 8.4.3 This decision requires that the Council accept and agree with all the recommendations from the External Property Review contained in Appendix A, and commit to delivery of the Action Plan arising from these recommendations.
- 8.4.4 The recommendations relate to governance changes to allow for different approvals mechanisms for decisions relating to property to be created. The rationale behind these changes is to ensure that asset management decisions are sufficiently robust, transparent and take into account all of the relevant and necessary information. As enabling processes and actions for service delivery and improved financial management, it is considered that implementing these recommendations in and of themselves will have a neutral equality impact, as they will not have any disproportionate impact on groups which share protected characteristics.
- 8.4.5 However, once the new processes have been adopted, it is likely that the actions which they give rise to will have equalities implications which aren't neutral. This is likely to be particularly true for decisions relating to regularisation of leasing arrangements for the voluntary sector, given the nature of activity and beneficiaries of many of Haringey's VCS groups. As such, as these individual decisions come forward, they will need to be subject to detailed equalities analysis, including full Equalities Impact Assessments where necessary and appropriate.

9. Use of Appendices

Appendix A – 'An independent review of the London Borough of Haringey Council's arrangements for property negotiations, acquisitions and disposals or intended transactions.'

Appendix B – 'External Property Review Action Plan

10. Local Government (Access to Information) Act 1985

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An independent review of the London Borough of Haringey Council's arrangements for property negotiations, acquisitions and disposals or intended transactions.

1. INTRODUCTION.

1.1 Haringey Council commissioned this review into a number of its property transactions in May 2022. The terms of reference of the review are attached in Appendix 1. The review was asked to examine nine transactions or intended transactions which date back over several years and to examine them in the light of a series of questions set out in the terms of reference. In addition, the Council's current and previous processes for property transactions together with arrangements for the wider reporting of capital expenditure and scheme progress have been examined and reviewed.

2. METHODOLOGY

2.1 The review process has, as far as was possible, examined available records held by the Council and others and has interviewed several individuals. Individuals have been granted anonymity and as such no list of interviewees has been included in the report. In the light of a potential investigation with regard to Cranwood by the Police not all potential interviewees have been spoken to, however even with that drawback the reviewer is satisfied that the conclusions and recommendations contained in the review are valid. A list of non-interviewees was agreed by the Police. The review was not asked to consider and has reached no opinion as to whether there was any criminality involved in any of the transactions as that is properly a matter for the police to reach a view on. The review has taken longer than expected due to initial delays in getting clearance to interview individuals and delays in responding to requests for information.

2.2 Some of the transactions have a long history going back over ten years in some cases and sometimes complex history with the Council. The review has looked at the transactions in the light of the Council's rules which were extant at the time a transaction or decision was made and comments on them relate to the rules or the application of them at that time.

3. POLITICAL BACKGROUND

3.1 The way that political control is exercised in any Council will influence the way that decisions are and can be made. This is particularly the case regarding property transactions and the way in which not only overall strategy and policy is made but also subsequently the terms under which that policy is then executed. In this context it is important to note the changes in Haringey's strategy & policy regarding the development of Council property over the period since 2010.

3.2 Haringey has been under the control of a Labour administration for the period under review, however this does not mean that there has been a consistency of approach to property related matters over the past ten to twelve years. Prior to 2018, the Council had adopted an approach which would have involved entering into a joint venture with a private sector partner. The joint venture would have dealt with not only the management of the Council's property portfolio but also the redevelopment of Council assets including a programme of estate regeneration. This was named the Haringey Development Vehicle (HDV). As part of those arrangements the Council's in house property team was run down in terms of permanent staff prior to the potential commencement of the HDV in 2018. Under the proposed arrangements the HDV would be providing this function. A consequence of this was process was a loss of corporate memory and a failure to adequately maintain records on property related matters.

3.3 Following the 2018 Council elections and a change in political leadership, the Council decided not to proceed with the HDV, and instead chose to implement a manifesto commitment to directly provide 1000 new Council homes within the life of the Council, there was also a presumption in favour of the retention of land within the Council's control. This was a significant change in Council policy. The 1000 homes new build programme appears to have been an overriding political priority and there was a political desire to be seen to be delivering at pace, this was despite the structures to deliver a scheme of this size and complexity not being immediately in place. This combined with the absence of key permanent staff and the absence of effective governance structures to reflect the new policy meant that for much of the initial period under review key staff areas were covered by agency and interim staff. In addition, the influence of individual members of the Cabinet in key positions, including the Leader were perhaps given greater significance in the absence of permanent staff in this staff group. The establishment and recruitment to a permanent establishment with a further change in political leadership which occurred in 2021 has meant that decisions have been since then more in line with accepted governance patterns.

3.4 A number of interviewees have described the atmosphere, particularly within the Labour group as toxic in the period 2018-2021. Based on these observations which have not been able to be fully substantiated, it is clear that a number of the decisions that led to purchases being made may have been made to keep political interest groups assuaged. This of itself would not be unlawful.

4 GOVERNANCE

Members

4.1 Part of the terms of reference refers to a review of *"The Council's governance arrangements for property transactions:*

- (i) *What were they, in relation to process, decision-making, financial limits, and potential oversight.*
- (ii) *Did they comply with all relevant legal requirements.*
- (iii) *Were they clear and sufficiently comprehensive.*

If the governance arrangements changed during the period of the review, these should be highlighted."

The next section of the report deals with both the generality of the Council's governance arrangements and the specific arrangements concerning property – both Housing and non-Housing.

4.2 The Council's governance arrangements regarding who is empowered to make decisions to buy and sell property, authorise expenditure and enter into contracts is contained in the Council's constitution. The constitution states that with regard to property acquisition and disposal that *"The Leader, the Cabinet and Cabinet Bodies have responsibility for the acquisition or disposal of Council interest in land and buildings with a capital value equalling or exceeding £500,000."* Below that value and above £250,000 delegated authority rests with the *Director* of Regeneration, Planning and Development, below £250,000 delegated authority rests with the relevant Director, subject to the agreement of the Assistant Director for Corporate Property and Major Projects. This is also combined with the power that rests with Service directors *"any decision concerning the management or use of land held for the operational requirements of the officers of a service area may be taken by the relevant Director."* The latter power delegated to service directors would appear to be at odds with the Council operating a strong corporate landlord model under which property is not owned or managed by departments but is seen as a corporate resource centrally

managed. If the Council is going to operate a corporate Landlord model, then this delegation in the constitution needs to be reviewed, accordingly, it is recommended that the delegated authority with regard to the management of land be amended to reflect the corporate nature of the asset.

4.3 At member level, the Council has a strong leader and Cabinet style of governance whereby, the majority party in the Council elects a leader who then appoints a Cabinet. In Haringey, the cabinet is selected by the Leader who also allocates portfolios. In the Constitution the Cabinet is referred to as the Executive, in line with the provisions of the Local Government Act 2000 some powers rest outside the Executive (e.g., planning approvals, Pension fund matters, audit etc)

4.4 The Constitution then allows decisions to be taken either by the whole Cabinet, individual cabinet members or to be delegated to officers. The Leader may also choose at any time to undertake any function including those previously allocated to others themselves. This ability exists under statute (Section 9E(2)(a) of the Local Government Act 2000. However, this double handling of powers can create confusion and The Council should consider whether this ability for the Leader to in effect act as the cabinet member for any area should be reviewed.

4.5 All decisions including those relating to property, and those made by the Leader are required to follow a protocol which is contained in section D and part 5 of the Constitution and was last updated in 2014. The protocol sets out the process by which decisions are made. The protocol states that *"This protocol is incorporated into the terms and conditions of employment of officers; and breach of this Protocol shall be a breach of the Members' Code of Conduct and that The Executive (the Leader, individual Cabinet members, the Cabinet, and Cabinet Committees), and a Non-Executive Committee or Sub-Committee shall not take any decision until the following requirements have been complied with:"*

The requirements include that decisions shall be made on the basis of written officer advice. Sections 1.2 & 1.3 of the protocol state.

1.2 "No decision shall be taken except upon a written report in accordance with this Protocol.

1.3. A Director shall prepare a written report which shall be the subject of consultation with

(a) the Chief Finance Officer and the Monitoring Officer (except to the extent that they agree otherwise in respect of certain clauses of report)

(b) other professional Officers of the Council as appropriate

(c) service Directors whose service may be affected by the proposal."

It is clear, that any decisions have to be made following receipt of a written report from officers and to act otherwise is a breach of the constitution.

4.6 As will be seen when the circumstances of the nine projects are reviewed, in at least one case this protocol has not been adhered to. In part this may have been due to ignorance. However, the fact that the Leader has the power to virtually act as sole decision maker in many circumstances when the matter could be dealt with by the relevant cabinet member does not lead to good and clear governance and can as described by some of the interviewees lead to some confusion as to who has responsibility for a decision and a wider political portfolio. In the light of this the need for these far-reaching powers vested in the leader should be reviewed and as such the Council is recommended to review the powers invested in the Leader as set out in the Constitution in particular section C para 3.6.

4.7 In addition to the formal decision-making process, in common with other Council's there is a background process whereby reports are commissioned and evolve and the agreed outcomes of them are then implemented and monitored. This informal process falls into two information streams which are distinct but also overlap from time to time. The first is a largely political process which will include initially meetings with officers and then consultation through political cabinet and then group before a course of action is agreed. This should be largely strategic with the officer process dealing with operational issues.

Officer role and boards

4.8 The officer process which both evolves and develops policy and decisions and then monitors and manages the process after decision supplements the political process. In Haringey, the latter has been through a series of boards. Neither the informal political process or the boards are recognised in the constitution and do not therefore have formal decision-making powers. This is not untypical of Local Authorities.

4.9 The officer board structure has evolved over the period 2018- 2022 and the steps in the evolution of the board structure are shown in the charts in Appendix 2. The 2018 structure was thematic and as such it is less clear to see where matters such as property were reported and discussed. The 2019 structure and the 2021 structure had greater clarity as to the boards where property matters would have been discussed although different boards existed for both housing and non-housing projects. The current structure is again much clearer as to responsibilities.

4.10 A review of the relevant board agendas since 2018 has been undertaken for both housing and non-housing projects. Over the past three years there has been a marked improvement in the quality and detail of reports going to both sets of boards. Papers are now generally clear and comprehensive as to what the issues are and whether the eventual decision needs to be made by Cabinet or whether it is a delegated decision matter. Papers are also clear on costs, risks and other issues that may impact on the eventual decision, this was not always the case in earlier papers which were less well structured. However, in all papers, the inference is that the board is making the decision to agree a particular action when constitutionally none of the boards exist and the matter is constitutionally delegated to a chief officer. This may seem like a matter of semantics, but the Council needs to have clarity as to how decision making is undertaken and who or what body has the power to decide and ensure that decisions are then properly recorded and acted upon. Accordingly, it is recommended that the Council review the status of boards as to whether they should have decision making responsibilities or whether as at present that responsibility rests with named chief officers for the letting of contracts or the acquisition or disposal of land valued below £500,000.

Housing capital programme

4.11 Haringey has a significant housing capital programme based in part on the 1000 homes commitment from 2018. The new build housing capital programme within the HRA Capital budget which delivers the 1000 homes is treated as if it were a single scheme for budget purposes, despite having a total value as of March 2022 of £704.9 million. The budget is reviewed annually, and it appears that it is at this budget stage that any additional funding need is added. The Constitution states that any virement on the Capital programme exceeding £250,000 requires a report to Cabinet. There is no distinction on virement rules between the General Fund and HRA capital programme.

4.12 The new build programme is managed at a detail level via the Council Housing Delivery board (CHDB), where progress is monitored. Based on the August 2022 report to CHDB, 55 schemes were in progress ranging in scheme values from a single unit scheme of £432k to a 272-unit scheme with a value of £114m, all of which was managed as far as Cabinet is concerned as a single line in the capital programme. Reports to Cabinet and scrutiny on the delivery of the programme are also at a high level with the focus being virtually exclusively of the absolute number of units delivered and no correlation being made to cost of delivery or whether individual schemes have been delivered on time or on budget as the programme cost is managed at a high level as a single line in the budget despite being over £700 mil. The Council should consider whether this is the right level of analysis to enable Scrutiny to undertake its role effectively and for the Cabinet to have strategic oversight over this significant investment programme.

4.13 There needs to be a balance struck between reporting every single small site scheme (such as Winchelsea Road) and not reporting separately on schemes worth £114m (Ashley Road depot). Similarly, there needs to be a distinction between those schemes that are only at feasibility level and may not proceed to those schemes that have achieved planning and are viable. There also needs to be a balance between the ability to exercise scrutiny and transparency by Councillors and overload. On that basis it is recommended that there needs to be a cut off or de-minimus level of reporting. It is recommended this is a scheme with a value above £10 million or over 30 units and has achieved planning approval. It is recommended that any scheme that meets these criteria should be separately detailed in the budget and the regular reports on the housing delivery programme include details on these larger schemes showing progress against an agreed programme, any reasons for delay, and spend against budget and the constitutional virement rules applied when they are required

4.14 The Council now has a detailed and comprehensive gateway process for progressing sites from initial review through to practical completion. This is appended as Appendix 3. Much of this is operated at an officer level through the board process but key decisions are made by Cabinet. Schemes are added to the Housing new build programme as part of the periodic reports to Cabinet on housing delivery this is Gateway 0. There is normally a reference in the body of this report to proposed new schemes and a plan showing the location of the potential development. At this stage, the scheme is very much embryonic and will not have undergone financial viability and planning tests. At either of these two stages schemes may be recommended for deletion from the programme. This, however, does not always happen and some schemes such as that relating to the West Indian Cultural centre are theoretically still in the programme despite the fact that redevelopment is unlikely to happen for housing in the near future. It would assist scrutiny of the programme and give greater transparency if the delivery programme report had a simple appendix detailing for each scheme its current status (e.g., Feasibility, planning etc) and in particular details of whether schemes are recommended for deletion. The Council is recommended to consider this for future reports.

5 INDIVIDUAL SITES.

5.1 The review was focused on nine individual sites pre-selected by the Council which were felt to need further examination. These are as set out in the terms of reference and are listed below for ease of reference: -

- Gourley Triangle

- Alexandra House
- 104-106 Woodside Ave / Cranwood
- Red House
- West Indian Cultural Centre
- 141 Station Road
- Fortismere School
- Forster Road / 138 Winchelsea Road
- Shaftesbury Road

For each site, the terms of reference requests that a number of key questions are asked. The questions with the reviewer's response for each site are detailed for each site individually in Appendix 4.

5.2 Arising from the review of the individual sites there are a number of recommendations. These recommendations are formed from learning from the previous actions that the Council had undertaken on these sites. The sites in question range from potential & actual acquisitions, redevelopment opportunities, site sales and sites occupied by the voluntary sector. Many of the sites concerned have long and complex histories. There are, on a minority of sites, a number of interactions with the same developer, referred to as developer A in this report. The issues arising from the interactions with this developer are covered below.

Developer A

5.3 On reviewing four of the sites included in the investigation, the name of one development group appears, this group is referred to in this report as "Developer A." In the first case the association was indirect and relates to the option to purchase adjoining land made in 2018. In respect of the second site, the connection relates to an objection with a neighbouring landowner in respect of proposed land allocation in the Local plan in 2016 and the formation of a company with an adjacent landowner to develop the site. With respect to the third site the site was originally agreed to be sold to the developer in 2015 as a special purchaser due to them owning an adjacent strip of land and reconfirmed in 2019. Finally, on the fourth site there was involvement both through acquisition of a neighbouring strip of land (acquired in 2017) and involvement in an exclusivity agreement with the management committee of WICC dating back to 2015.

5.4 Each of these incidents by themselves, would not appear to be of any great interest, however the fact that these occur on four development sites over a number of years, may indicate that there is either coincidence, local knowledge, or other factors at work. On all of the sites in question the Council's plans for potential redevelopment of the areas had been publicly known for a number of years as these were published in the Borough plan and other publicly available records. It would be perfectly possible in three of the cases for the developer to undertake research and effectively acquire adjacent sites that might give the developer financial advantage if and when the Council proceeded with proposals for the sites either by disposal or as in one case by self-development. However, it is also conceivable that information on the sites could have been passed by a Council representative to the third party. The only clear evidence of this uncovered is in relation to the one site where an officer is reported to have received a call from a representative of Developer A the day after a Cabinet meeting, the call was regarding matters that were on the confidential agenda and as such should not have been known to anyone not in attendance at the meeting. There is no way of knowing how the Developer received this information, but it does demonstrate links between either officers or members and Developer A. This of course could be a one-off occurrence.

5.5 As stated, the involvement of Developer A in three of the four sites in question predates 2018, and from interviews it is clear that their involvement with the Council goes back at least ten years before then. However, the fact that the above incidences have occurred and could occur in the future mean that the Council should review its processes, procedures, and guidance. Accordingly, the Council is recommended to take several actions to reduce the risk of any suspicious activities of this nature in the future. These actions are as follows:

- a) That both Officers and members of the Council are reminded that any information contained in a restricted Cabinet paper should not be passed onto a third party and that any breach of that is a breach of the Employees disciplinary code or the Members code of conduct.
- b) That when the Council is considering developing sites it either owns or intends to acquire or sell that both Officers and Members be advised that the consideration of those matters is commercially in confidence to the Council and that passing on this information could again be a breach of the Employees disciplinary code or the Members code of conduct.
- c) When marketing sites in future, that disposals be on an open market disposal basis, rather than on a “special purchaser” basis, except for when there is a clear obligation to deal with a purchaser as a special purchaser e.g., a leaseholder who may have a right to acquire a freehold.

Lessons Learned.

5.6 Most of the events which occurred in relation to the nine sites examined as part of this review occurred a number of years ago and in many cases Council procedures have been reviewed and amended to deal with lessons previously identified as a result of audit reports or reviews of process. There are however several specific and generic lessons arising from the examination of the nine sites which have not been made by other reviews.

Property records.

5.7 One of the issues which has impeded the speed of this investigation is the historic lack of a comprehensive property management system which records not only the technical, financial & maintenance details of a property but also all related correspondence, in particular emails, relating to a site and all related reports commissioned externally or internally.

5.8 The Council has procured and is implementing a new property management system which should rectify this issue, I am advised that the system known as Technology Forge Cloud is an asset management relational database and has the capacity to hold unlimited documents against properties listed in the core property module. In addition, there are other specific modules such as Asbestos, Estates (for leases and licence related correspondence), acquisitions, disposals, and valuations. The Council is in the process of developing procedures for bulk upload of documents that are currently held on the Shared Drive. This requires some research to identify all the relevant documents which can be located in several locations on the S drive or hard copy needing scanning. An exercise is proceeding to identify all hard copy files such as right to buy, drawn plans, O&M manuals, deed packets and Valuer files for an extensive scanning and bulk upload exercise. No records, once loaded into Technology Forge Cloud can be deleted but they may be historicised when an asset is disposed of.

5.9 Regarding correspondence in the new system this falls to several modules. The Estates module will hold all related documents on leases and licences in standard office file format and

email. The acquisitions and disposals modules can hold any document in standard office file formats against a specific property including copies of emails. A project module is being acquired that may be used to hold options appraisals, but any documents can be held against the core property module if required and would be easily noted by any user of a specific module.

5.10 The system has the capacity to store information such as correspondence on non-Council sites (i.e., those that the Council may potentially acquire). The acquisition module can have any pipeline acquisition added by the system administrator as a place-mark address or the actual address if in the gazetteer to enable correspondence and documents to be uploaded to that potential acquisition. If the acquisition does not proceed, then the information is retained and held as archived status. It is the intention to utilise this function in the near future, so the Council has a single database of all potential acquisitions or to record all approaches to the Council to acquire or dispose of property. This will enable reports to be created very easily to list all pipeline projects by date and type.

5.11 If implemented as described above and utilised correctly the system should enable any future review to be undertaken in a more straightforward manner. There needs, however, to be a clear timescale for implementing this system and it is understood that the system should be subject to an internal audit review soon, this review should include an audit as to how effective the system is in recording data and correspondence. It is understood that this review will take place in the current financial year (i.e., before the end of March 2023).

Voluntary Sector properties

5.12 Two of the properties that were reviewed were properties that the Council had let to the voluntary sector. In both cases the Council had not maintained a proper landlord and tenant relationship that is ensuring that both parties (Landlord and tenant) had fulfilled their mutual obligations under the lease agreement. Examples of this failure include:

- Failure to monitor and undertake repairing obligations.
- Failure to ensure no subletting.
- Failure to intervene in potential re-development, not permitted under the lease.
- Failure to ensure property is being used in line with conditions of the lease.

5.13 In one of the cases there was a Council nominated member on the board of the organisation, but the representative failed to notify the Council of the proposed action by the organisation which was detrimental to the Council. It would appear that until October 2022, that there was no formal guidance approved by the Council and available to members on how Councillor's should act when appointed by the Council to the boards of voluntary sector bodies. Guidance has now been agreed, this should be reviewed, and updated regularly and training given to all Councillors who are appointed to such positions in the future.

5.14 It is likely that these two cases are not isolated incidents, and it is probable that there are other examples where properties are either not being used in line with the original lease, or that leases have not been reviewed or obligations are not being met. It is recommended, that the Council complete by the end of July 2023 a full review of properties leased to the voluntary sector to ensure that properties are used in line with the purpose for which the lease was granted and that both parties are meeting their tenancy obligations. Following the review action should be taken to regularise arrangements on all voluntary sector use of Council property. It is also recommended that the Council issue additional guidance on the role of Council appointees to voluntary sector organisations, reminding them of their role as stewards of public funds and assets.

Valuations

5.15 Several the properties under review were subject to valuation advice both for purchase and sale. The advice was based on brief's drafted by Council officers. The valuation advice received was normally in a standard format using comparators of other recent sales to identify what might be a market price to pay for a site or what might be a reasonable price to receive for a sale of a property. However, the valuation briefs did not look outside the ordinary and this was particular the case with respect to the original valuations on Alexandra House. In this case the valuation advice dealt with the value of the site for office use or for potential demolition and rebuild for housing and arrived at a value significantly below that of the vendor. However, the valuation brief did not consider the option of a potential purchaser acquiring the site for conversion to housing using potential permitted development rights, which was what eventually happened. A valuation based on that option or on the potential marriage value of that site with other nearby Council sites would have arrived at a higher potential value than in the valuation received, which may well have meant that the Council acquired the site at a much lower value than the eventual purchase.

5.16 The valuation on the two Cranwood properties, was identified as an outlier in the Director of Finance's comments on the September 2018 Cabinet report. However, the Cabinet chose to proceed with the purchase of the two properties at a higher value on the basis that these costs could be outweighed by the speed of the development and of the potential cost of using compulsory purchase powers (CPO). This development is now due to proceed some four years later.

5.17 The valuation on the Red House disposal has been subject to criticism by some as part of the review. However, the high social housing element in the scheme, justifies the sale value of the site to the developer. The Shaftesbury site was subject to professional valuations and again there is nothing to suggest that the Council paid more than the market rate for the site at the time it was acquired. The more recent report on Gourley Triangle, had a more nuanced approach to the valuation advice in particular regarding the use of CPO powers, when compared to the earlier Cranwood site the purchase price here can be considered to be reasonable.

5.18 The Council has had a mixed record on the four sites in question referred to above. There are, however, several lessons to be learnt. Firstly, when valuation briefs are drafted, they should be comprehensive and cover the entire range of potential options for the site both in respect of sales and purchases. Secondly, that the Council reviews the cost and timescales involved in the use of CPO powers for sites, so that members can take a rounded view on the cost benefit of negotiating for a site versus the use of statutory powers. Both lessons learned should be adopted by the Council as future recommendations.

Stock condition Surveys & Asset management.

5.19 In any organisation the development and maintenance of a robust asset management and usage strategy and a knowledge of the condition of the properties both owned and occupied is crucial to ensuring that decisions as to the future use, acquisition and disposal of properties are made with the full benefit of up to date and accurate information. It is apparent that with the move towards HDV in the period up to 2018, that the asset management strategy was not maintained, and robust and accurate stock condition surveys undertaken. The absence of these were critical reasons as to why the decision was taken not to proceed with the potential purchase of Alexandra House when first offered and the presence of a full asset management strategy including a forward look on office need future requirements and a stock condition survey would have identified at that time the need to acquire the property then rather than a year later with the subsequent increase in costs.

5.20 It is recognised that sometimes stock condition surveys can be seen as an administrative burden and financial cost which in difficult financial times can seem to be a luxury rather than an essential, but failure to invest on these can lead to wrong investment decisions and additional costs in the future. The Council should ensure that the asset management plan, office accommodation strategy and associated stock condition surveys are updated regularly in line with professional guidance issued by bodies such as the RICS.

Role of Councillors in individual transactions.

5.21 The Council's arrangements for decision making as set out in the constitution are quite clear. Any decision by an individual member needs to be based on officer advice and the decision needs to be made in writing. However, the arrangements are less clear cut when it comes to member interaction with members of the public or firms involved in either contract letting, land purchase or sale. It is always possible that members in their role as ward councillor may be approached by residents or businesses concerning local matters which may involve land. That is very often a legitimate matter for Councillors to get involved in. However, it must be questionable, if a Councillor who also has decision making powers as a member of the Cabinet or by themselves to meet with individuals or firms without officers being present to discuss matters concerning land transactions or contracts. Even if nothing untoward happens it potentially creates a question over the arrangement which greater transparency would avoid. It is therefore recommended that the Council review guidance to councillors on this issue.

6 RECOMMENDATIONS

6.1 The following recommendations are made in this report for consideration by the Council. The relevant paragraph where the recommendation has been made is referenced.

- I. That the delegated authority about the management of land be amended to reflect the corporate nature of the asset (4.2)
- II. To review the Circumstances in which the leader can exercise powers personally. (4.4 & 4.6)
- III. That the Council review the status of boards as to whether they should have decision making responsibilities or whether as at present that responsibility rests with named chief officers for the letting of contracts or the acquisition or disposal of land valued below £500,000. (4.10)
- IV. That any housing scheme with a value above £10 million or over 30 units that has achieved planning approval should be separately detailed in the budget and the regular reports on the housing delivery programme include details on these larger schemes showing progress against an agreed programme, any reasons for delay, and spend against budget. (4.13)
- V. That the housing delivery update report include an appendix showing in a single line the status of each scheme. (4.14)
- VI. That both Officers and members of the Council are reminded that any information contained in a restricted Cabinet paper should not be passed onto a third party and that any breach of that is a breach of the Employees disciplinary code or the Members code of conduct. (5.5)
- VII. That when the Council is considering developing sites it either owns or intends to acquire or sell that both Officers and Members be advised that the consideration of those matters is commercially in confidence to the Council and that passing on this information could again be a breach of the Employees disciplinary code or the Members code of conduct. (5.5)
- VIII. That when marketing sites in future, that disposals be on an open market disposal basis, rather than on a "special purchaser" basis, except for when there is a clear obligation to deal

with as a special purchaser e.g., a leaseholder who may have a right to acquire a freehold. (5.5)

- IX. That the Council complete by the end of July 2023 a full review of properties leased to the voluntary sector to ensure that properties are used in line with the purpose for which the lease was granted and that both parties are meeting their tenancy obligations. Following the review action should be taken to regularise arrangements on all voluntary sector use of Council property (5.14)
- X. That the Council issue additional guidance on the role of Council appointees to voluntary sector organisations, reminding them of their role as stewards of public funds and assets (5.14)
- XI. That, when valuation briefs are drafted, they should be comprehensive and cover the whole range of potential options for the site both in respect of sales and purchases and that the Council reviews the cost and timescales involved in the use of CPO powers for sites, so that members are able to take a rounded view on the cost benefit of negotiating for a site versus the use of statutory powers (5.18)
- XII. That the Council review guidance to councillors meeting with landowners, contractors etc when not in their capacity as ward councillors. (5.21)

6.2 If the recommendations within this report are accepted by the Council, they should form the basis of an action plan which should be reported and monitored by the corporate services committee

7. CONCLUSIONS

7.1 The review is by its very nature a backward look, investigating events that took place over several years. Political policy, structures, personnel & processes change and have changed over time and the position that the Council is in now is in many ways different to that which it was in when the transactions reviewed happened. Many of the transactions occurred in the immediate aftermath of the change in policy arising from the 2018 Council elections.

7.2 Overall, governance arrangements within the Council are now much stronger than in the period under review and although there is scope for more transparency in reporting and for further improvement, the tools and building blocks are in place to enable that improvement to happen without a significant degree of additional cost. If the Council operates existing policies effectively and implements the recommendations in this report. The Council should be able to avoid repeating past mistakes.

7.3 The Council should continue to learn from the lessons of the past and should ensure that robust governance is in place for the future to ensure that the risks of the mistakes of the past re occurring are minimised. System change needs to be embedded and become second nature to ensure that the Council is fully able to give account for the reasons as to why decisions have been made and that decisions should be as open as possible, without impacting commercial matters.

I would like to thank all of those who have co-operated in this review including interviewees and those who have responded to my requests for information.

Chris Buss

Darenace Ltd

December 2022.

Attached Appendices:

Appendix 1 – Terms of reference.

Appendix 2- Council Governance structures 2018-2022.

Appendix 3- Council Housing new build gateway process.

Appendix 4- Review of the nine sites.

APPENDIX 1**TERMS OF REFERENCE**

The Investigator is requested to undertake and complete an independent review of the London Borough of Haringey Council's arrangements for property negotiations, acquisitions and disposals ("transactions") or intended transactions ("intended transactions") and specifically consider the transactions in relation to the nine sites listed below.

The Investigator is asked to consider the following sites as being within the Terms of Reference:

1. Gourley Triangle
2. Alex House
3. 104-106 Cranwood
4. Red House
5. West Indian Cultural Centre
6. 141 Station Road
7. Fortismere School
8. Forster Road / 138 Winchelsea Road
9. Shaftesbury Road

A summary of the progress of each of the first five sites will be e-mailed separately.

Should the Investigator wish to see other documents or to interview any person in facilitate the course of this review, arrangements will be made.

The Investigator is asked to consider and report on the following:

(a) As to the Council's governance arrangements for property transactions:

- (iv) What were they, in relation to process, decision-making, financial limits, and potential oversight;
- (v) Did they comply with all relevant legal requirements;
- (vi) Were they clear and sufficiently comprehensive.

If the governance arrangements changed during the period of the review, these should be highlighted.

(b) In relation to each site listed above:

- (i) Summarise the transaction(s) in question;
- (ii) Summarise the concerns that have been expressed, or which appear to the investigator potentially pertinent, to the transaction(s);
- (iii) Consider whether the Council's governance arrangements were followed and, if not, explain in what ways and what explanations there are (or may be);
- (iv) Consider whether the Council's governance arrangements were sufficiently robust and fit for purpose, in particular:
 - a. Was it clear in relation to each proposed transaction who the decision maker was, whether or not each one progressed;
 - b. Was it clear what information was considered by the decision maker in each case;
 - c. Was the information provided to the decision maker sufficient to enable an informed decision to be made, and were the reasons for each decision adequately expressed;
 - d. Were the arrangements for valuation sufficiently robust;
 - e. Were changes to agreed programmes transparently documented;
 - f. Did decision makers understand and where appropriate declare any interests in accordance with the Member Code of Conduct;
 - g. Did the provisions for scrutiny and/or oversight work?
- (v) Provide an assessment on the validity (or otherwise) of the concerns summarised in (ii) above.

(c) Make recommendations to the Council, including but not limited to the following:

- (i) On improvements to, or changes in, the Council's governance arrangements;
- (ii) On the training needs and/or support requirements for members and/or officers in relation to property transactions.

The Investigator is asked to note that there is currently a live police investigation (contact details below at Appendix one). No steps should be taken to compromise the police investigation and consent from the police should be sought to interview any potential witnesses.

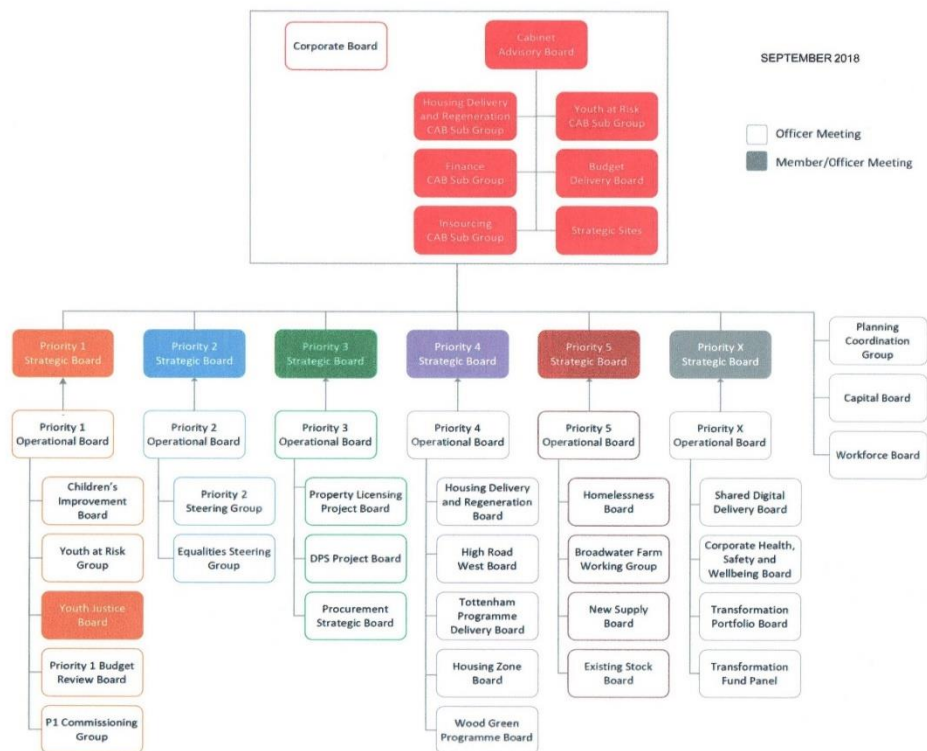
Should there be any concern that a member of the Council has acted in breach of the Council's Code of Conduct then this should be referred to the Council's Monitoring Officer for investigation.

Should there be any concern that an employee of the Council has breached the employee Code of Conduct then this should be referred to the HR representative.

APPENDIX ONE**Contact details:**

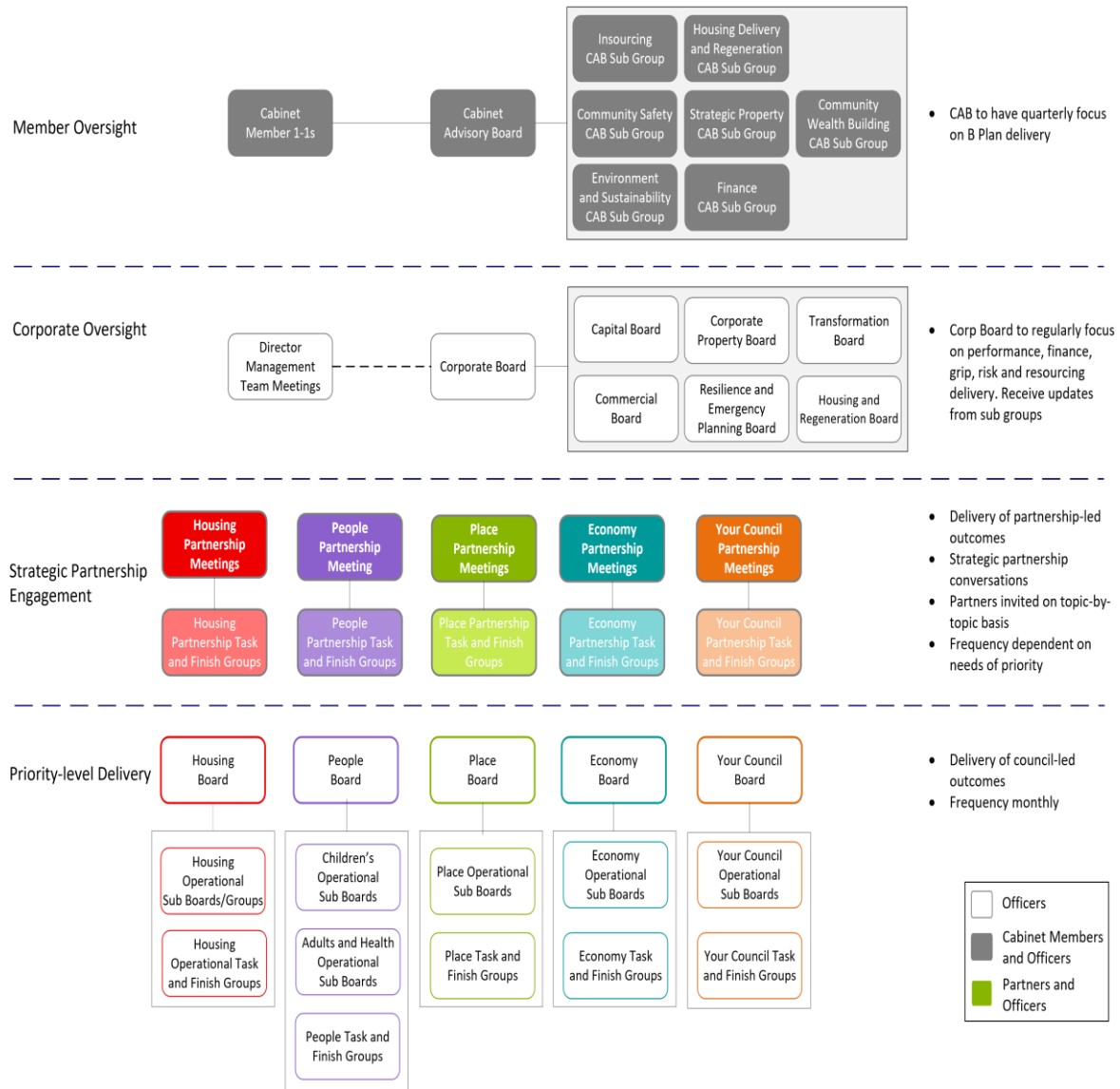
Title / Designation	Name	E-mail	Contact Number
Police	Paul Ridley	Paul.Ridley@met.police.uk	tba
Chief Executive /	Andy Donald	Andy.donald@haringey.gov.uk	0208 489 2616
Director of Housing, Regeneration and Planning	David Joyce	David.joyce@haringey.gov.uk	020 8489 2247
AD for Capital Projects & Property	Jonathan Kirby	Jonathan.kirby@haringey.gov.uk	0208 489 1286
Director of Finance	Jon Warlow	Jon.warlow@haringey.gov.uk	0208 489 2686
Monitoring Officer / Head of Legal and Governance	Fiona Alderman	Fiona.alderman@haringey.gov.uk	0208 489 1622
Head of Internal Audit	Minesh Jani	minesh.jani@haringey.gov.uk	07870157611

APPENDIX 2

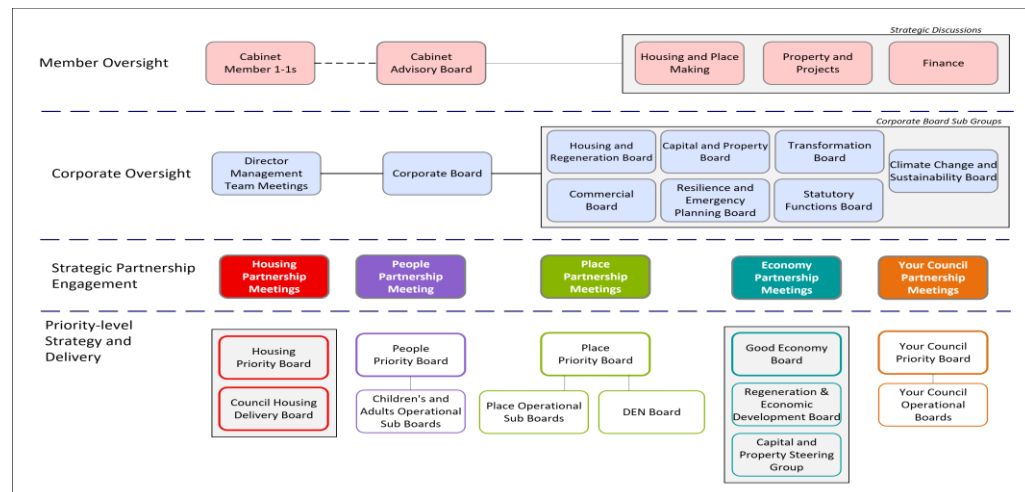


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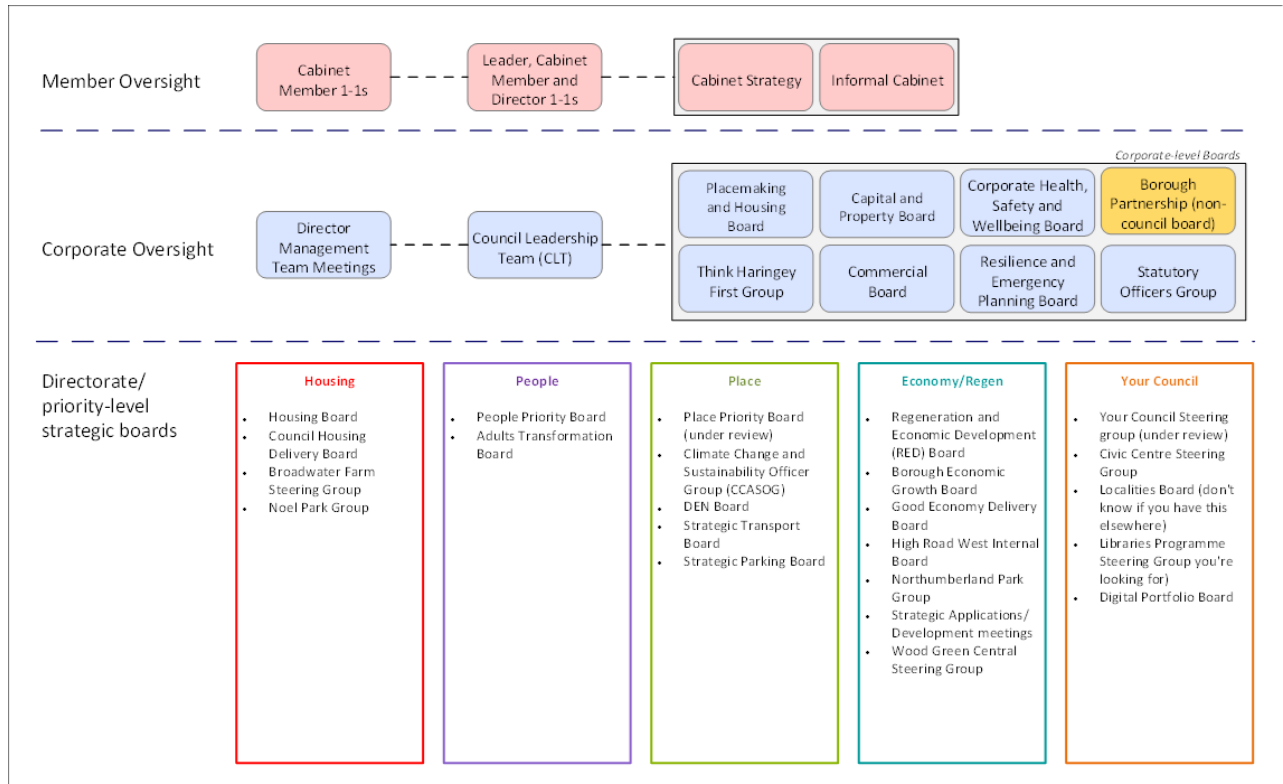
Haringey Council Governance – June 2019

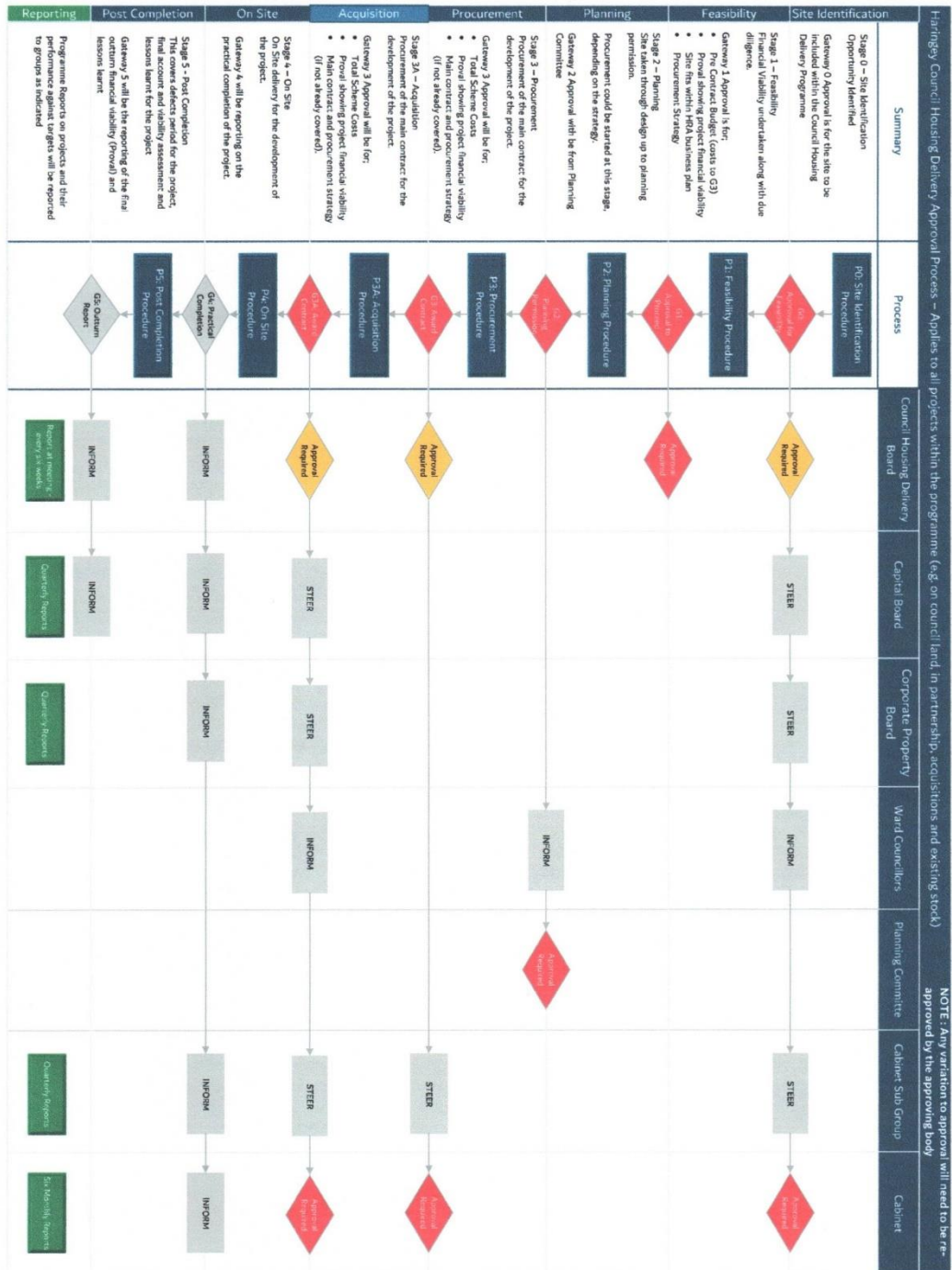


November 2021



STRUCTURE OCTOBER 2022





APPENDIX 3

APPENDIX 4.

LIST of Sites Reviewed.

Gourley Triangle

Alexandra House

104-106 Woodside Ave / Cranwood

Red House

West Indian Cultural Centre

141 Station Road

Fortismere School

Forster Road / 138 Winchelsea Road

Shaftesbury Road

GOURLEY TRIANGLE

(i) Summarise the transaction(s) in question;

Assembly of site to enable redevelopment of area, where the Council only owned one element of the site.

(ii) Summarise the concerns that have been expressed, or which appear to the investigator potentially pertinent, to the transaction(s);

The concerns were:

- 1) That the Council paid more than it needed to for one section of the site (Metalcraft), and
- 2) That prior to that, that the Council may have considered entering into an agreement with others that may not have been best value to the Council.

(iii) Consider whether the Council's governance arrangements were followed and, if not, explain in what ways and what explanations there are (or may be);

The site was subject to two cabinet reports in respect of the Metalcraft acquisition. The first was in March 2021 in respect of grant funding for the assembly of the redevelopment site and then July 2021. The Council's governance requirements were followed.

The Council had been considering the development of the site for a number of years going back to 2010, when the cabinet agreed to sell the Council's interest to an adjoining owner, this never occurred. Over the years discussions had taken place with the same landowner which had reached potential heads of term stage in Autumn 2019 on a potential joint arrangement, this never occurred, and the landowner was advised that the Council would not be pursuing that joint venture in January 2020. This was not referred back to cabinet between 2010 and 2021. The decisions were taken by a mix of officer and members acting through the board structure that existed at the time.

The decision in July 2021 was governance compliant.

(iv) Consider whether the Council's governance arrangements were sufficiently robust and fit for purpose, in particular:

- a. Was it clear in relation to each proposed transaction who the decision maker was, whether or not each one progressed;

The eventual decision in 2021 to acquire was made by the cabinet, with delegation to Director of Housing, Planning and Regeneration to agree detailed heads of terms and legals.

With regard to the earlier 2010 decision, I can find no record of this decision being retracted and no instruction to enter into discussions with landowners. There is no clarity as to who made any decision between 2010 and 2021.

The decisions around the potential joint development do not appear to have been approved either at inception or any other stage to be made by Cabinet and were not compliant with the Councils governance arrangements

- b. Was it clear what information was considered by the decision maker in each case;

Yes, the July 2021 report sets out options available to the Cabinet. The report includes estimated costs and income in the event of the wider scheme not being undertaken.

There is no evidence as to who made the decision a) not to sell following the 2010 report, b) who decided to enter into discussions with landowners & c) who decided not to continue the dialogue.

- c. Was the information provided to the decision maker sufficient to enable an informed decision to be made, and were the reasons for each decision adequately expressed;

Yes, see b above re the Metalcraft site.

- d. Were the arrangements for valuation sufficiently robust;

A commercial valuation was obtained to justify the Metalcraft purchase. The eventual purchase price was 6% above the valuation received by the Council and can be considered to be within an acceptable range.

- e. Were changes to agreed programmes transparently documented;

There were no changes to programme on the Metalcraft purchase. On the earlier arrangements there are no available records to document whether there were any changes to programmes.

- f. Did decision makers understand and where appropriate declare any interests in accordance with the Member Code of Conduct;

No interests have been declared.

- g. Did the provisions for scrutiny and/or oversight work?

There has been no reference to Scrutiny or Corporate committee.

- (v) Provide an assessment on the validity (or otherwise) of the concerns summarised in (ii) above.**

With regards to the Metalcraft site purchase there is no evidence to justify the claim that the Council overpaid for the site.

With regard to the earlier arrangements there is no comprehensive audit trail to determine who authorised, decided or agreed anything and as such the conclusion must be that the arrangements were not compliant, however as no joint arrangement was agreed there was no loss to the Council.

ALEXANDRA HOUSE

i. Summarise the transaction(s) in question;

The Council was given the option of purchasing the freehold of the property which it occupied as a leaseholder, in January 2019 for £14.5 m, this was not taken up and subsequently the Council purchased the property just over a year later for over £21m.

ii. Summarise the concerns that have been expressed, or which appear to the investigator potentially pertinent, to the transaction(s).

The concern was that the Council effectively overpaid for the property compared to what it could have purchased the property for a year earlier.

iii. Consider whether the Council's governance arrangements were followed and, if not, explain in what ways and what explanations there are (or may be);

Regarding the eventual purchase, proper due process was followed on the assumption that the purchase was undertaken purely as a result of the revised office accommodation strategy and not on the basis of stopping the conversion of the building into small units of accommodation.

There are insufficient records to determine whether the original decision not to purchase was made in line with Council governance arrangements. It is clear however, that there was no reliable office accommodation strategy or condition surveys of the office stock at that time that could have been utilised to support purchase based on need for that purpose in a way that was justified a year later. This appears to have been solely an officer decision.

In the absence of an office accommodation at the time (2019) or a wider regeneration strategy for Wood Green that referenced this building. There was no strategic or policy reason to purchase the building and as such the decision albeit at an officer level was policy compliant.

iv. Consider whether the Council's governance arrangements were sufficiently robust and fit for purpose, in particular:

a. Was it clear in relation to each proposed transaction who the decision maker was, whether or not each one progressed;

It is unclear as to who made the decision not to make purchase, it had been discussed between officers and lead members and the valuation advice implied that the vendors valuation could not be justified. However, there is no record of who decided to notify the vendors that the Council would not be following up the option to purchase the freehold.

The final purchase decision in 2020 was undertaken in line with Council governance decisions were made by full cabinet with a reasoned case and were compliant.

- b. Was it clear what information was considered by the decision maker in each case;

In the case of the original decision not to purchase the decision appears to have been based on valuation advice. There was no consideration of any operational need based on office accommodation needs which justified the later purchase or the future benefit that the site might have for a comprehensive regeneration of the Wood Green area as the latter were not available in 2019.

The Cabinet report to purchase refers solely to the operational requirements with regard to Office accommodation and the comparative costs of the scheme compared to other options to provide the same level of office space. There is no reference in the cabinet report to the desire to prevent the conversion of the property to housing using permitted development rights. Evidence exists that this was a major factor in the Council's purchase of the site and may have been of equal reason as to why the site was acquired.

- c. Was the information provided to the decision maker sufficient to enable an informed decision to be made, and were the reasons for each decision adequately expressed;

SEE COMMENT ABOVE & BELOW.

- d. Were the arrangements for valuation sufficiently robust;

The basis of the original valuation was not comprehensive, no consideration was given to the valuation of the site on the basis of it being acquired for permitted development for housing, although the Council is unlikely to have undertaken such a conversion, consideration should have been given to that as a method of the potential purchase price of the property. Similarly, as late as July 2019, the site is not listed in the cabinet report on the regeneration of the Wood green area, it was included in 2020. The longer-term regeneration benefit from site assembly could have been used to justify the acquisition or the benefits to a wider office accommodation strategy but neither appear to be considered.

The basis of the subsequent valuation to purchase the property as shown in the exempt cabinet agenda shows that the acquisition cost was justified by reference to the cost of alternative means of meeting the assessed need for office space.

- e. Were changes to agreed programmes transparently documented;

The original acquisition was not in the capital programme.

The final purchase was met from approved capital budgets. There were no changes to agreed programmes to fund the acquisition.

- f. Did decision makers understand and where appropriate declare any interests in accordance with the Member Code of Conduct;

There were no declarations of interest.

- g. Did the provisions for scrutiny and/or oversight work?

The cabinet report was not called in by Scrutiny. It was subject to a report to the Corporate Committee. Oversight did function in the eventual purchase.

- v. Provide an assessment on the validity (or otherwise) of the concerns summarised in (ii) above.**

In hindsight, the Council should have foreseen that there was the possibility that the property could be acquired by a developer for permitted development for housing, with the access to the Piccadilly line, it would be a prime site for such a conversion, particularly with no requirement to obtain planning approval. On this basis the original price from the freeholder could have been justified. However, the absence of a cohesive strategy for either office accommodation at the time or a comprehensive vision for the regeneration of Wood Green area meant that this opportunity was missed, and the Council eventually acquired the site at a higher the price than it might have done.

CRANWOOD / WOODSIDE AVENUE

i. Summarise the transaction(s) in question;

Purchase of 104/106 Woodside Ave & Redevelopment of Cranwood site.

ii. Summarise the concerns that have been expressed, or which appear to the investigator potentially pertinent, to the transaction(s).

The concerns were:

- 1) that the valuations for the purchase of 104/106 were too high
- 2) The basis of the eventual decision not to purchase 104 & not to develop part of the scheme was not clear and
- 3) that information in confidential exempt report leaked to interested third party.

iii. Consider whether the Council's governance arrangements were followed and, if not, explain in what ways and what explanations there are (or may be).

The original decision to purchase & redevelop the whole of the Cranwood site were in line with the Council's governance arrangements at the time and were as a result of a cabinet decision in September 2018. The decision not to continue with the scheme was taken unilaterally by the leader of the Council at the time in March 2020, this was apparently after verbal officer advice had been given to the leader advising that the purchase of 104 could not occur until after a third-party option on that site had lapsed. This decision does not appear to be in line with Council governance arrangements. Eventual decision confirmed by Cabinet in March 2022.

iv. Consider whether the Council's governance arrangements were sufficiently robust and fit for purpose, in particular:

- a. Was it clear in relation to each proposed transaction who the decision maker was, whether or not each one progressed.

There are effectively two separate transactions in this case, the first was the decision to redevelop the whole of the Cranwood/Woodside Ave site which would have required the acquisition of the two former Council houses. As stated above this was considered by Cabinet in September 2018. The primary issue was the values attached to the two acquisitions (see below).

The second decision not to proceed in 2020 was effectively made by the Leader of the Council and was not formally reported to and agreed by Cabinet until 2022. This was reported as a consequence of a complaint to the Local Government Ombudsman, who had requested that the Council reconsider whether to proceed with the original scheme. Both the response to the LGO and the development decision were on the March 2022 Cabinet agenda. The fact that the 2020 decision not to purchase was

not reported as not proceeding at that time indicates that the governance mechanisms were not robust, the fact that a scheme has been delayed or stopped was not publicly reported and there was no record of the reason for the decision not to proceed.

The Council's constitution does allow the Leader to act unilaterally on any Executive matter. But it also requires in the Protocol for decision making that any such action should be on the basis of a written report from officers. There is no evidence of the latter although verbal advice was given. Under the Protocol exercising a decision in this manner is a breach of the members code of conduct

- b. Was it clear what information was considered by the decision maker in each case.

With regard to the original decision a full cabinet report was made, which included valuations and the likely costs of using CPO powers rather than a negotiated purchase. The basis of purchase was on a smaller scheme not being viable this was on a desk top study not a full feasibility study.

On the second decision, there is no written evidence available to show why the scheme was stopped by the leader in 2020, although the stated reason was public concern of the demolition of existing housing units and not the advice on the vires to purchase 104 without the option lapsing.

- c. Was the information provided to the decision maker sufficient to enable an informed decision to be made and were the reasons for each decision adequately expressed.

The Information provided to the decision maker in terms of the original decision was insufficient. It is clear from the report that the feasibilities on the alternatives to the schemes were at a high level and as such difficult to support the level of proposed investment. The Section 151 officers' advice on the restricted paper in 2018 with regard to the premium being paid was considered but on balance other factors such as speed of delivery and potential CPO costs led to a decision to purchase.

- d. Were the arrangements for valuation sufficiently robust.

The basis of valuation on the purchase of 104 and 106 changed when it became clear that the two properties had third party options on them. In order to expedite the scheme, the view was taken in 2018 that the additional cost could be justified despite the finance comments set out in the exempt cabinet report that the additional costs of delay by waiting for a CPO would not outweigh the costs of the purchase, and that the premium of c£0.99M was a matter for members to decide if it was acceptable which members clearly did.

- e. Were changes to agreed programmes transparently documented.

The addition of the values to the property to the HRA capital programme were included in the cabinet report. However, the decision not to proceed was not formally reported until two years after it was communicated to residents. The decision was not transparently documented until first reported to Scrutiny panel and followed by the LGO's report requiring the Council to reconsider the decision not to acquire.

The scheme has now proceeded, following a recent report to cabinet.

- f. Did decision makers understand and where appropriate declare any interests in accordance with the Member Code of Conduct.

There was no declaration of members interests.

- g. Did the provisions for scrutiny and/or oversight work?

No, there was a report to the Scrutiny panel in November 2020, this was deferred and then discussed in March 2021. On review this report was not accurate. The report states that the decision not to go ahead with the wider scheme was made in 2019, this is at odds with other evidence that indicate that the scheme was still being considered much later in 2019 and into 2020. The date was at best erroneous at worse misleading, subsequent enquiry shows that the date was an error. In addition, the scrutiny report states that the original proposal represented value for money. In the light of the original comments from the Sec 151 officer back in 2018 this is debatable and a more nuanced comment in the Scrutiny report might have been more accurate. There is no reference in the Scrutiny report of the verbal advice given to the leader by officers concerning the purchase of the second property.

The report to cabinet was eventually made in 2022 as it was required as part of the response to the resident complaint to the LGO.

The Scrutiny panel report was requested to be considered by the Corporate Committee and or the internal audit service. There is no record of this happening.

- v. Provide an assessment on the validity (or otherwise) of the concerns summarised in (ii) above.**

The proposal to develop the site had existed prior to 2018 under the HDV arrangements, so the offer of an option to buy the sites by a developer at an inflated price, should not have been too much of a surprise to the Council. Particularly with the expressed commitment to end the HDV proposal and

start on a 1000 homes self-development housing programme. There is clear evidence that there was communication of confidential information to an interested third party. But there is no evidence of clear links between any individual within the Council and a third party. The priority to acquire the sites to contribute to the 1000 homes seems to be the primary reason for paying the price of the property when delay could have led to a better financial arrangement. The Council should have carried out more detailed feasibility studies prior to purchase with appraisals, if these had happened then based on the 2022 report 106 would not have been purchased.

The decision not to proceed appears to be a single decision made by the Leader with verbal professional and technical advice and not just as a result of local resident & political pressure, it was not in line with the Council's protocols.

RED HOUSE

i. Summarise the transaction(s) in question;

Sale of Red house, a former Council care home for development in a mix of Council and private housing original proposal in 2015 and then confirmed in 2018. Suggested disposal of adjacent site – Mitalee centre to same developer.

ii. Summarise the concerns that have been expressed, or which appear to the investigator potentially pertinent, to the transaction(s);

The concern is that the sale of the Red House site in 2019 was at an under value. Suspicion that same developer then approached Council for sale of adjacent site for a deal on preferable terms.

iii. Consider whether the Council's governance arrangements were followed and, if not, explain in what ways and what explanations there are (or may be);

The sale of the site was subject to a full cabinet report in 2019, it was then called in by Scrutiny & referred back to Cabinet. Arrangements were followed.

iv. Consider whether the Council's governance arrangements were sufficiently robust and fit for purpose, in particular:

- a. Was it clear in relation to each proposed transaction who the decision maker was, whether or not each one progressed;

It was clear regarding the Red house site that the cabinet made the decision. Regarding the Mitalee centre officer advise to members was that no disposal was possible at the time of the suggestion due to lease arrangements and in any event, there were no grounds for special purchaser arrangements. The proposed sale never happened. The original enquiry came from a developer to elected members who requested what the status of this site was investigated. There is no evidence to indicate that the suggestion to develop the Mitalee centre arose from either officers or elected members.

- b. Was it clear what information was considered by the decision maker in each case;

Yes, the Red House sale decision was made by cabinet. The Mitalee centre never reached the position where a sale decision was required as the circumstances were such that a sale would not have been practicable.

- c. Was the information provided to the decision maker sufficient to enable an informed decision to be made, and were the reasons for each decision adequately expressed;

The final report to cabinet on the sale and buy back was extensive dealing with the questions raised through the scrutiny process, the reasoning behind the decision to sell the land and buy the completed housing units is explained in this report in detail.

- d. Were the arrangements for valuation sufficiently robust;

Valuation received from Carter Jonas in February 2019, estimated valuation of site at £260,000 and assumed a purchase price of £281,000 by the Council for each of the 46 units to be purchased. The eventual value received was £500,000 with the same purchase price per unit. The value would have been higher if less affordable units were being constructed. There is no indication of under valuation of this transaction.

- e. Were changes to agreed programmes transparently documented;

There were no adjustments to agreed programmes

- f. Did decision makers understand and where appropriate declare any interests in accordance with the Member Code of Conduct;

No declarations were made

- g. Did the provisions for scrutiny and/or oversight work?

On the face of the matter, yes Scrutiny called in the decision & referred it back to cabinet who dealt with the matters raised and confirmed the decision to sell.

v. Provide an assessment on the validity (or otherwise) of the concerns summarised in (ii) above.

There is no evidence that the land has been disposed of at below market rate. As the proposal was to build affordable rent units, this deflates the value of the land. The proposed purchase price of the new units which was used to calculate the value is within the range of prices to be expected for units of that type.

Detailed costing could have been provided of the preferred option and the option of direct delivery which would have provided a clear financial appraisal.

The Mitalee centre suggested redevelopment looks like a “kite flying” exercise by the developer which was referred to officers to look at. The basis of the lease of the centre meant that development of the site was not possible at the time of the enquiry by the developer.

WEST INDIAN CULTURAL CENTRE (WICC)

i. Summarise the transaction(s) in question;

The proposed redevelopment of Council owned freehold site, known as the West Indian Cultural Centre. The site is part of a wider potential redevelopment plot known as Clarendon Road South. This wider site was on the planning major redevelopment site list between Feb 2018 & June 2021 when it was removed due to land ownership issues.

ii. Summarise the concerns that have been expressed, or which appear to the investigator potentially pertinent, to the transaction(s);

Concern was about the role of potential developer, and leading councillors involved in the management of the club and agreement to redevelop entered into in 2015 between third party & leaseholder -West Indian Leadership Council (WILC). This did not involve the Council who was the freeholder of the site.

iii. Consider whether the Council's governance arrangements were followed and, if not, explain in what ways and what explanations there are (or may be);

Apart from one reference in January 2020, there has been no formal reference of the above site in any cabinet report and no formal decision to develop other than as a possible housing site by the Council in that January report. There has been no formal report back on whether a scheme on this site is feasible or viable although officer work was undertaken on feasibility in 2020. It is understood that any scheme on the site is in abeyance.

During 2020 there were internal Council meetings involving officers & members on whether any development should be by the Council directly or via a third-party developer. Finally determined approach was direct delivery by the Council but would require agreement of WILC. This has not been able to be achieved to date.

The Council's governance arrangements concerning the lease and conditions attached to the lease has been inadequate for many years. The peppercorn lease requires WILC to provide services which are unmonitored and for WILC to keep the internal property in good repair, the Council is responsible for external repairs. As assessed in 2020 both parties had not undertaken works

iv. Consider whether the Council's governance arrangements were sufficiently robust and fit for purpose, in particular:

a. Was it clear in relation to each proposed transaction who the decision maker was, whether or not each one progressed;

The Council was not a party to the 2015 decision by WILC to enter into an agreement with a developer to redevelop the site. Although a Councillor

was on the WILC board and if aware of the agreement should have advised the Council of this or objected to it at a WILC board as the lease is for community purposes only. There is no evidence that this occurred.

- b. Was it clear what information was considered by the decision maker in each case;

As referred to above there is no evidence that the Council was formally involved in the original agreement between WILC and the developer.

The developer had pre application discussions with the planning service on this site in 2020, but no formal application has been made. Throughout 2020 and into 2021 there were meetings involving officers & leading members on the future of the site. In December 2020 officers & members met with the developer & WILC concerning the development of the scheme. No agreement was reached on a way forward.

- c. Was the information provided to the decision maker sufficient to enable an informed decision to be made, and were the reasons for each decision adequately expressed;

There has been no formal decision made by the Council to approve a business case agreeing the redevelopment of the WICC site. Agreement requires the consent of the leaseholder WILC which has not been forthcoming. Until agreement is reached with WILC it would be premature for a decision report to go to cabinet.

- d. Were the arrangements for valuation sufficiently robust;

There has been no valuation advice.

- e. Were changes to agreed programmes transparently documented;

There has been no notification back to cabinet that the proposal to redevelop the site for housing purposes is in abeyance.

- f. Did decision makers understand and where appropriate declare any interests in accordance with the Member Code of Conduct;

There are no declarations of interest.

- g. Did the provisions for scrutiny and/or oversight work?

There has been no reference to scrutiny or corporate resources on this matter.

- v. Provide an assessment on the validity (or otherwise) of the concerns summarised in (ii) above.**

There is no evidence of impropriety regarding this site. Although, the decision by the leaseholder to enter into an agreement with a developer when they had no power to do so should have been a matter of concern to the Council's representative on the board, if they were aware of it and should have been reported.

141 STATION ROAD

i. Summarise the transaction(s) in question;

Letting and subletting of a shop unit to a voluntary organisation and failure to deal with complaints about the use of the site promptly.

ii. Summarise the concerns that have been expressed, or which appear to the investigator potentially pertinent, to the transaction(s);

Concern was about how the unauthorised use of property by sub tenants including anti-social behaviour was allowed to occur.

iii. Consider whether the Council's governance arrangements were followed and, if not, explain in what ways and what explanations there are (or may be);

The Council's governance arrangements for the management of property were not followed. In part this was due to the running down of the property division in the potential hand over of the service to lend lease prior to May 2018. However, there was an absence of systematic review of properties particularly low value ones let to voluntary organisations.

iv. Consider whether the Council's governance arrangements were sufficiently robust and fit for purpose, in particular:

a. Was it clear in relation to each proposed transaction who the decision maker was, whether or not each one progressed;

This would have been an officer decision, which should have followed standard management arrangements.

The audit review of late 2021 made a number of recommendations including that "A monitoring mechanism that ensures there is strategic oversight of all land and property owned by the Council should be implemented concerning monitoring these are detailed below. "

"This monitoring should include periodic strategic decision making, in line with any approved Asset Management Plan or Strategy, about:

- *the use of the land or building (commercial or otherwise);*
- *Range of opportunities if investments were made;*
- *How greatest outcomes can be achieved.*

There are several data sources that could assist in risk-based oversight:

- *Void / Vacant Property;*
- *Lease / Occupation status;*
- *End date of current lease;*
- *Rental debts;*
- *Complaints (formal);*

- *Complaints (informal and via Members);*
- *Inspection / Visits;*
- *Building Compliance. “*

These should have been implemented by April 2022.

A follow up report has been produced in October 2022 detailing progress on each issue and with a timeline for completing the recommendations. There has been progress and the original audit report which would have been nil assurance has progressed to limited. Due to the likely time needed to update and coordinate financial records, this may not be completed until March 2024.

- b. Was it clear what information was considered by the decision maker in each case;

There was no decision actually made in this case as the sub tenancy just “happened”. The Council was slow to respond to complaints and the issues raised by the complainants

- c. Was the information provided to the decision maker sufficient to enable an informed decision to be made, and were the reasons for each decision adequately expressed;

See b above

- d. Were the arrangements for valuation sufficiently robust;

No valuations were required.

- e. Were changes to agreed programmes transparently documented;

Not in any programme.

- f. Did decision makers understand and where appropriate declare any interests in accordance with the Member Code of Conduct;

No declaration of interests made.

- g. Did the provisions for scrutiny and/or oversight work?

The matter has been fully investigated by audit and an action plan produced and acted upon by the service department.

- v) Provide an assessment on the validity (or otherwise) of the concerns summarised in (ii) above.**

The fact that the Council had to provide an action plan following the initial complaint shows that there was some validity to the claim. The Action plan when fully implemented should ensure that lease arrangements are fully

maintained in the future and complaints are dealt with better. But all sites occupied by voluntary sector groups should be reviewed to ensure there is no scope for a repetition of the issues raised in other properties.

The original letting in 2014, does not seem to have been undertaken in an open and transparent way. This was not part of the original concern, but the nature of how the letting was made gives cause for concern.

FORTISMERE SCHOOL

i. **Summarise the transaction(s) in question;**

The addition of the scheme to redevelop part of the school for housing purposes to renew part of the school accommodation as part of the budget setting process in 2019.

ii. **Summarise the concerns that have been expressed, or which appear to the investigator potentially pertinent, to the transaction(s);**

The concern is that due process was not followed when the scheme was added to the Capital programme in 2019 and that potential member pressure led to scheme being added to programme.

iii. **Consider whether the Council's governance arrangements were followed and, if not, explain in what ways and what explanations there are (or may be);**

The proposal was subject to reports through officer level boards (Corporate Board) & informal member board, before submission as part of Council wide budget report. With the size and nature of the scheme it could have been subject to a separate report to cabinet but there was no requirement for that at the time. The governance arrangements extant at that time were met.

iv. **Consider whether the Council's governance arrangements were sufficiently robust and fit for purpose, in particular:**

a. Was it clear in relation to each proposed transaction who the decision maker was, whether or not each one progressed;

The decision maker was the cabinet & as the decision was part of the budget report by default the full Council.

b. Was it clear what information was considered by the decision maker in each case;

There was no full business case submitted in the budget report, but reference was made for the need for the scheme to be self-financing. The report to full Council stated *"This scheme is a proposed redevelopment of the Fortismere Secondary School site. The scheme involves the demolition and re-provision of sub-standard education accommodation. There would be residential development on the site which would pay for the re-provision of the education accommodation. The budgetary assumption is that this scheme will be self-financing with no call on the Council's general fund resources. A business case is being developed that would need approval before the scheme progressed."*

Approval to the scheme was therefore in concept only.

- c. Was the information provided to the decision maker sufficient to enable an informed decision to be made, and were the reasons for each decision adequately expressed;

The inclusion of the scheme at a high level and the caveats re the need for a formally approved business plan indicate that further information would be needed at a later stage to make an informed decision on whether to proceed with the scheme.

- d. Were the arrangements for valuation sufficiently robust;

The scheme was reviewed by officers later in 2019 and then dropped in the 2020 budget as a named scheme from the capital programme on the basis that it would need to compete with other education schemes for available resources.

- e. Were changes to agreed programmes transparently documented;

Although contained within 300 pages plus reports, the addition of and removal of the scheme was documented.

- f. Did decision makers understand and where appropriate declare any interests in accordance with the Member Code of Conduct;

Interests re the school were properly recorded at the 2019 cabinet meeting.

- g. Did the provisions for scrutiny and/or oversight work?

The Scheme was not referred to scrutiny.

v. Provide an assessment on the validity (or otherwise) of the concerns summarised in (ii) above.

There is no evidence of undue influence, the scheme was originally promoted by the school, on the basis of self-funding it was reasonable, on the basis of Haringey's, then basis of establishing a capital programme to include it in the 2019 budget. When wider work was undertaken on the whole Schools portfolio, it was then reasonable to review and remove the scheme in 2020.

FORSTER ROAD/ WINCHELSEA ROAD

i. Summarise the transaction(s) in question;

Redevelopment of a strip of land in Forster Road abutting 138 Winchelsea Road. Council's interaction with owner of neighbouring property which had an authorised extension, and the council has undertaken enforcement action.

ii. Summarise the concerns that have been expressed, or which appear to the investigator potentially pertinent, to the transaction(s);

The concern is that the Council exercised undue pressure on an adjoining landowner.

iii. Consider whether the Council's governance arrangements were followed and, if not, explain in what ways and what explanations there are (or may be);

No formal Council Decision to purchase or sell the site. The decision to develop has gone through formal procedures as has the requirement for planning approval.

The matter of planning enforcement would appear to be in line with Council arrangements.

iv. Consider whether the Council's governance arrangements were sufficiently robust and fit for purpose, in particular:

a. Was it clear in relation to each proposed transaction who the decision maker was, whether or not each one progressed;

The decision trail regarding the site development is clear from the initial reference to cabinet, through to decision to let contract which was a delegated decision due to size of contract (below £500K).

Similarly, the action on planning enforcement is clear, action has been appropriately taken up to Court action. Enforcement of the court decision has not happened.

b. Was it clear what information was considered by the decision maker in each case;

The initial inclusion of the site as a development site was a one-line reference in a cabinet report. There were no plans or details of interactions with other landowners.

The planning enforcement case would have been officer level decision.

- c. Was the information provided to the decision maker sufficient to enable an informed decision to be made, and were the reasons for each decision adequately expressed;

There was insufficient detail at the initial stage of cabinet report (2019) as to the current use of the land. However, this decision was only to investigate use of site for house building programme.

- d. Were the arrangements for valuation sufficiently robust;

There were no valuation issues on this site.

- e. Were changes to agreed programmes transparently documented;

There were no documented changes to the programme.

- f. Did decision makers understand and where appropriate declare any interests in accordance with the Member Code of Conduct;

There were no declarations of interest.

- g. Did the provisions for scrutiny and/or oversight work?

Officer oversight of the development was maintained by the appropriate officer board.

- v. Provide an assessment on the validity (or otherwise) of the concerns summarised in (ii) above.

There is a related issue concerning an unauthorised extension relating to 138 Winchelsea Road, which abuts the site in question. The Council has as the planning authority a court judgement from 2020 enforcing planning requirements which would mean the demolition of the extension. This is the probable cause of the dispute that might at first sight appear to be undue pressure on the owner of 138. However, the fact that the matter has been upheld in court would indicate that the Council has acted reasonable and that there is no validity to the claims made in (ii) above.

SHAFTESBURY

i. Summarise the transaction(s) in question;

Purchase of a commercial / industrial Estate on the borough boundary, to potentially allow the relocation of existing businesses from the High Road west, development area.

ii. Summarise the concerns that have been expressed, or which appear to the investigator potentially pertinent, to the transaction(s);

The concern was that the Council overpaid for the site.

iii. Consider whether the Council's governance arrangements were followed and, if not, explain in what ways and what explanations there are (or may be);

The site was acquired following a cabinet report in 2019, the report was approved by Cabinet and thus the formal governance arrangements were followed.

iv. Consider whether the Council's governance arrangements were sufficiently robust and fit for purpose, in particular:

- a. Was it clear in relation to each proposed transaction who the decision maker was, whether or not each one progressed;

The Cabinet were the decision maker for the site purchase.

- b. Was it clear what information was considered by the decision maker in each case;

The Cabinet decision was based on the information within the report to cabinet.

- c. Was the information provided to the decision maker sufficient to enable an informed decision to be made, and were the reasons for each decision adequately expressed;

The report could have been clearer, there was only one other option in the report which was a do-nothing option. There appears to have been no consideration of other options for relocation. The report does not consider the concerns of some of the potential relocated businesses of the proposed tenure on the units. There is no reference to the physical condition of the site. Overall insufficient information was provided to the cabinet, in effect guiding them to the preferred option in the report.

- d. Were the arrangements for valuation sufficiently robust;

The Valuation advice given on the site was robust, the eventual purchase price was 6% above the original valuation estimate. This would be a reasonable variance on a scheme of this size.

- e. Were changes to agreed programmes transparently documented;

The funding requirements are documented in the open report. There were no other documents concerning the impact on programme.

- f. Did decision makers understand and where appropriate declare any interests in accordance with the Member Code of Conduct;

There were no declarations of interest.

- g. Did the provisions for scrutiny and/or oversight work?

There was no referral to scrutiny

- v. Provide an assessment on the validity (or otherwise) of the concerns summarised in (ii) above.

It is understood that officers are currently drafting a paper to dispose of the site, on that basis the concerns expressed about not needing the site would appear to be valid.

If sold the eventual sale price will assist in determining whether the Council overpaid. Current valuation advice would infer that this is not the case.

Appendix B – External Property Review Action Plan

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
1	<p>Section 4.2</p> <p>If the Council is going to operate a corporate Landlord model, then this delegation in the constitution needs to be reviewed, accordingly, it is recommended that the delegated authority with regard to the management of land be amended to reflect the corporate nature of the asset.</p>	That the delegated authority about the management of land be amended to reflect the corporate nature of the asset	<p>We have completed the internal engagement on the Corporate Property Model.</p> <p>The Management case for senior approval, will be completed March 23</p> <p>This will align with the cabinet approval of the Asset Management Plan, allowing for swift implementation, subject to cabinet approval.</p> <p>The Management Case will inform the constitutional changes that may be required</p>	To work with legal on the draft Management Case to outline the constitutional changes and what decision making processes will be required.	<p>Corporate property model Jonathan Kirby</p> <p>Constitutional changes Fiona Alderman</p>	<p>Sept 2023</p>
2	<p>Section 4.4 & 4.6</p> <p>All decisions including those relating to property, and those made by the Leader are required to follow a protocol which is contained in section D and</p>	To review the Circumstances in which the leader can exercise powers personally	The Asset Management Plan action plans, which will be brought to cabinet in April 2023, identifies full review of property related processes.	Property and legal to review Part 5 and Section D in the context of the council's leadership model	<p>Property Process Review Jonathan Kirby</p>	<p>30th of June Standards</p> <p>17th of July Full Council</p>

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
	part 5 of the Constitution and was last updated in 2014.		<p>This review will inform any required updates to section D and part 5 of the constitution, from a service perspective</p> <p>In parallel a joint review, between property and legal on the current parts and sections of the constitution to take place, in the context of the councils Leadership model</p>	Property to review and recommend updates that are required to the current property processes	<p>Constitutional review</p> <p>Fiona Alderman</p>	<p>October 23 Standards</p> <p>November 23 Full Council</p>
3	<p>Section 4.10</p> <p>However, in all papers, the inference is that the board is making the decision to agree a particular action when constitutionally none of the boards exist and the matter is constitutionally delegated to a chief officer.</p>	That the Council review the status of boards as to whether they should have decision making responsibilities or whether as at present that responsibility rests with named chief officers for the letting of contracts or the acquisition or disposal of land valued below £500,000	<p>A review is already underway of the councils Governance structures, as part of good practice and annual review.</p> <p>The recommendation from this audit, will inform future amends</p>	Project Management Offices to incorporate this recommendation into their current review	Jonathan Kirby	April 23
4	<p>Section 4.13</p> <p>There needs to be a balance struck between</p>	That any housing scheme with a value above £10 million or over 30 units that has achieved	Housing colleagues will make these amendments to their programme reporting	Programme lead to work with Head of Finance & Chief	Robbie Erbmman	April 23

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
	<p>reporting every single small site scheme (such as Winchelsea Road) and not reporting separately on schemes worth £114m (Ashley Road depot). Similarly, there needs to be a distinction between those schemes that are only at feasibility level and may not proceed to those schemes that have achieved planning and are viable. There also needs to be a balance between the ability to exercise scrutiny and transparency by Councillors and overload.</p>	<p>planning approval should be separately detailed in the budget and the regular reports on the housing delivery programme include details on these larger schemes showing progress against an agreed programme, any reasons for delay, and spend against budget</p>	<p>and work with finance on reflecting this in the budget</p>	<p>Accountant on implementing this recommendation</p>	<p>Kaycee Ikegwu</p>	
5	<p><i>Section 4.14</i></p> <p>There is normally a reference in the body of this report to proposed new schemes and a plan showing the location of the potential development. At</p>	<p>That the housing delivery update report include an</p>	<p>The programme templates and trackers will be amended</p>	<p>Programme lead to review and implement the change in reporting</p>	<p>Robbie Erbmann</p>	<p>April 23</p>

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
	<p>this stage, the scheme is very much embryonic and will not have undergone financial viability and planning tests. At either of these two stages schemes may be recommended for deletion from the programme. This, however, does not always happen and some schemes such as that relating to the West Indian Cultural centre are theoretically still in the programme despite the fact that redevelopment is unlikely to happen for housing in the near future.</p>	<p>appendix showing in a single line the status of each scheme</p>				
6	<p><i>Section 5.5.</i></p> <p>the Council should review its processes, procedures, and guidance. Accordingly, the Council is recommended to take several actions to reduce the risk of any suspicious</p>	<p>That both Officers and members of the Council are reminded that any information contained in a restricted Cabinet paper should not be passed onto a third party and that any breach of that is a breach of the Employees</p>	<p>Guidance is being reviewed and officers and members will be reminded of these processes, procedures and guidance.</p>	<p>Review of the existing process, procedures and guidance, resulting in changes being implemented</p>	<p>Fiona Alderman</p>	<p>30th of June Standards</p> <p>17th of July Full Council</p> <p>October Standards</p>

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
	activities of this nature in the future	disciplinary code or the Members code of conduct.	<p>We will introduce training for members and officers relating to this area</p> <p>We will look to bring in having a Signed declaration of having read new guidance.</p>			November 23 Full Council
7	<p><i>Section 5.5.</i></p> <p>the Council should review its processes, procedures, and guidance. Accordingly, the Council is recommended to take several actions to reduce the risk of any suspicious activities of this nature in the future</p>	<p>That when the Council is considering developing sites it either owns or intends to acquire or sell that both Officers and Members be advised that the consideration of those matters is commercially in confidence to the Council and that passing on this information could again be a breach of the Employees disciplinary code or the Members code of conduct.</p>	<p>Guidance is being reviewed and officers and members will be reminded of these processes, procedures and guidance.</p> <p>This will be in alignment with the recommendation above and reflected in the to be amended property process documents, as per recommendation 2</p> <p>We will introduce training for members and officers relating to this area</p>	<p>Review of the existing process, procedures and guidance, resulting in changes being implemented</p>	Fiona Alderman	<p>30th of June Standards</p> <p>17th of July Full Council</p> <p>October Standards</p> <p>November 23 Full Council</p> <p>Dec 23 for updated property process</p>

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
			We will look to bring in having a Signed declaration of having read new guidance.			
8	Section 5.5 the Council should review its processes, procedures, and guidance. Accordingly, the Council is recommended to take several actions to reduce the risk of any suspicious activities of this nature in the future	That when marketing sites in future, that disposals be on an open market disposal basis, rather than on a “special purchaser” basis, except for when there is a clear obligation to deal with as a special purchaser e.g., a leaseholder who may have a right to acquire a freehold.	This will be reflected in the new property processes	This has been implemented for any marketing of sites.	Jonathan Kirby	April 23
9	Section 5.14 it is probable that there are other examples where properties are either not being used in line with the original lease, or that leases have not been reviewed or obligations are not being met	That the Council complete by the end of July 2023 a full review of properties leased to the voluntary sector to ensure that properties are used in line with the purpose for which the lease was granted and that both parties are meeting their tenancy obligations. Following the review action should be	The SAMPIP has a specific action plan for commercial portfolio review and are looking to recommend to members a Voluntary Community Services Leasing Process (VCS). This review of existing leases will form part of that	Review of existing leases and information held on Techforge, which will result in a report being taken through the councils property governance structure and required	Jonathan Kirby	July 23

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
		taken to regularise arrangements on all voluntary sector use of Council property		recommendations will be brought to cabinet as required.		
10	Section 5.14	That the Council issue additional guidance on the role of Council appointees to voluntary sector organisations, reminding them of their role as stewards of public funds and assets	Existing guidance will be reviewed and new guidance or amendments as required will be implemented We will introduce training for members and officers relating to this area We will look to bring in having a Signed declaration of having read new guidance.	Review of existing guidance to inform the changes and additional guidance that are required.	Fiona Alderman	30 th of June Standards 17 th of July Full Council October Standards November 23 Full Council
11	Section 5.18 The Council has had a mixed record on the four sites in question referred to above. There are, however, several lessons to be learnt.	That, when valuation briefs are drafted, they should be comprehensive and cover the whole range of potential options for the site both in respect of sales and purchases and that the Council reviews	This will be reflected in the new property processes	Review of currently commissioned valuations	Jonathan Kirby	April 23

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
		the cost and timescales involved in the use of CPO powers for sites, so that members are able to take a rounded view on the cost benefit of negotiating for a site versus the use of statutory powers				
12	<p><i>Section 5.21</i></p> <p>The Council's arrangements for decision making as set out in the constitution are quite clear. Any decision by an individual member needs to be based on officer advice and the decision needs to be made in writing. However, the arrangements are less clear cut when it comes to member interaction with members of the public or firms involved in either</p>	That the Council review guidance to councillors meeting with landowners, contractors etc when not in their capacity as ward councillors.	<p>Existing guidance will be reviewed and new guidance or amendments as required will be implemented</p> <p>We will introduce training for members and officers relating to this area</p> <p>We will look to bring in having a Signed declaration of having read new guidance.</p>	Review of existing guidance to inform the changes and additional guidance that are required.	Fiona Alderman	<p>30th of June Standards</p> <p>17th of July Full Council</p> <p>October Standards</p> <p>November 23 Full Council</p>

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
	contract letting, land purchase or sale.					

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Report for: 18 April Cabinet

Title: Housing Services Improvement Plan and Compliance Assurance Statement

Report authorised by : David Joyce, Director of Placemaking & Housing

Lead Officer: Jahedur Rahman, Operational Director of Housing Services and Building Safety

Ward(s) affected: All

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

1. Describe the issue under consideration

- 1.1 This report sets out the Council's plans to deliver a high quality and resident focussed landlord service to our tenants and leaseholders. The Council brought its housing management services, previously provided by its arm's length management organisation, Homes for Haringey, back in-house in June 2022. The landlord function that the Council brought back in-house is far from being the high-quality service that residents deserve and expect. There are important opportunities to integrate some of these services with others within the Council; to deliver greater value for money and to be more focussed on the needs of residents. There are also many services where performance needs to improve and a need to get the basics right, for instance through ensuring that repairs satisfaction improves by making sure that we get a first-time fix.
- 1.2 In June 2022, the Council commissioned an external consultant to produce an internal report on the status of the landlord function at the point of insourcing. This provided a high-level analysis of the state of the Landlord service and recommended an improvement plan be produced with clear milestones to address the service specific issues; and identify clear accountabilities, with timelines.
- 1.3 In December 2022, the Council also commissioned a Property Compliance Health Check to assess the approach to managing six compliance areas: gas and heating; electric; fire and building safety; asbestos; water, and lifts. They considered subject specific legislation and regulatory standards. This recent review of our housing building compliance also identified a number of areas where governance needs to be simplified to ensure that issues can be escalated within the organisation and that there is dedicated oversight which can ensure action in areas where we are not performing. In the light of this health check, the Council self-referred to the Regulator for Social Housing.
- 1.4 In response to the Health Check Housing Service Improvement priorities have therefore been developed considering the current health and safety, compliance, broader housing service improvement, benchmarking data and value for money information and resident levels of satisfaction. In addition,

priorities have been set where weaknesses have been identified in terms of legislative or statutory frameworks.

- 1.5 This plan is also grounded in what we know matters most to our tenants and leaseholders and what we have heard from them through significant engagement including via the Resident Scrutiny Panel and Core Group established in anticipation of insourcing the ALMO. We recognise that tenants and leaseholders are experts in their own homes and communities. We will put their voice and experience at the heart of our improvement journey with new opportunities to have their voices heard.
- 1.6 This plan refers only to Council owned managed stock.
- 1.7 Alongside our statutory and regulatory commitments to reporting and accountability we have committed to being transparent about our progress. A compliance assurance statement will be submitted to Cabinet annually showing our compliance against the big six compliance areas (gas, electric, fire safety, asbestos, legionella and lifts). Tenants and leaseholders will also receive regular updates. The Compliance information in this report forms our compliance assurance statement for 2023. In future years this will be provided as a stand alone report.

2. Cabinet Member Introduction

- 2.1 This administration oversaw the insourcing of Homes for Haringey, which took place in June 2022. I'm proud to be the cabinet member overseeing such an important function of a council – providing homes for our residents – whether tenants or leaseholders – that they are proud of, where they can raise families and set down roots in this wonderful borough. A good home is transformative in so many ways. But we have been letting many of our residents down, over many years.
- 2.2 Following the insourcing we actively sought external views on the performance of our housing services, and the results are sobering. We take these findings extremely seriously – that's why we self-referred to the regulator for social housing as soon as these major and systematic failings were made clear. Setting out our housing improvement plan is the next major step in our journey to transform housing services to our 20,000 tenants and leaseholders in Haringey.
- 2.3 We are serious about change – as a council, and as a landlord. Putting our residents at the heart of what we do is essential. If we are serious about being an excellent landlord, we need to go far beyond the statutory minimum standards, and listen to our residents, learn what is important to them, how they would like us to develop services, and – crucially – act on this. That's why engagement with residents is a major pillar of the housing improvement plan.

- 2.4 We have a lot of work to do, and as a Cabinet we recognise how important this is. Good governance and clear reporting to Cabinet is set out in this report, so that we are assured that progress is being made.

3. Recommendations

Cabinet are asked:

- 3.1 To approve the attached Improvement Plan as set out in Appendix 1;
- 3.2 As this is a live document, delegate any subsequent changes required to the Director of Placemaking & Housing in consultation with the Cabinet Member for Housing Services, Private Renters and Planning and the Director of Finance
- 3.3 To approve the virement of up to £2m additional funding for the improvement programme, to be vired from the HRA Reserve, and to delegate the finalisation of that amount to the Director of Finance, in consultation with the Cabinet Member for Finance and Local Investment
- 3.4 To note proposals for tenant and leaseholder engagement and involvement in the housing improvement process – as part of our wider commitments to work in partnership with our residents under the Haringey Deal.
- 3.5 To note the Council's performance in relation to the six areas of property compliance; and subsequent self-referral to the Regulator for Social housing (RSH) where we identified a potential failure to meet statutory health and safety requirements
- 3.6 To approve the Compliance Assurance Statement in section 8 and note that subsequent assurance statement updates will be provided to Cabinet on an annual basis.

4.0 Reasons for decision

- 4.1 It is essential that as a landlord the Council provides a good service to tenants and leaseholders, and as a minimum complies with all regulatory and statutory duties. Residents need to be assured that the Council is committed to improving its services, that it has a clear plan to do so, and is holding itself accountable.

5.0 Alternative options considered

- 5.1 Alternative options include not implementing an improvement plan. However, since the Council is aware of a number of areas where substantial improvement is essential to ensure the safety and wellbeing of our residents, a clear plan to ensure and monitor continuous improvement and compliance with statutory responsibilities is essential.

6.0 Background information

Insourcing of Homes for Haringey

- 6.1 On 7 December 2021, Cabinet resolved that the Council's housing service which was then provided by Homes for Haringey ("HfH") should be brought back in-house and delegated authority to officers to deal with the detailed implementation process. It was agreed that the transfer would take place on 1 June 2022.
- 6.2 With the insourcing of the Landlord function in June 2022, Phase One of the integration was largely a "lift and shift" approach with some duplicated functions from Homes for Haringey moved to the relevant service within the Council. Following the above integration, interim arrangements were put in place to manage the initial transfer.
- 6.3 In June 2022, an external consultant produced a 'state of the nation' report on the status of the landlord function at the point of insourcing by the Council. This provided the Council with a high-level analysis of the state of the Landlord service and recommended an improvement plan be produced with clear milestones to address the service specific issues and identify clear accountabilities, with timelines.
- 6.4 The external consultant is a highly experienced housing leader, with experience of delivering high performing housing services across several councils and housing associations. This ensured that the review of our services was undertaken from an independent perspective, albeit with strong buy-in from our staff and teams.
- 6.5 The report identified key areas of the service that were not performing to the standard that would be expected, and were below the benchmark when compared to other services. Voids, tenancy management and repairs were highlighted as requiring significant improvement.
- 6.6 With the appointment of the Operational Director for Housing Services and Building Safety, we are now in the next phase where the approach to service improvement is more consolidated and streamlined. Further details are contained within Section 9 of this report

Housing Ombudsman

- 6.7 At the point of insourcing, Housing Services had a number of historic cases which had received Complaint Handling Failure Orders. The Council has implemented wider plans to improve the complaints handling process, as well as to streamline the reporting of damp and mould cases and to ensure these are prioritised for repair.
- 6.8 In February 2023, the Chief Executive, Director of Placemaking and Housing, Director of Culture, Strategy & Engagement and Operational Director for

Housing Services and Building Safety met the Housing Ombudsman at request by Haringey to discuss our improvement plan for complaint handling and discuss the Housing Ombudsman notice of their intention to undertake an investigation into our damp and mould issues.

- 6.9 In the autumn of 2022 the inquest into the death of Awaab Ishak in Rochdale shone a light on the risks posed by serious damp and mould. As a result of this, and concerns raised by the Housing Ombudsman, we have begun significant work to understand and deal with this issue.
- 6.10 Haringey Council will from now on meeting with the Housing Ombudsman on a regular basis to review open cases and reset the relationship with the Housing Ombudsman with a view to improving overall complaint handling and making internal changes to ensure the directorate adopts a culture of learning from complaints and resolving issues first time.

Self-Referral - Regulator of Social Housing

- 6.11 In December 2022, the Council also commissioned a Property Compliance Health Check to assess the approach to managing six compliance areas: gas and heating; electric; fire and building safety; asbestos; water, and lifts. They considered subject specific legislation, regulatory standards and our wider health and safety obligations under the Health and Safety at Work Act 1974.
- 6.12 The health check found a number of areas of non-compliance, with several key recommendations made, particularly around overdue fire risk actions and electrical safety. Further details can be found in Section 7 of this report.
- 6.13 The Regulator of Social Housing (RSH) is the government body tasked with overseeing the regulation of the social housing sector, regulating both local authority and housing association landlords, collectively known as Registered Providers (RPs). The RSH adopts an assurance-based co-regulation approach. This means that the local authority executive, usually the cabinet, in local authority landlords, or the board of the housing association are responsible for ensuring they comply with the regulatory standards set by RSH.
- 6.14 This co-regulation approach is consistent across other London Boroughs, a number of which have also self-referred for similar breaches of the standards over the last year.
- 6.15 Following the findings of the external health check, the Council made a self-referral to the Regulator of Social Housing ('the Regulator') in January 2023. The Regulator was also aware that 30% of the council's housing stock does not meet the Decent Homes Standard and that our recent performance on repairs required 'significant levels of improvement' from a report made to the Council's

Housing, Planning and Development Scrutiny Committee on 12 December 2022.

6.16 The Regulator responded in February 2023 to confirm that they had concluded that the council had breached two parts of the Home Standard:

- Part 1.1 (a) of the Home Standard says that registered providers shall: (a) ensure that tenants' homes meet the standard set out in section five of the Government's Decent Homes Guidance and continue to maintain their homes to at least this standard.
- Part 1.2 (b) of the Home Standard says that registered providers shall: (b) meet all applicable statutory requirements that provide for the health and safety of the occupants in their homes.

7.0 Compliance Health Check background

Summary of Findings

7.1 In 2022 the Council commissioned a compliance health check to assess its approach to managing six compliance areas: gas and heating, electric, fire and building safety, asbestos, water, and lifts. The full report is attached as Appendix 2 of this report.

7.2 The Pennington Choices Health Check of the Council's compliance data highlighted a number of areas where the Council's performance needs to improve. Although the picture is mixed with full compliance in a number of the 'big six' compliance areas (as set out in Table 1), the report has made a number of recommendations and set out a road map to improve the reliability of the Council's data architecture and reliability in respect of compliance. It also highlighted considerable under performance in respect of open fire risk assessment actions including, at the time of the report being finalised, over 4,769 high priority actions which should have been completed within 30 days. The report also identified that while a satisfactory electrical installation condition report (EICR) is always produced following inspection and there is a five-year programme in place, the management of electrical safety requires improvement with over 8000 properties not having a valid EICR report within the last 5 years, which is the Council's policy and over 4000 properties where the Council was not able to confirm a valid EICR report within the last ten years.

7.3 The Council is fully committed to responding to the findings of the Pennington Choices report and implementing its recommendations, and dealing as a priority with the identified areas of non compliance in respect of fire safety and electrical safety. As noted in this report the Council is working closely with the Regulator for Social Housing, including through our decision to self-refer to the regulator so that there is transparent oversight of the progress which the Council makes. A follow up review by Pennington Choices is also planned.

- 7.4 The Council has also taken a series of actions to ensure the number of overdue actions starts to rapidly come down since we initially reported the figures to the Regulator in December. Section 8 of this report outlines the Compliance Assurance statement which includes details of how the updated compliance position will be reported to cabinet. Table 1 represents the Council's first annual housing compliance assurance statement to be reported to Cabinet in addition to the officer governance structures to which the data is reported. The intention is to build quickly on this position and as a central plank of our Housing Improvement Plan as detailed in Appendix 1.

Table 1 below shows the compliance position as of December 2022.

Overall compliance position					
Compliance area	Total properties	On programme	Compliant	Non-compliant	Requiring validation
Domestic					
Gas	15,191	15,099	15,099	0	Full validation required
Electric (5-year programme)		15,191	6,909	8,282	
Communal blocks/ schemes					
Gas	206	26	25	1	Full validation required
Electric		771	743	28	
Fire risk assessments		1,632	1,553	79	
Asbestos		782	748	34	
Water		487	487	0	
Lifts		149	149	0	

A compliance road map has been created and is included in the Improvement Plan under Appendix 1 to provide a clear plan and action for addressing the above issues.

8.0 Commitment to produce an annual Housing Compliance Assurance Statement

- 8.1 The Council is responsible for ensuring that our work is conducted in accordance with proper standards and regulations, and to make arrangements to secure continuous improvement in the way in which our functions are exercised, with regards to a combination of economy, efficiency and effectiveness.
- 8.2 In order to discharge this responsibility, we have put in place further governance arrangements (as detailed in Appendix 1 in the Improvement Plan). This, coupled together with the improvement Plan actions form part of the Council's Compliance Assurance Statement to ensure that improvements are being made in respect of the safety of tenants and residents.

- 8.3 As part of the statement, it is also proposed that that Cabinet are updated annually regarding performance in the “Big Six” areas of compliance with which the industry generally tracks its performance with regards to the safety of homes within its ownership. It should be noted that these are not the only requirements with regards to safety, however the key ones to show adherence to standards. These are:
1. Gas
 - 2 Electrical
 - 3 Water/Legionella
 - 4 Lifts
 - 5 Asbestos
 - 6 Fire

9.0 Introduction of Improvement Plan

- 9.1 In June 2022, an external consultant produced a ‘state of the nation’ report on the status of the landlord function at the point of insourcing by the Council. This provided the Council with a high-level analysis of the state of the Landlord service and recommended an improvement plan be produced with clear milestones to address the service specific issues and identify clear accountabilities, with timelines.
- 9.2 The report identified key areas of the service that were not performing to the standard that would be expected, and were below of the benchmark when compared to other services. Areas such as Voids, tenancy management, Repairs amongst others were highlighted as requiring significant improvement.
- 9.3 There are some general areas that also would naturally need to be reviewed following any insourcing exercise – general culture, staffing and policies and procedures are need to be reviewed in depth.
- 9.4 The report did find areas of strength – it must be recognised that there are many high calibre and hardworking members of staff across the landlord function who are delivering a good service to residents.
- 9.5 It is recognised that there needs to be significant improvement including with leadership in the landlord function, to connect people to their roles, to raise staff standards and expectations and to restore a sense of pride in their work and to develop a performance culture.
- 9.6 This plan, several key programmes of work have been developed to improve service delivery to residents; improve efficiency and performance; and ensure regulatory and legislative compliance. There are also a range of improvements aimed to “get the basics right.” It should be noted that this is a live document, which will be subject to change as changes and improvements are introduced.

This plan relates only to Council owned managed stock.

9.7 Objectives of the Housing Improvement Plan

The main objective of the plan is to grasp the opportunity to improve services for the benefit of our residents and tenants. More specifically to:

- **Improve tenant involvement and satisfaction to deliver a resident focussed housing service:** Strengthen tenant engagement and involvement in decision-making and service delivery. Greater transparency with tenants and leaseholders. Improved resident satisfaction levels.
- **Improve ways of working and performance:** develop and embed new staff structures, review policies, processes, and procedures, and develop a strong culture of both collaboration and performance management.
- **Maximise ICT opportunities to improve the customer experience:** by making best use of current systems and ICT, digital and website systems. Deliver opportunities to improve the customer experience and minimise failure demand. Improved, modern ways of working for staff.
- **Improve compliance and make resident safety our number 1 priority –** ensuring the Council is compliant with all appropriate legislative and statutory standards, including but not only, new Social Housing Regulator Standards, Building and Fire Safety legislation ensuring are homes and estates are safe for our residents. Implementing all of our commitments to the social housing regulator and ombudsman in respect of tackling damp and mould.
- **Improve complaint handling –** leading to a significant reduction in numbers of complaints, and a reduction in complaints which escalate to Stage 2 and the Housing Ombudsman.
- **Deliver Value for Money (VfM):** Maximise VfM from the HRA by prioritising expenditure that best meets the needs of our tenants and driving efficiencies.
- **Invest in the quality of our homes through our planned maintenance programme –** ensuring all the Council's homes meet Decent Homes standards and meet high standards of energy efficiency.
- **More visible** and locality-based teams on estates more frequently.
- **Upskilled staff** and better, more attractive jobs.

9.8 Key priorities

The key focus areas are set out below:

- Resident Led Improvement with resident at the heart of decision making.
- Void management transformation
- Repairs Service Transformation
- Income management and collection
- Improved Homeownership Service
- Improving Estate and Neighbourhood Management standards
- Better Neighbourhood and Tenancy Management
- Statutory Compliance with Property Services
- Compliance and planned maintenance performance improvements.

- Improved complaints handling
- Update and Review Policies and Procedure
- Sheltered Accommodation
- Culture Change

10 Resident Led engagement at the heart of Decision making

- 10.1 We know that we need to build trust with our residents and we will only be able to do this when they see real progress. Our residents are experts about their homes, estates and communities and we want to benefit from their views and experiences as we look to improve the way we work.
- 10.2 When Haringey's housing services returned to the direct control of the council in 2022 the Cabinet agreed that existing resident engagement arrangements would be largely continued and extended initially pending a future review of arrangements. In addition, a new 'Core Group' was created to recognise that the arrangement common in ALMOs of tenant representation on the board was not replicable within a local authority. This group was created anticipation of the insourcing and launched in April 2022 We are grateful for the work of tenants and residents who have been a part of these structures over the last few months. Consistent with the commitments made in the Cabinet report in March 2022 we will now commence some further work – co-designed with tenants and leaseholders about what our future, long-term arrangements will look like, drawing on best practice from other areas.
- 10.3 Pending this work it is critical that are transparent about how we progress with this Improvement Plan so we will provide regular updates for our tenants and leaseholders. In addition, we want to work with our residents so that they are able to shape and influence how our housing services work in the future – in line with the Haringey Deal.
- 10.4 This Housing Improvement Plan is grounded in what we have heard from our residents and leaseholders. This includes engagement in the STAR surveys; through the Resident Scrutiny Panel and the 'Resident Voice Group'. Following the approval of this Plan by Cabinet we will launch a programme of workshops that will give tenants and leaseholders the chance to have their voices heard.
- 10.5 In addition, a new residents forum will be established to ensure the Housing Improvement Board, chaired by the Chief Executive, is informed by the views and experiences of tenants and leaseholders. Table 2 in Appendix 1 outlines the Resident governance framework.
- 10.6 In relation to the Improvement Plan, we have developed a set of proposed Housing Standards that outlines our resident offer for each service area which is detailed in the Improvement Plan (Appendix 1). As mentioned in 10.2 above, this will co-designed with tenants and residents.

11 Governance Framework

- 11.1 Since the insourcing of the Landlord function in June 2022, there has been a lot of work to integrate our Housing Services within the Council, however it has become clear that the current approach to service improvement in Housing

Services needs an overhaul, as some aspects of our service improvement approach is fragmented.

- 11.2 Phase one of the integration was largely a “lift and shift” approach with some duplicated functions from Homes for Haringey moved to the relevant service within the Council. Temporary governance arrangements were put in place in June 2022.
- 11.3 In January 2023, the Director of Placemaking and Housing and the Operational Director, Housing Service and Building Safety agreed a new set of arrangements to ensure that key housing improvement plan workstreams have dedicated oversight and clear escalation channels to senior boards and ensure member oversight.
- 11.4 As part of the governance arrangements, a Members Improvement Board has been established to provide a steer, monitor and provide direction on the required changes and implementation resulting from the Housing Services Improvement Plan. This group will help inform officers progress any changes required via the relevant governance routes. Currently the Board is chaired by the Chief Executive and is attended by the Cabinet Member for Housing Services, Private Renters and Planning plus 3 Labour members and 1 Liberal Democrat member. Senior officers will also attend the board as required on a non-core membership basis. Meetings will take place every 6 weeks.
- 11.5 This stronger governance framework provides a clear assurance around our commitment to ensuring adherence to compliance requirements. Through this governance framework, we monitor the achievement of our improvement plan and strategic objectives, and provide a framework which engages and works with members and the community. This governance framework will support the Council in adhering to the Compliance Assurance statement detailed in Section 8 of this report.
- 11.6 The full governance proposals are detailed in Appendix 1 Improvement Plan.
- 12.0 **Timescale of programme.**
- 12.1 The proposals in the Housing Improvement Plan have been prioritised to focus on key areas of change required to improve services which are critically important for residents (such as our Housing Repairs Service and Building Safety) and the programme will initially run for 24 months, however given the amount of change which is needed it is recognised that some activity will be required to be taken over the longer term. It should also be noted that the Council may have to prioritise focusing on areas related to compliance with regulatory requirements as set by the Regulator for Social Housing.

13.0 Service Improvement Budget

- 13.1 To modernise and streamline the service and drive improvement there is a need for a revenue and capital funded service improvement budget from the HRA. The draft estimates as to what this might cost are set out below:

	TOTALS
ICT development	800k
Additional Investment in housing Management	500k
Additional investment in Repairs Service	£2.8m
Resident Engagement	£300k
Policy Development	£160k
Service Reviews	£340k
Cultural Change	£150k
TOTAL	£4.7 M

- 13.2 The Housing Revenue Account Business Planning process which underpins the Council's budget setting process has already made provision for service improvement works for £3.1 million over a three year period (some of which is already being utilised on improvement work). This provision will clearly provide the majority of the funding for our proposed service improvement plan. The draft expenditure plan above needs further review before it is finalised, which will be undertaken in conjunction with the Director of Finance. It is recommended that a top-up to the existing budget provision be agreed now, which could be up to £2m, with the finalisation of this amount being delegated to the Director of Finance in consultation with the Cabinet Member for Finance and Local Investment. This additional budget will be vired from the HRA reserve and replenished in future years, once the Housing Improvement Plan is embedded and delivers its intended efficiencies.

14.0 Considerations and risks

- 14.1 Overarching key considerations and risks are: -

- There is a risk governance of the plan and management of service improvement strategically will remain fragmented unless this is clarified for all parties.
- Clarity on roles and responsibilities around Service Improvement and the Team needed.
- Budgetary provision (lack of) this may affect delivery of some of these projects and lead to a need for some key ticket items to be delayed or curtailed.
- Resourcing
- Failure of resident engagement practises and structures to ensure the voice of tenants and leaseholders is central to service improvement.
- Workforce planning; recruitment and retention
- Availability of supply chain to assist the Council in delivering the improvement plan

15.0 Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes'

- 15.1 The confirmed continued improvements and reviews contributes to Theme 5 of the Corporate Delivery Plan Of Homes for the Future specifically the vision of a borough where everyone has a safe, sustainable, stable and affordable home.

16.0 Statutory Officer Comments

16.1 Finance

- 16.1.1 The final sum required for the implementation of housing improvement plan is yet to be finalised, with the draft estimated being £4.7m. A budget provision of £2.9m was made in the recently approved future years HRA budget/MTFS, over and above £200k projected in the current year.

- 16.1.2 The above report describes the proposed approach to the finalisation of this budget increase. The additional funds would be vired from the HRA Reserve, which is currently at £20.8m.

- 16.1.3 The Council would then look to restore the reserve to its original level in subsequent financial years.

16.2 Procurement

- 16.2.1 There are no procurement implications in this report as it does not cover any procurement, any procurements that may stem from these changes should be covered by separate reports.

16.3 Head of Legal & Governance

- 16.3.1 The Head of Legal and Governance has been consulted in the drafting of this report and comments as follows.

- 16.3.2 The RSH has statutory responsibility for setting and enforcing housing standards in the social housing sector, including local authority housing.

- 16.3.3 The Housing Ombudsman is focused on individual complaints about housing services, albeit is empowered to investigate systemic causes underlying complaints.

- 16.4.3 As a registered provider of Social Housing the Council is required to comply with the consumer standards set by the RSH, These include the Home Standard.

- 16.4.4 Section 198A of the Housing and Regeneration Act 2008 enables the RSH to use its regulatory and enforcement powers if a registered provider such as the council has failed to meet a consumer standard.

16.4.5 Following the Council's self-referral, the RSH has issued notice under a (non-statutory) Regulatory Notice¹, having been satisfied that the Council breached of parts 1.1 and 1.2 of the Home Standard and that there was potential for serious detriment to Haringey's tenants.

16.4.6 The RSH has taken the co-regulation approach and will work with the Council as it seeks to remedy these breaches. It will need assurance that the Council is rectifying the issues identified. Where it is not satisfied, the RSH has a range of enforcement powers including imposing penalties, awarding compensation to tenants and censure of employees under s269A Housing and Regeneration Act 2008 where there has been mismanagement.

16.4.7 The Head of Legal and Governance (Monitoring Officer) confirms that there are no legal reasons preventing approval of the recommendations in this report..

16.5 Equality

16.5.1 The council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

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

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

16.5.3 Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

16.5.4 The report and decision are regarding the approval of the attached Housing Service Improvement Plan as set out in the Appendix. This plan sets out how we will improve the council's landlord function and act upon areas for improvement identified in the independent 'state of the nation' report.

16.5.5 Council data shows that people who share certain protected characteristics are overrepresented among current housing tenants. This includes black people, older people, disabled people, women and people from a low socio-economic background.

¹ Regulatory notices are issued in response to an event of regulatory importance (for example, a finding of a breach of...a consumer standard that has or may cause serious detriment) that [the RSH], in accordance with [its] obligation to be transparent, wish[es] to make public.

16.5.6 Among other things, the improvement plan focuses on improving tenant involvement and satisfaction, investing in the quality of our homes and prioritising resident safety.

16.5.7 Considering the two points above, it is likely that the improvement plan will positively impact those with protected characteristics.

16.5.8 The Improvement Plan comprises many individual actions and priorities each with varying equalities implications and risks to upholding the public sector equalities duty. Therefore, each action will be subject to individual equalities screening as part of their respective governance and decision-making arrangements. EQIAs will be performed where more significant equalities implications are identified.

16.5.9 At this stage in the delivery plan process, it should be noted that areas of the plan such as repairs service, income collection, parking, reductions in ASB, sheltered accommodation and resident safety can have significant equalities implications and as such future decisions and actions in these areas should be given particular consideration.

17 Use of Appendices

Appendix 1 – Housing Services Improvement Plan

Appendix 2 – Compliance Health Check Report

18 Local Government (Access to Information) Act 1985

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7 December 2021 - Decision on the Council's proposal to bring Homes for Haringey (HfH) in-house – link [here](#)

7 July 2022 – Proposals for Resident Engagement and Participation following the Insourcing of Homes for Haringey – link [here](#)

31 May 2022 – Special Resolution – link [here](#)

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**HARINGEY HOUSING
SERVICES IMPROVEMENT
PLAN
APRIL 2023**

Introduction

This document sets out, following the insourcing of Homes for Haringey, the Council's plans to deliver a high quality and customer focussed landlord service to our tenants and leaseholders. The landlord function that the Council insourced is far from being the high-quality service that residents deserve and expect. There are important opportunities to integrate some of these services with others within the Council; to deliver greater value for money and to be more focussed on the needs of residents. There are also many services where performance needs to improve and a need to get the basics right, for instance through ensuring that repairs satisfaction improves by ensuring that we get a first-time fix.

In June 2022, an external consultant produced a 'state of the nation' report on the status of the landlord function at the point of insourcing by the Council. This provided the Council with a high-level analysis of the state of the Landlord service and recommended an improvement plan be produced with clear milestones to address the service specific issues and identify clear accountabilities, with timelines.

In December 2022, the Council also commissioned a Property Compliance Health Check to assess the approach to managing six compliance areas: gas and heating; electric; fire and building safety; asbestos; water, and lifts. They considered subject specific legislation, regulatory standards and our wider health and safety obligations under the Health and Safety at Work Act 1974.

Housing Service Improvement priorities have therefore been developed considering the current health and safety, compliance, broader housing service improvement, benchmarking data and value for money information and resident levels of satisfaction. In addition, priorities have been set where weaknesses have been identified in terms of legislative or statutory frameworks.

In this plan, several key programmes of work have been developed to improve service delivery to residents; improve efficiency and performance; and ensure regulatory and legislative compliance. There are also a range of improvements aimed to "get the basics right."

Objectives of the Housing Improvement Plan

The main objective of the plan is to grasp the opportunity to improve services for the benefit of our residents and tenants. More specifically to:

- **Improve tenant involvement and satisfaction to deliver a resident focussed housing service:** Strengthen tenant engagement and involvement in decision-making and service delivery. Greater transparency with tenants and leaseholders. Improved resident satisfaction levels.
- **Improve ways of working and performance:** develop and embed new staff structures, review policies, processes, and procedures, and develop a strong culture of both collaboration and performance management.
- **Maximise ICT opportunities to improve the customer experience:** by making best use of current systems and ICT, digital and website systems. Deliver opportunities to improve the customer experience and minimise failure demand. Improved, modern ways of working for staff.
- **Improve compliance and make resident safety our number 1 priority** – ensuring the Council is compliant with all appropriate legislative and statutory standards, including but not only, new Social Housing Regulator Standards, Building and Fire Safety legislation ensuring are homes and estates are safe for our residents. Implementing all of our commitments to the social housing regulator and ombudsman in respect of tackling damp and mould.
- **Improve complaint handling** – leading to a significant reduction in numbers of complaints, and a reduction in complaints which escalate to Stage 2 and the Housing Ombudsman.
- **Deliver Value for Money (VfM):** Maximise VfM from the HRA by prioritising expenditure that best meets the needs of our tenants and driving efficiencies.
- **Invest in the quality of our homes through our planned maintenance programme** – ensuring all the Council's homes meet Decent Homes standards and meet high standards of energy efficiency.
- **More visible** and locality-based teams on estates more frequently.
- **Upskilled staff** and better, more attractive jobs.

Focus on Resident engagement:

We know that we need to build trust with our residents and we will only be able to do this when they see real progress- Our residents are experts about their homes, estates and communities and we want to benefit from their views and experiences as we look to improve the way we work.

When Haringey's housing services returned to the direct control of the council in 2022 the Cabinet agreed that existing resident engagement arrangements would be largely continued and extended initially pending a future review of arrangements. In addition, a new 'Core Group' was created to recognise that arrangement common in ALMOs of tenant representation on the board was not replicable within a local authority. This group was created in anticipation of the insourcing and launched in April 2022. We are grateful for the work of tenants and residents who have been a part of these structures over the last few months. Consistent with the commitments made in the Cabinet report in March 2022 we will now commence some further work – co-designed with tenants and leaseholders about what our future, long-term arrangements will look like, drawing on best practice from other areas.

Pending this work it is critical that we are transparent about how we are progressing with this Improvement Plan so we will provide regular updates for our tenants and leaseholders. In addition we want to work with our residents so that they are able to shape and influence how our housing services work in the future – in line with the Haringey Deal.

This Housing Improvement Plan is grounded in what we have heard from our residents and leaseholders. This includes engagement in the STAR surveys; through the Resident Scrutiny Panel and the 'Core Group'. Following the approval of this Plan by Cabinet we will launch a programme of workshops that will give tenants and leaseholders the chance to have their voices heard.

In addition, a new residents forum will be established to ensure the Housing Improvement Board, chaired by the Chief Executive, is informed by the views and experiences of tenants and leaseholders.

Background information

Self-Referral - Regulator of Social Housing

Following the insourcing of the Landlord function and the Council commissioning an external review in December 2022 of its 'Property Compliance' with several key recommendations made, particular around overdue fire risk actions and electrical safety, in the spirit of co-regulation, the Council made the Regulator of Social Housing aware of its findings.

A self-referral was made to the regulator in January 2023. The regulator was also aware of the council's compliance with the Decent Homes Standard which was widely reported on the national press with 30% of our stock not meeting the Decent Homes Standard and that our recent performance on repairs required 'significant levels of improvement' from a report made to the Council's Housing, Planning and Development Scrutiny Committee on 12 December 2022.

We are working with the Regulator of Social Housing to implement a Compliance Improvement programme and will be meeting regularly to provide progress updates.

Housing Ombudsman

In February 2023, the Chief Executive, Director of Placemaking and Housing, Director of Culture, Strategy & Engagement, Operational Director for Housing Services and Building Safety met with the Housing Ombudsman following a request by Haringey to discuss our improvement plan for complaint handling and discuss the Housing Ombudsman notice of their intention to undertake an investigation into our damp and mould issues.

Housing Services had a number of historic cases which received a number of Complaint Handling Failure Orders, and the Council confirmed its recent position of transferring the ALMO back into Council management, its wider plans to improve the complaints handling process and the internal work it has undertaken to streamline both the reporting of damp and mould cases and some of the internal changes we are making to our business model to ensure damp and mould cases are prioritised for repair.

Haringey Council will now be meeting with the Housing Ombudsman on a regular basis to review open cases and reset the relationship with the Housing Ombudsman with a view to improving overall complaint handling and make internal changes to ensure the directorate adopts an internal culture of learning from complaints and resolving issues first time.

Tenant Satisfaction Survey 2022 (STAR Survey)

The last STAR survey was undertaken by Homes for Haringey in 2019.

On 21 September 2022, the Regulator of Social Housing published the outcome of its consultation on tenant satisfaction measures (TSMs).

As a result, from 1 April 2023, all registered providers of social housing will need to collect a range of information on areas such as repairs, safety checks and complaints. The new TSMs will enable tenants to scrutinise their landlord's performance, give landlords insight about where they can improve, and provide a source of intelligence to RSH about whether landlords are meeting regulatory standards. They are part of the regulator's wider programme of work to develop proactive consumer regulation of the social housing sector.

In November 2022, Haringey launched its Star Survey undertaken by an independent organisation on behalf of the Council which commenced on 11th November and closed on 23 December 2022. A total of 6 weeks.

The survey included all the new required regulator questions (TSMs), but also had additional questions about the service and management of estates. However, the priority and focus for the results are the new 12 regulator KPIS (TSMs).

The results of these have been benchmarked against which the Council should focus for improving upon as these are the KPIs that need to be submitted to the regulator from April 2024.

Table 1

Number	Tenant satisfaction measure	Lower quartile benchmark	2022 result Tenants	2022 result Leaseholders
TP01	Taking everything into account, how satisfied or dissatisfied are you with the service provided by Haringey Council Housing Service?	72.6%	45%	18%
TP02	How satisfied or dissatisfied are you with the overall repairs service from Haringey Council Housing Service over the last 12 months?	74.5%	51%	21%
TP03	How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it?	70.3%	45%	13%
TP04	How satisfied or dissatisfied are you that Haringey Council Housing Service provides a home that is well maintained?	70.2%	45%	14%
TP05	Thinking about the condition of the property or building you live in. How satisfied or dissatisfied are you that Haringey council Housing Service provides a home that is safe?	79.0%	49%	22%
TP06	How satisfied or dissatisfied are you that Haringey Council Housing Service listens to your views and acts upon them?	56.6%	37%	9%
TP07	How satisfied or dissatisfied are you that Haringey Council Housing Service keeps you informed about things that matter to you?	71.2%	48%	28%
TP08	Agreement that the landlord treats tenants fairly and with respect	77.0%	48%	22%
TP09	How satisfied or dissatisfied are you with Haringey Council's Housing Service approach to complaints handling?	40.9%	19%	8%

TP10	Satisfaction that the landlord keeps communal areas clean and well maintained	63.4%	54%	30%
TP11	How satisfied or dissatisfied are you that Haringey Council Housing Service makes a positive contribution to your neighbourhood?	55.6%	42%	18%
TP12	How satisfied or dissatisfied are you with Haringey Council's Housing Service approach to handling anti-social behaviour?	47.4%	43%	16%

It should be noted that the regulator only requires the Council to undertake and provide data on tenant satisfaction not leaseholders. However, the opportunity was taken to include leaseholders as an important part of our customer base. The results however have been separated out.

As can be seen, the current performance of Haringey against these KPIs, does not even meet lower quartile benchmark performance.

The aim of the Housing Service Improvement Plan, once implemented, should have a direct correlation to the increase in satisfaction levels across a range of the tenant satisfaction measures, which will need to be submitted to the regulator going forward.

Review of Regulator of Social Housing Consumer Standards

Housemark were commissioned to conduct a gap analysis against the Regulator of Social Housings Consumer standards.

The standards which were reviewed included:

- Tenant Involvement and Empowerment Standard
- Neighbourhood and Community Standard
- Tenancy Standard
- Home Standard

The home standard was considered weak and was a secondary confirmation, in addition the external review in December 2022, on the need to improve this standard, having already referred ourselves to the Regulator to improve this standard. The remaining standards were considered adequate or limited.

A specific improvement action plan is currently being agreed to agree all the recommendations from the gap analysis to be adopted within the Housing Improvement Plan.

Governance

Since the insourcing of the Landlord function in June 2022, there has been a lot of work to integrate our Housing Services within the Council, however it has become clear that the current approach to service improvement in Housing Services needs an overhaul, as some aspects of our service improvement approach is fragmented.

The Housing and Regeneration Scrutiny Panel report dated November 2022 on the update on the insourcing of the ALMO, confirmed that the Operational Director, Housing Service and Building Safety, once in post, will lead on the next phase of service improvement.

Phase one of the integration was largely a "lift and shift" approach with some duplicated functions from Homes for Haringey moved to the relevant service within the Council. The plan categorises projects at a high level

across defined work areas. It sets out, where known, proposed budget needs to successfully deliver these projects.

The Housing Board was set up when the insourcing of the landlord function took place in June 2022 as a temporary governance arrangement.

A recently commissioned external review of our housing building compliance has identified a number of areas where governance needs to be simplified to ensure that issues can be escalated within the organisation and that there is dedicated oversight which can ensure action in areas where we are not performing.

In January 2023, the Director of Placemaking and Housing and the Operational Director, Housing Service and Building Safety agreed a new set of arrangements to ensure that key housing improvement plan workstreams have dedicated oversight and clear escalation channels to Placemaking & Housing Board, Council Leadership Team, and members.

The agreed governance is listed under table 2, Table 3 shows the Resident governance proposal.

Table 2

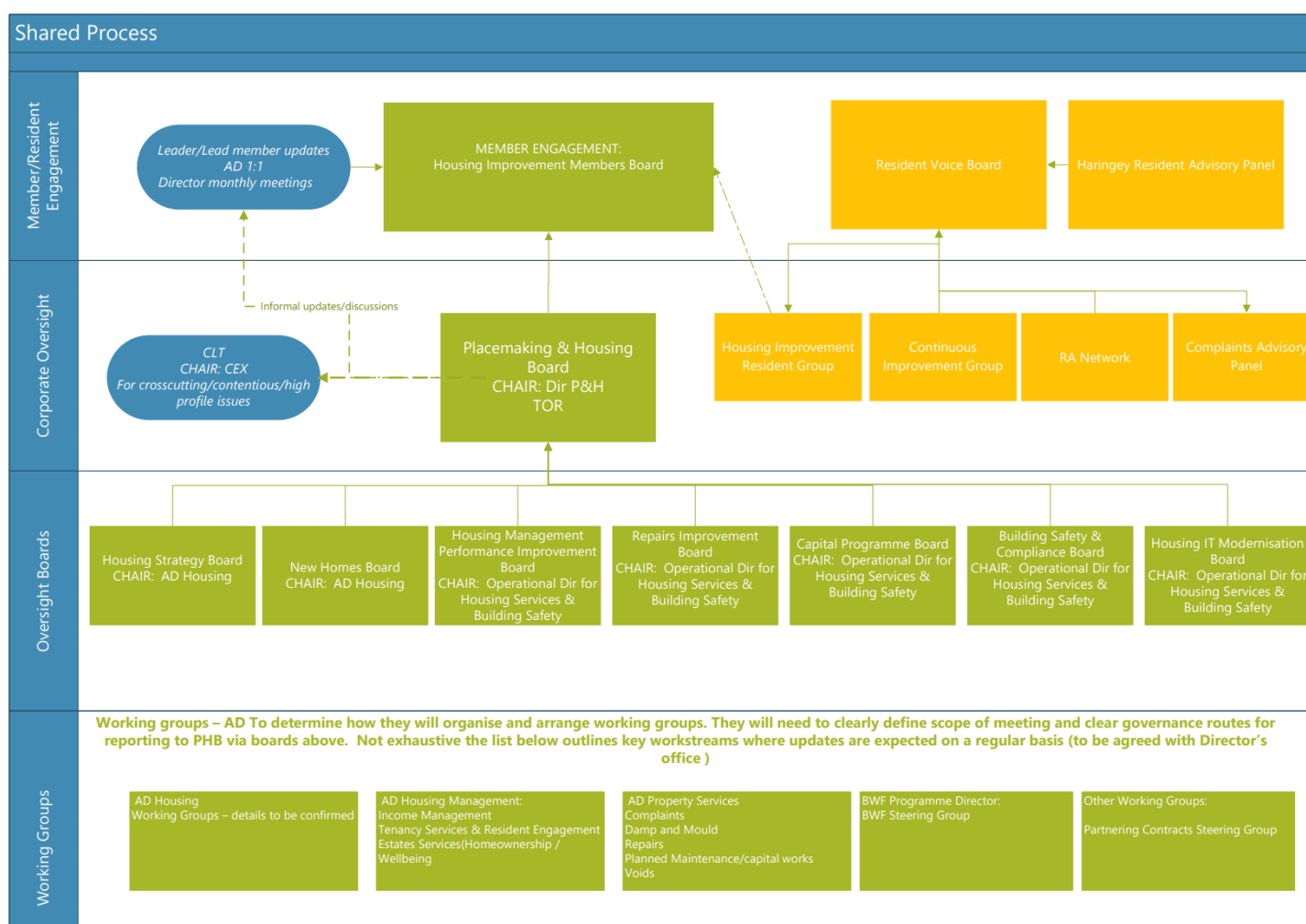
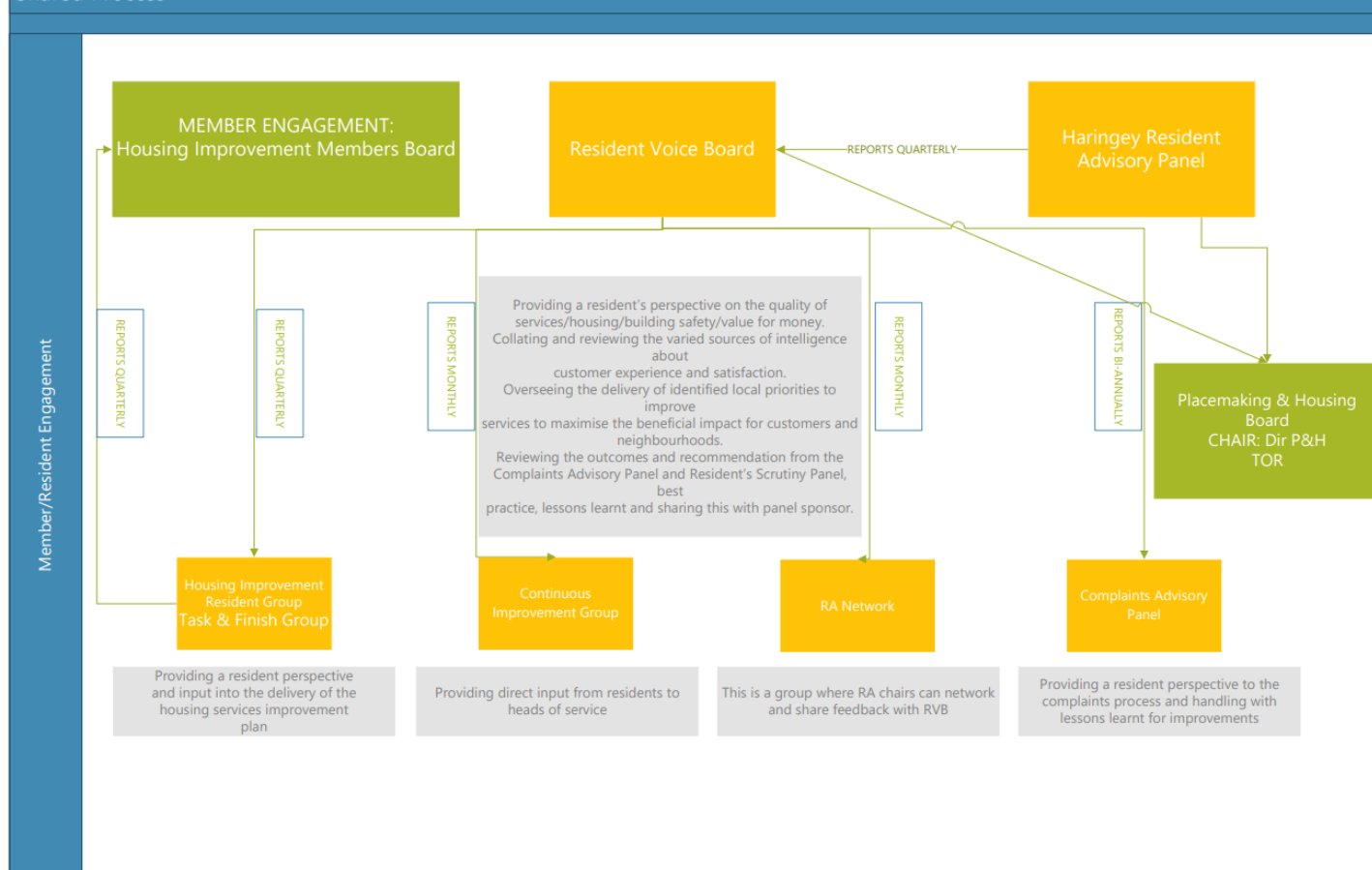


Table 3

Shared Process



Housing Services Service Improvement Plan

Benchmarking has shown that our staff numbers are disproportionate in some teams compared to other similar sized landlords where their performance is better than our own. To develop a great customer focussed service and improve in several areas where we have a backlog, additional resources will need to be identified to ensure consistency of customer service and aim to reduce complaints and ombudsman complaints.

Additionally, modernising services and introducing new systems will also assist in ensuring the Council, as a landlord, is statutory compliant and that our service meets all the necessary new Regulator for Social Housing Standards regulations, avoiding uncapped fines for non-compliance or direct intervention by the regulator.

Key priorities

The key focus areas are set out below:

- Resident Led Improvement with resident at the heart of decision making
- Void management transformation
- Repairs Service Transformation
- Income management and collection
- Improved Homeownership Service
- Improving Estate and Neighbourhood Management standards
- Better Neighbourhood and Tenancy Management
- Statutory Compliance with Property Services
- Compliance and planned maintenance performance improvements.
- Improved complaints handling
- Update and Review Policies and Procedure
- Sheltered Accommodation
- Culture Change

Housing Service Resident Standard

A proposed set of Housing Service Standards have been developed outlines our resident offer for each service area. This will be discussed with residents via the appropriate governance forum - as mentioned above, co-

designed with tenants and leaseholders about what our future, long-term arrangements will look like, drawing on best practise from other areas.

1. Our Resident engagement service

We will:

- Respond to all enquiries about resident participation within the next working day of receipt
- Notify residents of the outcome of their community development fund applications within six weeks of receipt
- Undertake 'annual health checks' to assess the support needs of Tenant Resident Associations and Supported Residents Groups
- Promote and deliver an agreed annual training programme for residents
- Carry out two scrutiny reviews of Housing Services annually with residents

2. Our communication standards

- We will acknowledge letters, emails and texts within 3 working days, and respond fully within 10 working days
- We will listen to your views and use your feedback to continuously improve our services to

3. Our tenancy management service

We will:

- Visit new tenants within 20 days of moving into their new home
- Carry out estate walkabouts with residents twice a year to identify issues and improvements
- Carry out regular tenancy and household checks to ensure vulnerable residents are receiving the support they need and minimise potential fraudulent use of tenancies
- Hold local housing surgeries across the borough where you can discuss issues face-to-face with your local housing officers
- Contact you within 48 hours of your request for a call-back
- Contact you within one working day of your report of serious anti-social behaviour
- Contact you within three working days of your report for all other nuisance and anti-social behaviour
- Allocate a named officer to your case
- Keep in regular touch with you at least every 10 days whilst your case is in progress
- Provide you with an action plan detailing how we will investigate the reported incident within 10 working days of the case being reported
- Work in partnership with residents and other agencies to resolve your complaint

4. Our Repairs and Maintenance Service

We will:

- Organise an appointment to assess/carry out the repair on the day the issue is reported
- Operate an emergency repairs service 24 hours a day, 365 days a year and respond to emergency repairs within 24 hours of them being reported
- Attend any emergency repair within two hours where there is a serious risk to your safety or to the structure of any of our buildings
- Give you the opportunity to feedback your views on any completed repair on your property via a satisfaction survey

5. Our planned works service

We will:

- Review our planned major works programme for properties every seven years and we will inform you in writing when a survey of your home is due to be carried out as part of this
- Survey and replace if necessary major property fittings such as kitchens, bathrooms, windows, roofs, and lifts at the end of their potential life cycle
- Consult residents when developing major works proposals affecting your home and keep you informed throughout, including giving notice about the proposed works. We will arrange a consultation meeting within two months of the works starting, with the opportunity for you to give your feedback.
- Carry out an annual programme of energy improvement works, including insulation and heating system upgrades, to improve the energy rating of our homes to a B rating as a minimum
- Carry out a resident survey or provide other opportunities for you to give feedback within 3 months of major works being completed to your home, block, or estate
- Respond to lift breakdowns within two hours of being notified between 8am and 6pm Monday to Friday and within three hours at other times, if there is no other lift available
- Undertake a monthly safety check of all our lifts and arrange of any necessary maintenance work to be undertaken
- Attend to reports of faults with door entry systems within seven calendar days
- Repair faults with our TV aerials and communal satellite dishes within five working days of them being reported
- Carry out annual gas checks in all council homes with installed gas appliances to ensure they and any central heating system are safe and work properly

Undertake:

- monthly inspections
- quarterly minor servicing
- annual major servicing

to all communal heating boiler houses to ensure all are working safely.

6. Our Fire Safety and Building Safety service

We will:

Provide residents with the following information specific to your home in 2024 and every three years, or sooner if there is any significant change:

- The type of fire safety equipment fitted in your block ○
- The type of fire detection and alarms you have in your home and how to check them
- The fire evacuation plan for your block
- Who to contact when you have building safety concerns, and how.
- Visit your flat to make sure your front door is in good working order once a year and provide you with a copy of the inspection report.
- Publish a copy of any fire risk assessment carried out and make these available from our website at: [Fire risk assessments | Haringey Council](#)
- Investigate incidents and feed back to the residents of the block about what controls have been put in place to prevent a recurrence for all Fire safety or Health and Safety failings that could have resulted in an incident or an incident which was attended by two or more of the Emergency Services.

Provide confirmation on request that the following building safety checks have been completed:

- The Gas Safe Inspection certificate
- The lift insurance Inspection
- The water hygiene risk assessment
- The dry riser inspection report
- The fire alarm testing report
- The communal fire door inspection report
- The sprinkler system test report
- The automatic opening ventilation (AOV) testing

7. Our Income Service

We will:

- Aim to collect 100% of rent due
- Set up a rent account and provide a rent payment card for all new tenants within three days of the start of their tenancy
- Respond to balance queries within three working days
- Pay all refunds of rent credit within ten days of receiving a written request from you
- Publish details of your Income Officer, the person responsible for collecting your rent

8. Our Homeownership Service

- Provide homeowners with estimated service charges for the forthcoming financial year each March and actual service charges within six months of the end of each financial year
- Ensure that any credits or adjustments arising from service charge queries are applied to homeowners' accounts within 10 working days of the query being resolved by us
- Provide a reason for carrying out work to a block/estate, together with a frequently asked questions document explaining key issues and billing arrangements, and give leaseholders 30 days to comment on the proposed works whenever we issue a Section 20 notice
- Where your share of Section 20 costs are estimated to be £15,000 or more we will offer you a meeting to discuss the works and the availability of assistance with payment options
- Where service charges are disputed by the resident, we will write to homeowners within 5 days of the service request being received and notify them of the steps we will take to address matters.
- Send Right to Buy information and application packs out within three days of receiving a request and carry out all the necessary checks to notify applicants of whether they are admitted into the Right to Buy scheme within 4 weeks of receiving the application
- Service Charges – we will ensure that charges are accurate and provide value for money

Timescale of programme.

The proposals in the Housing Improvement Plan have been prioritised to focus on key areas of change required to improve services which are critically important for residents (such as our Housing Repairs Service and Building Safety) and the programme will initially run for 24 months, however given the amount of change which is needed it is recognised that some activity will be required to be taken over the longer term. It should also be noted that the Council may have to prioritise focusing on areas related to compliance with regulatory requirements as set by the Regulator for Social Housing.

Service Improvement Budget

To modernise and streamline the service and drive improvement there is a need for a revenue and capital funded service improvement budget from the HRA. The draft estimates as to what this might cost are set out below:

	TOTALS
ICT development	800k
Additional Investment in housing Management	500k
Additional investment in Repairs Service	£2.8m
Resident Engagement	£300k
Policy Development	£160k
Service Reviews	£340k
Cultural Change	£150k
TOTAL	£4.7 M

The Housing Revenue Account Business Planning process which underpins the Council's budget setting process has already made provision for service improvement works for £3.1 million over a three year period (some of which is already being utilised on improvement work). This provision will clearly provide the majority of the funding for our proposed service improvement plan. The draft expenditure plan above needs further review before it is finalised, which will be undertaken in conjunction with the Director of Finance. It is recommended that a top-up to the existing budget provision be agreed now, which could be up to £2m, with the finalisation of this amount being delegated to the Director of Finance in consultation with the Cabinet Member for Finance and Local Investment. This additional budget will be vired from the HRA reserve and replenished in future years, once the Housing Improvement Plan is embedded and delivers its intended efficiencies.

Considerations and risks

Overarching key considerations and risks are: -

- There is a risk governance of the plan and management of service improvement strategically will continue to become fragmented unless this is clarified for all parties.
- Clarity on roles and responsibilities around Service Improvement and the Team needed.
- Budgetary provision (lack of) this may affect delivery of some of these projects and lead to a need for some key ticket items to be delayed or curtailed.
- Resourcing
- Failure of resident engagement practises and structures to ensure the voice of tenants and leaseholders is central to service improvement.
- Workforce planning; recruitment and retention
- Availability of supply chain to assist the Council in delivering the improvement plan

Resident Led Improvement with resident at the heart of decision making

What good looks like:

A good approach to resident engagement is one that demonstrates a desire and a culture to improve the quality of housing services and focus on the things that matter most to tenants and residents and to do this in partnership with them. Across good housing providers, the levels of consultation, collaboration and involvement to inform service reviews are as varied as the organisations and contexts in which they work but include:

- -adopting a wide-ranging strategy to make sure that engagement is genuine and meaningful
- -understanding the way people access and use services to inform reviews to remove waste and increase effectiveness
- -working with existing and new tenant groups and forums
- -Surveys
- -Door-knocking exercises
- -Continuing to involve tenants in ongoing evaluation as new approaches bed in
- -Commitments to work closely with tenants to co-create future housing management services

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
State of Nation Objective- Resident Led Improvement							
	Improve Resident Led Scrutiny	Annual self-assessment of membership and recruitment by the resident-led scrutiny reported to the Housing Service Management Team, Council Scrutiny Committee and Cabinet Lead Member with action planning to address any imbalance.	Oct-23	We are currently planning a Recruitment Campaign to recruit new residents to the Scrutiny Panel, Resident Voice Group as well the 4 CIGs (Leasehold, Supported Housing, Repairs, Engagement). Following the competence recruitment to these roles, we will be able to complete the assessment and actions to address any imbalances. The Recruitment campaign will run for 6 weeks with open days followed by assessment centres starting in April 23	Full recruitment to all available places Scrutiny:10, Resident Voice Group:13, CIGs: 28	Communication Team schedule and timescales	AD Housing Management / Head of Tenancy management

Resident Led Improvement with resident at the heart of decision making

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
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		Amended governance arrangements as part of our TIE standard compliance	Jan-24		Governance Arrangements Amended		AD Housing Management/ Community & Resident Engagement Manager
		Reporting of management responses as part of impact assessment report.	Mar-24		Responses included in report with RVG approval		AD Housing Management/ Community & Resident engagement Manager
	Improve Resident Led Scrutiny	Resident-led scrutiny outcomes included in organisations annual report.	Jul-23		Inclusion of 100% outcomes achieved	None	AD Housing Management/ Community & Resident engagement Manager
		Council protocols reviewed to accommodate resident-led scrutiny feedback.	Jan-24			Completion of the governance restructure with Cabinet Approval	AD Housing Management/ Community & Resident engagement Manager
		Customers Consumer Standards Compliance testing is systematic and reported through the Governance structure as above. Including comparison with Head of Service review annually and outcomes shared with residents.	Mar-24		Full review completed with resident input through independent mentor	Head of services reviews completed and cycle of review agreed	AD Housing Management/ Community & Resident engagement Manager
	Reflect learning from resident feedback and	Co-design with residents a process and plan to improved STAR results based on benchmarks/targets/our own track record.	Jul-23	Budget will depend on the cost of the actions agreed in the plan. Actions that require funds need to be included in heads of service budgets and plans	Plan co-designed and published	publication of STAR results	AD Housing Management/ Community & Resident engagement Manager

Resident Led Improvement with resident at the heart of decision making

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
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	continuous improvement	Regular reporting in impact assessment, RAR (Resident annual Report) and to CCG and resident led scrutiny including You Said We Did style reflection and impact.	Sep/Oct 23		YSWD published	None	AD Housing Management/ Community & Resident engagement Manager
	Resident Voice Group	Deliver a PR programme that raises awareness, amongst residents promoting the new governance structure and new ways of working.	Sep-23		Campaign delivered with resident input	Communication Team schedule and timescales	AD Housing Management/ Community & Resident engagement Manager
		Create resident-led continuous improvement groups to co-design improvement plans in the priority areas identified through current processes	Jul-23		4 CIGs set up with TOR	Resident Recruitment Campaign	AD Housing Management/ Community & Resident engagement Manager
		Review the impact of the new structure against its success criteria and report impact and actions to residents.	Mar-24	this will need to be conducted independently through TPAS to ensure objectivity of recommendations	Review Completed with recommendations	None	AD Housing Management/ Community & Resident engagement Manager
		Resident Engagement incorporated in all team profiles, budgets and objectives and individual JD's (role profiles) and service improvement plans.	Jul-24		All key front line roles in housing updated	HR processes and Union Input	AD Housing Management/ Community & Resident engagement Manager
	Support communities	Agree a budget for upkeep of existing community centres within the Engagement Team and include the centres as part of the organisation's asset management and major works for improvement	Dec-23	initially the budget will be higher and will reduce in 2nd year as many centre require major works with 2 currently	Budget agreed for 24/25 financial year	Asset Management Strategy Approval	AD Housing Management/ Community & Resident engagement Manager

Resident Led Improvement with resident at the heart of decision making

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
				shut as they don't meet H&S requirements			
		Report Social value outcomes, including setting targets to residents.	Jul-23		targets set with RVG	None	AD Housing Management/ Community & Resident engagement Manager
		Develop a community centre activities coordinator within the Engagement Team with budget and clear outcomes co-created with the community	Apr-24	Costs are dependent on job evaluation and on costs. Role will be circa £35k - £40K a year	post approved and recruited to	Approval of budget and creation of role	AD Housing Management/ Community & Resident engagement Manager
		Develop the capacity of local community groups through accredited training to run activities and services efficiently from community centres through partnership work and fundraising.	Aug-23	The programme is in the final stages of approval by CCG	50 residents trained annually	Approval of RVG	AD Housing Management/ Community & Resident engagement Manager
	Become accountable and transparent on service quality and provision	Build the reporting of engagement KPIs into routine reporting of management information accessible to residents.	Sep-23		KPIs included in MI dashboard	Performance Management Arrangements and process	AD Housing Management/ Community & Resident engagement Manager
		Incorporate the KPIs proposed in the Charter for Social Housing Residents in our regular reporting and published performance in ways that are accountable and transparent.	Jan-24	Communication campaign to be agreed with RVG	STAR survey Feedback	Communication Team schedule and timescales	AD Housing Management/ Community & Resident engagement Manager

Voids Management Transformation

The Council should continue to review its end -to- end processes to ensure the length of time between a property being vacated and a new tenancy starting is minimised. Clearly the longer a property is void the less the income received by the Council and the more negative the impact on those in desperate housing need.

The Council therefore needs to ensure a quick and efficient turn around of void repairs against a clear lettable standard. Often these works can be carried out whilst the previous tenant is still in situ.

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
State of Nation Objective- Improve Void Performance							
1	Improve void works turnaround time	Recruit a team of four additional voids staff as a task and finish group to deal with historic voids	Apr-23	Adverts live, interviews booked for w/c 06/03/23	Average relet times (calendar days)	Market conditions fleet availability	AD Property Services / Head of Repairs
1		Procure additional supply-chain to compliment internal resources to clear the backlog and enable peaks in demand to be smoothed.	May 2023	Contractor to be awarded cabinet decision end Feb – see reduction in voids by April/May. Continue with procurement to appoint further contractor – aiming to award contract End April	% of rent loss from voids (GN & SH only)	Procurement process; appointment of contractors	AD Property Services / Head of Repairs

Voids Management Transformation

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
2	Improve void works turnaround time	Develop a void performance dashboard which has better reporting and analysis on key arrears of delays in the voids process and by department and trade. e.g. void start date to supervisor receiving keys, lock change to clearance, first trade allocation to trade, works completed to sign up, post inspection, ready for advertisement to first shortlist to undertake targeted performance management in these areas	Sep-23	spreadsheet tracker implemented as an interim measure	% of voids completed within agreed time bandings	Total Mobile project. dependent on NPS	AD Property Services /Void Performance Mgr
5		Introduce satisfaction surveys measuring overall satisfaction of the property	Aug-23	included within void improvement project	% of customer satisfied with void process	Voids transformation project	AD Property Services /Void Performance Mgr
1		The recommendation is for two additional teams (10 operatives) for a 6- month basis to clear the backlog and prepare for peaks in demand	Jun-23		increase in rental income reduction in volume of voids reduction in TA use		AD Property Services /Void Performance Mgr

Voids Management Transformation

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
2	Improve void works turnaround time	Review lettable standard and Introduce an optional Decoration Package	Jun-23	Lettable standard revised, however, this needs review and amendment where necessary	Average void cost	Voids transformation project	AD Property Services /Void Performance Mgr
		Review lettings and tenancy sign up process	Nov-23				AD Property Services/ Head of Repairs / Head of Tenancy management
2		In house DLO operative productivity and performance to be managed and monitored more effectively	Dec-23		Average job completed by trade/individual Average job value completed by trade	Linked to Total Mobile project First line manager training	AD Property Services / Head of Repairs
4		Contractor penalties to be introduced for late return of void against target (equivalent to rental loss) to incentivise good performance and quick turnaround times	Mar-24		% of voids completed within agreed time bandings	recruitment of Commercial Mgr recruitment of contract manager procurement of supply chain	AD Property Services/ Head of Repairs / Head of Tenancy management

Voids Management Transformation

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
4	Improve void works turnaround time	Joint post inspections arranged as soon as the works are completed, or nearing completion to allow snagging to happen while operative is still on site	Jun-23		% of void post inspections carried out % of void post inspections passed.	First line Manager training	AD Property Services /Void Performance Manager
2		Look at utilising Total Mobile to track and monitor voids to completion. Create reports that provide data on the efficiency of operatives involved in individual voids to assess productivity and identify areas for improvement or training.	Oct-23	Requirements gathered. Once new Business lead is recruited will progress	average void cost average job completed by trade	Voids transformation project Total Mobile project	AD Property Services /Void Performance Manager

Repairs Service Transformation

There are number of elements to a good repairs service. Firstly it is important to make it relatively easy and quick for a tenant to report a repair. This involves having a variety of channels to report repairs supported by adequate systems and staff trained to understand the nature of the repair required. It is also important to categorise repairs according to the urgency of the repair, thus ensuring that emergency and essential repairs are tackled ahead of routine repairs. Good practice would also involve ensuring that repairs are booked at times to suit the resident. This represents not only good customer service but minimises abortive calls.

A good repairs service would also maximise the number of repairs that were fixed at the first time of appointment. This is largely achieved through a good diagnostic of the required repair and a workforce that is trained in a variety of trades. A good repairs service would also deliver value for money through use of an effective scheduling system and maximisation of workforce productivity.

Finally a good repairs service would use data insight to understand repair demand by different segments of its customer base and by individual customer. Many housing providers undertake repairs MOTs, to ensure vulnerable and older tenants' homes are well-maintained as well as ensuring that persistent problems are resolved. This involves visiting council properties in the Borough to check their condition and undertake any repairs as they are found. These visits also present an opportunity to offer residents advice on ongoing issues such as condensation or damp and mould.

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
State of Nation Objective- Improve Repair Service							
1	Clear repairs backlog	Create a repairs backlog team. The recommendation is for two additional teams (14 operatives) for a 6- month basis to clear the backlog and prepare for peaks in demand.	Sep 23	Head of Repairs (DC) has created a plan for this area.	% of urgent repairs completed within Government time limits	recruitment of additional resources (including back office) Linked to Total Mobile project (pre-requisite)	AD Property Services / Head of Repairs

Repairs Service Transformation

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
1	Introduce urgent repair category (7 day appointment)	The introduction of a new priority code of 7 days will reduce demand on the emergency service and residents will not need to wait 28 days for urgent repair. New repairs procedure will need to be defined and agreed, work scheduling changed and system functionality introduced.	Nov-23	Scoping underway with Contact Centre and Repairs	<p>% of Emergency (& OOH made safe) repairs completed within timescale</p> <p><20% of repairs are carried out as an emergency repair</p> <p><15% of repairs are carried out as an urgent repair</p> <p><65% of repairs are carried out as a responsive repair</p>	<p>ICT linked to new repairs policy.</p> <p>WIP reduction needs to be completed prior to implementation of additional repair priority.</p> <p>review shift pattern & resources</p> <p>Linked to bonus review and Ts&Cs, along with review of OOH</p>	AD Property Services / Head of Repairs
		Procure suitable supply-chain to support the delivery of repairs		Initial contractor procured Procurement plan in place detailing priorities for further supply chain	<p>Achieve 70% of repairs carried out by DLO</p> <p>30% of repairs carried out by supply chain (for demand and specialist works</p>	<p>corporate procurement team support</p> <p>recruitment of Commercial Mgr</p>	AD Property Services / Head of Repairs

Repairs Service Transformation

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
1	Improve staff productivity	Introduce Total mobile module to allow better reporting functionality and visibility of workforce location. The system has dynamic scheduling capability to drive up productivity	Aug-23	Project Scoping with total mobile. Requirements gathering 50% complete.	agree % of repairs subject to dynamic scheduling agree % of repairs appointed at first point of contact	Management training for all first line managers Implementation of Total Mobile 'Insight' functionality in May 2023	AD Property Services / Head of Repairs
		Introduce regular and scheduled performance meetings with contractors and sub contractors	Sep-23	Contracts Manager role incorporated into HRS structure.	% of non-emergency repairs where appointment made and kept	recruitment of Contracts Manager	AD Property Services / Head of Repairs
		Ensure all staff receive have objectives set once per year and that these are subject to monthly 1-1s to manage performance (monthly team meetings to review team performance)	May-23		100% of staff receive an annual appraisal	first line manager training	AD Property Services / Head of Repairs

Repairs Service Transformation

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Improve staff productivity	To review team structure within Property Service (HRS)	Oct-23	Initial review of the Mill staff within the depot has been carried out.	What is your overall satisfaction with your last repair?		AD Property Services / Head of Repairs
		Recruit a Contracts manager to manage and monitor contractor performance; and out in place mechanisms to manage contractors where they are not performing	Jun-23	Contracts Manager role incorporated into HRS structure.		Market conditions	AD Property Services / Head of Repairs
		Finish rolling out the impressed van stock to all trades	Oct-23	Work commenced, Electrician's, Plumbers and Carpenters completed	% of first time fix	Total Mobile development project	AD Property Services / Head of Repairs
		Use the dynamic scheduling feature in service connect.	Sep-23	Project Scoping with total mobile underway.	productivity measures to be developed by trade % repairs completed in time Average time to complete a repair	Service Connect	AD Property Services / Head of Repairs

Repairs Service Transformation

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
2	Improve the front end of the customer journey	Review diagnostic tools and scripting with call centre	Dec-23	Customer Journey being refined with the contact centre.	% right first time	identify costs of implementing/ reviewing repairs finder. Training for staff	AD Property Services / Head of Repairs
		Ensure there is a clear and understood process for reviewing and varying jobs	Jul-23	Process drafted – to be signed off and implemented.	% of repairs completed in time	Total Mobile development project	AD Property Services / Head of Repairs
		Review repeat calls for repairs	May-23	information already available, regular and automated reporting to be implemented	% right first time	Total Mobile development project	AD Property Services / Head of Repairs
		Receive progress reports on the performance of the customer contact centre (housing)	Apr-23	Weekly operational and weekly project meetings between CS & Repairs underway to maintain pace / collaborative working	Call handling, call waiting times, call duration times		AD Property Services / Head of Repairs
3	Improve Repair Service Offer	Update Repairs strategy – clear standard in place which reflects good practice	Oct-23	Resource identified - scoping to commence in March 23 and resident engagement required.		Stakeholder engagement Governance/approval by Cabinet	AD Property Services / Head of Repairs

Repairs Service Transformation

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
		Increase the number of Post Work Inspections and use the findings to improve customer experience/improve the front end of the customer journey	Oct-23	Post inspections have increased, all complaints and HO related jobs to be subject to a post inspection.	% of repairs subject to post inspection (to define) by DLO and by supply chain	Recruitment of Quality Inspector Total Mobile implementation - repairs improvement project	AD Property Services / Head of Repairs
	Repair Value for Money	Move to the most up to date schedule of rates	Q2 2024	(This is in currently in phase 2 of programme).	average cost of repair	Linked to repairs improvement project - remobilising repairs	AD Property Services / Head of Repairs
		Improve repairs data including financial reporting of repairs completed by work force to improve visibility around repairs completed	Dec-23	repair data required being defined as part of Total Mobile project	Average job value by DLO (by trade) Average job value by Supply chain Average job completion per day by trade	Total Mobile development project, recruitment of commercial manager, First line manager training	AD Property Services / Head of Repairs
		implement new version of task management schedule tool (schedule of rates version 7.2)	Q2 2024	(This is in currently in phase 2 of programme).	average cost of repair	Linked to repairs improvement project - remobilising repairs	AD Property Services / Head of Repairs

Income Management and Collection

An important first step in good income collection and management is to have a Rent collection Policy in place. The Policy should be supported by a culture where rent collection is given a high priority and adequately resourced. The policy should also aim to be flexible to respond to the individual needs of each tenant.

It is also important that the policy has a focus on preventative measures to try to prevent tenants going into debt. This includes making tenants aware of their responsibilities as a tenant at the outset and maintaining regular contact at the start and throughout the tenancy. It is also critical to identify tenants who may be vulnerable and require additional information and support. These measures should also include identification of the range of methods available for rent payment, an explanation of the information on rent account statements and an offer to either assist with the completion of housing Benefits or to signpost them to an organisation that will provide that service.

A good income collection service will also ensure effective monitoring arrangements which should highlight immediately when a tenant's payment arrangement breaks down. It is important that pursuance action is taken immediately to ensure that small amounts of arrears do not become larger.

A good housing provider will also have a policy for dealing with former tenant arrears. This policy should include the methods to be used to collect such arrears as well as the factors to be considered when writing off debts.

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
State of Nation Objective- Reduce Rent Arrears							
1	Focus on improving our collection rates, reducing debts and sustaining tenancies across all tenure types to at least industry median performance	Recruit 9 additional Income Officers for a period of 6 months to target high rent arrears cases to progress through the escalation process and direct payments from universal credit	30/04/2023	4 Additional officers Required. 5 Additional Income Officers (3 Income and 2 Financial Inclusion Officers) have been recruited as at 1st April 23. Need to review the team structure to understand any further requirements on a permanent basis, however this will be subject to separate appropriate processes for agreement	Improvement in collection for current tenant rent & service charge arrears as a % of rent due (excluding voids) (GN & SH only)	HR	AD Housing Management/ Head of Income Management

Income Management and Collection

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
		Increase direct payment from the DWP where tenants on UC have arrears of more than two months.	30/06/2023	Ongoing casework on direct deductions through DWP.	Reduction in UC Arrears	DWP/Housing Benefit Team	AD Housing Management/ Head of Income Management
		Lettings to change the offer letter to state that rent should be paid in advance.	Mar-23	Feedback from Legal Advice on 21/2/23 see no challenges with requesting rent payment in advance. The next step is to brief Cllr's Carlin.	A week's rent payment in advance for all General Needs new tenancy sign-ups.	Lettings Team and Voids Team	AD Housing Management/ Head of Income Management
Focus on improving our collection rates, reducing debts and sustaining tenancies across all tenure types to at least industry median performance		Undertake analysis of the impact of reduction of Discretionary Housing benefit payment cases and provide financial support to reduce debt.	Jun-23	Not Started	Help Support residents unable to access DHP	Housing Benefit Team	AD Housing Management/ Head of Income Management
		Review garage arrears processes including internal payments	Feb-23	Processes reviewed on 22 Feb 23 for rent increase letters not to be sent directly to other teams. Agreed for rent increase to be sent via excel spreadsheet. Quarterly bill to be sent to Head of Service for payment through journal transfer.	Streamlined process	Estate Services/ Mech and Engineering Team	AD Housing Management/ Head of Income Management

Income Management and Collection

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
Focus on improving our collection rates, reducing debts and sustaining tenancies across all tenure types to at least industry median performance		Undertake analysis of the impact of moving from Housing Benefit to Universal Credit payment cases and provide proactive financial support to reduce debt.	May-23	Measures are in place for moving from Housing Benefit to Universal Credit; Processes to be reviewed	Better understanding of UC Impact	DWP/Housing Benefit Team	AD Housing Management/ Head of Income Management
		Reduce £95K in suspense account	Ongoing	£83,398.42 as at 1st March 23. Amount constantly changing due to HB schedules	Reduction in amounts on suspense accounts		AD Housing Management/ Head of Income Management

Income Management and Collection

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Focus on improving our collection rates, reducing debts and sustaining tenancies across all tenure types to at least industry median performance	<p>Establish and confirm total Former Tenant arrears, cash collection targets and seek tracing solutions or write off debt untraceable debt</p> <p>Review Legal Services SLA and use external legal firms to enhance capacity for enforcement</p>	<p>May-23</p> <p>Apr-23</p>	<p>FTA confirmed for HRA Bad Debt provision for 2021/22 of £19,402,794.64 and GF Bad debt provision for 2021/22 of £15,127,197.16.</p> <p>SLA reviewed. Initial contact made with Head of Legal on 1st Feb 23. Advised outsourcing can go ahead from panel of approved law firms.</p>	<p>Reduce FTA and increase collection.</p> <p>All court referrals processed in a timely manner</p>	<p></p> <p>Legal Team</p>	<p>AD Housing Management/ Head of Income Management</p> <p>AD Housing Management/ Head of Income Management</p>
1	System Enhancements	Promote and embed a strong payment and income management culture performance management In Housing and other services .Develop performance management culture in income team and across other services where all front line staff take "ownership" for collections	May-23	Weekly performance huddle in place.	Improvement in rent collection and targets been achieved.	Northgate Training	AD Housing Management/ Head of Income Management

Income Management and Collection

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
System Enhancements		Complete budget approval form and necessary documentation for Rent Predicative tool	May-23	Not Started	Procure a rent predicative tool.	Finance	AD Housing Management/ Head of Income Management
		Health check review on weekly income performance report - confirm tenures, groupings and performance information are accurate.	Nov-22	Review completed in November 22. Review identified separate reporting groups for supported housing and Commercial hotels.	All tenures in right grouping to report accurate performance information	HIT	AD Housing Management/ Head of Income Management

Income Management and Collection

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
System Enhancements		Improve and modernise front line service approach including launch of text messaging, rent statements and perform; Utilising data and technology more effectively to "proactively" help customers reduce their debts.	Nov-22	Completed. Phase text launch started with TA - 1900 txt on 10/11/22, 496 on 11/11/22, 496 on 11/11/22.	Contacts from residents about their arrears	HIT	AD Housing Management/ Head of Income Management
		Income Recovery process is manually driven. Automation of letters to be loaded on to NPS	Apr-23		Time saving to have letters automatically generated and action taken.	HIT/Contact Centre	AD Housing Management/ Head of Income Management

Income Management and Collection

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	System Enhancements	Utilising data and technology more effectively to "proactively" help customers reduce their debts	Ongoing	Monthly Money Management workshop in Business Lounge Wood Green Library to advice. Last workshop on 28 Feb 23 attended by 5 residents. Weekly Arrears risk report to identify those with high arrears.	Time saving and targeted those with high needs	Customer Service/ Income Team/ Tenancy Management/ Supported Housing	AD Housing Management/ Head of Income Management
3	Improve Rent Arrears Communication	Reduce fuel and debt poverty and maximising income to residents by assisting with sign positing to debt advice and benefits.	Ongoing	Ongoing working relationship with LEAP (Local energy advise partnership). 227 referrals between April 22 and Jan 23 has been made to LEAP. Referral from financial inclusion team has led to energy advice with bill savings of £37,340.96.	Reduction in debt and minimising impact on arrears	Customer Service/ Income Team/Tenancy Management/ Supported Housing	AD Housing Management/ Head of Income Management

Income Management and Collection

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
Improve Rent Arrears Communication		Publish more awareness rent arrears campaign highlighting the risk of non payment of rents to tenants	Jun-23	Christmas Pay Your Rent Campaign in Nov 22. Campaign went live via Haringey website and emails to resident about their arrears	Reduce impact of non-rent payment	HIT/Comms Team	AD Housing Management/ Head of Income Management
		Maximise customer access to income management teams. Introduce Home Visits	May-23	Home visits ongoing but numbers of home visits is low and need to increase	Establish more contact in line with Pre-action court protocol.	Estate Services	AD Housing Management/ Head of Income Management
		Develop joined up working - with tenancy, lettings, voids, housing demand and legal to promote a holistic approach to income collection in sharing information.	Dec-22	Meeting and conversations are already in progress and ongoing. Tenancy - joint working taking place relating to unauthorised occupants, abandoned tenancies, deceased accounts to ensure timely action been taken. Lettings - conversations has taken place ensuring Housing benefit form is completed at sign-ups and setting up process for rent payment in advance. Legal - progressing cases to court in a timely manner, providing legal advise and ensuring service level agreement is adhered to. Housing Demand in negotiating for housing benefit to be completed at sign-ups to avoid arrears.	Help each team to meet its KPI targets.	Demand, Tenancy, Lettings, Voids Team	AD Housing Management/ Head of Income Management

Improved Home Ownership service

At the pre-sale stage, the Council should offer a face-to-face meeting to discuss leasehold ownership. At this meeting, good quality information should be provided on what the responsibilities are under the lease. The Council should also provide a pre-sale enquiry pack which should include a copy of the lease agreement, details over major works over the next five years, a leaseholder handbook and bespoke fact sheets covering service charges, major costs and methods of consultation.

After sales, the Council should provide a welcome pack that includes contact details, how to report a repair, and imminent major works and the likely costs.

The Council should supply details of planned major works at least five years ahead of the work. This should include a description of the works, a timeline, the reason for the works, the estimated costs and repayment options.

Finally, where the lease allows, the Council should regularly supply details of funds available and whether they will cover anticipated costs of major works.

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
State of Nation Objective- Introduce Service Charge Calculation Automation							
	Implementation of property purchase and service charge module	Improve Actuals calculation methodology (automated)	Start date - April 2023 End date - April 2024		Reduction in complaints/disputes	Leasehold Module and Finance Team	AD Housing Management/ Head of Home Ownership Services
		Leasehold Service Charges - automated process set up			Service Charge module in utilised and moved away from access database		AD Housing Management/ Head of Home Ownership Services
		Improved collection/improved efficiency and consistency and accuracy in billing.			% of day to day Leasehold service charges collected		AD Housing Management/ Head of Home Ownership Services

Improved Home Ownership Service

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (\$)
		Reduce aged debt to plateau level – PRIORITY to collect and write off			% of aged debt		AD Housing Management/ Head of Home Ownership Services
	Improve Leasehold Satisfaction	Revive Leasehold Forum, satisfaction surveys and improvement plan	Sep-23		Satisfaction survey and new Leasehold Forum		AD Housing Management/ Head of Home Ownership Services
	Improve Leasehold Satisfaction	Regulatory changes - compliance with consumer standards and new Tenant Satisfaction Measures – Leaseholders			Recommendations implemented (Housemark review)		AD Housing Management/ Head of Home Ownership Services
		Service Charges – ensuring charges are accurate and provide value for money					AD Housing Management/ Head of Home Ownership Services
		Professionalising the role - Leasehold accreditation training for Homeownership staff – recognised National Accreditation via IRPM			IRPM membership		AD Housing Management/ Head of Home Ownership Services

Improved Home Ownership Service

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (\$)
		Clear and widely available policies and procedures available which reflect good practice. All staff trained on processes and consistent service delivery in place. Leasehold policies and process and train leasehold compliance team to tackle non compliance with lease (e.g. ASB, HMO licencing etc)	23-Dec		Complete suite of Leasehold P & Ps		AD Housing Management/ Head of Home Ownership Services /Head of Service Improvement
	Increase Capacity in Homeownership Service	5 additional staff are required. 1 to assist with system implementation, 3 Officers and 1 policy resource required to draft process and deliver training	23-Jun		Full team		AD Housing Management/ Head of Home Ownership Services

Improving Estate Services and Neighbourhood Standards

A good estate service will ensure a safe, secure and pleasant environment for residents. The range of services includes matters such as cleaning and repairs of communal areas, boundary issues, grounds maintenance and general use of communal areas. A good estate service will have clear policies and procedures setting out how it manages estate issues. These policies and procedures should include a schedule of all activities undertaken together with their frequency. These schedules need to be robustly monitored in relation to frequency and quality.

Finally, a good estate service would organise walkabouts between ward councillors, housing staff and resident representatives to identify issues of concern

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
State of Nation Objective- Improve Estate Cleaning Service, Communication and Estate Safety and Parking							
	Improved Service Offer	Launch Deep Cleaning programme on Estates and Blocks	Aug-23	Draft business case completed, presented at SMT March 23	% of estates graded at Excellent or Pass by Estate Services Team Leaders Overall Grade	Approval / Recruitment	AD Housing Management/ Head of Estates & Neighbour-hoods
		Communicate Service Standards and Cleaning schedule to residents	Aug-23	Standards photo guide created and available on website. Previous months grading available on the website. Cleaning schedules posted on noticeboards.	% of estates graded at Excellent or Pass by Estate Services Team Leaders External areas		AD Housing Management/ Head of Estates & Neighbour-hoods
		New policy, process and service standards with benchmarked measures	Sep-23	Suggest this is changed to Estates & Neighbourhoods Strategy, and policy on Maintaining and Improving Neighbourhoods in line with the regulatory standards and the recent gap analysis.	% of estates grades at Excellent or Pass by Estate Services Team Leaders Grounds Maintenance		AD Housing Management/ Head of Estates & Neighbour-hoods

Improving Estate Services and Neighbourhood Standards

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
		Develop satisfaction survey(s) and methodology on approach and response to feedback including roll out.	Jun-23	Draft questionnaire completed		Input from Resident Engagement Team and sign off from CCG	AD Housing Management/ Head of Estates & Neighbour-hoods
		Review estate inspection process and service standards in line with new regulatory standards and TSM	Mar-24	Gap analysis undertaken by Housemark - review/agree recommendations and implement to bring process in line with regulatory standards.		BI Officer required	AD Housing Management/ Head of Estates & Neighbour-hoods
	Enhances safety in estates and reduction in ASB	External review of the Concierge Service, looking at modernisation, service improvement, VFM, taking into account resident feedback	May-23	Specifications drafted and procurement completed 28 Feb		Outcome of review will likely lead to a service improvement plan which may require additional funding	AD Housing Management/ Head of Estates & Neighbour-hoods

Improving Estate Services and Neighbourhood Standards

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
		Expansion of Estates Watch (Imperial Wharf, Albany & Culross, Cordell House, Church Rd, Sir Fredrick Messer)	Mar-23	Albany & Culross –on site, phase one completed Jan, full completing scheduled for end of March; Imperial Wharf –completed and live December 2022; Cordell Hse – On site, due for completion March 23; Holcomb Rd – completed 10 February; No funding available for Sir Fredrick Messer and Church Rd at present.		Funding	AD Housing Management/ Head of Estates & Neighbour-hoods
		Deliver new estate parking scheme in partnership with the Parking Team, moving to traffic management orders	Oct-24	Draft PID completed, Draft (amended), Cabinet report completed. Proposed Cabinet is June 2023		x2 lead member sign off. Financial viability for HRA account and Parking Services	AD Housing Management/ Head of Estates & Neighbour-hoods

Improving Estate Services and Neighbourhood Standards

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Improved Estate Parking	Review Grounds Maintenance service on all HRA Land	Sep-23	Benchmarking exercise-initiated February	SLA	Feedback from other boroughs/providers	AD Housing Management/ Head of Estates & Neighbour-hoods

Building Safety and Compliance

Good property compliance is essentially where the Council meets all its statutory and regulatory objectives and have robust inspection programmes and follow-up works undertaken in a timely manner. A good service would also have performance and assurance, excellent data management and competent staff. A good service is also supported by a safety culture which includes collective beliefs, attitudes, perceptions and patterns of behaviour that define the organisation's approach to risk management and health and safety.

Although the focus of attention should be on the BIG SIX compliance areas (gas, electric, fire safety, asbestos, legionella and lifts) a good compliance function would monitor performance against a wide range of other performance indicators.

A good service would also focus on meeting the obligations contained in the Building Safety Act (2022) in relation to buildings over 18m in height.

A good service would also be supported by good governance arrangements which would include: robust decision making processes; direction, control and accountability; ways of managing key risks; challenge, scrutiny and reporting.

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
State of Nation Objective- Improved Compliance							
	Improve Property Data and Information Management (Establish a Single Source of data across all systems to support the compliance activities and managing the building safety programme).	Establish following: Business Data Model; Property Data hierarchy and structure; Data Infrastructure landscape; and Property Data Terminology.	Agree high level project plan and finalise scope for associated data architecture project by March 2023	The Data Architecture & Infrastructure review and strategy consultant brief has been developed and shared with the relevant Board members for review. The document sets out the overall aim of the assignment which is to review both our key ICT systems and manual systems currently used to store and extract property data to operate and deliver our services to residents. This exercise will also feed into and support the requirements of the Golden Thread, via a single source of truth from a master dataset and system. The Golden Thread of Information is our latest and additional workstream agreed by the relevant Board.		Data architecture (project).	AD Property Services / Head of Residential Building Safety

Building Safety and Compliance

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Compliance Management (The provision of an appropriate system to manage and report on performance initially against the 6 key compliance areas of Fire, Asbestos, Legionella, Gas, Electrics and Lift safety).	Commence procurement of the Compliance Management System by March 23. Implementation to follow in 23/24.		approved recommendations to start the procurement of a suitable Compliance System to meet our service requirements and our statutory obligations. As a result, preliminary procurement activities have commenced with seeking confirmation of the budget source with Finance; liaising with the Procurement Team to establish process (FRAEW Procurement Initiation Form) and querying with Legal to ascertain type of contract format to be considered (potential provider standard T&Cs vs. contract drafted by our legal dept) before commencing the procurement journey.		Procurement process and legal framework.	AD Property Services / Head of Residential Building Safety
	Produce a Building Safety Strategy (to help establish a compliance culture to encourage responsibility and establish accountability across the organisation regarding building safety)	Complete consultation around the Building Safety Strategy development and adoption in readiness of presenting the document to at Cabinet (date TBC)	Date TBC	In progress – Completed the initial draft of the Building Safety Strategy. The document is going through peer review. It is intended that the document will be submitted to Cabinet – date TBC..		Staff availability for training	AD Property Services / Head of Residential Building Safety
	Resident Engagement & Communication - improve and facilitate meaningful 2-way involvement of residents in the management and safety of the buildings in which they live.	Resident Engagement Building Safety Strategy and Kenneth Robins House specific Building Safety Resident Engagement Strategy completed as part of the pilot.	TBC	In progress – Develop building specific Resident Engagement Strategy for Kenneth Robins House, under-pinning the Building Safety Resident Engagement Strategy, that ensures that residents in each building are able to engage and be engaged in a meaningful and co-productive way specific to the physicality, location and occupancy of their individual building and needs. The document required further amendments and consultation before being sent to Plain		Full resident engagement	AD Property Services / Head of Residential Building Safety

Building Safety and Compliance

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
				English. Revised target for pilot strategy for Kenneth Robins House.			
	Deliver a pilot safety case that equips the organisation with systems and processes to ensure the safety of high-rise buildings, in line with regulatory obligations.	Completion of Building Safety Case pilot by March 2023. Building Safety Case review to follow 23/24.	Completion of Building Safety Case pilot by March 2023. Building Safety Case review to follow in 23/24.	The Pilot Building Safety Case is being developed with a specialist safety case consultancy (Adelard), using the approach and through a licensed software system, (Assurance Safety Case Environment, ASCE). A couple of reports have been presented at last MBS Board which highlighted the required activities for this reporting period: Adelard's close out report covering consultation work in support of the Pilot Safety Case and the provision of mentoring and advice. Adelard draft proposal for additional safety case advice and support – to facilitate the completion of required tasks.		Link to and adoption of workstream 6	AD Property Services / Head of Residential Building Safety

Pennington Choice Recommendations			
	Recommendation 1 - Governance and strategic oversight	The Executive Team, Board and appropriate scrutiny panel / committee should undertake a compliance awareness session to fully understand the latest legal and regulatory obligations placed upon them, the common pitfalls to pay attention to and how to provide more effective oversight, scrutiny and challenge of compliance and health and safety documents and performance. This session could incorporate the findings from this Compliance Health Check and improve strategic decision making.	This is currently being arranged as part of the arrangements for the Housing Improvement Board
	Recommendation 2 - Governance framework	Review your governance framework and structure for overseeing property compliance to simplify reporting lines and clarify responsibilities, accountabilities and formal approval processes.	This has been completed. New governance proposals are outlined in the Improvement Plan
	Recommendation 3 – Property compliance strategy	Develop a property compliance strategy to provide clarity around what Haringey is seeking to achieve. Your objectives could be around cross cutting themes such as, improved data, systems and automation, operational team structure and staff training and development. Or area specific such as, completing the electrical safety catch-up programme. Whatever your objectives, ensure that you are clear on:	Approach to managing compliance is outlined in our Compliance system outputs report. This will form the basis and will need to be transposed into the current strategy template. Work on strategy document to commence in April 2023
		<ul style="list-style-type: none">· Legal and regulatory obligations, now and in the future;	
		<ul style="list-style-type: none">· Your overall objectives for property compliance, building safety and resident safety;	
		<ul style="list-style-type: none">· What actions need to be delivered to achieve these objectives; and	
		<ul style="list-style-type: none">· How you will demonstrate that these actions are deliverable.	

Building Safety and Compliance

Recommendation 4 – Data validation		Carry out a full data validation exercise to gain assurance around all property assets, compliance programmes and records. This will ensure asset data held in Northgate is fully reconciled with the compliance spreadsheets. This should be a coordinated exercise across all compliance areas and will enable you to understand and clarify your compliance position. It should include the following stages:	Project agreed and commenced with Pennington Choices ahead of implementation of new compliance work books.
		1. Download the full asset list from Northgate into a data validation workbook. This should include any properties with a third-party arrangement in place.	In progress for target date of 6 th April
		2. Confirm which properties will or will not be subject to each compliance regime, and record as such. All properties should be defaulted to require an inspection at the start of the process until it can be evidenced that they do not need to be on the programme.	Target date 15 th May 2023
		3. Where it is established that a property does not need to be included on the programme, record the evidenced based reason.	Target date 15 th May 2023
		4. As a confidence check, validate a sample of compliance records to ensure they are valid and in date.	Target date 9 th June 2023
		5. Quantify any compliance gaps to formulate an appropriate plan for completion.	Target date 16 th June 2023
	Recommendation 5 – Compliance workbooks	Following the validation, use fit for purpose compliance workbooks as in interim measure until you have implemented your chosen compliance management system. The workbooks will provide absolute clarity around your compliance position and will provide an automated front page report.	TBC from 16 th June 2023
	Recommendation 6 – Changes to asset list	After completing the data validation exercise, you should establish a formal and documented process to regularly reconcile changes to the master asset list within Northgate and each compliance programme, to ensure asset and compliance data remains accurate and up to date.	TBC from 16 th June 2023
	Recommendation 7 – Reporting	Update the compliance report to be received at management and governance levels. The report should be driven by the properties held in Northgate with a standard approach across each property type (domestic, communal and others) and each compliance area. Progress with completion of follow-up works should also be monitored (for example, all fire risk assessment actions).	To be agreed by new Building Safety & Compliance Board.
	Recommendation 8 – Policy principles workshop and policy development	The Executive Team and technical team members should attend a facilitated session to agree policy principles (obligations, inspection programmes, follow-up works, contractor competencies, KPIs, and so on). The output of this session will be used to draft six separate policy documents which should be approved through your updated governance framework, subject to version control and reviewed every two years (or sooner, if there is a change in legislation, regulation or other approved guidance).	Approach to be confirmed through Building Safety & Compliance Board and should feed into new Compliance strategy.
	Recommendation 9 – Process maps and procedures	Following approval of the newly developed compliance policies, create supporting process maps and procedures to provide the detail for how end-to-end processes will be delivered, including clarity on milestones, timescales, roles and responsibilities. Procedures should include contract delivery and confirm how operational performance and compliance will be monitored. Each procedure should ensure that operational leads and supporting team members are clear on what they need to do.	Subject to Rec 8 above – Will also inform new compliance system

Building Safety and Compliance

	Recommendation 10 – Training and competence	1. Produce a qualification and training matrix that includes all those involved in compliance programme delivery and management. Training identified must align with your newly developed policies and procedures and updated operational arrangements.	Training matrix has been developed via MBS programme. Governance process and approvals for resources and commitments TBC. Proposal going to Housing Board on 18th April 23
		2. Ensure competence gaps are addressed through attendance at relevant compliance courses, such as, Level 4 VRQ Diploma in Asset and Building Management Compliance, LEIA Practical Management of a Lift/Escalator Contract, NEBOSH Fire Safety Certificate (or equivalents).	Appropriate programmes of training and development to be identified and funded subject to governance process.
	Recommendation 11 – Contract management	1. Ensure all compliance contractor performance meetings are client-led and documented through agendas and minutes. Delivery should be scrutinized and monitored against key performance indicators.	Initial Contract Management training proposal received from consultants.
		2. Implement a formal process of annual contractor competency checks (accreditations, qualifications, insurance, and so on) to ensure contractors continue to have the technical competence required to undertake the compliance activity. This process should be recorded and documented for all compliance programmes.	To be progressed to be developed at team away-day planned for May 23
	Recommendation 12 – Resident communication	1. Develop and implement an ongoing resident communication campaign to share key messages around resident health and safety, and all areas of property compliance.	Currently developing a matrix of information and timescales to create a forward plan for communications. Target date for issuing of first comms is June 2023
		2. Ensure your communications plan is accessible to all, including those without access to the internet, those who do not have English as their first language or those with disabilities and impairments.	Currently developing a matrix of information and timescales to create a forward plan for communications. Target date for issuing of first comms is June 2023
	Recommendation 13 – Internal audit	1. Ensure that your internal audit regime reviews all six compliance areas at least once every two years, and as a minimum, establishes whether Haringey is compliant with its legal and regulatory obligations.	Internal Audit processes will be followed, and an agreed timeframe established to manage audits
		2. Ensure that your internal auditor has the required levels of competence and knowledge of legal, regulatory and best practice compliance obligations to provide a meaningful assurance report.	Internal Audit have confirmed they access to specialist housing resources to manage this

Building Safety and Compliance

c	Recommendation 14 – Gas and heating safety	1. Ensure gas safety records for communal boilers are displayed in communal areas (legal requirement).	Complete. - Now installed and displayed at all sites. A central evidence log is being created with photos of the documents on display.
		2. Include the smoke and carbon monoxide programme within the data validation exercise (Recommendation 4) to provide assurance in this area and demonstrate compliance with the Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022 which came into force on 1 October 2022.	Carbon monoxide alarms have been installed/issued via the gas safety contract and due to complete the programme by 14 th April 2023. Smoke alarms are being upgraded via the EICR programme and due to compete by end of May 2023, subject to access.
		3. Agree how you will confirm if you own properties with solid fuel or oil-fired appliances (or other types of heating) and decide how you will manage these risks (which should be documented in your updated gas and heating policy).	New process and procedure to be written and implemented - by June 2023
		4. Where there is a gas supply within a communal block, undertake DSEAR[1] risk assessments to understand the risks around dangerous substances and explosive atmospheres..	Estimated average cost of £2k per building x c1500 blocks (potentially £3.75m in total) Procurement project and programme required.
	Recommendation 15 – Electrical safety	Develop a detailed catch-up programme project plan, with appropriate milestones, to clearly show how you will achieve the March 2023 target date. Ensure you also consider properties due to expire throughout the duration of the programme.	Project plan in place. Target date for full recovery is December 2023. c 6-months after the original target date of June 23. Progress tracked weekly following self-referral to regulator.
	Recommendation 16 – Fire safety	1. Ensure the FRAs completed by internal fire risk assessors are 100 per cent quality checked to provide assurance around the quality and consistency of FRAs.	Completed – cross checking between in-house assessors has been implemented.
		2. Consider allowing all properties on the FRA programme to receive a Type 3 assessment (which includes going into a sample of flats) as a best practice approach.	New processes and procedures drafted. Target is to carry out Type 3's where access is given to all high rise blocks initially. Additional budget pressure and resources requirements to be quantified and agreed via Building Safety & Compliance Board.

Building Safety and Compliance

	Recommendation 17 – Building Safety	Due to the number of higher-risk buildings you own (43 as defined under the Building Safety Act 2022), the stringent duties you will have for these buildings, and based on your existing management of property compliance, we recommend that you commission a building safety gap analysis to ensure you are prepared for what is required as a Principal Accountable Person from April 2023.	Recruitment for key posts currently being undertaken to progress this
	Recommendation 18 – Asbestos management	Develop a clear strategy for managing asbestos in domestic properties, including your approach to voids, reactive repairs and planned maintenance, working towards holding data for 100 per cent of properties.	The current strategy set out within the current management plan will be reviewed. A business case setting out the potential additional cost and resource requirements will be submitted to the building Safety & Compliance Board for decision in June 2023
	Recommendation 19 – Water hygiene	Establish a risk-based approach to managing water hygiene in domestic properties which is documented in your newly drafted policy. For example, complete archetypal LRAs to ensure you understand the potential risks associated with these properties. Best practice is to conduct a five to ten per cent sample based on archetype, although the sample size may need to be increase depending on the findings of the initial assessments.	Legionella management plan to be reviewed and updated - August 2023
		You should also consider your approach to void properties and resident communication.	Legionella management plan to be reviewed and updated - August 2023
	Recommendation 20 – Lift safety	Consider including domestic properties with lifts on the thorough examination programme as best practice. This will enable you to meet your wider health and safety obligations under the Health and Safety at Work etc. Act 1974 and provide assurance around some of your most vulnerable customers.	Additional budget pressure and resources requirements to be quantified and agreed via Building Safety & Compliance Board. Also need legal and insurance advice September 2023

Asset Management

Good asset management is about guiding the future shape and direction of the property assets to ensure that they meet corporate objectives and customer expectations. Good asset management goes beyond investing in good planned improvements to the Council's housing stock. It must consider quality and value for money, particularly the whole life of a home and how future running costs will affect customers. It is also about ensuring that the Council meets its statutory obligations including Decent Homes Compliance.

At the heart of good asset management is robust and reliant data. It is therefore imperative that the Council has accurate information about its stock. Good practice would suggest a rolling programme of stock condition surveys with 20% of the stock surveyed every year. This data needs to be loaded onto an asset management system which is updated as and when planned maintenance works are carried out.

The stock condition data, complemented by historical repairs information and local knowledge on the ground, should inform a planned maintenance programme. A good asset management function would produce a 5 year capital programme which would give certainty to both contractors and residents and deliver far better value for money than annual programmes. It would also include requisite building safety and decarbonisation works

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
State of Nation Objective- Investing In Our Stock							
	Asset Data and Stock Condition Survey - revise the programme to reflect external funding environment	Improve programme governance including capital controls and reporting etc. Clear programmes in place available to all - clear understanding when homes will receive works. This assists with S20 process too.	23-24 programme to be produced by April 2023 - Revise 5 year plan by June 2023	Has been revisited recently as part of the business planning process	Stock decency KPI	Major Works programmes relationship with Building safety activity and potential retrofit works	AD Property Services / Head of Asset Mgt & Programmes

Asset management

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Asset Data and Stock Condition Survey - Hand over processes and procedures for new build properties.	Plan to be developed as part of the asset and compliance data reporting project. Consistent and clear processes in place for all staff clearly identifying roles and responsibilities leading to faster lettings and greater customer satisfaction.	Golden thread and asset and compliance system to be developed to ensure consistent data hierarchy - current draft dates; Research/data cleanse March/April 2023 Scope sign off April May 2023 Further system options review May June 2023 Implementation phase Autumn 2023	Delayed by changes in key personnel.	Stock decency - TBC	Staff engagement work needed to ensure new procedures are followed.	AD Property Services / Head of Asset Mgt & Programmes
	Energy Strategy Delivery - Procure retrofit contract for 200 homes	Contract procured successfully and let within budget.	Jun-23	Service connect review has been undertaken. New module has been approved for purchase. Improve plan to be implemented including reviewing dynamic scheduling capability which is currently switch off. Risk around Union view of tracking.		Procurement process and legal framework. Budget availability and contractor availability.	AD Property Services / Head of Commercial & Contracts

Asset management

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Deliver the Energy Strategy	Strategy in place that reflects Council's aims and vision for its housing stock and meets good practice. Strategy widely available to all key stakeholders. Strategy leads to reduced fuel poverty and increase in efficiency of stock.		Major works actions programme and volumes reviewed and recommendation to implement additional programmes being reported to November Placemaking and Housing Board. Awaiting structure to be set up in SAP. New recruitment process preliminary authorisation stage now in place subject to agreement by the Exec Team, which is likely to add further time to the process if posts are agreed.		Staff resources & SHDF Bid failure	AD Property Services / Head of Asset Mgt & Programmes
	Asset Management System project	Development of systems requirements. Procure system and implement..	TBC	Further onboarding of Interim Solution iAuditor. (procurement itself delayed due to need to align with data architecture project.	Stock decency KPI	Data architecture project.	AD Property Services / Head of Residential Building Safety
	Deliver the Asset Management Strategy	Develop strategic plan in place for achieving decent homes and ensuring homes and estates are safe which is clear to both members, staff and residents.		(From Property Service Improvement Plan - needs update).	Stock decency KPI		AD Property Services / Head of Asset Mgt & Programmes/ head of Major Works

Policies and Procedures

Good governance is the keystone of an effective social housing provider and has been the focus of regulatory oversight for many years.

A major part of good governance includes having internal policies and procedures that ensure an appropriate system of controls and checks is in place. For such policies and procedures to be effective in allowing the Council to achieve good governance, they need to be user-friendly, practical and clear.

There also needs to be a comprehensive list of all such policies and procedures with regular review dates and an individual assigned to undertake that review.

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
Policies and Procedures							
	Review and updating of policies, procedures and strategies	Policies and procedures are reviewed and developed with resident input. New processes and policies reflect good practice, all legal frameworks and are embedded and carried forward by staff leading to consistency of service delivery. All policies and processes centrally stored and easily accessible for all staff.	Mar-24	Recruit resource to ensure all policies and processes can be revised.			Operational Director of HSBS / Head of Service Improvement
	Staff able to raise repairs without going through the call centre (Easier access for staff to service and potentially better customer service.)	TBC	31-Jan-23	Partially complete - business case to be approved. Scope widen which required review			AD Property Services/ Head of Repairs

Police and Procedures

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Ensure there is a clear and understood process for reviewing and varying jobs (Consistency of process and clear process adopted for all.)	TBC	31-Jan-23	Variation process has been reviewed and will fully rolled out by the end of January.		Staff engagement	AD Property Services/ Head of Repairs
	Have a robust understanding of the Housing Landlord Services adherence against the regulator standard sand areas for immediate improvement to avoid regulator intervention.	Procure external resource to undertake an independent assessment against the social housing regulator standards.	Feb-23	Project commenced 5 December - for 7 week period.		Budget	Operational Director of HSBS / Head of Service Improvement
	Review all current tasks remaining with former Client side team and agree areas of service these should be assigned too (Tasks reassigned to more appropriate areas of service leading to streamlining and decision making by correct managers and officers).		Oct-23	List of tasks identified.		Potential resource issues within service areas.	Operational Director of HSBS / Head of Service Improvement

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
CULTURE							
	Target Operating Model for Repairs and Maintenance to be agreed (Model in place reflecting Council core business vision and strategic objectives).	Review and agreement of Target Operating Model at board meeting via governance – March 2023	Mar-23	Discussions have taken place to understand what is required for a repairs service. Results were also incorporated from the resident engagement survey. Following this a Target Operating Model has been drafted, and is currently being reviewed by Senior officers.	Cheryl Baker		AD Property Services/ Head of Repairs

Culture

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Staff Engagement Survey conducted with minimum of 60% response rate to establish base line followed by climate surveys to monitor improvements	Campaign to gain trust before survey and prep managers on the actions needed to boost response rate and address concerns. Survey to be incentivised initially to help the promotion			60% response Rate	OD Capability	
	Management Training developed and launched to all manager to build capacity of knowledge about employee engagement and its drivers	Training to be made compulsory for all manager and team leaders					
	Training, retention and development of staff. Harmonise HFH & Council salaries						
	Procurement of LMS system that supports employee engagement drivers and promote independent learning						
	Annual Staff Conference to share vision and launch org annual plans and share corporate objectives with participatory elements to						

Culture

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	include staff feedback and input						
	Quarterly leadership forum with keynote speakers where applicable to support an org culture that helps the delivery of the corporate objectives						
	Review and relaunch of appraisal system to ensure measurements of performance support employee engagement drivers with direct links to L&D						
	Develop a peer mentoring system to support the development of staff and management capabilities						
	Agree and launch a leadership development programme to develop talent with clear progression routes						

Culture

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Develop and launch a visual housing specific corporate plan that links in to the wider council plan to support the process of objective setting that demonstrates the golden thread						
	Agree and formalise a process of action planning involvement from staff following the publication of the engagement survey results						
	Develop a feedback mechanism for managers to action results of eng survey that are below the agreed engagement index targets						
	Develop Recruitment processes that are based on values to ensure Org Cult is consistent						
	Develop a process of succession planning to maintain high levels of service and customer satisfaction						

Culture

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Develop a Reward and Recognition mechanism based on the org values and in support of employee engagement drivers						
	Develop a process of conducting onboarding and exit interview with feedback used to improve employee retention						

Sheltered Accommodation

A good supported accommodation service would mean that residents of supported housing would have safe, appropriate accommodation which meets their needs, and which delivers positive outcomes, whether this means living as independently as possible or moving onto more independent living over time.

Good supported housing would also provide value for money for residents and the Council whilst recognising that costs can be more expensive than in general needs housing due to specialised requirements. To achieve this it is important to assess local demand for supported housing, plan effectively for the required provision and to deliver accommodation which is good quality and value for money.

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Raise profile of Support & Wellbeing service following move back into the Council by establishing a clear and specific communications strategy	Finalise residents welcome pack. Update and distribute service blue print to partners and stakeholders.	Welcome pack finalised and printed by July 2023. Blue print updated and distributed April 2023.	Welcome pack first draft completed and with coms service. Blue print completed and will be distributed by April 2023		Yes based on coms team resources	AD Housing Management/ Head of Support & Well being
	Conduct an in depth service review in order to establish current service capacity following changes in tenant demographic	Complete a business case, Complete service user in depth needs analyses	Business case by March 2023. Commence service review second quarter. Share findings and get approval of any changes October 2023. Start the process and complete changes March 2024	Project being scoped - not initiated as yet.		No	AD Housing Management/ Head of Support & Well being

Better Neighbourhood and Tenancy Management

A good tenancy management service would deliver effectively on a range of objectives both for the Council and its tenants. These would include the following elements:

- -tenancy enforcement
- -promoting tenancy sustainment
- -formalising community investment activities
- -encouraging interaction with the Council
- -encouraging independence
- -encouraging independence
- -providing further support to enable tenants to reach their goals

Good housing providers have already introduced pre-tenancy training, fixed term tenancies or other forms of tenancy management.

A key part of this function is to undertake annual visits to tenants to identify potential tenancy fraud, tenants with vulnerabilities and monitoring introductory tenancies.

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
State of Nation Objective- Better Management							
	Improve Housing Management visibility on patches/estates	Introductory Letter from Housing Officers and Housing Liaison Officers to all residents explaining their role and providing contact details and setting out service standards	30/04/2023				AD Housing Management/ Head of Support & Well being

Better Neighbourhood and Tenancy Management

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
		All estates to have a Neighbourhood Improvement Action Plan with a local budget with active residents engaged in the development of the action plan					AD Housing Management/ Head of Estates & Neighbourhoods
		Notice Boards to be updated with cleaning and grounds maintenance specification and frequency, estate walkabout and contact details					AD Housing Management/ Head of Estates & Neighbourhoods
		Establish suite of Performance indicators for Housing Management Service	31/03/2023				AD Housing Management/
	Service Review	Review scope and reporting lines of the Resident Engagement Service	30/06/2023				AD Housing Management

Better Neighbourhood and Tenancy Management

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Resident Safety	Consider the option for establishing a Resident Vulnerability Team	30/09/2023				AD Housing Management Head of Tenancy & Community Services/Head of Support & Well Being
		Review Housing ASB Service and Corporate Enforcement Service Offer on HRA land	31/12/2023			HQN/Enforcment	AD Housing Management Head of Tenancy & Community Services/
		Implement recommendations from the Housemark Review	31/03/2024			External consultant	AD Housing Management Head of Tenancy & Community Services/
		Ensure all high rise buildings have a Personal Evacuation Plan for vulnerable residents and establish project team	30/06/2023			Temporary staff	AD Housing Management Head of Tenancy & Community Services/

Better Neighbourhood and Tenancy Management

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
		Identify out-of-hours patrol service to improve response to ASB on estates (e.g. Parkguard) in conjunction with Tenancy and Enforcement. Improve safety on estate and reduced ASB through regular patrols OOH	31/07/2023			Parkguard and Internal procurement process	AD Housing Management Head of Tenancy & Community Services/
	Review complaints/FOI/Member process.	Streamline processes. Introduce effective monitoring to drive performance. Establish process to consistently meet targets and ensure follow ups to enquiries.		NB Council system being procured, but local approach in place but requires further work. Central Admin Team have set up and monitor responses via spreadsheet and send diary invites to Officers to ensure timely replies. Discussion with NA to ensure follow up issues are picked up and monitored. The Team need to own this and follow up Monthly. In addition, further analysis to happened to understanding trends learning points and procedural changes.	Complaints KPIs	Need to agree approach with corporate centre. /Service Improvement resource	AD Housing Management Head of Tenancy & Community Services

Better Neighbourhood and Tenancy Management

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Review approach and management of Tenancy Checks (Audits)	Establish and embed robust procedures that meet good practice. Tenancy check assist with reducing tenancy fraud and ensure best use of made of the stock. Data from Household checks is updated and uploaded to the Housing Management Database ensuring resident information is up to date.	Oct-23	TBC	TBA	Resources to deliver new processes	AD Housing Management Head of Tenancy & Community Services
	Review approach and management of Introductory Tenancies	Establish robust procedures and embed with staff to ensure effective management of introductory tenancies. Establish process to ensure tenancy conditions are effectively managed and secure tenancies not informally created via lack of management.	Oct-23	Not started	TBA	Resources to deliver new processes	AD Housing Management Head of Tenancy & Community Services

Better Neighbourhood and Tenancy Management

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
		Improved PR for organisation and improved customer satisfaction and estate standards. Officers more accessible to residents.	TBA	HOs & HLOs are on site visiting residents at least 2 day per week. This will be reviewed. Estate inspection programme commenced July including joint working with the Estate Services Team. Surgeries being held on some areas in both East and West. We will be doing an analysis of where these are not happening and deciding what additions are required. Attendance at the recent re-introduction of the quarterly Supported Housing Improvement Forum working with Helidon's team. Working closer with BWF team to start surgeries and will need an increased presence to ensure Tenant confidence improves.		Lack of staff engagement due to pressures of other work.	AD Housing Management Head of Tenancy & Community Services

Better Neighbourhood and Tenancy Management

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Develop and implement visibility strategy for housing officers/housing liaison officer	Improved resident engagement and enhanced prominence for the Council and reassurance to residents all leading to improved conditions on estates and neighbourhoods	Oct-23	HOs & HLOs are on site visiting residents at least 2 day per week. This will be reviewed. Estate inspection programme commenced July including joint working with the Estate Services Team. Surgeries being held on some areas in both East and West. We will be doing an analysis of where these are not happening and deciding what additions are required. Attendance at the recent re-introduction of the quarterly Supported Housing Improvement Forum working with Helidon's team. Working closer with BWF team to start surgeries and will need an increased presence to ensure Tenant confidence improves.		Staff engagement and commitment	AD Housing Management/ Head of Tenancy & Community Services / AD Housing Management
	Northgate modules – develop workflows and reports to support the delivery of introductory tenancies, tenancy checks and vulnerability checks.	Streamlined processes - improved performance and customer service consistency	Oct-23	With the support of the HIT Team and housing managers - Completed modules: introductory Tenancy and Tenancy Checks. Near completion: Vulnerability checks - in testing mode.		Staff engagement & ICT Resource and staff embedding new processes	AD Housing Management

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London Borough of Haringey

Compliance Health Check

December 2022

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Version Control

Date	Version	Description
21/12/2022	V0.1	First draft
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13/01/2023	V0.2	Client review
16/01/2023	V1.0	Final version

1. SUMMARY OF FINDINGS

Objective

London Borough of Haringey (Haringey) has commissioned this Compliance Health Check to assess your approach to managing six compliance areas: gas and heating, electric, fire and building safety, asbestos, water, and lifts. Our assessment has considered subject specific legislation, regulatory standards and your wider health and safety obligations under the Health and Safety at Work etc. Act 1974.

Key findings



Reassurance culture - There appears to be a reassurance culture which is based on providing comfort that controls are in place which should achieve the desired outcomes. There needs to be a shift towards an *assurance* culture which is based on clear information, data and documented evidence that support any claims that effective controls are in place.



Data management - You already recognise that data management requires improvement. A back-to-basics approach is urgently required to provide full assurance around your management of property compliance and to understand the extent of any non-compliance. We strongly recommend adopting fit for purpose compliance workbooks (that provide reporting) as an interim measure while you wait for a dedicated compliance management system to be implemented.



Non-compliance – Levels of non-compliance across fire, electric and asbestos are significant and there is limited visibility of performance because reporting is not providing a full and accurate picture. There are at least 79 fire risk assessments (FRAs) overdue, 18,762 outstanding FRA actions, and 8,282 domestic properties without an electrical safety check within the last five years.

Assurance rating

Our overall assurance rating is limited assurance which represents our assessment of cross-cutting themes, such as data, governance, and reporting, as well as outturn performance (see Appendix 3 for full assurance rating criteria).



Recommendations and next steps

In commissioning this report we recognise that you are committed to improving compliance management arrangements and you have an appreciation of some of the challenges to overcome. We have made 20 recommendations to help improve your approach (see Appendix 1 - Compliance Roadmap).

- 9 x high priority – complete within three months.
- 11 x medium priority – complete within six months.

Based on the nature of our findings it is our experience that the Regulator of Social Housing would expect these matters to be disclosed to them through self-referral, which we strongly recommend you consider. We can support you with this process if required.

- 2.1.** London Borough of Haringey (Haringey) has appointed us to carry out a high-level Compliance Health Check of the following six areas of property compliance. Our scope includes all HRA properties owned and managed by Haringey.
- Gas and heating safety
 - Electrical safety
 - Fire and building safety
 - Asbestos management
 - Water hygiene
 - Lift safety
- 2.2.** Our approach included:
- Developing bespoke key lines of enquiry to form the basis of assessment.
 - Asset data and document review.
 - Sample checks of compliance records.
 - Discussions with team members involved in delivering compliance programmes.
 - Reviewing key corporate documents and compliance policies, processes, and procedures.
 - Reviewing compliance performance reporting at management and governance levels.
 - Reviewing internal and external audit and testing arrangements.
- 2.3.** We have assessed Haringey's compliance with legislation, regulation, Approved Codes of Practice, and considered whether your governance arrangements provide appropriate levels of assurance for meeting these obligations.
- 2.4.** The views and assumptions reached in this report reflect the documents, reports, and data we have reviewed. Our assumptions reflect what employees told us about the current arrangements for managing compliance during the discussions that took place during 13 – 16 December 2022. We wish to acknowledge that the employees involved were fully engaged and open in their participation with the process and demonstrated a desire to continue to implement improvements in managing property compliance and building safety.
- 2.5.** We recommend the findings and recommendations within this report are shared with the Executive Team, Board and relevant scrutiny panel / committee so members understand the current position and provide support for any further action required.
- 2.6.** Section 3 of this report outlines our summary of strategic and cross-cutting findings which are applicable to all six compliance areas, and Section 4 provides a brief overview and position statement for each compliance area. We provide all recommendations made throughout this report in a Compliance Roadmap at Appendix 1.

3. CROSS-CUTTING FINDINGS

3.1. Governance and strategic oversight

3.1.1. It is positive that your *Asset Management Strategy 2020-25* refers to property compliance and building safety, demonstrating that these are core strategic priorities. However, governance and strategic oversight needs significantly strengthening to provide full assurance that Haringey's legal duties are being met.

- There does not appear to be a documented action plan to support the claims in your asset management strategy, specifically around your current compliance gaps (for example, data and systems, operational structure and previous audit findings). Although work is going on in each area to address the issues.
- Compliance policies have not yet been updated to reflect the transition from *Homes for Haringey* and the updates to the new operating environment, and not all have been approved at an appropriate governance level.
- Your governance structure is complicated and could be simplified to ensure property compliance reporting is escalated through an effective governance framework. Plus, we have found discrepancies in reported data which does not appear to have been scrutinised or challenged appropriately (for example around the gas safety programme - see Section 3.3 for details).
- There appears to be a reassurance culture which is based on providing comfort that controls are in place which should

achieve the desired outcomes. There needs to be a shift towards an assurance culture which is based on clear information, data and documented evidence that support claims that effective controls are in place.

- Your *Corporate Health, Safety and Wellbeing Statement and Policy* has not been signed and dated by the Chief Executive or Leader of the Council.

3.1.2. Based on our findings, your Leadership Team (the Executive, Boards and appropriate scrutiny panel / committee) would benefit from a compliance awareness session to gain a more thorough understanding of what Haringey's compliance obligations are and how to provide more effective oversight, scrutiny and challenge of compliance and health and safety documents and performance **(Recommendation 1 - high)**.

3.1.3. A review of your governance framework and structure for overseeing property compliance should be undertaken to simplify reporting lines and clarify responsibilities, accountabilities and formal approval processes **(Recommendation 2 - high)**.

3.1.4. A standalone compliance strategy should be developed to outline Haringey's overall objectives, provide clarity for all around what you are seeking to achieve, and address the gaps identified within this report (data, systems, competence and training, contract management, catch-up programmes, and so on) **(Recommendation 3 - medium)**.

3. CROSS-CUTTING FINDINGS

Overall compliance position ¹					
Compliance area	Total properties	On programme	Compliant	Non-compliant	Requiring validation ²
Domestic					
Gas	15,191	15,099	15,099	0 ³	Full validation required
Electric (5-year programme)		15,191	6,909	8,282	
Communal blocks/ schemes					
Gas	206	26	25	1	Full validation required
Electric		771	743	28	
Fire risk assessments		1,632	1,553	79	
Asbestos		782	748	34	
Water		487	487	0	
Lifts		149	149	0	

Table 1 – Overall compliance position, December 2022

The data in this table is based on what team members told us during our information gathering sessions and has not been fully verified, and we are aware of some potential anomalies with compliancy figures as outlined in other sections of this report.

¹ Outstanding follow-up actions are not included within this table. Outstanding follow-up actions should be considered to understand the full compliance position. For example, there were 18,762 open fire risk assessment actions on 30 November 2022, 8,378 of which were overdue.

² We acknowledge some validation has been undertaken, but we cannot fully verify this position based on our findings (see Sections 3.2 and 3.3).

³ Cells highlighted yellow - we have found specific discrepancies that show these figures might not represent the actual compliance picture.

3. CROSS-CUTTING FINDINGS

3.2. Data and records

3.2.1. Positively, you recognise that data management requires improvement, and we note that there is an ongoing project to implement a dedicated compliance system to address some of the issues we have identified, which is due to be implemented in approximately six months (after receiving delays to the project).

3.2.2. You have also set out the requirements for this system, which includes ensuring it is configured to drive out any inefficiencies in your current approach, *in the Homes for Haringey Building Compliance management system requirements report* (January 2022).

3.2.3. As highlighted in Table 1 above, we found significant issues around your management of data which has reduced the levels of confidence and assurance we can give around your compliance programmes:

- Haringey's full property asset list is held within the Northgate system. As your parent system, this should be used as the single source of truth to understand the total number of properties you have a compliance obligation for. Team members advised that Northgate is unreliable and out of date and have resorted to relying on their own spreadsheets for master data.
- Properties are not appropriately classified in Northgate so we could not determine Haringey's total number of domestic properties or communal blocks / schemes, and therefore we

could not verify that the number of properties on your compliance programmes include all the properties required.

- Spreadsheets used to manage compliance programmes have not been designed to clearly show levels of compliance, which has led to manual intervention and data manipulation to provide reporting.
- While some reconciliation is taking place, it is inconsistent across compliance areas, it is not clear that each team is using the same master data, and so it is not providing full assurance.
- There is limited client-side management of the thorough examination programme (for lifts) by the M&E Team which has led to a lack of data ownership and a reliance on the contractor's portal to produce compliance reporting.

3.2.4. While you have undertaken data validation previously in 2020/2021, these issues need to be addressed immediately to provide assurance around your management of compliance, and ahead of the compliance system implementation, a back-to-basics approach is required which should include a full data validation exercise coordinated across all compliance areas. We also recommend using fit for purpose compliance workbooks that provide reporting as an interim measure. **(Recommendations 4 and 5 - high)**.

3.2.1. After completing the validation exercise, you should establish a formal and documented process to ensure asset and compliance data remains accurate and up to date **(Recommendation 6 - medium)**.

3. CROSS-CUTTING FINDINGS

3.3. Reporting

3.3.1. There is compliance reporting in place that covers all six compliance areas which is positive, however, your approach is not providing full assurance:

- It does not include: the total stock count to provide context around the number of properties on and off each programme or a breakdown of property types (domestic, communal blocks/schemes and others).
- Reported domestic gas safety programme numbers within the Housing Board report, monthly property compliance report and master spreadsheet do not correspond (14,041, 14,759 and 15,103 respectively). These figures are based on the different requirements of different areas of the organisation, which is not standard practice.
- Some reporting appears inaccurate, for example, the compliance spreadsheets provided for gas and lifts show some non-compliance, yet reporting suggests full compliance.
- There is no visibility of follow-up works in the Housing Board report (for example, the significant number of open fire risk assessment actions (18,762), or electrical safety catch-up programme), which we expect to see to provide the full compliance picture.
- For most compliance areas there is no forward picture to highlight what is due within the next 30 – 90 days to provide a snapshot of any upcoming risk.

- Apart from at month-end when monthly reporting is compiled, there is no consistent, real-time indication of the compliance position throughout the month.
- Supporting narrative does not provide enough detail to explain non-compliance and the progress of corrective actions in the Housing Board report.
- As stated in Section 3.1, it is not clear that compliance reporting is received at appropriate governance levels (which can be addressed through Recommendation 2).
- You do not appear to have considered the reporting required under the Regulator of Social Housing's newly introduced tenant satisfaction measures, which you will need to begin collecting data on from April 2023.

3.3.2. Updating your compliance report to address each of the issues highlighted will ensure your compliance performance is accurate and easy to see, and importantly will provide the assurance it is currently lacking (**Recommendation 7 - high**). Please see Appendix 4 for a good practice compliance scorecard to demonstrate the depth of information required in a simple format.

Having effective data reporting and monitoring systems in place is key to ensuring that properties meet all legislative health and safety requirements that support protection of tenants and that risks are appropriately identified and managed.

Regulator of Social Housing,
Consumer Regulation Review 2021-2022

3. CROSS-CUTTING FINDINGS

3.4. Policies, process and procedures

- 3.4.1. Positively, there are individual compliance policies for each compliance area which contain some of the information we expect. However, they require strengthening to demonstrate that you understand all your compliance obligations and what you need to do to meet them. We recommend that all six policies are redrafted as they are legacy documents based on the arrangements at *Homes for Haringey* (**Recommendation 8 - high**).
- 3.4.2. We also observed that:
- Policy and procedures have been combined so they are generally too long to be practical, working documents.
 - Key details we expect to see are missing, for example: appropriate roles and responsibilities, key performance indicators, auditing and important strategic decisions.
 - Legal obligations are not always clearly stated (or up to date) and therefore it is not clear how you intend to meet these duties.
 - Document approval routes are inconsistent, and they do not appear to receive approval at the appropriate governance level.
- 3.4.3. To support your redrafted policies, we recommend that you develop supporting process maps and procedures to provide the detail around how the end-to-end processes will be delivered operationally (**Recommendation 9 – medium**).

3.5. Structure and operational delivery

- 3.5.1. The proposed operational structure for managing compliance is in line with best practice and what we recommend, as all strands of property compliance and building safety have central oversight from a Head of Building Compliance.
- 3.5.2. Roles and responsibilities are clear. Staff mostly felt that the structure was fit for purpose (except for fire and building safety which are due to be addressed through the new roles created in the proposed structure).

3.6. Training and competence

- 3.6.1. Positively, staff generally have the technical qualifications we expect to manage their areas of property compliance. We did identify some officers without appropriate technical or management qualifications which should be addressed (for example the compliance officers responsible for managing the fire risk assessment programme and associated actions).
- 3.6.2. We recommend that a training matrix is developed, which specifies the training and qualification requirements for all officers involved in delivering compliance programmes (**Recommendation 10 - medium**). This will help to identify competence gaps and ensure training and competence is kept up to date.

3. CROSS-CUTTING FINDINGS

3.7. Procurement and contract management

- 3.7.1. Positively, we were advised that there are formal contracts in place with compliance contractors and regular, documented performance meetings are mostly taking place which is a proactive and recommended approach to contract management. We also note that most contracts have been formally procured through frameworks where checks on contractors' accreditations have been completed.
- 3.7.2. We did find that some contractor meetings are not formally documented, and contractor accreditations and qualifications are not routinely checked throughout the duration of the contract. We recommend implementing these routine checks to provide assurance that contractors remain suitable for delivering compliance activity (**Recommendation 11- medium**).

3.8. Resident communications

- 3.8.1. General awareness raising and communication around property safety is important as residents are often best placed to mitigate risks themselves. Effective communication can also help tenants to feel involved and take steps to be safe in their own homes.
- 3.8.2. While there is some compliance information on your website it does not appear to cover all areas, and more generally there is no formal and coordinated approach to informing residents about all areas of property compliance which we recommend (**Recommendation 12 - medium**).

3.9. Quality assurance

- 3.9.1. **Internal audit** - Your internal audit programme includes all compliance areas which is positive. While some recommendations in the *Statutory Property Compliance Audit* completed in April 2022 have been marked as complete, the action taken has not increased assurance because route causes have not been addressed (for example, data management and reporting). There are also management responses that specify follow-up actions, but it is unclear if these are being monitored and progressed.
- 3.9.2. Issues identified within that audit that have not been adequately dealt with can be addressed through our Compliance Roadmap.
- 3.9.3. In respect of your internal auditor, they do not clearly outline whether Haringey is compliant with legal obligations across all areas, which we would expect to see reported as a minimum requirement of the audit (**Recommendation 13 - medium**).
- 3.9.4. **Technical audit** – There is a good approach to technical auditing of the gas, asbestos and electrical safety programmes (in respect of checking contractors' field work or desktop reviews of compliance records). For other areas this could be strengthened but we note that you have procured a third-party external auditor to implement a technical auditing regime across all compliance areas to begin in January 2023, which is best practice. This will provide an additional line of defence and provide assurance around quality of work, so long as external auditors have the appropriate accreditations and competencies to fulfil this role.

4. SUBJECT SPECIFIC FINDINGS

4.1. Gas and heating safety

4.1.1. Management of gas safety is fair. There are some controls in place to demonstrate that you are meeting legal duties under the Gas Safety (Installation and Use) Regulations 1998, for example, there is an annual gas safety programme with an approach to gaining access to properties. We also identified areas for improvement **(Recommendation 14 – high)**.

- As highlighted in Section 3.2 the master tracker spreadsheet and gas safety reporting does not provide assurance around your compliance position.
- You were unable to confirm that gas safety records for communal boilers were being displayed in communal areas, which is a legal requirement.
- You were unable to demonstrate full compliance with the Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022 which came into force on 1 October 2022. It is unclear how many properties could be non-compliant.
- You were unable to confirm whether you own properties with solid fuel or oil-fired appliances (or other types of heating). Not having an approach to understand this is a significant risk.
- Where there is a gas supply within a communal block, DSEAR⁴ risk assessments have not been undertaken to understand the risks around dangerous substances and explosive atmospheres.

4.2. Electrical Safety

4.2.1. While there are areas of good practice, for example, a satisfactory electrical installation condition report (EICR) is always produced following inspection and there is a five-year programme in place, the management of electrical safety requires improvement.

- There are a significant number of properties (8,282) without an EICR dated within the last five years, which does not meet your own policy requirement.
- There is a catch-up programme to bring all properties within five years (by December 2023) but there is no clear visibility (within compliance reporting) of the timeframe breakdown. This needs focus and accountability at a governance level.

4.2.2. The above issues can be addressed by implementing our Compliance Roadmap and **Recommendation 15 (high)** which is specific to electrical safety.

4.2.3. *We acknowledge that the Technical Contracts and Compliance Manager was only given responsibility for this programme approximately six weeks prior to this review.

⁴ Dangerous Substances and Explosive Atmospheres Regulations 2002

4. SUBJECT SPECIFIC FINDINGS

4.3. Fire safety

- 4.3.1. You have some controls in place to meet your legal obligations under the Regulatory Reform (Fire Safety) Order 2005 (as amended by the Fire Safety Act 2021). For example, there is a fire risk assessment (FRA) programme in place, and you have procured a programme of works to address FRA actions. You have also made progress against the requirements of the Fire Safety (England) Regulations 2022 which will come into force on 23 January 2023.
- 4.3.2. However, management of fire safety requires improvement as there are several significant issues that need to be addressed (by implementing our Compliance Roadmap and **Recommendation 16 - high** which is specific to fire safety).
- There were 79 FRAs outstanding, plus an additional 125 FRAs that you are unable to access that are on an internal fire risk assessor's laptop.
 - There were 18,762 open actions of which 8,378 were overdue (4,769 of these are high priority and should have been completed within 30 days) and there is no visibility of this risk within your Housing Board report.
 - The FRAs completed by internal fire risk assessors are not 100 per cent quality checked, which we expect to provide assurance around the quality and consistency of FRAs.
 - Not all properties receive a Type 3 FRA (which includes going into a sample of flats), which we recommend as best practice.

4.4. Building safety

- 4.4.1. Under the Building Safety Act 2022, from April 2023, Haringey will be a Principal Accountable Person for 43 higher-risk buildings as defined by the Act.
- 4.4.2. To address the duties you will have under the Act, you have established a *Managing Building Safety Group*, which is positive. The group is chaired by the Assistant Director of Housing Property Services and attended by heads of service across IT, housing, estates, development and finance teams. The group has developed five building safety themes to address.
- 4.4.3. Due to the number of higher-risk buildings you own, the stringent duties you will have for these buildings, and based on your existing management of property compliance, we recommend that you commission a building safety gap analysis to ensure you are prepared for what is required from April 2023
Recommendation 17 - medium.

4. SUBJECT SPECIFIC FINDINGS

4.5. Asbestos Management

- 4.5.1. Management of asbestos is fair, and you have controls in place to meet your legal obligations under the Control of Asbestos Regulations 2012. For example, asbestos surveys are undertaken to identify and manage asbestos containing materials, there is a re-inspection programme in place for non-domestic properties and you have an asbestos register.
- 4.5.2. We did identify some areas for improvement which should be addressed through our Compliance Roadmap and **Recommendation 18 - medium** which is specific to asbestos management.
- There were 34 non-compliant properties on the asbestos re-inspection programme, which you advised were due to contractor performance. It is unclear when these properties will be inspected.
 - Your asbestos register is managed via a spreadsheet which is manually updated by an administrator, with no additional checks to ensure the information has been inputted correctly.
 - There is no formal approach to surveying domestic stock, in respect of achieving a percentage target, and you were unable to confirm the percentage of domestic properties with asbestos surveys. Best practice is to have a clear and documented approach with an aim to survey 100 per cent of domestic stock.

4.6. Water hygiene

- 4.6.1. Management of water hygiene is good and largely there are controls in place to meet your legal obligations under the Control of Substances Hazardous to Health Regulations 2002. For example, you have a legionella risk assessment (LRA) programme and written schemes of control are in place.
- 4.6.2. We did identify some areas for improvement which should be addressed through our Compliance Roadmap and **Recommendation 19 - medium** which is specific to water hygiene.
- As a landlord, legally Haringey must consider water hygiene across all properties you own and manage, including domestic properties, where a practical and proportionate approach is required. Currently, there is no clear strategy around management of water hygiene in domestic properties.
 - Your water hygiene contractor is responsible for undertaking LRAs, monitoring regimes and remedial works which presents a risk around impartiality and makes it difficult to provide assurance around value for money (in respect of 'job building'). We note that you have procured third-party technical auditing for water hygiene, which should help to address this issue.

4. SUBJECT SPECIFIC FINDINGS

4.7. Lift Safety

- 4.7.1. Although there are some controls in place to meet your legal obligations under the Lifting Operations and Lifting Equipment Regulations 1998, for example, through thorough examination (TE) and maintenance programmes for non-domestic lifts and good technical knowledge within the team, management of lift safety requires improvement.
- 4.7.2. We identified areas for improvement which should be addressed through our Compliance Roadmap and **Recommendation 20 – medium** which is specific to lift safety.
- Although outturn performance is good (we were advised all 149 lifts on the TE programme were in date), this is more likely because of your insurance company driving the TE programme than having effective processes and management controls in place.
 - There is limited proactive client-side management of the TE programme by the M&E Team which has led to a lack of data ownership and a reliance on the contractor's portal to produce compliance reporting.
 - The spreadsheet provided showing the TE programme suggested that between five and seven properties were overdue, which contradicts the 100 per cent compliance being reported.
 - There is a lack of visibility around TE remedial works and domestic properties are not included on a TE programme, which we recommend as best practice.



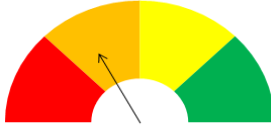

Compliance Roadmap

Recommendations made throughout this report are summarised in the Compliance Roadmap at Appendix 1. Implementation of these recommendations will provide full assurance across all six areas of compliance and will ensure Haringey has the necessary arrangements in place to effectively manage compliance within 12 months.

We can assist you with delivering all elements of the roadmap and set out an example timeline at Appendix 2.

APPENDIX 2 – EXAMPLE TIMELINE

Haringey Compliance Roadmap 2023	Jan – Feb	Mar - Apr	May - Jun	Jul - Aug	Sep - Oct	Nov - Dec
Recommendation 1 – Governance and leadership training						
Recommendation 2 – Governance framework						
Recommendation 3 – Property compliance strategy						
Recommendation 4 & 5 – Data validation and compliance workbooks						
Recommendation 6 – Changes to asset list						
Recommendation 7 – Compliance management system						
Recommendation 8 – Reporting						
Recommendation 9 – Policy workshop and development						
Recommendation 10 – Process map and procedure development						
Recommendation 11 – Training and competence						
Recommendation 12 – Contract management						
Recommendation 13 – Resident communications						
Recommendation 14 – Internal audit						
Validation and close out of Roadmap						

Assurance level	Design of internal control framework	Operational effectiveness of internal controls
 Substantial Assurance	There is a robust system of internal control designed to achieve system objectives. Appropriate procedures are in place to mitigate key risks and fully comply with applicable legislation. There are a number of areas of best practice.	The controls in place are applied consistently and there are no, or only low, priority weaknesses noted.
 Reasonable Assurance	There is a reasonable system of internal control designed to achieve system objectives with some exceptions. Generally, appropriate procedures are in place to mitigate key risks and comply with applicable legislation, although some are not fully effective.	The controls are applied in most instances; however, some non-compliance was identified through testing. Weaknesses are primarily of a medium or low priority.
 Limited assurance	There are significant gaps in the system of internal control, with system objectives at risk of not being achieved. There are a number of weaknesses identified in the procedures in place to mitigate key risks and comply with applicable legislation.	There is evidence of non-compliance and a number of reoccurring weaknesses identified through testing. Weaknesses are primarily of a medium priority.
 No assurance	The system of internal control is not fit for purpose and a significant likelihood that the system’s objectives will not be achieved. There are a number of procedural gaps which do not mitigate key risks or facilitate compliance with applicable legislation.	There is evidence of consistent or frequent non-compliance. Due to the absence of effective procedures, a number of reoccurring weaknesses have been identified through testing. Weaknesses are primarily of a high priority.
Recommendation priorities		
Low	Areas that individually have no significant impact, but where the organisation would benefit from improved controls to achieve greater effectiveness and efficiency.	
Medium	A weakness where there is a moderate risk of legal or regulatory non-compliance, poor value for money, or failure to achieve operational objectives. Remedial action should be taken as soon as practicable.	
High	A weakness where there is substantial risk of legal or regulatory non-compliance, poor value for money, or failure to achieve operational objectives. Remedial action should be taken urgently.	

APPENDIX 4 – EXAMPLE SCORECARD REPORT

Property Compliance Dashboard Example					Reporting Frequency: Monthly						
Performance as at: 01/02/2022 00:00	Properties			Compliance		Non-compliance		Performance Indicator	Trend Analysis	Properties due within 30 days	Total no. of follow-up works outstanding
	Total	On programme	Off programme	In date		Overdue					
Domestic											
Gas LGSR programme	8,528	7,000	1,528	7000	100.00%	0	0.00%	COMPLIANT	↑	56	0
Electric (5-year programme) EICR programme	8,528	8,500	28	8490	99.88%	10	0.12%	NON-COMPLIANT	→	142	3
Communal blocks /schemes											
Gas LGSR programme	530	42	488	42	100.00%	0	0.00%	COMPLIANT	↑	2	0
Electric EICR programme	530	298	232	298	100.00%	0	0.00%	COMPLIANT	→	15	1
Fire Fire Risk Assessments	530	322	208	322	100.00%	0	0.00%	COMPLIANT	↑	22	365
Asbestos Reinspection programme	530	236	294	234	99.15%	2	0.85%	NON-COMPLIANT	↓	4	2
Water Legionella Risk Assessments	530	90	440	90	100.00%	0	0.00%	COMPLIANT	↑	0	0
Lifts Thorough Examinations	530	28	502	28	100.00%	0	0.00%	COMPLIANT	↑	1	2
Other											
Gas LGSR programme	48	9	39	5	55.56%	4	44.44%	NON-COMPLIANT	→	0	0
Electric EICR programme	48	34	14	26	76.47%	8	23.53%	NON-COMPLIANT	→	1	0
Fire Fire Risk Assessments	48	34	14	34	100.00%	0	0.00%	COMPLIANT	↑	0	25
Asbestos Reinspection programme	48	32	16	21	65.63%	11	34.38%	NON-COMPLIANT	↓	5	0
Water Legionella Risk Assessments	48	34	14	34	100.00%	0	0.00%	COMPLIANT	→	3	0

Area	Obligations
Gas	Under the Gas Safety (Installation and Use) Regulations 1998, Haringey must ensure that an annual gas safety check is carried out, by a qualified Gas Safe registered engineer, to ensure that all gas installation pipework, gas appliances (other than tenants’ own appliances), and flues serving those appliances are maintained in a safe condition. Records must be kept for two years, and a copy of the Landlord’s Gas Safety Record (LGSR) issued to tenants within 28 days. In communal properties, the gas safety record must be displayed in a prominent place.
Electric	The Landlord and Tenant Act 1985 and Homes (Fitness for Human Habitation) Act 2018 require that the electrical installation in a rented property is tested and safe at the start of the tenancy and maintained in a safe condition throughout. To demonstrate compliance with this and other applicable legislation, Haringey should undertake periodic electrical inspection and testing programmes and produce electrical installation condition reports (EICRs). The Code of Practice for the Management of Electrotechnical Care in Social Housing recommends a five-year programme for domestic properties, and British Standard BS 7671 Requirements for Electrical Installations recommends a five-year frequency for commercial properties.
Fire	In accordance with the Regulatory Reform (Fire Safety) Order 2005 (as amended by the Fire Safety Act 2021), Haringey must carry out a fire risk assessment (FRA) on all communal parts of its properties, based on a risk assessment of the building and its occupants. The FRA must be kept up to date through periodic review in a timescale appropriate to the premises and/or occupation risk level. Haringey must evidence completion of all general fire precautions and any other actions identified within the FRA.
Asbestos	In accordance with the Control of Asbestos Regulations 2012 (CAR 2012), Haringey has a duty to manage all non-domestic premises (for example, communal blocks and offices) to find out if there are asbestos-containing materials (ACMs) within these premises. Haringey is required to carry out an initial asbestos management survey followed by a periodic asbestos re-inspection (typically annually) where ACMs are found to be present. A written asbestos management plan must be prepared (which should be subject to periodic review), and up-to-date records kept to record the location and condition of ACMs. This information must be provided to anyone who is liable to work on or disturb these materials, such as operatives and residents.
Water	The Control of Substances Hazardous to Health Regulations (COSHH) 2002 (as amended) provides a framework of actions to control the risk from a range of hazardous substances including Legionella. Approved Code of Practice L8, Legionnaires’ disease: The control of legionella bacteria in water systems (ACoP L8) has been produced to help duty holders comply with their legal duties. Haringey has a duty to carry out a legionella risk assessment (LRA) to identify and evaluate sources of exposure to legionella bacteria (best practice is every two years). There is a requirement to regularly review LRAs and make necessary changes as a result of the review. Duty holders are also required to produce a Written Control Scheme. This is a set of operating procedures that, if implemented and suitably monitored, will prevent, reduce, or control the risks from legionella. Appropriate records of risk assessments, maintenance work, and test results must be kept for at least five years.
Lifts	As the duty holder, Haringey are legally responsible for ensuring its passenger lifts, domestic lifts (for example, stairlifts, hoists, through floor lifts), and other lifting equipment (crane lifts, scissor lifts, and so on) are safe to use and thoroughly examined to ensure compliance with the Health and Safety at Work Act 1974 and the Lifting Operations and Lifting Equipment Regulations 1998. Lifts must be thoroughly examined at least every six months if used to carry people and every 12 months if only carrying loads. Thorough examination reports must be kept for at least two years and lifting equipment should be subject to a regular maintenance regime.

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Report for: Cabinet April 2023

Title: Damp and Mould Policy for Council housing stock

Report authorised by: David Joyce, Director of Placemaking and Housing

Lead Officer: Jahedur Rahman, Operational Director, Housing Services and Building Safety, email: Jahedur.Rahman@haringey.gov.uk

Ward(s) affected: All

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

1. Describe the issue under consideration

- 1.1 This policy sets out how Haringey will address issues of damp, mould and condensation within the council's tenanted and leasehold housing stock.
- 1.2 This includes how the council intends to comply with its legal responsibilities and with the Housing Ombudsman's recommendations in 'The Spotlight on Damp and Mould' report.

2. Cabinet Member Introduction

- 2.1 Damp and mould in homes is an epidemic across the country. Homes that retain moisture, residents who cannot afford to turn on their heating, or who do not have outside space to dry laundry, and failures of all landlords to address repairs in a timely fashion have combined to blight homes across London and beyond with damp and mould. For far too long, blame has been placed on tenants, and spurious claims that 'lifestyle' is contributing to dampness. The sector has been actively aware of these issues for over a year, following the publication of the housing ombudsman's 'spotlight on damp and mould' report in October 2021. The coroner's report into the death of Awaab Ishak and the many failings that directly contributed to this only reinforced the urgency with which the sector must respond. All social landlords have an essential role to play here: in ensuring homes are kept in a good state of repair, in listening to tenants and responding quickly to any problems they raise, and in creating a culture where everyone cares about all residents' living conditions. I am proud that as a borough we have strong relationships across the whole social housing sector, learn from one another and share information openly.
- 2.2 I am hopeful that with a strong damp and mould policy in place, tenants and leaseholders of Haringey Council will be confident that we take this issue seriously and that issues leading to damp and mould in homes will be addressed at the earliest opportunity. I am grateful to our residents who take the time to talk to us about our work and without whom we could not develop policies and plans to benefit everyone.

3. Recommendations

3.1 That Cabinet:

Approve the Damp and Mould Policy for Haringey's Council housing stock. (Appendix A).

4. Reasons for decision

- 4.1 As a social housing landlord, the Council has a duty to ensure that its housing stock is maintained at least in accordance with the Decent Homes Standard, which includes taking steps to assess properties for damp and mould problems and, where appropriate, take steps to avoid or minimise the recurrence of damp and mould.
- 4.2 We know that residents living in homes with damp and mould are more likely to suffer from respiratory problems, and other conditions that impact the immune system.
- 4.3 The cost-of-living crisis and the impact of fuel poverty is leading to an increased number of residents not being able to either heat or ventilate their homes adequately, which can potentially exacerbate the problem.
- 4.4 In 2021, the Housing Ombudsman published its 'Spotlight on damp and mould', which was both an indictment on the failures of social landlords in dealing with this issue, as well as road map for improving how cases are dealt with. Following the coroner's report into the death of Awaab Ishak in late 2022, this issue has become ever more prominent, and it is essential that we, as a social landlord, have a policy in place, to assure our tenants that we are giving damp and mould the focus they need.

5. Alternative options considered

- 5.1 The Council could treat all damp and mould cases via its existing repairs process, and decide not to design and implement a damp and mould policy. We rejected this option since there is an expectation, from government and our residents that the Council, as a social housing landlord, will have a policy in place which sets out our approach to dealing with issues relating to damp and mould.

6. Background information

- 6.1 Haringey's residents, wherever they live and whoever their landlord, all deserve to live in a good quality home. This means a home that does not have major defects, that is warm, dry and properly ventilated. Our residents' homes should never adversely affect their health and wellbeing. Where residents are not homeowners, they also need any necessary repairs to their home to be carried out quickly and effectively. The Council is the landlord of c.20,000 homes, of which 15,000 are tenanted; and it is in our capacity as landlord that this policy applies. Damp and mould in the private rented sector is dealt with under existing policy, legal and regulatory frameworks that apply to the sector.

- 6.2 In October 2021, the Housing Ombudsman published its 'Spotlight on Damp and Mould' report with its indictment of the way a number of social housing landlords have failed to listen to and effectively act upon reports of damp and mould in their homes.
- 6.3 More recently, in November 2022, the Ombudsman requested councils to self-assess against the 26 recommendations made in the 'Spotlight' report. This was in light of the coroner's report following the inquest into the death of Awaab Ishak from respiratory condition caused by long term exposure to mould.
- 6.4 In response to the coroner's report, the Minister for Levelling Up, Housing and Communities wrote to all providers of social housing regarding this issue and set out an expected response.
- 6.5 In December 2022, as requested by the Social Housing Regulator, the Council also provided an information return, outlining Haringey's position on damp and mould. Key actions we have taken since then include:
- visiting all known category 1 cases of damp and mould and offering remedial works including the provision of dehumidifiers and mould washes.
 - updating our decant policy and developed a new decant process to ensure this fully supports any decants required as a result of severe damp and mould.
 - ongoing visits to all potential category 2 cases and assessing newly reported cases of damp and mould.
 - setting up a damp and mould email in box and dedicated phone line.
 - reviewing and updating our communications approach to ensure effective guidance is being provided to residents.
 - providing additional training for surveyors and Housing Health and Safety Rating System (HHSRS) training for a wider range of staff.
- 6.6 As a consequence of the above events, we have reviewed all our processes and procedures relating to damp and mould to ensure they address the concerns raised by the coroner and also how our service measures against the 26 recommendations from the Ombudsman's report. This damp and mould policy has therefore been developed to reflect our response to both government and our residents.
- 6.7 The policy applies to both tenants and leaseholders living in council homes including temporary accommodation within our own stock and leased accommodation. As noted above, the council's responsibilities to private sector residents in Haringey is outside the scope of this policy and is covered under existing policy, legislation and regulation.
- 6.8 The resident's Customer Core Group have been consulted in the development of the policy. The group is made up of tenants and leaseholders living in council homes. It exists to be the voice of residents at the heart of decision making, by adding a resident perspective to how housing services are delivered and monitored for the purpose of increasing customer satisfaction. The group also

reviews and recommends changes to strategy, policy or practices to improve the quality of services provided.

7. Policy Summary

7.1 The overall aim of the policy is to provide a clear and transparent framework on the Council's approach to tackling damp and mould in accordance with our statutory obligations. This includes ensuring that our residents feel listened to and responded to effectively when experiencing issues of damp and mould. We will therefore be co-designing a bespoke resident communication and engagement strategy for damp and mould which will be in place by June 2023.

7.2 The key objectives of the policy are to:

- provide and maintain dry, warm, healthy homes for our tenants and leaseholders.
- ensure that the fabric of our homes is protected from deteriorating and damage resulting from damp and condensation.
- ensure that tenants never feel blamed and always be treated with dignity and respect
- ensure every visit count so all staff visiting a tenant's home are able to identify the early signs of damp and mould.
- reduce both landlord and tenants' cost associated with damp and mould.

7.3 The policy responds to the Ombudsman's spotlight report by setting out the steps we will take in adopting a zero tolerance approach to damp and mould interventions at each stage of the process: being proactive in terms of identification, prevention and resolution. These actions include:

- adopting a data driven, risk based approach to identifying cases of damp and mould, reducing an over reliance on residents to report issues.
- ensuring that our response to residents' reports of damp and mould are timely and reflect the urgency of the issue.
- reviewing the information, materials and support provided to residents to ensure that these strike the right tone and are effective in helping residents to avoid damp and mould in their properties, ensuring staff are sufficiently trained and have the appropriate skills and equipment to identify early signs of damp and mould and carry out their work effectively.
- addressing some of the root causes of damp and mould through targeted preventative maintenance measures.
- improving the energy efficiency of council homes.

7.4 The policy is structured round three clear stages to ensure that all council homes are free of damp and mould. These are as follows:

- prevention: ensuring that homes are not susceptible to conditions leading to damp and mould, for example by ensuring that they are well heated and ventilated.
- identification: ensuring that the Council, both via data analysis and stock condition surveys and by equipping officers, identifies cases of damp and

mould, and that residents are able to report cases quickly, easily and confidently.

- treatment: dealing with cases of damp and mould quickly and decisively, and prioritising the most severe cases.

- 7.5 In order to implement the objectives of the policy, we have also developed a new detailed procedure which ensures staff have clear guidelines for tackling issues of damp and mould.
- 7.6 This is supported by a clear and auditable process for tracking instances of damp and mould through all stages from initial diagnosis, the steps we will take to address the issue, with timescales, aftercare and what communication and action residents can expect from us.
- 7.7 The policy will next be reviewed in March 2024, or sooner, if required by statutory, regulatory, or best practice developments. The resident Customer Core Group will be consulted about any update of the policy.

8. Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes

- 8.1 The proposed Damp and Mould policy supports high level strategic priority outcome 1 'Homes For the Future - Everyone has a home that is safe, sustainable, stable and affordable'.

9. Statutory Officers comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)

Finance

- 9.1 This report on its own does not give rise to any financial implication but implementation of the activities set out in the policy will have cost implication.
- 9.2 However, these will either be met from existing resources and funding or require separate business cases and appropriate approval to progress.
- 9.3 The Council's HRA revenue and capital budget/MTFS 2023-28 supports the activities required to maintain the Council's housing stock.

Procurement

- 9.4 Strategic Procurement notes the contents of the reports and confirms there are no procurement related matters preventing the approval of the recommendations in this report.

Legal

- 9.5 The Head of Legal has been consulted in the preparation of this report and comments as follows.
- 9.6 The council has statutory responsibilities under the Landlord and Tenant Act 1985, the Decent Homes Standard, the Defective Premises Act and the Housing Health and Safety Rating System (HHSRS) to ensure that properties are maintained, meet the Decent Homes Standard and that, where appropriate,

properties are assessed and steps taken with a view to avoiding or minimising the risk of recurrence of damp and mould.

- 9.7 The Council's repairing obligations are also set out in its tenancy agreements and leases. Depending on the specific circumstances and the causes of damp or mould, where the council fails to comply with its statutory or contractual obligations, the tenant or lessee may have a right to take legal action for the damp and mould problems to be remedied and also possibly to claim compensation.
- 9.8 The Damp and Mould Policy sets out how the council intends to comply with its legal responsibilities and the Housing Ombudsman's recommendations in The Spotlight on Damp and Mould Report. It reflects the proactive approach that is required for tackling damp and mould and must be kept under review and updated if required, in response to any statutory, regulatory or best practice developments or guidance.

Equalities

- 9.9 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - Advance equality of opportunity between people who share those protected characteristics and people who do not
 - Foster good relations between people who share those characteristics and people who do not.
- 9.10 The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.
- 9.11 This decision relates to the Council's Damp and Mould Policy for its housing stock and how we will implement the policy across the council's housing portfolio.
- 9.12 Addressing damp and mould will benefit tenants and leaseholders in Haringey Council housing by improving the overall quality of their homes, preventing the adverse health and wellbeing outcomes associated with mould. Residents from Black, Asian and minority ethnic backgrounds, older people, disabled people, women and low-income households are over-represented among current Council tenants.
- 9.13 Therefore, addressing damp and mould issues is likely to positively impact those who share these protected characteristics.
- 9.14 The current cost of living crisis is causing increased levels of fuel poverty and disproportionately impacts those from a low socio-economic background. Residents in fuel poverty will be less likely to be able to heat their homes and, as such, are more at risk of their homes developing mould. Therefore, these

measures to effectively tackle damp and mould should have a particularly positive effect on those from a low socio-economic background and represent a means of preventing and mitigating future inequalities.

10. Use of Appendices

10.1 Appendix A Damp and Mould Policy for Council Housing Stock

11. Local Government (Access to Information) Act 1985

11.1 Ombudsman 'Spotlight on Damp and Mould' report – October 2021, which is available via [Housing Ombudsman Spotlight report on damp and mould \(housing-ombudsman.org.uk\)](https://housing-ombudsman.org.uk)

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DAMP, MOULD AND CONDENSATION POLICY

HARINGEY COUNCIL HOUSING STOCK

Contents

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1. Introduction

This document sets out how Haringey will address issues of damp, mould and condensation within the Council's housing stock. It reflects current best practice and is aligned to key national policy and local Council strategic objectives. At the heart of it is a commitment to improving the services we provide to our tenants and leaseholders and increasing their satisfaction with the homes they live in. This comes at a time when there is an even greater imperative for us, both as a Council and as a social housing landlord, to pro-actively work with residents in co-designing the policies that impact their living conditions and well-being. Above all, we are committed to listening to what our tenants and leaseholders have to say about their lived experiences and in doing so, ensure they are treated with empathy and respect.

The policy has been developed in consultation with Haringey's resident Customer Core Group. We will also be seeking their advice on getting resident feedback on the effectiveness of this policy and any learning from this will be used to amend and update the policy.

2. Background

2.1 Strategic Context

In October 2021, the Housing Ombudsman published its' [Spotlight on Damp and Mould](#) report. This report heavily criticised the way a number of social housing landlords have failed to listen to and effectively act upon reports from their tenants and leaseholders about incidents of damp and mould in their homes. The Ombudsman's report makes it clear that social housing providers must adopt a zero-tolerance approach to tackling damp and mould and not to dismiss reports of dampness from their residents as down to 'lifestyle.' This includes taking a more proactive approach when dealing with tenants' complaints about damp.

This reflects the wider principles set out in the Social Housing Regulation Bill which seeks to ensure all social housing residents are given a greater voice in how their homes are managed and that their complaints are listened to and dealt with effectively.

In November 2022, following the inquest into the death of Awaab Ishak, the coroner's report was published, which found that he died from a respiratory condition caused by long term exposure to mould in his social housing Rochdale home. Following this, social landlords were requested to self-assess against the 26 recommendations made in the 'Spotlight' report, which includes having a dedicated damp and mould policy in place.

We have reviewed all our processes and procedures relating to damp and mould to ensure they address all the concerns raised by the coroner and also how our service measures against the 26 recommendations from the Ombudsman's report. This policy sets out both our response to government, and our guarantee to our residents.

The policy covers our responsibilities to tenants and leaseholders living in council homes and to residents living in temporary accommodation within our own stock and leased accommodation. The Council's responsibilities to private sector residents in Haringey is outside the scope of this policy.

2.2 Haringey Context

We know that residents living in homes with damp and mould are more likely to suffer from respiratory problems, allergies, asthma, and other conditions that impact their immune system.

We also know that living with damp and mould impacts on the mental health, education and career prospects of our residents. These issues are likely to be exacerbated as a result of the cost-of-living crisis and the impact of fuel poverty leading to an increasing number of residents not being able to heat or ventilate their homes adequately.

The Council is embarking on an ambitious plan for retrofitting its housing stock which will help mitigate some of the issues highlighted, by reducing heating demand and improving health benefits. Works will include insulation and replacement heating systems. The target is to bring all council housing stock from an average Energy Performance Certificate (EPC) rating of a low Band C to Band B by 2035. This includes having a complementary ventilation strategy in place, to avoid the unintended consequences of retrofitting which, because of the increase in air tightness, can lead to an increase in damp and mould.

Addressing issues of damp and mould, as well as reducing the number of associated resident complaints and disrepair claims, also links to other key Haringey Repairs Service (HRS) policies, including those relating to complaints, leaks, voids and post inspection.

The Damp and Mould policy also forms a subset of our overarching policy for hazard management of Housing Health and Safety Rating System (HHSRS) Category 1 and 2 failures. We are currently developing a case management system to support residents in reporting their active hazards and cases through to resolution.

3. Causes of Damp and Condensation

There are a number of causes of damp and mould which can generally be grouped as follows:

a) Structural Defects

This can be as a result of a design defects when the property was constructed or refurbished. This can include:

- Insufficient damp proof course.
- A defective or non-existent damp proof course, or one which has been bridged, results in rising damp, which is the movement of moisture from the ground rising up through the structure of the building.
- Cold bridging – this is an area in a building where a gap occurs in the insulation (for example: the roof/wall junction and the wall/floor junction). As these areas will be colder than the main areas there is a greater risk of condensation and damp forming.

b) Penetrating Damp

Water penetrating the external structure of the building or internal leaks causing damp, rot and damage to internal surfaces and structure. The cause can be the result of, e.g.:

- Water ingress due to defective or poor original design/workmanship of the structure.
- Defective components, e.g., roof coverings, external wall including defective brickwork, pointing or rendering, doors and windows.
- Defective or blocked rainwater gutters and pipes.
- Defective or leaking internal waste pipes, hot and cold water and heating systems.
- Flooding due to burst pipes.

c) Condensation Damp

Condensation occurs when moisture held in warm air comes into contact with a cold surface and then condenses producing water droplets. This can take two main forms:

- Surface condensation arising when the inner surface of the structure is cooler than the room air.
- Condensation inside the structure where vapour pressure forces water vapour through porous materials (e.g., walls), which then condenses when it reaches colder conditions within the structure.

Conditions that can lead to condensation are:

- Poor ventilation – not opening windows, blocking up vents, not turning on extractor fans in kitchens and bathrooms, not allowing air to circulate around furniture.
- Poor heating – not heating the house which can be a result of fuel poverty.
- Defective or inadequate thermal insulation –missing or defective wall and loft insulation.
- High humidity - not covering pans when cooking and not using an extractor fan and drying laundry inside the house without ventilating can contribute to this.
- Overcrowding.

If the above are left untreated, then mould will develop.

4. Landlord and Tenant Responsibilities

As the landlord, we will ensure that we carry out damp and mould services in accordance with best practice and statutory requirements as follows:

Homes (Fitness for Human Habitation) Act 2018. The Act amends the Landlord and Tenant Act 1985 and sets out the rights of tenants including "freedom from damp" and the responsibilities for landlords who are accountable for making sure their properties are fit to live in for tenants, which includes addressing inadequate ventilation, damp and mould issues. This is also covered by the Landlord and Tenant Act 1985, Section 11 – Repairs and Maintenance.

Defective Premises Act (DPA) 1972. Under section 4(1) of the DPA, a duty of care is imposed on landlords to ensure that users of their property are reasonably safe from damage or personal injury attributable to a relevant defect. A tenant may be able to claim compensation if their home has been damaged or they have suffered adverse health effects due to the condition of the premises e.g., damp and mould.

The Housing Health and Safety rating system (HHSRS) for rented homes was introduced under the Housing Act 2004 as a risk based evaluation tool to help local authorities identify and protect against potential risks and hazards to health and safety from any deficiencies identified in residential dwellings. This assessment method focuses on the hazards that are present in housing and means a higher burden can be placed upon landlords generally to minimise or avoid potential hazards and to review conditions regularly including to rectify damp and mould in properties. The HHSRS guidance requires a landlord to assess 29 potential housing hazards. Each hazard has a weighting which will determine whether the property is rated as having category 1 (serious) or category 2 (other).

Decent Homes Standard (2006). One of the four aspects of the standard includes the requirement that dwellings must be free from category 1 HHSRS hazards, which includes damp and mould and excessive cold.

The Environmental Protection Act (1990) considers condensation damp or mould growth as examples of defects that are prejudicial to health and we are therefore adopting the same rigorous approach as to eradicating other causes of damp and mould.

Emerging regulation

- The government is currently reviewing the Decent Homes Standard and has also announced a review of the HHSRS in light of the outcomes following the inquest into the death of Awaab Ishak and the coroner's report.
- In February 2023, the government tabled amendments to the Social Housing Regulation Bill to introduce 'Awaab's Law', which will require social housing landlords to fix reported health hazards, including damp and mould, within specified time frames. It will also give additional powers to the Ombudsman to instruct landlords to measure their service against guidance on issues such as damp and mould.
- In February 2023, the Regulator for Social Housing announced that they will introduce more active consumer regulation from April 2024, including inspections, and the quality of homes, including the presence of damp and mould, will be a key focus.

5. Aims, Objectives and key principles

The overall aim of this policy is to provide a clear and transparent framework for our approach to tackling damp and mould in accordance with our statutory obligations. This includes ensuring that our residents are, and feel, listened to, and responded to effectively when experiencing issues of damp and mould.

The key objectives of the policy are to:

- provide and maintain dry, warm, healthy homes for our tenants and leaseholders.
- ensure that the fabric of our homes is protected from deteriorating and damage resulting from damp and condensation.
- ensure that tenants are never blamed, and never feel blamed, and are always treated with dignity and respect.
- ensure every visit count so all staff visiting a tenant's home are able to identify the early signs of damp and mould.
- Implement a zero-tolerance approach to damp and mould.
- Plan resources to respond to periods of higher demand i.e., during the winter months
- Ensure there is a clear and auditable process for recording instances of damp and mould.
- Focus on working in partnership with tenants and leaseholders ensuring that a safe and healthy internal environment is provided.

The policy identifies and addresses three key stages to tackle damp and mould:

1. Proactively preventing damp and mould from occurring
2. Rapidly identifying cases of damp and mould

3. Treating known damp and mould cases and preventing them from reoccurring

6. Prevention

The most significant ways we can reduce incidents of damp, mould and condensation is to minimise the risk of them developing in the first place.

We will take a number of approaches to ensure the best chance of preventing damp and mould, both through work to the fabric of our buildings and through work to support our tenants and provide them with resources to prevent damp and mould from developing.

6.1 Preventative works and repairs

The following preventative measures are likely to have a significant effect on reducing damp and mould from occurring. These measures already form part of our commitments to ensuring our homes meet the decent homes standard and our approach to repairs.

- External fabric being kept in good repair to avoid rain penetration
- Correctly installed and maintained rainwater goods and drainage
- Damp proof courses, membranes and detailing around doors and window openings
- Frost protection for pipes and tanks
- Air vents kept free from blockages
- Timely and appropriate response to tackling leaks
- Effective insulation and efficient heating systems

In addition to the above, we will also ensure that all homes have appropriate ventilation, which includes roof and under floor spaces. Measures include trickle vents in windows, extractor fans/humidistats in kitchens and bathrooms, and dehumidifiers. We will also explore the use of other ventilation options, including Positive Input Ventilation Systems (PIVs) and Mechanical Ventilation Heat Recovery Systems (MVHRS), where appropriate, as part of a whole house retrofit assessment.

We will also improve the energy efficiency of homes and tackle fuel poverty through a range of initiatives set out in the Housing Energy Action Plan (2023), starting with those who are most vulnerable and in need. These include replacing inefficient heating, insulation and whole property 'retrofit works' which address all areas which affect the warmth of homes. Residents living in homes with Energy Performance Ratings of Band C or below, will be prioritised, as these homes are more likely to be susceptible to damp and mould; which is exacerbated by the impact of fuel poverty.

We will prioritise a good responsive repairs service and ensure that responsive repairs to alleviate damp are carried out as quickly and efficiently as possible. We will reduce the number of visits by operatives and contractors and increase the number/percentage of damp related jobs completed in one visit ('Right First Time'). And we will increase our monitoring of the works undertaken by Haringey Repairs Service (HRS) and repairs contractors to make sure the service is performing well.

6.2 Advice and support to residents

We will work in partnership with residents to ensure they have access to appropriate advice and guidance on tackling damp and in particular condensation which they have more control over. This includes seeking feedback to gauge their views as to the effectiveness of the information and wider support we provide.

We will ensure that tenants and leaseholders have access to and are provided with comprehensive advice and guidance on managing and controlling damp and condensation and are signposted to support with fuel poverty. We will use every opportunity to promote advice on tackling damp, mould and condensation which is available on the Council's website and in leaflets included in the information packs for new tenancies. We will proactively promote advice more widely through social media prior to the commencement of winter; via the resident Customer Core Group, resident associations and resident events, within the rent statements sent to tenants and features via the full range of communications channels with our tenants.

We recognise that not all residents will be able to act upon all of the advice made available to them, for instance around the placement of furniture, or arrangements for drying washing. We will never seek to shift responsibility for tackling damp and mould onto our tenants. We also recognise that not all residents will be equally able to access or respond to this information or advice. This is why it is critical that all staff visiting council homes are able to pick up signs of damp and mould and assist residents in reporting cases and accessing advice.

Haringey already has an 'every visit counts' approach to engaging with residents in their homes, across all council services, in relation to safeguarding. This will be extended to include damp and mould. Appropriate training will be provided to support this.

Where residents are not happy with the response they receive in cases related to damp and mould they can raise this through the Council's recently updated Complaints Process, which is aligned to the Ombudsman Complaints Handling Code. We are also proactively promoting the Complaints Policy and Process which are published on the Council's website alongside information on the right to refer a case to the Housing Ombudsman.

7. Identification

Making sure that we quickly identify homes that are suffering from damp and mould or are at risk of this means that we can act quickly to remove the damp and mould; address its root causes and prevent it from reoccurring. We identify homes in three main ways: firstly, by analysing data on our housing stock; secondly, by equipping all officers to identify damp and mould and ensuring there are clear channels to report this; and thirdly by supporting residents to identify damp and mould, providing them with clear channels to report this, and ensuring that they are confident that the problem will be dealt with swiftly.

7.1 Data Management, Systems and use of Technologies

Knowing our stock and the type of properties and components that are likely to suffer from damp and mould will ensure that we can proactively identify cases. We have a wide range of data sets which we use to analyse the extent of damp and mould issues affecting our properties. Since April 2021, a RICS registered practice has been undertaking stock condition surveys of our properties, which at the end of their commission will mean that 100% of our housing stock will have been surveyed. The surveys include identifying any HHSRS hazards, (including damp and mould).

As part of our new overall end to end process for addressing damp and mould, all damp and mould hazards identified by the stock condition survey are referred to HRS, with category 1 marked for urgent action.

The overall stock condition survey data feeds into our Asset Management database which is used for investment planning. This includes identifying and targeting homes that do not meet

the Decent Homes Standard. Rectifying issues of damp and mould in homes is captured within the scope of works alongside energy efficiency and building safety.

We are also considering the use of technology and equipment which can be used to help with detection and reduce the impact of damp and mould while we are resolving the root cause of the problem. Technology such as smart thermostats can help with identifying properties at risk of condensation, damp and mould. They can also help to evaluate the effectiveness of other retrofit interventions.

7.2 Staff – Training, equipment and raising awareness

We will ensure that the Council's contact centre and HRS staff are sufficiently trained and have the appropriate skills and equipment to carry out their work effectively. Training has already been undertaken within the repairs team in the past year, but additional training has been arranged to improve the diagnostic of damp and mould issues including HHSRS training for all team leaders and surveyors within the repairs and maintenance services.

In addition, we will provide training to all staff who visit tenants' homes to identify the early signs of damp and mould and respond quickly. Estates Services, Tenancy Management, Adult and Children's services and other teams across the Council are aware of how serious an issue this is for residents and how all staff can contribute to alleviating the problems associated with damp and mould.

We will also provide training to support staff to respond fairly and equitably to tenants and leaseholders, including by helping them to understand how they can and should positively address any barriers residents may experience when raising concerns or seeking support.

7.3 Resident reporting

Residents must be equipped to identify damp and mould, and to have clear channels for reporting this. As part of the advice and support to residents noted in section 6.2, we will make sure that residents are clear as to early signs of damp and mould and are aware of dedicated reporting channels alongside existing channels for reporting repairs. A new dedicated damp and mould phone line and mailbox have been set up as part of the Council's commitment to facilitate the reporting process. Enquiries will be directed to a specialist Damp and Mould team based in the Housing Repairs Services Residents can call 020 8489 5611 where they will have the option to get through directly to the specialist team or can report damp and mould issues by emailing dampandmould@haringey.gov.uk.

8. Treatment

As soon as the Council's repairs team are aware of a damp and mould case, it will be categorised according to severity, with the most serious cases prioritised for immediate action.

All referrals relating to damp and mould will be reviewed and the tenant will be responded to within five working days.

8.1 Category 1 (serious) hazards: -

- In the most severe cases, a works order will be raised and an emergency inspection will be carried out by a surveyor within one working day.
- We will aim to remove the immediate risk, where appropriate, through a damp and mould wash. This will ensure that the home does not pose a threat to the health of

the household. Where the risk cannot be removed immediately because of the extent of the works required we will move residents out of their home immediately under our temporary moves policy if the location of the mould in their home poses a risk to their health. Household members' vulnerabilities will also be considered, for example if the household contains children or people with conditions making them particularly susceptible to illness following exposure to any mould.

- In all other cases, a works order will be raised and an operative/surveyor will attend within five working days.
- Complete the works to property within 3 months (unless there is an exceptional reason why this cannot be achieved).
- An operative/surveyor will complete an inspection 3 months after works have been completed to ensure there are no further issues.

8.2 Category 2 (moderate) hazards: -

- All referrals relating to damp and mould will be reviewed and the tenant responded to within five working days.
- A works order will be raised, and an operative/surveyor will attend within five working days.
- The surveyor that has visited the property will agree an action plan with the resident including agreeing a schedule of works.
- Where it is appropriate, mould washes will be undertaken and dehumidifiers will be provided and advice given to the resident on how to reduce issues with damp and mould, while the cause of the damp is identified and rectified
- Repairs will be undertaken within the target time scale as set out in our published repairs standards.
- We will keep these cases under review and we will ask residents or their advocates to let us know if the damp and mould returns or gets worse.
- In the meantime, advice will be provided on how to reduce damp and mould.
- In circumstances where a serious Cat 2 hazard is identified and this is causing adverse effects to residents who are vulnerable for age and health related conditions, the Operational Director, Housing Service and Building Safety may decide or delegate this decision for a temporary decant to be offered.

8.3 Category 2 (slight/typical) hazards

Where a hazard has been classified as a slight or typical risk, this will be actioned as a normal responsive repair and attended to within 28 days.

8.4 Disrepair cases.

The above process applies to all identified cases of damp and mould, regardless of whether the case is the subject of a disrepair claim.

9. Policy Implementation

In order to implement the objectives of the policy, we have also developed a new detailed procedure which ensures staff have clear guidelines for tackling issues of damp and mould. This is supported by a clear and auditable process for tracking instances of damp and mould through all stages from initial diagnosis, the steps we will take to address the issue, with timescales, aftercare and what communication and action residents can expect from us.

10 Performance Monitoring/Quality Assurance

A cross cutting project group has been established to coordinate the Council's work around damp and mould, which has developed a robust action plan to ensure we identify cases in Council homes and deal with them quickly and effectively. This includes officers from Children's and Adults services as well as Housing and Property. The action plan tracks our progress in responding to the 26 recommendations from the Ombudsman.

Regular reports will also be provided on repeat repairs from damp and leaks to the Asset Management team so that, where practical, the most severe cases can be linked into the major works programmes.

Implementation of the damp and mould policy, and the associated action plan, will be monitored by the new Housing Improvement Board which is chaired by the Chief Executive.

To ensure the effectiveness of the policy, we will monitor performance against the following measures.

- Number of damp and mould cases reported / identified
- Number of damp and mould cases visited and assessed
- Number of damp and mould cases with all identified remedial works completed.

The aim is to see an overall:

- Reduction in the number of ad hoc repairs relating to damp and mould
- Reduction in the number of recall visits relating to damp and mould
- Reduction in number of complaints relating to damp and mould
- Reduction in number of disrepair claims relating to damp and mould
- Increase in resident satisfaction with response to treating damp and mould

We are also committed to understanding any inequalities in access to, experience and outcomes of, services and support relating to damp and mould and will put in place processes that support the identification of these, particularly for those groups most affected by damp and mould.

9. Value for Money

One of the key aims of this policy is to ensure that we use our repairs and maintenance budgets effectively. Treating damp and mould once it has taken hold of a property can be extremely costly. By enhancing preventative works, identifying and monitoring potential causes of damp, linking the most severe cases into planned investment programmes; thereby reducing reactive repairs and cases of disrepair, should reduce the overall cost to the service. Looking at the bigger picture, the cost to other public services such as the health service will also reduce by improving living conditions.

10. Equalities

The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share those protected characteristics¹ and people who do not
- Foster good relations between people who share those characteristics and people who do not.

Residents from Black, Asian and minority ethnic backgrounds, older people, disabled people, women and low-income households are disproportionately represented among current Council tenants, and so are more likely to be affected by damp and mould. In addition, many of these groups are also potentially more likely to be affected by issues which can cause or exacerbate damp and mould, including fuel poverty and overcrowding. As such, the implementation of this policy presents a significant opportunity to address potential inequalities affecting these groups and to advance equality of opportunity by improving outcomes and in particular, to address the health inequalities which arise from poor housing.

However, in order to achieve this, implementation of the policy needs to ensure that residents are treated fairly and equitably, and that any barriers faced by residents when communicating with, and receiving support from, the Council are removed. This recognises that the coroner's report following Awaab Ishak's death identified lack of communication, especially given that English was not his families' first language, was one of the key failings on the part of the landlord.

In the implementation of this policy, the Council will therefore take all necessary steps to ensuring equality of access, experience and outcome for residents seeking or receiving support with damp and mould. This will include:

- Training and development with frontline staff to ensure that all tenants and leaseholders are treated with dignity and respect, and that any barriers which may impact our ability to support them are removed
- proactive translation of communication materials about damp and mould
- appropriate use of translation and interpretation support for residents who are speakers of another language (EAL) or speakers of British Sign Language (BSL)

In addition, the Council recognises the potential to prevent or reduce the incidence of damp and mould by using available levers to address some of the causes of it, particularly through effective signposting to fuel poverty support.

11. Review

In order to monitor the success of the policy it will next be reviewed in March 2024 or sooner, if required by statutory, regulatory or best practice developments. The resident Customer Core Group will be consulted about any update of the policy.

¹ The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.

Report for: Cabinet – 18 April 2023

Title: Civic Centre Project Update

Report authorised by: David Joyce, Director of Housing, Regeneration & Planning

Lead Officer: Jonathan Kirby, Assistant Director of Capital Projects & Property

Ward(s) affected: Woodside, All Wards

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

1. Describe the issue under consideration

- 1.1. The Cabinet agreed on 8 December 2020 to the proposed use of the Haringey Civic Centre as the Council's headquarters and democratic functions building, and to the repair, refurbishment and extension works set out in that report. It agreed the cost of refurbishing the existing Civic Centre and authorised officers to carry out further work to develop the design brief which will include exploration of the option to extend the Civic Centre or add an annex which could meet all the Council's headquarters accommodation needs.
- 1.2. In October 2021, the Cabinet agreed to proceed with the design work on the refurbishment of the Civic Centre, including the provision of an annex extension, based on the feasibility work completed since the December 2020 cabinet decision to explore this option.
- 1.3. In January 2022 Cabinet considered and approved the full business case and options appraisal, which recommended the full refurbishment of the Civic Centre, including the annex extension, in order to provide the Council's core office accommodation. The same report approved the award of a preparatory works contract, approved the project proceeding to planning outcome, and also noted that Cabinet would be updated ahead of the commencement of the main contractor procurement.
- 1.4. This report provides an update on the further progress made on the Civic Centre project and seeks approval to proceed through to the appointment of the main contractor, which will be brought back to cabinet for approval, subject to cabinet approving this updated business case, first presented in January 2022.

2. Cabinet Member Introduction

- 2.1. The Civic Centre has a long and rich local history. We have seen many nationally significant moments in history take place there, as we can see on the illustrations located on the site hoarding. The Council remains committed to the refurbishment of the Grade II listed Civic Centre and the creation of an additional building on the former car park site, to create a central headquarters for civic operations within the heart of Haringey.

- 2.2. The Council's commitment to the Civic Centre project means that the impressive building will be protected and revitalised and ensures that it's long and rich local history continues for future generations.
- 2.3. The Council's staff deserve a better working environment, and over the last period the Council has engaged with staff to ensure the building is fit for purpose and meets requirements from a service delivery perspective. The Council has also engaged with the public to showcase the benefit the high-quality spaces will provide to ensure services across the borough meet our resident's needs.
- 2.4. Giving residents and communities a voice in the project development is a key aim of the project and will go a step beyond what is considered standard engagement. Members of the public and local community groups will help co-design elements of the scheme to shape the project and ensure their needs are met.
- 2.5. Members have also played a role in developing the project's design through the Civic Centre Members Forum. The Civic Centre Members Forum has allowed for cross-party review of design proposals, influence of key democratic areas and meaningful interaction with officers on a regular basis.
- 2.6. We are now ready to move to the next stage of the project, to submit the full planning application and progress design to the main construction contract procurement stage. The recommendations put forward in this report will equip the Council with the tools required to deliver the project and allow residents to benefit from a restored Grade II facility, which enhances public usage, improves public amenity, and help attract a high-quality work force to Haringey Council to provide services for our residents. This reinforces the Council's commitment to protecting the most important and iconic buildings across the Haringey estate.

3. Recommendations

Cabinet is asked to:

- 3.1. Agree to continue to proceed with the restoration and refurbishment of the existing Civic Centre, and its expansion through the addition of an Annex building, up to the conclusion of the procurement process to appoint a main contractor.
- 3.2. Note that a further report will be brought to Cabinet to approve the main construction contract for the Civic Centre project, anticipated to be Q4 2023.

4. Reasons for decision

- 4.1. The Council office accommodation business case agreed by cabinet in January 2022 demonstrated that the best option to meet the Council's core office accommodation needs was to restore and refurbish the Civic Centre along with the addition of an annex building.
- 4.2. The decision allowed the Council to continue to work to deliver this scheme, with the objectives of restoring the iconic Civic Centre building for civic and democratic functions, and with providing high-quality, accessible, and sustainable office accommodation in the heart of the borough.

- 4.3. The January 2022 decision agreed that the scheme would be developed through until the planning application stage, which has now been reached and thus this report seeks authorisation to proceed with the scheme up to the conclusion of the procurement process to appoint the main contractor, at which point the final contract award recommendation will be presented to Cabinet, currently anticipated to be during Q4 2023.
- 4.4. The January 2022 report also agreed the award of a preparatory works contract, which removed all redundant building services and asbestos in the Civic Centre building to prepare for the main construction contract and expose any hidden issues. The preparatory works contract has been successful in exposing previously unidentified condition issues and has allowed the project team to complete additional survey work and gain a better understanding of the condition of the existing structure, which has allowed for more detailed design proposals to be prepared.
- 4.5. Additionally, the January 2022 report also identified the risk that the construction industry was in a volatile state due to the impacts of Brexit and the Covid pandemic. The situation has worsened over the course of 2022 due the impact of the Ukraine crisis on the supply of materials and labour. The economic impact on these issues has led to the BCIS Tender Price Index projections increasing significantly.
- 4.6. It is ultimately a positive that the project team have been able to identify and fully assess these issues at this stage of the project as opposed to being discovered later in the programme when the impact would have been even greater, but the impact of these external economic factors along with the newly identified building condition issues, has resulted in an increase to construction cost estimates for the Civic Centre project.
- 4.7. As a result of this new information, it was felt prudent to re-test the previously assessed options to ensure that the current option still provided the best value for money to the Council. Therefore, the business case and options appraisal has been updated to reflect all newly available information.
- 4.8. As in January 2022, the two options assessed were:
- ‘Option 1’ – Restoring and refurbishing the existing Civic Centre Building, carry out further improvements to Alex House, consolidating staff accommodation into these two buildings as the Council’s core office locations. 48 Station Road would cease to be used for office accommodation
 - ‘Option 2’ – Restoring, refurbishing and expanding the existing Civic Centre through the addition of an Annex building, consolidating staff accommodation into this single site as the Council’s core office location and ceasing to use Alex House and 48 Station Road for office accommodation purposes.
- 4.9. The result of refreshing the business case with the revised information is that both the qualitative and quantitative assessments of the two options demonstrate that the recommendation remains to proceed with Option 2, namely the refurbishing of the

existing Civic Centre, and its expansion through the addition of an annex building. This continues to be option that offers the best value for money to the Council, whilst best meeting its strategic objectives.

- 4.10. This assessment takes into account that the recommended option continues to have a lower capital cost than the alternative option considered, and also has the smallest impact on on-going estate running costs.
- 4.11. Refurbishing the Civic Centre with the addition of an annex allows for the consolidation of the Council's core office accommodation on a single site. This achieves the key strategic aims of enabling the Council's flexible working ambitions and creating the greatest opportunities for the other Council office buildings in Wood Green to be released for alternative uses and support the transformation of central Wood Green (subject to future decisions).

5. Alternative options considered

- 5.1. The council have considered a range of alternative options, which culminated in the December 2020 decision to proceed with the refurbishment of the Civic Centre. These are in addition to the two options set out in Section 6 below, and in the Accommodation Review Business Case, in Appendix A, which is the subject of this report.

6. Background Information

- 6.1. The business case set out in Appendix A uses the 'Five Case Model', which is the Office of Government Commerce's (OCG) recommended standard for the preparation of business cases and therefore includes the following:
 - Strategic Case – setting out the context for the Council's office accommodation, current arrangements, and the case for change
 - Economic Case – appraising the options for office accommodation for Haringey, and the preferred option
 - Commercial Case – indicating the commercial implications of the option
 - Financial Case – indicating how the preferred option could be funded
 - Management Case – outlining the initial plans for delivery to manage the way forward
- 6.2. The business case establishes the need for highly flexible core office accommodation with capacity for up to 900 staff at any one time based on the Council's working flexibly model, which will see staff split their working time between some combination of Council accommodation, community location, and working from home, where roles allow.
- 6.3. To assess the options available, the business case set out the following Critical Success Factors (CSFs) based on the Council's key strategic drivers:
 - Ensures that the Civic Centre is restored and brought back into use with enhanced community access
 - Enables the Council's flexible working ambitions, providing office accommodation that is the right size, whilst increasing the flexibility of office accommodation and creating an environment that prioritises collaboration and staff wellbeing

- Maximises the quality and efficiency of existing Council office accommodation assets and the opportunities for Council buildings in Wood Green to be released for alternative uses
- Supports Haringey's Climate Crises Action Plan and commitment to work towards a zero-carbon estate
- Affordable to implement and offers public value for money

- 6.4. The financial case that supports the decision to proceed with the Civic Centre Annex is based on vacating River Park House (pending a decision on its future), and repurposing Alexandra House, 40 Cumberland Road, and 48 Station Road. In the short term they will be let commercially to cover costs pending a decision as to the long-term future of these sites.
- 6.5. As set out in the January 2022 Cabinet report, it should be noted that the Council's current office estate in Wood Green also provides accommodation for a number of client-facing and out of hours services. The future requirements and accommodation provision for these functions will be considered separately as part of wider reviews into the both the expansion of locality and area-based working, and the need to undertake work to consider the future provision of public services in Wood Green and across the borough.
- 6.6. This will be informed by the outcomes of Wood Green Voices, the wide-reaching programme of engagement with communities, businesses and stakeholders that took place in November 2022, which heard how people wanted to see the future of Wood Green. These findings will help shape the future of placemaking in Wood Green across a wide range of themes and activities, in the short-, medium-, and long-term.
- 6.7. Once an understanding of the requirements for public services is concluded, planning for the repurposing of the council's accommodation in Station Road can begin. As such, the ability to fully vacate some of the Council's existing accommodation in Wood Green is dependent upon future decision regarding these functions.

7. Budget, Programme and Risks

Budget

- 7.1. The Cabinet agreed a project budget of £54m in January 2022. This budget estimate was based on the early concept design.
- 7.2. As set out in Section 4 above, since this point, the impacts of the significantly worsening economic outlook have been factored into the budgetary estimates for the scheme, alongside incorporating more detailed design development and building condition information. The result of this is that the total project budget estimate has increased to £66m. Over half of this increase in budget projection can be attributed to revised assumptions about external economic pressures related to the increase in inflation, and market condition factors relating to the cost of materials and labour. The breakdown of the project budget can be found in Table 1 in the Part B report.

- 7.3. It is important to note that the estimated cost of the alternative option considered, which included retaining Alex House (Option 1 set out in section 4.8 above), has also increased considerably since the January 2022 Cabinet report. This is due to a fuller assessment of the additional costs associated with fully refurbishing Alex House, including additional inflationary uplift.
- 7.4. Whilst the Council currently occupies Alex House, the core infrastructure of the building, including items such as the heating and ventilation systems, and glazing would need to be completely replaced in order bring the building up to a standard suitable for long-term occupation, along with meeting the Council's ambitious sustainability agenda. Cost estimates have also been revised to factor in costs associated with asbestos removal, additional assumptions about furniture & fixtures, and professional fees.
- 7.5. The full detail of the financial appraisal is set out in Section 10.1 below, and within the Business Case document in Appendix A, which also includes the full updated qualitative assessment.

Programme

- 7.6. Identifying and addressing the issues set out in Section 4 above at this early stage has removed a significant amount of risk from the main construction phase of the project but has meant that the overall programme timescales have become elongated. The revised programme milestones are as follows:

Table 1 – Programme Milestones

Milestone	Date
Planning and Listed Building Consent Application Submission	March 2023
Planning and Listed Building Consent Decision	Summer 2023
Cabinet Decision for Main Construction Contract Award	Winter 2023
Construction - Start on site	Spring 2024
Construction - Practical Completion	Spring 2026
Client Fit Out	Summer 2026
Handover and Occupation	Summer 2026

Risks

- 7.7. The project team are managing risk on an ongoing basis and will continue to do so for the duration of the Civic Centre project. Risks are regularly reviewed and are communicated through the Council's governance structure where required to ensure the correct mitigation strategies are adopted and implemented. Some of the key project risks, along with the associated mitigation strategies and impact analysis, are detailed below in Table 2 – Key Risks.

7.8. Table 2 – Key Risks

Risk	Mitigation
Existing building condition - if additional asbestos is found or other unforeseen issue related to the existing building's condition causing redesign and delay to onsite construction programme. Further strip out works may be required and may result in elements of site discovery during construction.	Strip out enabling works have removed bulk of asbestos and remaining items will be clearly identified, as pre and post strip out surveys completed, and included in the pre-construction contract information. Strip out works confirmed some known asbestos that requires demolition to enable removal. Project Team identifying any further survey and intrusive investigations together with framework contractors to further de-risk the site prior to tender. Appropriate costs have been included in end of Stage cost estimate for known asbestos removal, but this risk will remain throughout construction as is an existing building.
Client change – if the design does not meet the user requirements and/or there are on-going changes, then it will impact the design outputs with potential cost and programme impact.	A detailed Design Brief was developed with engagement from all stakeholders. The Design team have developed the scheme in line with the brief's requirements and have presented this to the satisfaction of the Client Team. Any proposed change should be limited and to be managed through a formal change control process, and only instructed, if required, having understood any impacts to quality, cost and programme.
The Council has an ambition to deliver the buildings (heritage and new) as zero carbon, which is only possible with some carbon off-setting required. If there isn't acceptance of the Carbon strategy and sustainability measures that are achievable together with offsetting, then this may impact planning approval, programme and cost.	Carbon strategy has been discussed and refined with the Carbon Management team and the Conservation officers as part of design development discussions, stakeholder workshop and pre-application discussions. Final briefing/ engagement session to be held with Carbon Team prior to planning submission to ensure design proposals are understood and provide comfort
Planning and Conservation objections - if the Planning/Conservation Officers objects to certain proposals due to being insensitive to heritage aspects or not in line with policy, then this	Specialist planning consultant engaged to assess and liaise with the Planning Authority through formal planning performance agreement in place. Specialist heritage consultant engaged and produced a report on the different areas of significance within existing Civic Centre, and have met with planning, 20 th

could lead to programme delays whilst the design is revisited (including façade treatment), or determination outside of the Council's required timescales, impacting on time and/or cost	Century Society and Historic England in various heritage and conservation focussed pre-app meetings. The project team have held several informal pre-app meetings with the Planning Authority and have reviewed the project programme to ensure the timescales are agreeable.
The Building Cost Informative Service (which provides cost data for the construction industry to inform cost projections) tender price index suggests that the project will be exposed to an inflationary increase of 3.7-3.9% by the time the project is tendered in Q2 2023.	The project team are completing regular cost reviews to closely monitor construction costs against market movements. The project team are constantly considering value engineering opportunities as the design develops and have set a robust contingency allowance within the project budget. Issues are being raised appropriately along the governance structure for a decision to identify any cost increase required.
Procurement - there is a risk that the appointed contractor may not perform well, which would impact on the time and cost parameters of the project.	A robust tender process will be implemented, with a strong focus on the quality evaluation section, which will be weighted at a level to ensure a competent, experienced (especially of heritage buildings) contractor is appointed. The project team have, through soft market engagement with contractors on Haringey's London Construction Programme framework, reviewed contractors' willingness and capacity to tender. The project team will implement close management and co-ordination with the contractor against a robust delivery programme.

7.9. To proactively manage this risk and to mitigate cost increases, the project:

- has a robust project governance
- undertakes regular cost reviews at, and throughout, design stages and comparisons with current market prices
- ensures appropriate Quantifiable Risk Assessment (QRA) is in place to inform contingency levels
- carries out early engagement with contractors to ensure that the scheme is efficient from a constructability and programme perspective
- explores modern methods of construction to reduce time and cost on programme

8. Communication and Engagement

8.1. The project team have developed a communication and engagement plan that is now being delivered to. The communication and engagement plan aims to inform, engage, and involve key stakeholders in the development of the project. Since the January 2022 Cabinet, the project team have implemented the project's communication and engagement plan, delivering key messages to staff and the public to update on the short-, medium- and long-term phases of the project. They

have also provided opportunities for in-person engagement to review the design and gather stakeholders' thoughts and feedback on the scheme.

8.2. The internal communication and engagement objectives previously reported to Cabinet are:

- to increase staff awareness of the project and reasons for the move
- to help staff recognise change as a positive aspect of working for the Council
- to support staff in embracing digital transformation
- to highlight efficient and better value services, as well as new services offered because of the move

8.3. The project team are working to these objectives through the following measures:

8.3.1. Key internal stakeholders have been engaged through the formation of the Civic Centre project workstreams, which act as sub-groups to the Civic Centre Steering Group and have been formed to interrogate, challenge and influence project design. These workstreams tackle key project issues such as sustainability, inclusivity and accessibility, future building management and digital services, and have met throughout RIBA Stages 2 and 3. The workstreams have helped complete design reviews and met for an in-person presentation and workshop day in November 2022.

8.3.2. The Civic Centre Members Forum was formed in 2021 and has allowed the project team to engage with Members on different aspects of the project. Members have been engaged through a combination of design presentations, workshops and in-person discussions, where Members have visited the Civic Centre building following completion of the preparatory strip-out works contract and the exemplar Waltham Forest Civic Centre. These sessions have provided an opportunity for Members to gain a more detailed knowledge of the scheme, challenge design elements and building uses and feedback their thoughts to ensure the project is working in the best interests of staff and residents.

8.3.3. Over the last year the project team have issued regular communications to staff members to inform on project developments through news bulletins, Team Briefs, updates on the Council's intranet pages, dissemination through managers and posts on the Council's internal social media platform, Yammer. These communications have provided regular updates on project progress, upcoming events and have allowed staff to follow project's design development.

8.3.4. The project team have also held a series of in-person engagements sessions starting in January 2023 that will continue until the project's completion. These sessions allowed staff members to come and see the design proposals, ask questions about the project and feedback their thoughts. Engagement sessions were also held virtually, available to all-staff, which promoted accessibility and inclusivity, and recognising that staff are working more flexibly.

8.4. The external communication and engagement objectives are:

- to increase awareness of the project and reasons for the move
- to communicate benefits to residents of the Council's new ways of working
- to create a sense of involvement across the community

- to highlight that it is money well spent

8.5. The project team are working to these objectives through the following measures:

8.5.1. Working with the Council's Regeneration Team, the project team have formed a Co-Design Group for the Civic Centre to involve the community, which includes participants from Trinity Primary Academy, St Michael's Primary School, and St Michael's Church. The Co-Design Group's remit looks at developing the external landscaping elements of the project, with a key focus on the South Gardens area on the Bounds Green side of the site. The Council aims to reinvigorate the South Gardens area to create an attractive and inviting green space that will be available for residents and communities to enjoy.

8.5.2. The project team have created a dedicated Civic Centre webpage on the Council's website, which has allowed residents across the borough to view the current plans and design proposals, leave their feedback and has provided a means for delivering regular updates.

8.5.3. In-person events have also been offered to the wider public through drop-in sessions held at Wood Green Library, Trinity Primary Academy, and other Council buildings across the borough. These events have offered residents the opportunity to learn about the proposed plan and current design for the Civic Centre, shared plans of its future use, informed about the services that will be delivered on site, and anticipated shared use opportunities with the community. These sessions have been incredibly important to communicate how the community will benefit from greater service efficiency and value for money from the updated Civic Centre and new use of Council office space. Information boards and project models have been on display at these events, which have also facilitated question and answer sessions.

8.5.4. In addition, project and design information has been made available across the borough's libraries, with a standing exhibition at Wood Green Library. Feedback forms were also provided in hard copy and online to enable residents to comment on the proposals.

9. Contribution to strategic outcomes

9.1. Borough Plan Economy Priority: Outcome 17: Investment with local people at its heart, focused on Tottenham and Wood Green.

9.2. Borough Plan Your Council Priority: Outcome 20: We will be a Council that uses its resources in a sustainable way to prioritise the needs of the most vulnerable residents.

10. Statutory Officers comments

10.1. Finance

10.1.1. The recommendation to continue with the development of the Civic Centre and annex has sufficient budgetary provision in the approved General Fund capital programme as agreed by Council at its budget setting meeting of 2nd March 2023. In addition, the recommendation is supported by the financial analysis. Each

of the key elements of the financial analysis, as well as the assumptions, are set out below.

Revenue

10.1.2. In the period up to the occupation of the Civic Centre the existing revenue budgets for corporate accommodation are unchanged, which will mean that there will be no impact on the Council's MTFS.

10.1.3. Given the significance of this potential investment and the fact it would span several years, the Council's Capital Strategy allows for interest charges incurred during the construction period to be capitalised, along with the other costs of bringing the asset into operation. The Council's existing policy for Minimum Revenue Provisions (MRP) already works on this basis. This would ensure that current taxpayers would not be burdened with costs incurred on such major schemes where the benefits are in future years.

10.1.4. Currently the Council has a net revenue spend of £2.9m for running 48 Station Road, Alexandra House, 40 Cumberland Road and River Park House.

10.1.5. The business case evaluates two options, which both make several assumptions around the use of the buildings on Station Road. Both options considered assume that RPH will be vacated and held ready for future purposes yet to be decided. The revenue financial implications of the two options addressed in this business case have been considered in comparison with the corporate accommodation revenue budgets in the current MTFS for the purposes of modelling. It should be recognised that these budgets would change on the do-nothing scenario as further investment in the estate would be required. They include the revenue implications of the capital costs described below.

10.1.6. In coming to the recommendation to proceed with the Civic Centre Annex option, the option of using a combination of a refurbished Alexandra House and the Civic Centre to meet the accommodation requirement and the letting of 48 Station Road and 40 Cumberland Road, was also explored (Option1). The revenue effect of this option is disclosed in the table below:

OPTION 1	Current Cost	Cost of Option 1	Variance
	£000's	£000's	£000's
Civic Centre	516	2,178	1,661
Civic Centre Annex	0	0	0
48 Station Road	269	-277	-546
40 Cumberland	335	-290	-625
RPH	987	0	-987
Alexandra House	773	4,080	3,306
Total	2,881	5,691	2,809
Position January 2022	2881	4,091	1209
Variance	0	1,600	1,600

10.1.7. The above table shows that the refurbishing Alexandra House option would result in an increase in the cost of running the corporate accommodation estate by £2.809m to £5.561m. The significant cost arises due to the need to invest

in Alexandra House but critically not then letting it out thus forgoing an income stream and retaining a higher cost base (reflecting the capital finance charges of the investment). The cost of option 1 has increased since January 2022 due to an increase in the capital cost of the construction works on Alexandra House and the Civic Centre, as well as the increase in the capital finance costs associated with higher interest rates to fund the debt.

10.1.8. The alternative Option 2 evaluated is to refurbish Alexandra House, 40 Cumberland Road, and 48 Station Rd, and let them commercially at least for a period of up to 10 years and use the Civic Centre and Annex to meet the Council's accommodation needs. The rent levels assumed are modest and similar to other rental levels being achieved in the area. The longer-term decision making on Alexandra House, 48 Station Road, 40 Cumberland Road and River Park House would be subject to later reports, but it assumed that the net revenue implications of their future applications will be at least equivalent to the medium-term arrangements. The revenue effect of this is set out in the table below.

OPTION 2	Current Cost	Cost of Option 2	Variance
	£000's	£000's	£000's
Civic Centre	516	2,178	1,661
Civic Centre Annex	0	2,232	2,232
48 Station Road	269	-277	-546
40 Cumberland	335	-290	-625
RPH	987	0	-987
Alexandra House	773	-687	-1,461
Total	2,881	3,156	274
Position January 2022	2881	2,517	-365
Variance	0	639	639

10.1.9. The above table shows that the preferred option has moved to a position of being an estimated increase of £0.274m in the cost of running the corporate accommodation estate, compared to the position reported in January 2022 where a reduction in cost was estimated. The estimated increase in running costs relates to the increase in capital costs and the associated interest costs. However, this option is considerably less than Option 1. This revenue pressure of £0.274m will be incorporated into the next MTFS.

10.1.10. The risk analysis in this report addresses the headline risks that might impact on this forecast. The preferred option now indicates a small increase in running cost of the corporate estate (but significantly less than Option 1). The preferred solution leads to considerably better civic, public and accommodation amenities, enhanced future site potential of the Station Road estate and addresses the future purpose of the Civic Centre site and the listed building. The annex option looks to be significantly more advantageous than Option 1.

Capital

10.1.11. The accommodation strategy has a significant capital programme attached to it. Within the approved General Fund capital programme there is £66m budget for Option 2 which includes the uplift for inflation and other items being uncovered at the existing Civic Centre building as part of the enabling contract. This

budget is in the capital programme on a self-financing basis. The analysis above indicates that at this time that there will be a budget pressure of £0.274m as a result of changes in capital costs and interest rates. This will be factored into the MTFS.

Capital Expenditure	Option 1	Option 2	Variance
	£000's	£000's	£000's
Civic Centre	31,584	31,584	0
Civic Centre Annex	0	34,416	34,416
48 Station Road	2,212	2,212	0
40 Cumberland	150	150	0
RPH	500	500	0
Alexandra House	47,846	1,700	-46,146
Total	82,292	70,562	-11,730
Position January 2022	63,657	58,567	-5,090
Variance	18,635	11,995	-6,640

10.1.12. It can be seen that the preferred option requires less capital expenditure than the alternative option which is due to the increased cost of the Alex house refurbishment which has risen from £35m in January 2022 to £47.8m in April 2023.

10.1.13. The approved capital programme includes provision for the cost of the Civic Centre and the Annex as a separate budget and the costs of the works to 48 Station Road, 40 Cumberland Road, RPH and Alexandra House are contained in the Asset Management of Council Buildings budget.

Investment Appraisal

10.1.14. In addition to the revenue affordability appraisal above, the 2 options were also appraised using the Net Present Value (NPV) technique. This technique allows future cash flows to be expressed in today's money, thus enabling different projects with different cash flows to be evaluated on a consistent basis. This is achieved through discounting those future cash flows back to today. The technique accounts for the capital costs when incurred but not the capital financing costs. The model uses the current Treasury standard discount rate of 3.5% that is used to appraise public sector investment decisions. In investment terms, a project with a positive NPV is one that pays for itself in totality over its lifespan and generates a surplus. So, the higher the NPV the better.

10.1.15. On applying this methodology, option 1 was found to be financially disadvantageous, with a negative NPV of -£7.85m compared to the January 2022 position of a positive NPV of £5.837m. This reflects the estimated higher capital expenditure. Option 2 has a positive NPV of £1.249m which is also considerably reduced compared to the January 2022 position of £11.8m.

10.1.16. The current construction (excluding IT) cash flow for the project is as set out in the table. These latest estimated project cash flows closely match the approved capital programme budgets, with minor variations in year which will be monitored through the Council's budget monitoring process:

22/23	23/24	24/25	25/26	26/27
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£2,749,894	£4,869,716	£30,924,541	£25,069,684	£2,386,165
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10.2. Procurement

10.2.1. Strategic Procurement has reviewed appendix A and supports the project approach as detailed in appendix A, and this report.

10.2.2. Strategic Procurement is aware of the current market challenges affecting inflation, price fluctuations and lead-times in today's economic climate, contributing to a market preference for two stage tendering following soft market testing via the London Construction Programme Major Works Framework.

10.2.3. There is a risk that further inflation and long lead-times will have an adverse effect on a two-stage contract price going forward. Therefore, Strategic Procurement recognise the Project Team's preference for a single stage tender and will continue to work with the Project Team to identify the most effective and advantageous route to market for the Council.

10.3. Legal

10.3.1. The Head of Legal and Governance (Monitoring Officer) has been consulted in drafting this report.

10.3.2. The Head of Legal and Governance (Monitoring Officer) confirms there are no legal reasons preventing Cabinet from approving the recommendations in the report.

10.4. Equality

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

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

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

10.4.3. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

10.4.4. The decision is regarding the approval of the updated Business Case attached in Appendix A of the report and agrees to continue to proceed with Option 2, namely, the restoration and refurbishing of the existing Civic Centre and its

expansion through the addition of an Annex building, through to the conclusion of the procurement process to appoint a main contractor.

10.4.5. The following measures have ensured that the works comply with the Council's equalities duties:

- The Civic Centre project design team includes an access consultant that will ensure that the Civic Centre refurbishment and annex extension will include design measures to ensure the building is genuinely accessible for all staff and residents, going beyond the minimum requirements that are set out as part of Building Regulations.
- The building's design will be progressed to ensure that the building provides autism friendly environments, faith rooms, gender neutral toilets and accessibility to disabled users.
- The project has engaged with staff representatives to ensure that issues related to disability, accessibility and inclusion are captured and addressed as part of the design process

10.4.6. In addition, it should be noted that one of the fundamental design principles of the project is Promoting Accessibility and Diversity, including full accessibility, surpassing part M regulations and being genuinely accessible for all.

10.4.7. Considering the above two points, it is likely that if these plans are followed through to completion, there should be a positive impact on those with protected characteristics who work at or visit the council's main premises, particularly disabled people.

10.4.8. As a body carrying out a public function on behalf of a public authority, the contractor will be required to have due regard for the need to achieve the three aims of the Public Sector Equality Duty, noted above. Arrangements will be in place to monitor the performance of the contractor and ensure that any reasonably possible measures are taken to address any issues that may occur that may have a disproportionate negative impact on any groups who share the protected characteristics.

11. Use of Appendices

11.1. Part B Exempt Information

11.2. Appendix A – Council Office Accommodation Review - Business Case - April 2023

12. Local Government (Access to Information) Act 1985

12.1. This report contains exempt and non-exempt information. Exempt information is under the following categories (identified in amended Schedule 12A of the Local Government Act 1972), Paragraph 3: Information relating to financial or business affairs of any person (including the statutory holding that information).

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Council Office Accommodation Review

Business Case

April 2023

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1 Executive Summary

This document is the updated Business Case for London Borough of Haringey's (LBH) Accommodation Review, first produced in December 2021 and presented to Cabinet in January 2022. The purpose of the document is to set out the preferred option for the provision of the Council's needs relating to its core office accommodation and Democratic functions, and move to the next stage in the process, which is completing the full design, Planning application, and procurement of the main contractor.

LBH's ambition is to move to be a more agile organisation, with staff working under a 'working flexibly' model, which will see working locations for staff split across some combination of office, community, and home. The ambition to move to this new working model will require LBH to provide a flexible and collaborative office working environment for its staff, which enhances the positive aspects of in-person interaction, enables work and activity that is harder to deliver remotely, and supports staff wellbeing.

There is also an objective to maximise the opportunities to explore alternative uses for the existing council buildings in central Wood Green by freeing up office space through effective consolidation of the Council's office accommodation needs. The current office accommodation estate in Wood Green now includes a significant amount of space that is deemed to be no longer required following the introduction of flexible working principles, which have been further accelerated by the Covid pandemic and the demonstration of the ability of staff to work effectively from locations away from main Council offices.

The Civic Centre building in Wood Green, which has Grade II listed status due to its historical significance, is in a significant state of disrepair, needing considerable remedial works to prevent further deterioration. The Council has an objective to restore the Civic Centre, recognising the building's iconic and historical status, and the Council's duty to maintain the site for future generations. There is also an ambition to increase the level of engagement and interaction with residents, partners and community groups by increasing the opportunities for these groups to access space in the Civic Centre, alongside Council staff and elected Members.

As part of Haringey's Climate Change Action Plan, the Council has a commitment to work towards a zero-carbon estate. Any new building, or refurbishment of existing building, for Council accommodation must contribute towards this commitment, demonstrating sustainability throughout the design process.

As a result of these objectives, the Council has investigated the potential benefits of restoring and developing the Civic Centre site, with a view to it becoming the combined home of the Council's core office accommodation alongside its Democratic functions and increasing the ability of the site to be used more widely by the community.

This business case therefore appraises two options for the future provision of the Council's core office accommodation:

- **'Option 1'** – Restoring and refurbishing the existing Civic Centre Building, carry out further improvements to Alex House, consolidating staff accommodation into these two buildings as the Council's core office locations
- **'Option 2'** – Restoring, refurbishing and expanding the existing Civic Centre through the addition of an Annex building, consolidating staff accommodation into this single site as the Council's core office location

Based on the key strategic drivers, the following Critical Success Factors (CSFs) have been used for assessing these two options:

- **CSF1: Enables the Council's flexible working ambitions**, providing office accommodation that is the right size, whilst increasing the flexibility of office accommodation and creating an environment that prioritises collaboration and staff wellbeing
- **CSF2: Maximises the quality and efficiency of existing Council office accommodation assets** and the opportunities for Council buildings in Wood Green to be released for alternative uses
- **CSF3: Ensures that the Civic Centre is restored and brought back into use with enhanced community access**
- **CSF4: Supports Haringey's Climate Crises Action Plan and commitment to work towards a zero-carbon estate**
- **CSF5: Affordable to implement and offers public value for money**

Option 1 would achieve the objective of restoring the current Civic Centre building and provide a long-term home for the Council's democratic functions. It would not, however, achieve the objective of making the most efficient use of current Council assets and releasing the existing office accommodation assets in Wood Green as Alex House would need to be retained for long-term use as staff accommodation. Retaining Alex House for this long-term period would require significant further investment in the building to bring it up to the standard required and to enable the realisation of the Council's flexible working, and sustainability objectives.

Capital costs are also the highest for this option, owing to the significant investment required in Alex House and this option would also significantly increase the overall cost of running the corporate estate.

Option 2 would achieve the objective of restoring the current Civic Centre building and would also greatly enhance the wider Civic Centre site for the benefit of both staff and the wider community. This option presents the greatest opportunity for creating a compelling partner and community access offer at the site, through the ability to offer shared use of a variety of flexible spaces, both inside and outside.

The proposed refurbishment of the Civic Centre and addition of a new annex building will be designed to low carbon principles, meaning this option best meets the Council's sustainability objectives. The addition of an annex will also result in the most efficient provision of office accommodation and allow the exiting of existing office accommodation in central Wood Green, consolidating all of the Council's core office accommodation on one site, alongside its Democratic functions. This creates the greatest opportunities for the other Council office buildings in Wood Green to be released for alternative uses (subject to future decisions).

Option 2 does require the most ambitious approach to flexible working, which will require staff to go through a significant period of change to their working culture and practices, meaning that this option therefore carries greater risk in this regard than Option 1.

The economic analysis in this business case (Economic Case), alongside the assessment of the ability to meet the Council's key strategic objectives, has shown that Option 2 represents the greatest public value for money. Capital costs for Option 2 are lower than for Option 1, and Option 2 would also increase the overall cost of running the corporate estate by a significantly smaller amount than Option 1. Under the NPV analysis, Option 1 has a negative NPV of -£7.85m, with Option 2 having a positive NPV of £1.249m and therefore being preferable from this perspective.

As such, and taking into account the qualitative analysis above, Option 2 is the preferred option for LBH's accommodation review. Option 2 meets the Council's MTFs plans and would be funded through borrowing. As such it is deemed, on current plans, to be affordable to the Council.

It is therefore recommended that the Council moves to complete the full design and procurement of the main contractor, for the delivery of the expanded Civic Centre plus annex scheme.

2 Introduction

This Business Case has been produced using the 'Five Case Model', which is the Office of Government Commerce's (OGC) recommended standard for the preparation of business cases and therefore includes the following:

- Strategic Case – setting out the context for the Council's office accommodation, current arrangements, and the case for change
- Economic Case – appraising the options for office accommodation for Haringey, and the preferred option
- Commercial Case – indicating the commercial implications of the option
- Financial Case – indicating how the preferred option could be funded
- Management Case – outlining the initial plans for delivery to manage the way forward

3 Strategic Case

This section details the strategic context and case for change for London Borough of Haringey's Accommodation Review.

3.1 Organisational Overview

LBH has approximately 3,000 staff, with the majority currently based out of office accommodation in central Wood Green. In 2019, Haringey occupied approximately 16,000m² Net Internal Area (NIA) of civic and council accommodation in Wood Green (approximately 2,100 workstations) across a number of buildings.

Work has been undertaken to understand the current and future projected structure and size of the Council's workforce and estimate where staff will be based in the future, with staff categorised into one of five workforce types:

- **Flexible Base** – Approximately 55% of the workforce will be based at the core office accommodation in Wood Green. It is estimated that these members of staff will split their time between working in the office, out in the community and working from home.
- **Community/Locality Base** – About 15% of the workforce are community-based workers who interact with community on a daily basis and will be located within a locality for part of the week. Locality based staff will also spend part of their week working from home and will also spend time in the core office accommodation. Locality based staff work with a range of partner organisations and need spaces where partners can come together to build relationships, communicate and collaborate.
- **Established Base** – About 15% of staff need to be in a specific location other than the core Council office to be able to do their jobs (e.g., Libraries or Customer Service Centres). These roles would normally be linked to a customer facing activity which historically would not be possible to do remotely, though services are increasingly going online and virtual.
- **Outdoor/Field Base** – About 15% of the workforce are out and about for much of the day in parks or streets, carrying out shift work in specific areas or patches often in roles which require an out of hour, evening or weekend service. These members of staff need a space in between shifts to touch down, meet colleagues, have breaks and charge/store equipment.

The precise split of staff across these workforce types is only approximate and some roles don't fit neatly into any single category, however, this is considered a close enough approximation for the purposes of future accommodation needs planning.

3.2 Working Flexibly

Prior to the Covid pandemic, the council was already on a journey of adopting modern, flexible ways of working and improving council accommodation to enable this. A significant number of staff continued to come into Haringey and use council accommodation during the pandemic but this period also demonstrated that widespread flexible and home working can allow officers to continue to deliver for our residents and reduce the cost of council accommodation, whilst also improving the work-life balance for many staff.

The Council's vision for how it will work in the future will recognise the benefits of maintaining flexibility in where its staff work. Whilst there are clear benefits to retaining the ability for staff to work remotely from home and other locations, we also believe that a physical connection to Haringey as a place is vital to ensuring that our staff maintain a close relationship with the residents and communities we serve and enabling our staff to collaborate with colleagues from across the council and partner organisations.

The underlying assumption is that all 'flexible base' and 'Community/Locality base' workers will not have a single, fixed working location, and instead, where they work will include a mixture of office, home, community setting and mobile. These groups make up the large majority of the council's overall staff number. Their precise location on a given day is determined by business need and these staff are also able to exercise flexibility over their working pattern, subject to business needs. Under this working model, it is expected that all staff have regular reasons to come into work in Haringey, spending a significant portion of their working time either within council accommodation or out in the community. It is therefore envisaged that very few Council roles will be suitable for 100% remote working.

Why staff come in to use our office space will also change, with greater emphasis on using our office spaces for collaboration and flexible working, moving away from spending time in the office on individual tasks that can be completed just as well at home or elsewhere. Alongside maintain a physical connection with the borough and colleagues, reasons for spending time working in a council office could include:

- for collaborative work, where greater benefit can be gained from people coming together in person
- as a touch-down point between other meetings or visits in the local area
- for training, where this is best delivered face-to-face
- for team-building – a manager may bring their team together for in-person sessions
- to improve professional practice, where it is deemed beneficial for staff to sit with colleagues from time-to-time to learn from, and mutually support, each other in their professional roles
- for meetings (including public meetings) where attendance in person is necessary
- to meet Members, clients or external contacts, where meeting in person is preferable or necessary
- where work is dependent on specialist equipment or information that is not available outside of the office
- where attendance in the office is necessary to ensure physical or emotional wellbeing (this should not assume full-time attendance at the office unless circumstances are exceptional)
- where a worker is unable to work at home or another location due to domestic circumstances (this should not assume full-time attendance at the office unless circumstances are exceptional)
- as part of onboarding arrangements for new staff

The list above is not intended to be exhaustive, and it is expected that services and managers will work with their teams to develop the most appropriate working arrangements for the roles that they deliver.

Information shared through the London Council's network highlights that virtually all other London boroughs have already implemented similar 'hybrid', flexible working arrangements, or are in the process of doing so, with a view to this becoming the 'norm'.

Our approach to accommodation and the way we want our staff to work must be inclusive and contribute to staff wellbeing. We must ensure that designs meet a standard of accessibility which goes beyond statutory requirements around physical disability and takes account of modern guidelines for creating environments that are dementia friendly and suitable for neuro-diverse individuals.

3.3 Maximising the Quality and Efficiency of the Council's Office Accommodation

LBH is committed to providing staff with office accommodation that provides a flexible working environment in line with modern working practices and supports the need for greater collaboration. When reviewing council office accommodation we need to ensure:

- Accommodation that is the right size, in the right place and that is flexible enough to respond to changing needs
- We provide an attractive place to work, with working culture and practices supporting the delivery of our vision for Haringey
- Staff are based in the right locations and able to dedicate more time to delivering frontline services face to face and to respond to changing needs and demands
- Effective partnership working, facilitated by systems and environments, increasingly including co-location, data sharing and collaboration

Whilst it is assumed that staff will be working away from the Council's core office accommodation more often, and the number of required workspaces reduced accordingly, there will be a new requirement in the future for enhanced spaces where whole teams can come together regularly for meetings, briefings, workshops and collaborative working. There will also be a requirement for the workspace to support our working flexibly approach, where some team members are physically present and others working at home or elsewhere but give an equitable experience to all team members. Currently there are limited opportunities within the Council's main office accommodation to make space available to engage effectively with partners and community groups.

As part of our changing approach to how we work, and in line with our objectives to improve resident experience and better understand our communities, we are starting to bring our resident-facing services as close as possible to the community. In Wood Green this locality-based work has already begun, with the opening of a new youth space and diagnostics centre in 2022, and plans for a brand new integrated health hub in development for 2026. A key aim of this work is to enable better multi-agency working between public and voluntary sector partners, our residents and local businesses, to build neighbourhoods where opportunities and services are accessible, efficient and joined up. A mix of centrally and locally based Council facilities will make the best and most efficient use of Council buildings to help us achieve these aims.

The ability to rationalise and consolidate the Council's existing portfolio of assets providing office accommodation presents significant opportunities for considering alternative uses for these locations. Any decisions about the future requirement and location of the Council's core office accommodation should consider how this opportunity can be maximised and the greatest amount of existing accommodation released.

It should be noted that the Council's current office estate in Wood Green also provides accommodation for a number of client-facing and out of hours services. These functions are currently assumed to be out of scope for the Council's core office accommodation review as they require a different type of accommodation provision which does not necessarily lend itself to that provided as part of the core office offer. The future requirements and accommodation provision for these functions will be considered separately as part of wider reviews into the both the expansion of locality and area-based working, and existing work underway to consider the future provision of public services in Wood Green central. This will

be informed by the outcomes of Wood Green Voices, the wide-reaching programme of engagement with communities, businesses and stakeholders that took place in November 2022, which heard how people wanted to see the future of Wood Green. These findings will help shape the future of placemaking in Wood Green across a wide range of themes and activities, in the short-, medium-, and long-term.

Once an understanding of the requirements for public services is concluded, planning for the repurposing of the Council's accommodation in Station Road can begin. As such, the ability to fully vacate some of the Council's existing accommodation in Wood Green is dependent upon future decision.

For the purposes of planning the required core office accommodation capacity, it assumed that:

- 'Flexible Base' staff will come to the Council's core office for 40%-60% of their working time
- Staff working in localities/communities will come to the Council's core office for 20% of their time
- 'Established Base' and outdoor/ field workers will be located in sites outside of the core Wood Green offices and will not have any assumed workspaces in the Council's core office

Based on the above workforce types and anticipated presence in core Council office accommodation, the council will need to provide accommodation for up to 900 staff at any one time in its core office accommodation. This represents a more than 50% reduction in the amount of office accommodation capacity currently available and demonstrates the transformation journey that the organisation is on. Through the introduction of new working practices and the provision of high-quality, flexible accommodation we will be able to significantly improve the efficiency of how we use office accommodation and deliver a better experience to those using it.

In July 2019 Cabinet approved a series of recommendations relating to Council owned sites in Wood Green. Members agreed to the principle of consolidating Council accommodation to a reduced number of sites to deliver a better and more accessible service, realise cost savings, and provide a more productive working environment for staff. An initial accommodation consolidation exercise is nearing completion, which will see staff based in the short-term out of just two core office buildings in central Wood Green – Alex House and 48 Station Road - reducing the overall occupancy of the Council's core office accommodation. It is considered, however, that to realise the full benefits of flexible and agile working, and to achieve the most efficient use of its available assets, LBH will need further changes to its core office accommodation.

3.4 Restoring the Civic Centre

Until recently the Civic Centre building in Wood Green has been used as the Council's main Democratic centre, including the Council Chamber and Committee Rooms, alongside also providing additional staff accommodation. The Civic Centre was constructed between 1955-58 to designs by Sir John Brown, AE Henson and Partners. It was the first Civic Centre of its size to be built after WWII, and influenced the design of later civic centres, including Crawley Town Hall. The design has clear Scandinavian influences, with generous planning and creative use of space. The original design intent was that the Civic Centre was to be built in three phases: the town hall and council offices first, followed by an auditorium and small hall, then finally a public library. In reality only, the first phase was built. The Civic Centre was grade II listed on 26 July 2018, with areas of high and medium historic significance including the main entrance lobby and the Council Chamber. The Site is located within the Trinity Gardens Conservation, which was designated on 22 September 1978.

The Civic Centre is now in a poor state of repair, needing considerable remedial works to prevent further deterioration. As a result of this, the building is currently unoccupied with the Council's main Democratic functions temporarily relocated to George Meehan House. In December 2020 Cabinet approved a proposed project to repair, restore, refurbish and extend the Civic Centre to bring the building back into use by the Council as its new Headquarters and Civic functions building alongside George Meehan House. This decision

recognised the building's iconic and historical status, and the Council's duty to maintain the site for future generations, ensuring it is a source of civic pride for the borough.

There is also an ambition to increase the level of engagement and interaction with residents, partners and community groups by increasing the opportunities for these groups to access space in the Civic Centre. The Council has a clear vision and ambition – to make Haringey a fairer and more equal borough but that's not something we can do alone. The structures of poverty and injustice are complex and interwoven – and take a collaborative cross-cutting response to overcome. The Council has to act in partnership with communities and community groups, with partners and business, for genuinely transformative change to happen. Future Council accommodation will enable this way of working by creating spaces where our workforce and partners can self-organise, build relationship, and bring together cross functional teams which can deliver solutions to complex problems. This means we need accommodation that is flexible enough to provide spaces to meet and engage with residents and community groups, and to be able to offer space for them to meet, work and hold meetings in so they can come together and participate in planning, design and decision-making. We should also look for opportunities to maximise the impact that our Council accommodation can have on improving public spaces around buildings to provide additional amenity for residents including playable space for Children.

3.5 Contributing to a Sustainable Future

In March 2021 Cabinet formally adopted the Climate Change Action Plan, which targets being a net-zero Council by 2027. In response to the Haringey Climate Change Action Plan, Council buildings should go beyond Building Regulations compliance, and push the boundaries in terms of energy efficiency measures, including passive design measures, and energy generation on sites. The refurbishment of the Civic Centre and any new buildings will support the Council's commitment to work towards a Zero Carbon estate, while the refurbishments will push the standards for retrofitting. This will demonstrate community leadership while reduce future energy costs on the Council, also allowing flexible space which will comply with future legislation and enable an attractive rental property, should the Council wish to.

To deliver wider sustainability objectives, the new build and refurbishments must aim for BREEAM 'Outstanding' (combined assessment for both buildings) and achieve 'Excellent' as a minimum recognising some of the site constraints. The buildings will be required to demonstrate sustainability through the design process and generate much of their power from renewable energy sources, have a high performing thermal envelope making them more efficient to heat, and cool in heatwaves, supported by natural ventilation; with the Mayor's standards being delivered under current and future climate models to 2050; ensuring operations can be maintained during extreme weather events and retrofitting is easy post 2080.

Assets of the Council will be designed to encourage occupiers to use active travel and public transport options. Buildings should be easy to access by walking, cycling and public transport, refer to Haringey Walking and Cycling Action Plan. The buildings will prioritise space for active travel users over the private car.

3.6 Constraints

There are a number of constraints for LBH to consider in its approach to office accommodation:

- 2026 is the earliest date for delivery of 'new' office accommodation arising from major works, either from a refurbishment or new build
- LBH offices need to remain within the Borough and be accessible to service users
- Funding for any proposed changes would need to be within the parameters of the LBH Capital programme and existing resource budgets
- Any new office provision needs to remain attractive and convenient for staff, including access to public transport and appropriate parking provisions.

- Services requiring customer access, and those requiring 24/7 access are not included in the core office accommodation requirements

3.7 Dependencies

The project has the following dependencies:

- The accommodation requirement being signed off and agreed to align with the way the organisation wants to work in the future
- The successful implementation of changed working practices to meet the more than 50% reduction in the Council's accommodation footprint

3.8 Risks

The Strategic Risks for LBH to manage and mitigate as it considers its accommodation options are:

- Potential cost and time overruns resulting in new accommodation not being available on time and budgetary pressures
- Unexpected condition issues within its existing buildings
- New accommodation being less attractive to staff or impeding their working arrangements
- Challenge in staff adapting to new working practices including potential adverse reaction to a reduction in the parking provision and greater reliance on public transport
- Resistance to cultural changes as the flexible and hybrid working practices are introduced
- Delays in the internal decision-making processes results in the accommodation not being available for occupation by 2025

4 Economic Case

4.1 Options for Change

Based on the strategic drivers set out in the Strategic Case section above, the following Critical Success Factors (CSFs) have been established for assessing the LBH's approach to office accommodation:

- **CSF1: Enables the Council's flexible working ambitions**, providing office accommodation that is the right size, whilst increasing the flexibility of office accommodation and creating an environment that prioritises collaboration and staff wellbeing
- **CSF2: Maximises the quality and efficiency of existing Council office accommodation assets** and the opportunities for Council buildings in Wood Green to be released for alternative uses
- **CSF3: Ensures that the Civic Centre is restored and brought back into use with enhanced community access**
- **CSF4: Supports Haringey's Climate Crises Action Plan and commitment to work towards a zero-carbon estate**
- **CSF5: Affordable to implement and offers public value for money**

This business case appraises two options to respond to the Council's strategic drivers, which will be assessed against the Critical Success Factors set out above:

- **Option 1** – Restoring and refurbishing the existing Civic Centre Building, carry out further improvements to Alex House, consolidating staff accommodation into these two buildings as the Council's core office locations.
- **Option 2** – Restoring, refurbishing and expanding the existing Civic Centre through the addition of an Annex building, consolidating staff accommodation into this single site as the Council's core office location.

4.2 Option 1 Appraisal

Option 1 would include restoring and refurbishing the existing Civic Centre Building. Office accommodation would be provided across Alex House and the Civic Centre, consolidating staff accommodation into these two buildings as the Council's core office locations. 48 Station Road would cease to be used for office accommodation (as set out in Section 3.3, the ability to fully vacate the Council's existing accommodation is dependent upon future decisions regarding the relocation of client-facing and out of hours services).

Qualitative Appraisal

Option 1 would achieve the objective of restoring the current Civic Centre building and provide a long-term home for the Council's democratic functions. It would not, however, achieve the objective of making the most efficient use of current Council assets and releasing the existing office accommodation assets in Wood Green as Alex House would need to be retained for long-term use as staff accommodation. Retaining Alex House for this purpose this long-term period would require significant further investment in the building to bring it up to the standard required and to enable the realisation of the Council's flexible working objectives.

Whilst the Council currently occupies Alex House on a short- to medium-term basis, the core, critical infrastructure of the building, including building-wide systems such as heating and ventilation, and exterior glazing, would need full replacement in order bring the building up to a standard suitable for long-term occupation, whilst meeting the Council's ambitious sustainability agenda. Cost estimates for retaining Alex House as a long-term solution also factor in costs associated with asbestos removal, and assumptions about furniture & fixtures and professional fees. The capital cost of this would exceed the cost of the Option 2.

In order to refurbish Alex House to the extent required, would in all likelihood require the building to be temporarily vacated to allow the works to be undertaken. In order to facilitate this, a multi-phased programme with staff relocated multiple times and possibly an increased reliance on working away from the office would be required, undermining our hybrid working ambitions and risking disruption of operational services. It would also carry the possibility of additional temporary accommodation being required during this period and any phasing related to this option would be likely to result in the need for retaining the use of 48 Station Road for a longer period, delaying when the building could be released. This option would also carry a greater financial risk in terms of the implementation costs associated with a multi-phase, elongated programme.

This option would also see Council staff and services split between two sites, limiting the efficiency of the office accommodation, and the flexible and collaborative working benefits that can be achieved and carrying a risk of creating an inequitable experience across the two locations.

This option would only achieve limited Community access benefits as the existing Civic Centre building would have to be prioritised for use by Council staff and the delivery of Democratic functions. There would also be limited opportunities to meet the Council's sustainability and net-zero carbon ambitions.

Critical Success Factor	Benefits	Risks	RAG
CSF1: Enables the Council's flexible working ambitions	<ul style="list-style-type: none"> Accommodation is planned to provide new flexible work settings, which will enable the start of the transformation journey 	<ul style="list-style-type: none"> Limitations of existing buildings reduce the available flexibility and ability to easily adapt the physical spaces Splitting staff across separate sites reduce the opportunities for increasing collaboration 	Amber
CSF2: Maximises the quality and efficiency of existing Council office accommodation assets	<ul style="list-style-type: none"> Vacating 48 Station Road meaning building could be considered for alternative uses 	<ul style="list-style-type: none"> Does not release Alex House for alternative uses Office accommodation still inefficient as split across two sites Difficult to recreate an equitable experience across all accommodation 	Amber
CSF3: Ensures that the Civic Centre is restored and brought back into use with enhanced community access	<ul style="list-style-type: none"> Civic Centre would be restored 	<ul style="list-style-type: none"> Opportunities to provide access to the wider community would be limited by Council requirements of the building 	Amber
CSF4: Supports Haringey's Climate Crises Action Plan and commitment to work towards a zero-carbon estate	<ul style="list-style-type: none"> Vacating one existing building would offer opportunities to reduce the negative contribution made to the environmental impact of the Council's office accommodation 	<ul style="list-style-type: none"> Due to the limitations presented by undertaking a refurbishment of a listed building, the office estate would still not be able to significantly contribute to the Council's plan 	Amber
CSF5: Affordable to implement and offers		<ul style="list-style-type: none"> Significant investment required in both buildings to enable 	Red

public value for money		long-term use, which would exceed the cost of Option 2 <ul style="list-style-type: none"> • Likely need for an elongated, multi-phase relocation programme would cause the greatest disruption to operations 	
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Quantitative Appraisal

Option 1 has capital costs of £82.3m and would increase the cost of running the corporate estate by £2.8m per year. This option represents a Net Present Value (NPV) of -£7.85m. A detailed breakdown of the costs, income and assumptions made is at Appendix A: Detailed Economic Analysis.

4.3 Option 2 Appraisal

Option 2 would see the Council restoring, refurbishing and expanding the existing Civic Centre through the addition of an Annex building, consolidating staff accommodation into this single site as the Council’s core office location and ceasing to use Alex House and 48 Station Road for office accommodation purposes.

Qualitative Appraisal

Option 2 would achieve the objective of restoring the current Civic Centre building and would also greatly enhance the wider Civic Centre site for the benefit of both staff and the wider community. This option will also present the greatest opportunity for creating a compelling partner and community access offer at the site, through the ability to offer shared use of a variety of flexible spaces, both inside and outside.

The addition of an annex will result in the most efficient provision of office accommodation, consolidating all of the Council’s core office accommodation on to one site, alongside its Democratic functions. This creates the greatest opportunities for increased collaboration between staff and allows LBH to provide a consistent, high-quality accommodation offer for its staff. The capital costs for this option are lower than for Option 1.

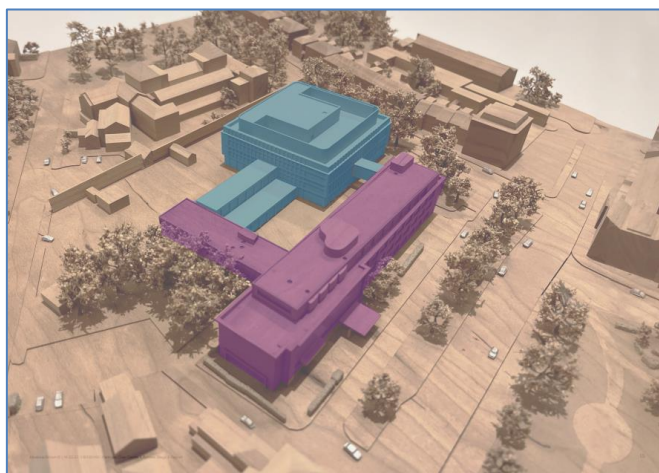


Figure 1: Showing location of Annex addition to the Civic Centre (Annex shown in blue). Please note that this is for illustrative purposes only at this stage and is subject to further design development and Planning consent.

This option will allow the exiting of existing office accommodation in central Wood Green meaning both Alex House and 48 Station Road can be considered for alternative uses, which presents a significant opportunity for the Council, and represents a key differentiator when compared to Option 1.

The proposed new annex building will be designed to low carbon principles, meaning this option best meets the Council's sustainability objectives as it replaces two existing buildings that make a negative contribution.

Option 2 does require the most ambitious approach to flexible working, which will require staff to go through a significant period of change to their working culture and practices, meaning that this option therefore carries greater risk in this regard than Option 1. The requirement to plan and carry out relocations of staff in a relatively short period of time will also potentially create short-term disruption to staff working and the operation of council services, but this would be significantly less than under Option 1.

This option also carries risk in terms of cost certainty and control as the significant new build element, alongside the refurbishment works, will be susceptible to market forces and external risks governing materials and construction costs.

Critical Success Factor	Benefits	Risks	RAG
CSF1: Enables the Council's flexible working ambitions	<ul style="list-style-type: none"> All accommodation on one site, maximising the opportunities to achieve the greatest levels of collaboration Provides the greatest level of flexibility of accommodation provision, including the ability to work with Partners and Community groups Maximises the provision of outside space to enhance the 	<ul style="list-style-type: none"> Requires the greatest change to the Council's working culture Requires additional relocations of staff which could cause temporary disruption 	Green
CSF2: Maximises the quality and efficiency of existing Council office accommodation assets	<ul style="list-style-type: none"> Would consolidate all accommodation on a single site, releasing all other assets from their use as office accommodation Would ensure that all accommodation is provided to the same standard 		Green
CSF3: Ensures that the Civic Centre is restored and brought back into use with enhanced community access	<ul style="list-style-type: none"> Civic Centre would be restored and extended, further enhancing the status of the site Maximum opportunities to offer community access 		Green
CSF4: Supports Haringey's Climate Crises Action Plan and commitment to work towards a zero-carbon estate	<ul style="list-style-type: none"> New Annex building would be designed to fully support the Council's net-zero carbon target 		Green
CSF5: Affordable to implement and offers public value for money	<ul style="list-style-type: none"> Represents the best public value way of achieving the Council's strategic objectives 	<ul style="list-style-type: none"> Risk of overall costs being impacted by market factors 	Amber

Quantitative Appraisal

Option 2 has capital costs of £70.562m and requires budget growth of £0.274m per year against the running of the corporate estate. This option represents a Net Present Value (NPV) of £1.249m. A detailed breakdown of the costs, income and assumptions made is at Appendix A: Detailed Economic Analysis.

4.4 Options Analysis and Recommendations

The analysis in this business case has shown that Option 2 represents the greatest public value for money (see table below). As such, and taking into account the qualitative analysis above, Option 2 is the preferred option for LBH's accommodation review. It is the only option that meets all of LBH's strategic objectives. Option 2 has lower capital costs and results in a smaller increase to the council's running costs, whereas Option 1 would result in greatly increased running cost.

Under the NPV analysis, Option 1 has a negative NPV of -£7.85m, with Option 2 having a positive NPV of £1.249m and therefore preferable from this perspective.

The figures below summarise the capital costs, running costs, and the Net Present Value of each option (discounted at 3.5%). A detailed breakdown of the costs, income and assumptions made is at Appendix A: Detailed Economic Analysis.

£000's	Option 1	Option 2
Capital Costs	82,292	70,562
Estates Running Costs (Net of rental income)	5,691	3,156
Baseline Running Costs	2,881	2,881
Net (cost) / saving of running costs against baseline	2,809	274
Net Present Value (NPV)	-7,850	1,249

5 Commercial Case

This section considers how each of the main elements of the preferred option will be procured and any other commercial aspects.

5.1 Outline to Procurement

The Civic Centre Redevelopment programme requires a range of consultants and contractors to successfully deliver. The procurement will be compliant with the London Borough of Haringey's Procurement Code of Practice, Contract Standing Order Procedures, and the Public Contract Regulation 2015.

Professional Services

As outlined below professional services are required to support the successful delivery of the civic centre redevelopment:

- The project cost consultant (QS) was a separate commission appointed directly by the Council for RIBA Stages 1 – 6. The commission was undertaken via the Councils Dynamic Purchasing System (DPS)
- The project Multi-Disciplinary Design Team (MDDT) is a separate commission that was appointed directly by the Council for RIBA Stages 1 – 6. The commission was undertaken via the Councils Dynamic Purchasing System (DPS)
- The Client Design Advisor (CDA) will also be appointed directly by the Council to assist in RIBA 2-6. The commission will be undertaken via the Councils Dynamic Purchasing System (DPS)
- Several intrusive surveys are required to validate the design throughout RIBA Stages 1-4 and have been procured through the lead consultant and MDDT, as specified and allowed for as part of their appointment

As part of the external landscaping design development by the MDDT, the project has begun engagement with local stakeholders as part of a co-production exercise of the woodland gardens area to the south of the site.

Construction Partner

The procurement strategy for both the Civic Centre and the annex buildings were the subject of a detailed options appraisal considered during RIBA 2. The procurement strategy was revisited during RIBA 3, to better understand the optimum route to market, considering the key objectives of the project, its complexity, the site constraints and current market conditions. Through planning and preparation around the appropriate approach to appointing a construction partner, in line with Council's standard procedures, considerations are as follows:

- The principal contractor will be appointed directly by the Council for RIBA Stage 4. The commission will be undertaken via the Councils HPCS, through the London Construction Programme (LCP) framework under LOT 3.4 Capital projects PAN London £20m+ and/or Lot 4.1 Heritage and Historical Pan London £1m+.
- During RIBA stages 2 and 3 the project team further developed the project procurement strategy, in close consultation with Strategic Procurement and in line with the Council's Contract Standing Order procedures.

- Soft market engagement was completed with the contactors from with the Capital projects PAN London £20m+ and Heritage and Historical Pan London £1m+ lots, to understand their thoughts on the project's delivery.
- Through this engagement, the project team are of the opinion that a design and build approach to the scheme would provide the most effective and efficient delivery method.

Social Value

Through the Council's commitment to its social value and equalities objectives, the project team will endeavour to incorporate measures to consider this when procuring works and services. The project team will promote apprenticeships, training and mentoring opportunities, and the use of local supply chain partners in construction, local labour in construction, and sustainability and environmental initiatives in construction. This will be evaluated by incorporating relevant questions within the quality delivery proposals for the procurement of works and services.

5.2 On-Going Maintenance

The recommended option will deliver a more energy efficient building, with a lower energy consumption resulting in lower running costs (relative to the increased energy costs). Efficient and sustainable heating measures will be implemented through a combination of underfloor heating, radiant panels, trench heating and radiators (including low level plinth radiators), which will be designed to be compatible with low carbon technologies and a potential future connection to the district heating system, which could allow for further savings on running costs. The design will incorporate smart management processes including a building management system, services that are easy to adapt and maintain to improve comfort quickly through smart technology for ventilation, heating, cooling and lighting controls. Additionally, the project is incorporating Building Information Modelling (BIM) within the scheme. BIM is a digital representation of physical and functional characteristics of a facility creating a shared knowledge resource for information about it and forming a reliable basis for decisions during its life cycle, from earliest conception to demolition. BIM level includes the 3D modelling of building elements, including its design and coordination, and allows for information sharing across various systems. It also provides data collection through all building disciplines. BIM allows for better capital maintenance and upgrade planning, helps streamline repairs and maintenance, and helps reduce energy wastage and the carbon footprint.

6 Financial Case

The Economic Case indicated the preferred option for LBH's office accommodation. This Financial Case indicates the budgetary, financial and affordability considerations of this approach.

6.1 Funding Requirements

The preferred option emerging from the Economic Case requires estimated capital costs of £70.562m. The ongoing cost of the Council's corporate accommodation portfolio once the project is completed is estimated at £3.156m from 2025/26, which compares to the current cost of £2.881m. The increase in cost of £0.275m needs to be compared to option1 which would require an additional budget of £2.80m. The approved General Fund capital programme includes provision for the Civic Centre works at £66m. The revenue and capital effect of all the capital works required to deliver the strategy have been factored into the MTFS. At this stage the estimated slight increase in running costs of £0.275m has not been factored into the MTFS.

Table: Funding requirements

Financial Implications (£000s)	2022-2026	Notes
Capital Costs	70,562	This covers all works required to the buildings in scope
Estates Running Costs (Net of rental income and including capital borrowing)	3,156	
Total Cost		

Costs exclude VAT, as LBH recovers VAT.

6.2 Projected Income and Expenditure Account Implications

The project when complete delivers an estimated cost increase of £0.275m per annum compared to the current budgets. This is though dependent on a number of assumptions crystallising such as actual capital costs being in line with budgets and rental levels being achieved.

6.3 Projected Balance Sheet

When completed the assets will be revalued and included in the Council's balance sheet.

6.4 Affordability Considerations

Scheme is affordable under the current MTFS

6.5 Note on Capital Cost Estimates

The refurbishment cost for Alex House used to inform this analysis were externally produced in 2019 by GL Hearn, as part of a high-level review. A recent review by internal cost consultants at Haringey council, who were not privy to the GL Hearn report, was conducted in December 2021. This recent review takes into account the current BCIS market reported conditions as a result of the COVID pandemic. This review has provided a comparable figure to the externally produced GL Hearn estimate, which clearly would not have foreseen the Covid pandemic impacts. Therefore, we have used the internally produced figures of December 2021. These were then reviewed as part of this update to the business case to take into account updated market conditions, including increases to inflation and the Ukraine crisis, and revised assumptions as to the level of work required to completely refurbish Alex House, including full removal of asbestos.

The cost estimates for the Civic Centre and Annex option have been provided by external cost consultants throughout the design stages to date. These consultants are part of the multidiscipline professional services

team appointed for this project and will continue to review costs and produce cost reports at each Key RIBA Stage allowing for robust interrogation and testing of the Business Case.

6.6 Cost Control in Construction

A cost plan has been prepared which includes all anticipated construction costs, all other items of project cost including professional fees, disbursements, client fit-out and contingency. The objective of cost control is to manage the delivery of the project within the approved budget. Regular cost reporting will facilitate, at all times, the best possible estimate of established project cost to date, anticipated final cost of the project and future cash flow, tracked monthly, quarterly and annually. Cost reporting will be presented in accordance with the management approach detailed in Section 7 of this business case.

Cost management of the scheme will follow the guidance set out in the Council's Capital Projects and Property Delivery and Governance Framework. As the scheme progresses through the design phases, the following actions have and will be taken:

- Establishing that all decisions taken during design and construction are based on a forecast of the cost implications of the alternatives being considered, and that no decisions are taken whose cost implications would cause the total budget to be exceeded
- Regularly updating and reissuing the cost plan and variation orders causing any alterations to the brief
- Adjusting the cash flow and cost plan to reflect alterations to the target cost
- Developing the cost plan in liaison with the project team as design and construction progress
- Reviewing contingency and risk allowances at regular intervals and reporting the assessments is an essential part of risk management procedures. Developing the cost plan should not involve increasing the total cost
- Ensuring that the agreed change management process is strictly followed at all stages of the project and reported to Change Control Board as appropriate
- Submitting regular, up-to-date and accurate cost reports to keep the client well informed of the current budgetary and cost situation
- Ensuring that the project costs are always reported back against the approved budget. Any subsequent variations to the budget must be clearly indicated in the cost reports
- Plotting actual expenditure against predicted to give an indication of the project's progress

7 Management Case

The Economic, Commercial and Financial Cases have indicated the preferred option for Haringey's office accommodation approach. This Management Case provides the outline plans for programme management, governance and risk management that will be required to ensure successful delivery.

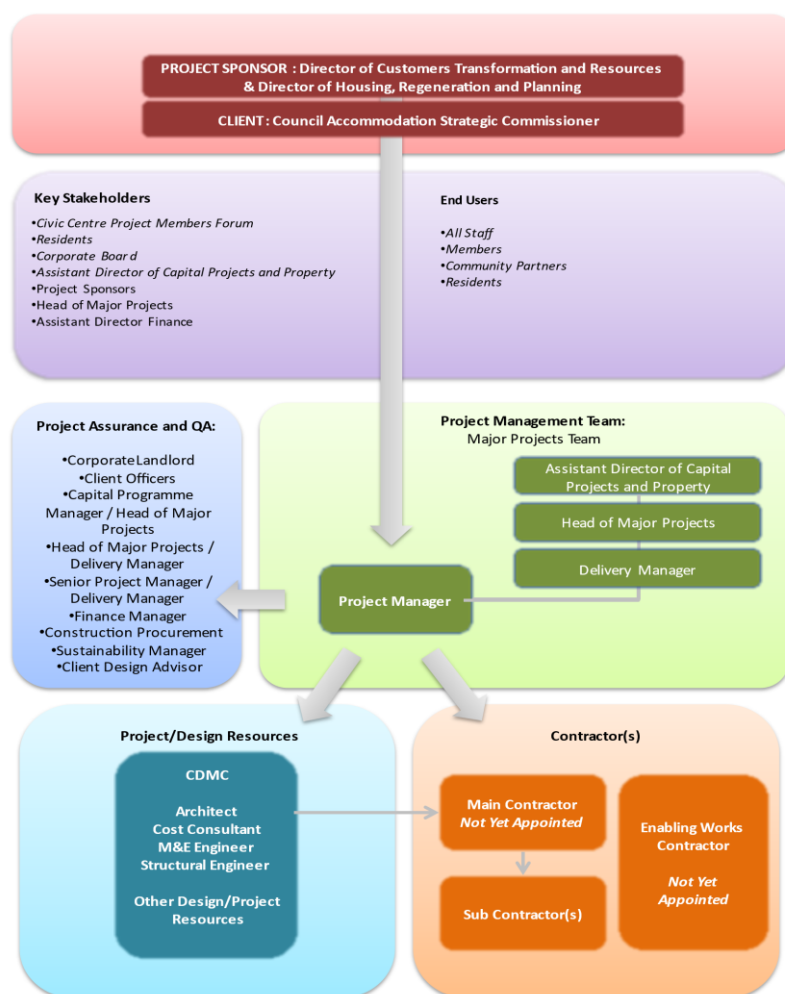
7.1 Project Control and Governance

Robust project controls and carefully considered project governance are paramount in ensuring the project is delivered to a high standard and that a fit for purpose building is provided for Haringey's staff and the wider community.

The Civic Centre project is being delivered in line with the Council's decision-making processes. The project continues to utilise the Civic Centre Steering Group, the Capital Property Steering Group, the Capital Projects Delivery Board, Corporate Board and Cabinet to ensure issues and decisions are made in the right manner.

Additionally, the project is being delivered ensuring that Members are kept abreast of progress and key matters. The project team continue to ensure this is completed through the Leader's, Lead Member's, Civic Centre Members Forum and Cabinet Advisory Board briefings.

Other keys areas that have been considered when developing the project delivery plan are change control, risk management, programme audit, cost reviews and quality assurance. These elements are being delivered in line with the project team structure and management diagram set out below:



7.2 High Level Implementation Plan for Preferred Option

The milestone table below shows the high-level Capital delivery programme plan to deliver the preferred option. Please note that this is programme based on the preferred design and build procurement strategy.

Milestone	Date
RIBA Stage 3 Design	February 2023
Planning and Listed Building Consent Application Submission	March 2023
Planning and Listed Building Consent Decision	Summer 2023
Cabinet Decision for Main Construction Contract Award	Winter 2023
Construction - Start on site	Spring 2024
Construction - Practical Completion	Spring 2026
Client Fit Out	Summer 2026
Handover and Occupation	Summer 2026

7.3 Communications & Engagement

The purpose of communication and engagement is to inform, engage, and involve key stakeholders in the development of the project by getting out key messages. Communication and engagement cover both internal and external audiences and will include short-, medium- and long-term phases of the project.

To provide information and consult with key stakeholders, Members, staff, and the local community, a strategy has been developed which covers the following:

- Who we communicate with
- What we will communicate about
- How we will do it
- Timeline

There are agreed core messages which run throughout the project and feature in the activity. The Council is delivering a mixture of communications and engagement. In developing and finalising the communication plan, the Council endeavours to use a range of communication channels – both physical and digital - to make communications and engagement as easy and as accessible as possible for everyone.

In developing these plans, there has already been an extended period of consultation and dialogue with our workforce that has taken place. This includes:

- Staff surveys to gather information about staff experiences of working from home, their work-style preferences
- Consultation with the trade unions, to understand key issues facing staff.
- Discussions with staff networks including the Disability and Health network and the LGBT+ staff network
- “Let’s Talk” sessions, which all staff are invited, to facilitate engagement directly between staff and senior management
- Consultation with key internal stakeholders through the formation of the Civic Centre project workstreams, which act as sub-groups to the Civic Centre Steering Group and have been formed to interrogate, challenge and influence project design. (They tackle key project issues such as sustainability, inclusivity and accessibility, future building management and digital services)

- A series of in-person engagements sessions that will continue until the project's completion. A project 'roadshow' which started in January 2023, where the scheme was presented to the Council's Leadership Network to cascade on to their teams
- Exhibitions of project information displays in Council office buildings over a series of weeks to allow staff members to see the design proposals at staffed drop-in engagement sessions, and ask questions about the project and feedback their thoughts
- Uploaded current design proposals to the Council's intranet pages
- Engagement sessions are also to be held virtually, available to all-staff, to promote accessibility and inclusivity, and recognising that staff are working more flexibly

In addition to dialogue with the Council's workforce, communication and engagement is also being extended to key local stakeholders and the wider community, to give them an opportunity to review and comment on the developing plans. This is being managed through:

- Working with the Council's Regeneration Team, the formation of a co-design group for the Civic Centre to involve the community, which includes participants from Trinity Primary Academy, St Michael's Primary School, and St Michael's Church, to develop the external landscaping elements of the project, with a key focus on the South Gardens area on the Bounds Green side of the site.
- A dedicated Civic Centre webpage on the Council's website, which allows residents across the borough to view the current plans and design proposals, leave their feedback
- In-person events offered to the wider public through drop-in sessions held at Wood Green Library, and other Council buildings, offering residents the opportunity to learn about the proposed plans and current design for the Civic Centre, its future use, informed about the services that will be delivered on site, and anticipated shared use opportunities with the community
- Information has been made available across the borough's libraries, with a standing exhibition at Wood Green Library. Feedback forms were also provided in hard copy and online to enable residents to comment on the proposals

This engagement will continue throughout the programme and a dedicated Communication & Engagement Plan has been developed and is being delivered to assist the organisation in navigating the change.

This plan also covers the engagement approach covering other key stakeholders, including Members, partners and the wider community. Working groups have been established to inform key elements of the design process, including a process of co-production.

7.4 Risks & Issues

This section captures the key risks to the preferred option as recommended above in the 'Economic Case'

Risk	Impact (1 Low 5 High)	Prob (1 Low 5 High)	Mitigation/Action	Post- Mitigation Impact (1 Low 5 High)	Post- Mitigation Prob (1 Low 5 High)
Existing building condition - if additional asbestos is found or other unforeseen issue related to the existing building's condition causing redesign and delay to onsite construction programme. Further strip out works may be required and may result in elements of site discovery during construction.	4	4	Strip out enabling works have removed most of the asbestos and remaining items will be clearly identified, as pre and post strip out surveys completed, and included in the pre-construction contract information. Strip out works confirmed some known asbestos that requires demolition to enable removal. Project Team identifying any further survey and intrusive investigations together with	3	2

Risk	Impact (1 Low 5 High)	Prob (1 Low 5 High)	Mitigation/Action	Post- Mitigation Impact (1 Low 5 High)	Post- Mitigation Prob (1 Low 5 High)
			framework contractors to further de-risk the site prior to tender. Appropriate costs have been included in end of Stage cost estimate for known asbestos removal, but this risk will remain throughout construction as is an existing building.		
Ground Contamination - if the site investigations reveal abnormal ground conditions or contaminated land on site, then this could lead to increased costs and time to remediate/redesign	5	4	Below ground / geotechnical intrusive survey was scoped and undertaken in stage 2. Utilisation of existing record information, in addition to the geotechnical, including contamination surveys, completed are being used to inform Stages 3 and 3+ design documentation. Provisional sum allowed for.	4	2
Haringey's robust governance and approval process - if there are delays in completing approvals, including change, and sign off, then this may result in programme delays.	5	5	The MDDT have presented to the Client throughout design Stages 2 and 3, so the final Stage 3 submission should not be the first time these proposals will have been seen. However, late design changes need to be notified to Client to assist this approval. Stage 3 presentations and page turn exercise planned to take key stakeholders and Client Team through developed scheme, in order to seek approval of the final Stage 3 proposals.	3	2
Client change – if the design does not meet the user requirements and/or there are on-going changes, then it will impact the design outputs with potential cost and programme impact.	4	4	A detailed Design Brief was developed with engagement from all stakeholders. The Design team have developed the scheme in line with the brief's requirements, and have presented this to the satisfaction of the Client. Any proposed change should be limited and to be managed through a formal change control process, and only instructed, if required, having understood any impacts to quality, cost and programme.	3	2
The Council has an ambition to deliver the buildings (heritage and new) as zero carbon, which is only possible with some carbon	4	4	Carbon strategy has been discussed and refined with the Carbon Management team and the Conservation officers as part of design development discussions,	4	2

Risk	Impact (1 Low 5 High)	Prob (1 Low 5 High)	Mitigation/Action	Post- Mitigation Impact (1 Low 5 High)	Post- Mitigation Prob (1 Low 5 High)
off-setting required. If there isn't acceptance of the Carbon strategy and sustainability measures that are achievable together with offsetting, then this may impact planning approval, programme and cost.			stakeholder workshop and pre-application discussions. Final briefing/engagement session to be held with Carbon Team prior to planning submission to ensure design proposals are understood and provide comfort		
Planning and Conservation objections – if the Planning/Conservation Officers objects to certain proposals due to being insensitive to heritage aspects or not in line with policy, then this could lead to programme delays whilst the design is revisited (including façade treatment), or determination outside of the Council's required timescales, impacting on time and/or cost	4	4	Specialist planning consultant engaged to assess and liaise with the Planning Authority through formal planning performance agreement in place. Specialist heritage consultant engaged and produced a report on the different areas of significance within existing Civic Centre, and have met with planning, 20 th Century Society and Historic England in various heritage and conservation focussed pre-app meetings. The project team have held several informal pre-app meetings with the Planning Authority and have reviewed the project programme to ensure the timescales are agreeable.	4	2
'Procurement -there is a risk that the appointed contractor may not perform well, which would impact on the time and cost parameters of the project.	5	3	A robust tender process will be implemented, with a strong focus on the quality evaluation section, which will be weighted at a level to ensure a competent, experienced (especially of heritage buildings) contractor is appointed. The project team have, through soft market engagement with contractors on Haringey's London Construction Programme framework, reviewed contractors' willingness and capacity to tender. The project team will implement close management and co-ordination with the contractor against a robust delivery programme.	2	2
The Building Cost Informative Service (which provides cost data for the construction industry to inform cost projections) tender price index suggests that the project will be exposed to a high inflationary increase by the time the project is tendered in Q2 2023.	3	4	The project team are completing regular cost reviews to closely monitor construction costs against market movements. The project team are constantly considering value engineering opportunities as the design develops and have set a robust contingency allowance within the project budget. Issues are being raised appropriately along the governance structure for a decision	2	3

Risk	Impact (1 Low 5 High)	Prob (1 Low 5 High)	Mitigation/Action	Post- Mitigation Impact (1 Low 5 High)	Post- Mitigation Prob (1 Low 5 High)
			to identify any cost increase required.		
Costs exceed available budget – if proposals are not within current project budget, then additional funding may be required for the project to progress. Potentially delaying programme and/or reducing scope of the project. Stage 3 cost out turn above financial envelope range for construction	5	5	Interim Stage 3 cost plan suggest costs have increased from end of Stage 2, to reflect the proposed design, outcomes of intrusive/condition surveys commissioned to understand and specify works required (e.g. structural repairs), identified additional restoration and/or compliance works (e.g. fire protection to floors). An ongoing process of value management is being implemented, with expectations managed to the Client Team. Ongoing collaboration between cost managers and design team throughout work stage. Review potential for value engineering at the end of the stage, if required, to bring scheme in line with available budget.	3	3
That estimates of staff working patterns are not realistic, and more, or less, staff need to work in the office than planned.	4	3	Detailed work has been carried out with all areas of the organisation to arrive at occupancy targets. The flexible nature of the intended design means that the spaces provided will be able to respond to staff changing needs and uses over the life of the building. The Project Team are working collaboratively as part of the Council's 'Working Flexibly' roadshow to promote the various types of working environments offered within the design, the flexibility of the building and needs of the staff group.	2	1
Flexible and hybrid working practices are not successfully adopted and staff numbers requiring office space are higher or lower than planned.	4	2	Many of the working practices will already have been in place and tested prior to the move to the Civic Centre as the short-term consolidation of staff accommodation to Alex House and 48 Station Road is based on these new ways of working. A full change and engagement programme will be rolled out alongside the physical works and relocation to ensure that staff and managers are equipped to work in the new environment.	2	1
There is a risk that the limited availability of	3	3	The Civic Centre location has been identified as having excellent travel links and qualifies as a 'car free'	2	2

Risk	Impact (1 Low 5 High)	Prob (1 Low 5 High)	Mitigation/Action	Post- Mitigation Impact (1 Low 5 High)	Post- Mitigation Prob (1 Low 5 High)
parking at the redeveloped Civic Centre could have a negative effect on recruitment and retention of staff that may have difficulty in travelling to work by public transport. Any impact on staff ability to travel around the borough could affect efficiency.			development. Through design development with staff groups and the Client, the limited parking available has been developed so all eight spaces provided can be disabled/accessible parking spaces, managed as required. Work is being undertaken to ascertain the detailed organisational parking requirements for service vehicles and essential drivers, which staff will be consulted on. Mitigations could include identifying alternative additional parking in the Wood Green area. The adoption of different working practices, including increasing locality-based working, should lessen the need for onsite parking and the council's core office. It is being made clear in the recruitment process that there is no parking provision, so there will be no expectation for it.		

8 Appendix A: Detailed Economic Analysis

8.1 Appraisal Methodology

Currently the Council has a net revenue spend of £2.881m for running 48 Station Road, Alexandra House, 40 Cumberland Road and River Park House. Both options considered assume that RPH will be vacated and held ready for future purposes yet to be decided. The business case evaluates two options, which both make several assumptions around the use of the buildings on Station Road. The revenue financial implications of the two options addressed in this business case have been considered in comparison with the corporate accommodation revenue budgets in the current MTFS. They include the revenue implications of the capital costs.

In addition to the revenue affordability appraisal, both Options were appraised using the Net Present Value (NPV) technique. This technique allows future cash flows to be expressed in today's money, thus enabling different projects with different cash flows to be evaluated on a consistent basis. This is achieved through discounting those future cash flows back to today. The technique accounts for the capital costs when incurred but not the capital financing costs. In constructing the model, allowances were made for anticipated capital costs throughout the long life of the assets, such as new heating systems etc. The model also uses the current Treasury standard discount rate of 3.5% that is used to appraise public sector investment decisions. In investment terms, a project with a positive NPV is one that pays for itself in totality over its lifespan and generates a surplus. So, the higher the NPV the better.

As set out in Section 4.4, under the NPV analysis, Option 1 had a negative NPV of -£7.85m whilst Option 2 had an NPV £1.249. Option 2 having a positive NPV of £1.249m is therefore preferable from this perspective.

8.2 Option 1 Appraisal

Capital Costs

The capital programme required for Option 1 is set out below:

Option 1	On-Off Costs (£000's)
Civic Centre	31,584
Civic Centre Annex	0
48 Station Road	2,212
40 Cumberland Road	150
River Park House	500
Alexandra House	47,846
Total	82,292

Revenue Costs

This option includes commercially letting 40 Cumberland Road, and 48 Station. The revenue effect of this option is set out in the table below.

Option 1	Current Cost	Projected Net Cost/(Saving) £000's	Estimated Net Cost/(Saving) £000's
Civic Centre	516	2,178	1,661
Civic Centre Annex	0	0	0
48 Station Road	269	-277	-546
40 Cumberland Road	335	-290	-625
River Park House	987	0	-987
Alexandra House	773	4,080	3,306
Total	2,881	5,691	2,809

The above table shows that the refurbishing Alexandra House option would result in an increase in the cost of running the corporate accommodation estate. The significant cost arises due to the need to invest in Alexandra House but critically not then letting it out thus forgoing an income stream and retaining a higher cost base (reflecting the capital finance charges of the investment).

Detailed Breakdown – Option 1

Building	Capital Investment	Estimated Operating Costs	MRP & Interest costs	Operating costs inc MRP	Rental Income	Estimated Service Charge Income	Business Rates Income	Total Income	Net Opg Costs	Existing Budget/Cost	Cost/(Saving)
Civic Centre	31,584,000	461,173	1,716,374	2,177,547	0	0	0	0	2,177,547	516,414	1,661,133
Civic Centre Annex								0	0	0	0
48 Station Road	2,212,000	549,181	120,207	669,388	447,219	275,214	223,611	946,044	-276,656	269,084	-545,740
40 Cumberland	150,000	502,707	10,116	512,823	346,328	251,878	204,651	802,857	-290,035	335,319	-625,354
RPH	500,000	0	0	0	0	0	0	0	0	987,067	-987,067
Alexandra House	47,846,000	853,263	3,226,688	4,079,951	0	0	0	0	4,079,951	773,487	3,306,464
	82,292,000	2,366,324	5,073,385	7,439,709	793,547	527,092	428,262	1,748,901	5,690,807	2,881,371	2,809,436

8.3 Option 2 Appraisal

Capital Costs

The capital programme required for Option 2 is set out below:

Option 2	On-Off Costs (£000's)
Civic Centre	31,584
Civic Centre Annex	34,416
48 Station Road	2,212
40 Cumberland Road	150
River Park House	500
Alexandra House	1,700
Total	70,562

The table above does not include certain works to Alexandra House and 48 Station Road as those expenditures would have been incurred in any event.

Revenue Cost

This option includes commercially letting 40 Cumberland Road is wholly let to a 3rd party, and that 48 Station Road and Alexandra House are, once vacated, let to 3rd parties. The revenue effect of this is set out in the table below.

Option 2	Current Cost	Projected Net Cost/(Saving) £000's	Estimated Net Cost/(Saving) £000's
Civic Centre	516	2,178	1,661
Civic Centre Annex	0	2,232	2,232
48 Station Road	269	-277	-546
40 Cumberland Road	335	-290	-625
River Park House	987	0	-987
Alexandra House	773	-687	-1,461
Total	2,881	3,156	274

The above table shows that the preferred option entails a small uplift in the cost of running the estate, but significantly less than Option 1. The key driver for this is the income generation at Alexandra House as opposed to Option 1 where Alexandra House generates a cost.

Detailed Breakdown – Option 2

Building	Capital Investment	Estimated Operating Costs	MRP & Interest costs	Operating costs inc MRP	Estimated Rental Income	Estimated Service Charge Income	Business Rates Income	Total Income	Net Opg Costs	Existing Budget/Cost	Cost/(Saving)
Civic Centre	31,584,000	461,173	1,716,374	2,177,547	0	0	0	0	2,177,547	516,414	1,661,133
Civic Centre Annex	34,416,000	411,529	1,870,274	2,281,803	50,000	0	0	50,000	2,231,803	0	2,231,803
48 Station Road	2,212,000	549,181	120,207	669,388	447,219	275,214	223,611	946,044	-276,655	269,084	-545,739
40 Cumberland	150,000	502,707	10,116	512,823	346,328	251,878	204,651	802,857	-290,035	335,319	-625,354
RPH	500,000	0	0	0	0	0	0	0	0	987,067	-987,067
Alexandra House	1,700,000	853,263	114,646	967,909	1,015,000	213,316	426,631	1,654,947	-687,038	773,487	-1,460,525
	70,562,000	2,777,853	3,831,617	6,609,470	1,858,547	740,408	854,893	3,453,848	3,155,622	2,881,371	274,251

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Report for: Cabinet 18th April, 2023

Title: To approve the Haringey Early Years Strategy 2023-26

Report authorised by : Jane Edwards, Assistant Director, Schools and Learning

Lead Officer: Nick Hewlett, Principal Advisor for Early Years Quality,
nick.hewlett@haringey.gov.uk

Ward(s) affected: All

Report for Key/

Non Key Decision: Yes

1. Describe the issue under consideration

- 1.1 The purpose of this report is to seek Cabinet's agreement to approve Haringey's Early Years Strategy.
- 1.2 The strategy has been developed in consultation with key stakeholders, including parents, the early years sector and professional partners.
- 1.3 The implementation of an Early Years Strategy is subject to statutory consultation and therefore permission is being sought from Cabinet to approve its publication.

2. Cabinet Member Introduction

- 2.1 It is well-established that a child's early years experiences can influence their development and outcomes in life. Providing high quality early education and childcare, and ensuring there is early intervention for children who are vulnerable or who have special needs is therefore of great importance, and is a priority for this administration. The Council has a strong record in directly providing this high quality provision, and of supporting other providers in this work, with over 98% of settings either good or outstanding. A strategy which reflects the many dimensions of early years and childcare, which shapes and strengthens the service, and which supports children, parents, carers and families is long overdue. I am pleased to bring this report and the draft strategy to Cabinet.

3. Recommendations

- 3.1 That Cabinet approve the publication of Haringey's Early Years Strategy 2023-2026.

4. Reasons for decision

- 4.1 Our Early Years strategy reflects our ambition for an integrated and better co-ordinated approach across all services for young children, their families and carers. Through this strategy, our vision is that we develop an improved early years offer which ensures families can access the services they need to enable young children to have the best start in life and long-term foundations to thrive.

Following the Early Years review stakeholders felt that the lack of a dedicated Early Years Strategy led to inconsistency of approach and a reduced focus on the importance of intervening in the early years.

- 4.2 The strategy will give a clear focus on early years and provide a distinction between Early Years and Early Help. The strategy lays out clear objectives and outcomes for children and young people in the borough, and how we can work co-productively and in partnership to arrive at these outcomes.
- 4.3 The Early Years strategy would ensure that there is more focus on the developmental benefits of prevention and universal support in the early years.

5. Alternative options considered

- 5.1 The alternative was to continue without a strategy, however a strategy was deemed necessary to provide a clear pathway to improving outcomes for the youngest children in the early years and facilitating co-production and partnership working across the early years sector. The strategy will enable us to implement a robust monitoring process, tracking our progress in working towards the agreed aims and priorities.
- 5.2 Funding for early years provision could be at risk without the outcomes, priorities and benefits being clearly structured through a strategy.

6. Background information

6.1. Consultation Process

A period of consultation was held between the 1st of September and 14th of November 2022. Two separate consultation surveys were used; one for parents, which received 766 responses, and one for providers, which received 110 responses. The consultation specifically addressed several key areas, including communication, SEND, healthcare and universal childcare.

This feedback has been incorporated into the draft strategy, informing its strategic aims and priorities. This has included:

- Prioritising modes of communication which make information most accessible to families and providers

- Renewing and strengthening families' links with Children's Centres, to maximise support for families, especially those most in need of additional support
- Continuing to raise awareness and increase take up of free for two and universal childcare, allowing as many families as possible to access high-quality, affordable childcare, with many parents and carers identifying cost as the main barrier to families accessing childcare
- Working in partnership with providers and educators to both evolve and upskill our existing early years workforce, and to develop a sustainable source of new practitioners in Haringey, to address the significant staffing challenges described by providers
- Incorporating families' and providers' feedback on supporting children with SEND, and particularly a growing number of children with additional speech and language needs, through the development of a new SLCN pathway.

An Early Years Strategic Partnership Group has been established, with representatives from across the early years sector, including health, SEND, and parental representation. This group will be responsible for monitoring the progress of each aim and priority.

6.2. **Funding**

- The delivery of the Early Years Strategy will depend on existing funding streams and resources.
- The SEND Review is considering the banding system and its funding, which will also contribute to funding the implementation of some aspects of the strategy.
- Other funding bids to resource the strategy will be explored.
- We are awaiting more detail regarding Government policy on the expansion of the universal childcare offer, announced in the most recent budget.

7. **Contribution to Corporate Delivery Plan 2022-2024 High Level Strategic Outcomes?**

- Best start in life: the first few years of every child's life will give them the long-term foundations to thrive
- Happy childhood: all children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family, networks and communities
- Every young person, whatever their background, has a pathway to success for the future
- All adults are able to live healthy and fulfilling lives, with dignity, staying active and connected in their communities
- Strong communities where people look out for and care for one another.

8. Statutory Officers comments

8.1 Finance

The recommendation to publish Haringey Early Years Strategy 2023-2026 will not give rise to any financial implications. Any future decisions arising as a result of implementing the strategy will be considered as they arise and met from existing resources or included in the MTFS process, as appropriate.

8.2. Procurement

The content of this report is noted.

8.3 Head of Legal and Governance

The Head of Legal and Governance has been consulted in the preparation of this report.

The proposed Early Years Strategy would enable the Council to deliver on its statutory obligations under the Childcare Act 2006, in particular, relating to its general duties to improve the well-being of young children and reduce inequalities between young children in their area (Section 1); and the specific duty to make arrangements to secure that early childhood services in their area are provided in an integrated manner which is calculated to – a) facilitate access to those services, and b) maximise the benefit of those services to parents, prospective parents and young people (Section 3).

8.4 Equality

The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

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

The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

The strategy recognises that children under five, particularly those born just before or within the pandemic, and their parents have been disproportionately

disadvantaged by the closure or reduction of services during the pandemic and that the long term impacts that are not yet understood. It also recognises that lower income families, amongst whom Haringey's Black, Asian and Minority Ethnic (BAME) families are disproportionately represented and will have been even more greatly affected.

There is a strong focus on equity and inclusion which runs through the strategy which emphasises access and outreach, and achieving more equitable outcomes.

It can be anticipated that the Early Years Strategy will have a positive impact on residents in Haringey who share the protected characteristics noted above to the extent that the strategy's objectives are achieved.

9. Use of Appendices

Appendix 1 - Early Years Strategy

10. Local Government (Access to Information) Act 1985

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Haringey Early Years Strategy 2023 – 2026



‘Best Start in Life’



Foreword

Welcome to the Haringey's Early Years Strategy 2023-2026.

We would like to thank all our stakeholders and partners who have been actively involved in shaping how we develop our early years approach and look forward to seeing all that can be achieved in the coming years. Haringey's Early Years Strategy recognises that the delivery of our early years offer is not the responsibility of a single agency but is owned by all partners working with young children and their families.

In Haringey, we are committed to working in partnership to coordinate support, care and learning for young children and their families. We are proud of the quality of our early years provision in Haringey, which continues to improve year on year. We know how essential it is for our youngest children to access an exciting and sound early years curriculum, combined with quality care, and our teams work with all providers to achieve this. Maintaining high standards is fundamental to delivering good outcomes for children.

Having a clear focus on improving early years outcomes, underpinned by an early intervention approach, requires us to work together across disciplines and sectors. This is vital so that families can access the services they need and at the time when they need them to support effectively the best start in life for their young children and wider families.

Our Early Years strategy reflects our ambition for an integrated and better co-ordinated approach across all services for young children, their families and carers. This is underpinned by [‘The Best Start for Life’ Review](#). Through this strategy, our vision is to provide a constantly developing and improved early years offer which enables families to access the services they need for their young children to have the best start in life and long term foundations to thrive.



Councillor Zena Brabazon

Cabinet Member for Early Years, Children and Families



Ann Graham

Director of Children's Services

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Haringey Context

Haringey is a dynamic and diverse London borough with over 180 languages spoken in local schools. Our most recent [residents' survey](#) identified that many young families choose to move to Haringey because of the benefits of open spaces, good schools, easy access to a number of work locations and more affordable housing.

The borough has long welcomed communities from all over the world and, in addition to long standing Afro-Caribbean communities, there are significant communities of Turkish and Kurdish, Somali, Latin American and Eastern European residents living in the borough too. Haringey is home to a growing community of Charedi Jewish residents, living largely in the south east of the borough.

Haringey is marked by significant inequalities and is one of the more deprived authorities in the country. Haringey ranks 49 out of 317 local authorities and the 4th most deprived borough in London. 9 of Haringey's 19 wards are within the 20% most deprived wards in England, and these are located predominantly in the east of the borough. Northumberland Park and White Hart Lane are the two most deprived wards in Haringey, with Northumberland Park being the most deprived ward in London, and White Hart Lane the 4th.

There are 59,450 children and young people under the age of 18 living in Haringey, which amounts to 22% of the overall population. 23.7% of these children and young people under 16 live in relative poverty, which is the 11th highest rate of all London boroughs (see Appendix 1). 2,700 children and young people living in Haringey have an Educational Health Care Plan (EHCP). 19.9% of Haringey's primary school pupils, and 22.2% of secondary school pupils are entitled to free school meals.

Haringey residents report higher levels of life satisfaction than residents across the rest of London on average, and there are significant community assets and levels of community capacity which residents draw on all the time. Working across statutory partners and the Voluntary and Community Sector alongside local residents, is a key element of the Strategy we are presenting here. Our current early years offer is delivered across the borough through Private, Independent and Voluntary Nurseries, childminders, Nursery Schools and primary schools working alongside children centres in Haringey which offer community services and support for families. Free entitlement is a mix of universal and means tested offer, with a clear differential in take up between different communities. With Haringey's Free for 2s offer, some two-year-olds can have a free early learning place for up to 15 hours a week. All 3- and 4-year-olds are entitled to 15 hours free childcare with some working families accessing 30 hours. This strategy will act as a key driver to support families to access the free entitlement.

Our response to our context provides the background to our strategy. Our aim is to work alongside parents and communities, and in partnership across sectors, to ensure we achieve equitable outcomes despite the inequities in opportunities,

experience and income faced by many households in the borough. We will continue to focus on addressing barriers and removing challenges to households achieving their potential through a joined-up response which will see more resources in some areas and for some communities to ensure that every household benefits and that no community is left behind.



Early Years Strategy Development

The journey to parenthood and the first 1001 days from conception to age two are widely recognised as the crucial periods in the life course of a developing child. These first days play a significant role in shaping both their childhood and their future life. We know, for example, that 80% of brain cell development takes place by age three.

Partnership is key, and each aspect of a young child and family's life is potentially an area of focus for this strategy. We know, for example, that access to parks and open spaces is fundamentally important for the development of play and of good health throughout life, not just childhood. Likewise, a healthy balance of work and homelife requires effective and high-quality early years education and childcare to ensure that parents can effectively juggle home and work life. We also know that children with special educational needs and/or disabilities (SEND) benefit from access to early years education, care and support and that this provides respite to family carers supporting them to maintain children at home wherever possible.

Just as developing the strategy has relied on the strength of our partnership, so will the delivery across the range of public, voluntary and community and private business sectors. The shifts in central government thinking and policy towards the development of family hubs link to central government policy application here in Haringey.

A wide range of Haringey strategies and other initiatives, informed by local residents, communities and partners, touch the lives of young children and so both are pertinent to this strategy and have informed the development of our priorities (see [References](#) for more details).

In addition to strategies and policies, this strategy was informed by a range of sources as follows:

Stakeholder task and finish groups including:

- Children's Centres
- Early Education and Childcare
- Nursery Schools
- An oversight and reference group including representatives from the Early Years Sector, partner agencies and different service areas in the Council including the Lead Member for Early Years, Children and Families and the Director of Children's Services

Focused conversations with:

- Parents
- Schools

- Private, Independent and Voluntary Nurseries
- Childminders

Through this process of partnership working and co-production, we have arrived at five key strategic aims, which structure the Early Years Strategy and outline our core ambitions for early years provision in Haringey. These five key areas each contain a number of priorities, which lay out how we will work toward each strategic aim.

Strategic Aim 1:

To work in partnership with our parents and carers to build resilience and enjoy family life.

Strategic Aim 2:

To support parents and babies before and after birth to create the conditions where stress is reduced, positive, bonds and attachments can form, and language and communications skills develop so that children are ready for life, enjoyment, and learning.

Strategic Aim 3:

To narrow the gap in attainment for different groups of children ensuring there is equitable access to early education and childcare for all children across the borough.

Strategic Aim 4:

To ensure all families have a healthy pregnancy and a healthy early years, by improving health and wellbeing and reducing health inequalities for all children.

Strategic Aim 5:

Developing partnership and joined up infrastructure to deliver equitable outcomes and make best use of resources.

These strategic aims are also designed around Haringey Children's Service's HEARTS values:

Children are the  of all we do



H - we are **HUMAN**, we bring our whole selves to work.



E - we act **EARLY** together with our partners to prevent needs becoming worse



A - we take **ACTION** based on evidence, using our knowledge and skill. We act with empathy and we do with not to! We have the courage to hold ourselves to account.



R - RELATIONSHIPS are the intervention and they make change possible. We see the whole child in their lives. We are compassionate, respectful and honest in our relationships with families. It is **NOT** about being the expert in people's lives; **NOT** all about processes, forms, targets.



T - we learn **TOGETHER** and support each other. We are reflective and we recognise that there is no one lever, solution or tool. People are complex, issues are complex and systems are complex.



S - we believe in **STRENGTHS BASED** approaches – we see the strengths in all children, families and communities and we work with families to build on their strengths and tackle issues

Governance, evaluation, and continuous improvement

The Early Years Review and the associated development of an Early Years Strategy have highlighted the need for partnership governance around Early Years.

It is therefore proposed that an Early Years Strategic Partnership Group be established which will report into the Start Well Board. It will comprise of partners across early years including the local authority, early years education (maintained and PVI), children's centres, NHS community and maternity services, the voluntary and community sector, parents and will be chaired by the Assistant Director for Schools and Learning from the Council. There is a crossover with early help and there will be a close interface with the Early Help Strategic Partnership Group which also reports to the Start Well Board.

The Partnership Group will have a number of functions:

1. To be responsible for the implementation of the Early Years Strategy and action plan, providing robust scrutiny, challenge and oversight.
2. To ensure performance and outcome metrics are developed, reported and applied to evidence impact inform future developments.
3. To offer a space for a focus on early years developments including new legislation and policy, etc.

Early Years Principles

Our work with children and families is guided by a set of principles which support and enable all that we do. If we hold these principles in mind, they will support us to achieve our ambitions in the ways which will strengthen our approach:

- Whole family approach involving and enabling parents at all levels with co-production embedded throughout.
- Prevention, early identification of need and early intervention to reduce harm.
- Whole systems and partnership working throughout the borough, to build capacity, capability, workforce development and impact across all agencies including the voluntary and community sector, the PVI's (Private, Voluntary and Independent Providers), schools and the NHS.
- Equitable outcomes through a focus on localities and making sure our joined-up responses meet locally identified needs flexibly.
- Funding supports and follows every child, is setting neutral and offers equitable access to high quality early years setting for all children.
- Integrated planning and resources to deliver improved sustainability and outcomes.
- Support for co-production and engagement with residents – at all levels of implementation and delivery.
- Locality working multi-agency model – so that parents in their neighbourhoods can access support close to home, have equality of access and reach of services within local communities.



‘All children will have the best start in life and a happy, healthy childhood’.

Strategic Aim 1:

To work in partnership with our parents and carers to build resilience and enjoy family life.

Strategic Aim 2:

To support parents and babies before and after birth to create the conditions where stress is reduced, positive, bonds and attachments can form, and language and communications skills develop so that children are ready for life, enjoyment and learning.

Priority One:

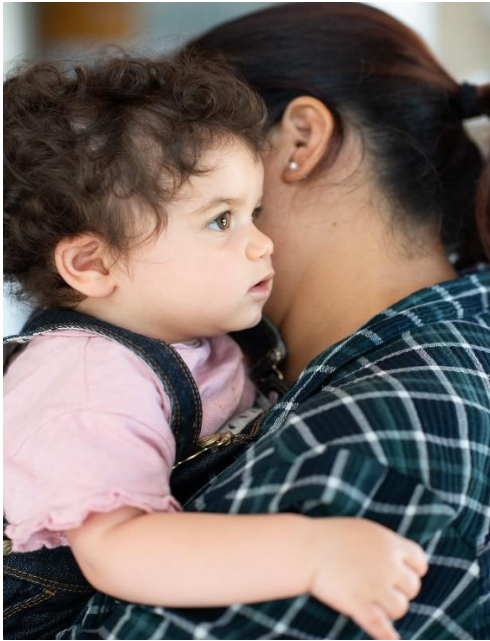
To provide an early years local offer to all parents and families by providing clear information, advice and guidance.

Why is this important?

Being a parent is an exciting, complex and often a challenging journey in any family's life. Parents provide those first steps of learning for a child and a good start in life as they nurture, care and guide their child's development. It is key to build on the resilience, strengths and capabilities of parents and by working in partnership we enable and empower parents to be the best that they can be. It is important for parents to recognise when they need help and know where to get it. The information, advice and guidance a parent receives is vital as they balance the various demands that parenting can bring. Our consultation results showed that although many parents and providers alike are accessing our website, the ease of navigation could be improved in order to make information more accessible. As part of our partnership with community services and facilities including our libraries, our parents will be able to access a wealth of support and advice to support their knowledge of early education for their children's development.

We will:

1. Develop a package of support for parents (and specifically new parents) which is clear and prioritised including adult learning, welfare support, employment, housing, early years education health and parenting.
2. Review our early years digital offer, ensuring up to date and relevant information and resources are easily accessible and available.
3. Work in partnership with parents to build resilience and enjoy family life through the delivery of parenting programmes and support services.



‘If we value our children then
we must cherish their parents’
- Bowlby

Priority Two:

To embed and develop an integrated, multi-agency approach to support both pre- and post- birth and childhood through enhanced children’s centre partnerships and locality based 0-19 Family Hubs.

Why is this important?

A multi-agency, whole family approach, to support families both pre- and post- birth and throughout childhood. Children’s Centre partnerships and the development of locality based 0-19 family hubs are key to our improved work with parents and the community. Consultation results showed that links between Children’s Centres and parents and providers alike could be stronger, and in reviewing the Children’s Centre offer we hope to be able to strengthen these links to maximise support available to families.

By developing a Family Hub model, we aim to strengthen support to families using a life course approach by providing help with the many challenges parents face; especially those which will hamper children and young people’s social, emotional, physical development and their educational progress. During consultation, parents indicated that this broader, more continuous and joined-up form of support would be valuable to them, with 85% of parents telling us that they would access these services.

It’s important that families know where to go and get help, and that staff and volunteers are trained to respond sensitively and effectively to families’ enquiries.

Our Family Hub model will provide a single point of access to services and advice, connection with services working or co-located together and relationships that are focussed on families.

We will:

4. Review and embed a comprehensive and consistent core offer of childhood services offer across all children centres.
5. Implement a Family Hub model starting with Triangle Children, Young People and Community Centre as the pilot. building on our children centre offer providing services to support children and young people aged 0 – 19.
6. Develop a core health visiting, and midwifery offer within children's centre and Family Hub settings.
7. Establish stronger relationships with families to influence the shaping of services and our service delivery model.



Strategic Aim 3:

To narrow the gap in attainment for different groups of children ensuring there is equitable access to early education and childcare for all children across the borough.

Priority Three:

To increase the take up of the free entitlement and ensure we have flexible, affordable early years education and childcare which all communities in Haringey are supported to access.

Why is this important?

We want to ensure that there is flexible, affordable early years education and childcare which all communities in Haringey are supported to access. We will target those most in need including children in need, children with emerging special educational needs and children growing up in poverty, as well as some communities which are underrepresented. A key priority, supported by the results of our parental consultation, is raising awareness of free entitlement childcare and who can access it. We will respond to how our communities access provision and childcare so that community needs are met supporting their child to the best start in life.

We will:

8. Develop a communications and marketing campaign to raise the awareness of the free entitlement throughout the borough.
9. Review how we can support our most vulnerable 0–5-year-olds to access childcare including those who do not meet the entitlement criteria.
10. Develop an outreach programme to engage with the Turkish, Somali and Charedi Jewish communities to understand and respond to their childcare needs.

Priority Four:

Working the broader partnership to recruit and develop a more sustainable, high quality and qualified workforce.

Why is this important?

The importance of a high-quality early years curriculum delivered by a skilled workforce is key to supporting our children to grow and develop in the early years and prepare them for the next stage in their education. Early Years education can

play a critical role in a child's life outcomes and needs skilled practitioners in the workforce to enable children to reach their full potential. Consultation with providers showed that staffing, both in terms of recruitment and retention, is by far the most significant challenge they are facing, in line with the sector at large. Haringey is committed to working in partnership with local childcare course providers and the sector to recruit and retain a high-quality workforce for the future. Our provider consultation has also provided valuable insights into how we can make training as accessible as possible for all providers and practitioners, and into the challenges faced by providers in terms of recruitment.

We will:

11. Continue to expand our model of setting-to-setting support to improve the quality of provision and skills of the early years workforce.
12. Work in partnership with childcare course providers to develop a recruitment plan to support the sustainability of the workforce in Haringey.
13. Work in partnership with the Nursery School Consortium to develop a programme of peer learning which provides system leadership for our schools and settings.



Priority Five:

Every child should be able to have access to the high-quality inclusive provision that is tailored to their needs.

Why is this important?

Research has shown that children with special education needs and disabilities (SEND) make better progress when they are in an early years setting. We want to

ensure that disability and need does not reduce a parent's childcare options and is not a barrier to accessing childcare that responds to children and the family's needs. A skilled workforce is pivotal to achieving our aim to provide the support and intervention that both the child and family need. Parents of children with SEND told us that the support most valuable to them is inclusive childcare settings with specially-trained staff, and our priorities here reflect a continued commitment to improving these provisions.

Consultation results also demonstrated that providers are supporting an increasing number of children with speech, language and communication needs, and many parents also felt that increased support in this area would be valuable. Good communication and language skills combined with strong social and emotional development are key to supporting our youngest children to become lifelong learners and reach their full potential. Children who are helped to become resilient, confident and effective communicators can develop the skills to overcome challenges they will face through life. In Haringey we recognise that the levels of referrals to the Speech and Language Service are continually increasing and that services currently are unable to meet the needs of our youngest children because of the volume of demand.

We will:

14. Ensure there is sufficient funding to provide additional support for children with emerging needs or SEND that follows the child based on their need.
15. Review our current SEND inclusion funding provision to ensure that it is a fair and equitable process.
16. With our Nursery Schools as a key partner, provide a comprehensive training programme to ensure that the early years workforce feel competent and confident in supporting young children with SEND within their settings.
17. Review and improve the speech, language and communication offer to better meet the needs for young children.
18. Develop a Get Talking Haringey Campaign which will support parents and practitioners to engage in meaningful conversations with children in the Early Years.

Haringey Nursery Schools



Haringey's three outstanding nursery schools (Pembury House, Rowland Hill and Woodlands Park) form the Haringey Nursery School Training Consortium (HNSTC), with the central aim of developing a progressive and outward looking role for nursery schools. In 2011 the Consortium was given Early Years Teaching Centre (EYTC) Status.

The nursery schools in Haringey have a rich and diverse history of excellent integrated early years practice and have developed a reputation for high quality accredited and non-accredited training.

Our Nursery Schools will have a key role in delivering against priority five and supporting the wider early years workforce. Working in partnership with the Haringey Early Years team and a range of other partners we aim to progress our role in leading system improvement in the Early Years in Haringey and beyond.

Our Nursery Schools:

- provide high quality early education for led by specialist headteachers and by teachers, qualified SENCOs and early years educators.
- each have a Children's Centre and provides integrated care, education, health, and other services for children, so that all aspects of a child's development can be supported within the context of the family.
- are in wards with some of the highest levels of deprivation in Haringey and are successful at working with the most disadvantaged and vulnerable children and their families.
- give priority to vulnerable children and children with special needs and disabilities; Haringey SEND service commission specialist places in all three nursery schools.



Strategic Aim 4:

To ensure all families have a healthy pregnancy and a healthy early years, by improving health and wellbeing and reducing health inequalities for all children.

Priority Six:

To improve health and wellbeing and reduce health inequalities for all children.

Why is this important?

Experiences and the ability to thrive and develop well during the early stages of childhood relate closely to outcomes in a wide range of areas, including health, throughout the rest of life.

Our focus on health and wellbeing will ensure we address all aspects of a child's wellbeing and development, across social, emotional, mental and physical health. We recognise that no one aspect of a child's development is more important than another and we need to work across partners to ensure access for all our communities to the same health improvement and wellbeing opportunities.

There is a significant body of evidence that demonstrates the importance of sensitive attuned parenting on the development of the baby's brain and in promoting secure attachment and bonding. Prevention and early intervention to increase parenting capacity and strengthen attachment relationships can positively impact on family resilience for improved long-term physical, mental and socio-economic outcomes.

We will:

19. Acknowledge the importance of wider determinants on health outcomes and enhance access to parks, leisure facilities and holiday activities for under 5s and their families.
20. Use a whole systems and partnership approach, to support change and improvements needed, maximising preventative activities for promoting vaccination, healthy weight, physical activity and oral health among families.
21. Target resources in areas of highest risk of poor health outcomes.
22. Work with health partners to develop integrated care pathways and ensure that all children receive statutory health and development reviews.
23. Focus on supporting good infant and maternal mental health.
24. Manage minor illnesses in the community to reduce hospital attendance and admissions.



Strategic Aim 5:

Developing partnership and joined up infrastructure to deliver equitable outcomes and make best use of resources.

Priority Seven:

Working together to plan the best use of resources to deliver improved outcomes for all children and families.

Why is this important?

Investment in the earliest years of a child's life will ensure that children grow up with the best possible outcomes. We will work together to ensure that funding and resources support all families and ensure that they are responsive to local need especially for those living in poverty and at risk from harm.

We will:

- 25. Integrate our resource planning to ensure effective use of funding to deliver shared outcomes.
- 26. Target resources in areas and for communities at highest risk of poor health and wellbeing outcomes meaning money will move around the system and the borough.
- 27. Work together to attract inward investment to early years provision prioritising bidding in line with this strategy.
- 28. Build the case for greater investment in our key strategic priorities.

Priority Eight:

We will develop our partnerships to ensure that all professionals working with parents and children through their children from pregnancy to the end of the foundation stage deliver effective and consistent services of support and advice.

Why is this important?

Our working partnerships will be key drivers for our success to improve outcomes for our youngest children and their families. By working together and building strong networks with community services and multi agencies we will aim to deliver consistent messages and high-quality services for our families. This will enable us to have shared goals for our strategy and high expectations of deliverance for all. Our

Early Years Partnership Group will provide a robust mechanism to ensure that we are on track with our aims, priorities and actions.

We will:

29. Establish an Early Years Partnership Group across a range of partners and reflective of our borough's diversity and communities.
30. Have a co-ordinated and consistent approach across services through this Strategy and Shared Strategic Action Planning.
31. Provide clear communication and messaging for our families and partners through the Group, developing strong networks between us.
32. Co-produce in partnership with parents and communities to develop policies and strategies to ensure ownership and consistency across the borough that:
 - Have shared outcomes and goals to support our children and their families.
 - Have high expectations of each other and the services we offer.
 - Provide high quality services that are open to scrutiny and challenge.
 - Build trust within the communities we serve.

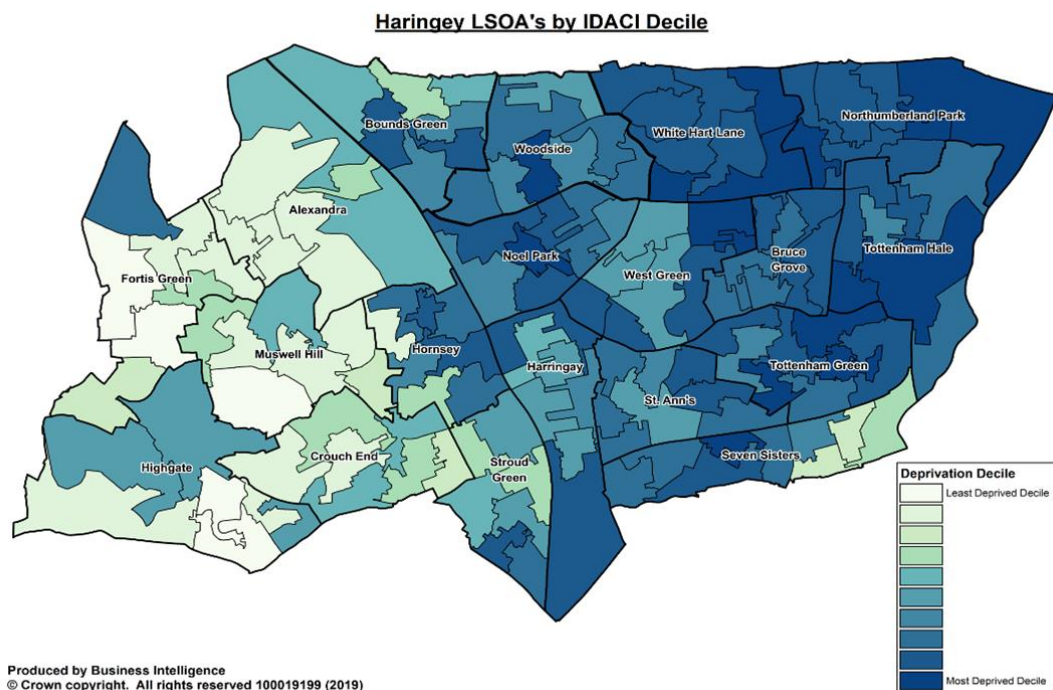


References

- [The Corporate Delivery Plan 2022-2024](#)
- [Haringey's Early Help Strategy 2021-2023](#)
- [Haringey SEND Strategy 2022 -2025](#)
- [The Best Start for Life – The First 1001 Critical Days](#)
- [Healthy Child Programme](#)
- [Healthy Early Years London](#)
- [The Baby Friendly Initiative UNICEF](#)
- [Good Economy Recovery Plan](#)
- [Parks and Greenspaces Strategy](#)
- [‘The Best Start for Life’ Review](#)
- [2021 Haringey Residents’ Survey](#)
- [Haringey Nursery Schools Training Consortium](#)

Appendix

Appendix 1



IDACI is the Index that maps **Income deprivation affecting Children**. Haringey's IDACI score is **20.1%** compared to an average score for London of 17.2%.

Key Contacts

Report for: Cabinet Meeting – 18th April 2023

Title: Footway Parking Policy (FPP) 2023/24

Report

authorised by: Barry Francis, Director of Environment and Resident Experience

Lead Officer: Ann Cunningham, Head of Highways and Parking
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Andrew Bourke, Parking and Policy Manager,
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Ward(s) affected: All

Report for Key/

Non-Key Decision: Key decision

1 Describe the issue under consideration.

- 1.1 This report seeks adoption of a new Footway Parking Policy that supports the Council's aims to provide safe and accessible footways across the borough. This will improve walking conditions for all pedestrians. It will be particularly beneficial to older people, those using wheelchairs and walking aids, or those with visibility or hearing impairments, as well as those using prams and pushchairs.
- 1.2 The Council's transport policies and strategies rank pedestrians highest in the road user hierarchy, reflecting the principle that walking is the most sustainable (and healthiest) mode of travel. The Council's Road Danger Reduction Action Plan aims to improve the road and pavement infrastructure to provide safer travel for all, but in particular for vulnerable road users.
- 1.3 Cars remain dominant in many of our roads, especially in those with permitted footway parking arrangements that allow parking wholly or partially on the footway. This often results in vehicles encroaching onto the area of footway retained for pedestrians, further limiting access, damaging footways, making them feel generally unsafe as well as presenting actual risk through driver behaviour and trip hazards. It also leads to increased Council spending on footway maintenance.
- 1.4 This policy has been developed with resident stakeholder groups. It does not propose a blanket removal of all existing permitted footway parking, as this may be unnecessary in some locations and is also unlikely to succeed due to the net loss in parking spaces. It does, however, propose that no new footway parking is installed and looks to remove parking from the footway where possible, taking account of parking demand and construction considerations in any kerb realignment. The policy is attached as Appendix A.

2 Cabinet Member Introduction

- 2.1 I am pleased to present this report. Over time, the balance of how the highway is apportioned has moved away from the pedestrian. Instead of thinking about how the elderly or those with disabilities could safely move along our footways,

we have allowed motor vehicles access to that space, solely because there hasn't been enough room on the road itself to park.

- 2.2 The time has now come to start to tip the balance back towards ensuring that footways are there more fully for pedestrians. Travelling along a footway should be a pleasant experience, unhindered by trips on broken and uplifted paving slabs, damaged by vehicles mounting the kerb in the search for a space to park. We need to be able to ensure that wheelchair users, prams and pushchairs aren't forced to pass a vehicle obstructing the footway by venturing into the road, simply to get past.
- 2.3 As we look to make our highway network safer, we have to proactively change established thinking and engrained behaviour. Footways are there to walk along, not drive along. I fully support the adoption of a Footway Parking Policy that has been co-designed with appropriate stakeholder groups taking a pragmatic approach, but one that has legitimate footway users at its heart.

3 Recommendations

It is recommended that Cabinet:

- 3.1 Approves the Footway Parking Policy, attached as **Appendix A**.
- 3.2 Gives authority to the Head of Highways and Parking to carry out any required public engagement in accordance with the new Parking Schemes - Resident Engagement Policy (Appendix C to this report) and to make any necessary traffic orders, having had due regard to any prior engagement, to give effect to those schemes; and
- 3.3 Gives authority to the Head of Highways and Parking to consider any objections and representations on footway parking schemes and to report back to the Cabinet Member for Tackling Inequality and Resident Services if there are significant or substantial objections raised.

4 Reasons for decisions

- 4.1 The Council has a responsibility to provide safe roads and footways. Parking on footways is banned in London unless permitted through the Council's traffic management orders. Footway parking impedes access for pedestrians, and undermines active travel, where residents do not feel safe or comfortable navigating through footways shared with cars.
- 4.2 This policy provides the framework for reviewing all existing footway parking. It also clarifies that footway parking will not be implemented in the future where Government guidelines cannot be met.

5 Alternative options considered.

- 5.1 Retaining current permitted footway parking arrangements was considered. However, as set out in paragraph 4.1, in many areas this parking presents safety concerns, impedes access and movement. It therefore requires review.

6 Background Information

- 6.1 Many of our roads were not designed to accommodate current high traffic levels. At some locations, especially in residential areas with narrow roads and no driveways, permitted pavement parking was used to maximise spaces for

residents and visitors. However, irrespective of whether pavement parking is deemed necessary to allow residents to park near their homes, there are inherent dangers for all pedestrians.

- 6.2 There are several factors that can act as a barrier to pedestrians, including those using mobility aids such as wheelchairs and those with other physical, sensory, or cognitive impairments travelling on foot, as well as those with prams and pushchairs. These include:
 - Inadequate footway width due to lack of space.
 - Footway width reduced by overgrown hedges.
 - Parking on the footway (including protruding wing mirrors).
 - Placement of street furniture (both fixed and non-fixed, such as lamp columns, waste collection bins and boxes, etc.)
- 6.3 There are 102 roads across the borough with permitted footway parking arrangements, with most being made up of partial footway parking that involves two wheels on the footway.
- 6.4 Current legislation and Government guidance advise that there should be, where possible, a minimum width of clear footway space of 2m. Without this, footways can be prohibitive to pedestrian access, especially to those pushing buggies or in a wheelchair. In certain circumstances, the footway clearance may be reduced to 1.5m at pinch points in the footway or where it is deemed appropriate, but this should be assessed on a case-by-case basis and used over a short length.
- 6.5 Each road with footway parking is being assessed against current legislation and national guidance. It is the intention that, where there is not a clear 2m clearance for pedestrians, consideration will be given to removing or reducing this parking. This will be considered in line with the new policy on a road-by-road basis, in consultation with residents.

7 Engagement

- 7.1 This policy has been developed with residents and other stakeholder groups, to ensure that it reflects their lived experience as well as their views on how footways across the borough should look and work for them. This involved:
 - Online engagement sessions and
 - Site visit to review a typical road in Haringey (Hermitage Road) with footway parking.
- 7.2 All participants were Haringey residents who have daily, first-hand experience of navigating through footway parking.
- 7.3 The feedback from those sessions was used to inform the policy and shape and determine interventions within the Policy.
- 7.4 The impacts of footway parking are clearly defined throughout the policy document. The removal of all footway parking will result in a net loss of parking spaces in many roads.
- 7.5 The two main outcomes for the policy are therefore to establish that:

- New footway parking will not be introduced anywhere in the borough that does not meet current Government guidance.
- All existing footway parking not meeting current Government guidance will be removed.

7.6 It is intended that a 2-metre width pedestrian footway in residential roads is ideal, with 1.5m allowed for pinch points for a maximum length of 5 metres. If this cannot be achieved, efforts will be made to relocate this parking to the carriageway. This will be dependent on road width as well as construction considerations to create footway inserts or make changes to kerbs. This will be dependent on drainage and underground utility arrangements at each location. This programme will therefore span a number of years to deliver across Haringey – Appendix D sets out the locations proposed to be reviewed in 2023/24.

7.7 Where footway parking is removed, no new infrastructure such as commercial or residential waste, or business advertising will be permitted at that location.

7.8 Where parking cannot be removed immediately, other measures will be implemented, including repairing and strengthening damaged footways, maintaining shrubs and foliage, removing waste and introducing breaks within footway parking.

8 Contribution to Strategic Outcomes

8.1 Footway parking impedes access for pedestrians undermining healthy travel choices with all the associated health benefits. Proposals in this report therefore support the delivery of Corporate Delivery Plan Themes, promoting safe and accessible footways encouraging sustainable and healthy travel choices.

9. Statutory Officers' comments

9.1 Finance

9.1.1 There are no direct financial implications emanating from this policy document however, consultation costs form part of the existing service budgetary resources as they involve part of annual operations.

9.1.2 If there are changes to the Council's infrastructure as a result of the consultation, these will be funded through the annual Parking Investment Plan.

9.2 Legal

9.2.1 The Head of Legal & Governance has been consulted on the preparation of this report and comments as follows.

9.2.2 The Council, as the traffic authority for the borough, has an obligation to secure the safe movement of traffic, including pedestrians and the provision of suitable and adequate parking facilities.

9.2.3 Statutory guidance for local authorities in England on civil enforcement of parking contraventions has been prepared by the Department of Transport. The policy objectives are that enforcement authorities should design their parking policies with particular regard to:

- managing the traffic network to ensure expeditious movement of traffic, (including pedestrians and cyclists), as required under section 16 of the Traffic Management Act 2004, Network Management Duty
- improving road safety
- improving the local environment
- improving the quality and accessibility of public transport
- meeting the needs of people with disabilities, some of whom will be unable to use public transport and depend entirely on the use of a car managing and reconciling the competing demands for kerb space.

9.2.4 It is a requirement that, once authorities have finalised their parking enforcement policies, they should publish and promote them openly. There should be regular communication after civil parking enforcement is introduced, and when changes are made.

9.2.5 This report seeks approval for the adoption of the Footway Parking Policy to ensure secure the safe movement of pedestrians and the provision of parking facilities, which is a decision that the Cabinet can take in accordance with the Council's Constitution.

9.3 Equalities Comments

9.3.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

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

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

9.3.3 An Equalities Impact Assessment (EqIA) was undertaken post the development of the Footway Parking Policy. This is attached in **Appendix B**.

9.3.4 The EqIA identified that some groups with protected characteristics would disproportionately benefit from proposals in this policy. The groups that will benefit more include those with disabilities, the elderly, those under the age of 18, women, and those from lower socioeconomic backgrounds.

9.3.5 The key beneficial impacts relate to the following:

- Improved access to facilities will benefit all Haringey residents and visitors, but some protected groups, such as older people and parents with young children, children, and those with disabilities, will benefit disproportionately.
- However, given that the policy will be applied borough-wide, the interventions proposed will positively impact all Haringey residents and visitors, regardless of their individual needs and/or demographic.

- Safer footways and greater pedestrian space are likely to benefit people in some of the protected groups, such as older and/or disabled people, more than the general population.

9.3.6 Each location will be assessed on a case-by-case basis to identify appropriate and suitable interventions for the specific context. This will ensure that the needs of the local communities and regular footways users are understood and taken into consideration. This will help mitigate the potential negative impact to those reliant on a car for mobility, these being the following groups with protected characteristics; those with disabilities and the elderly.

9.3.7 Furthermore, The EqIA shows that many of the groups with protected characteristics will disproportionately benefit from the proposed interventions detailed in the policy. This will help advance equal opportunities between groups who share a relevant protected characteristic and those who do not by helping to improve personal safety and road safety, enhancing transport choice, independence and social inclusion, and improving the overall user experience.

9.3.8 Given that those who do not exhibit protected characteristics will also benefit from the policy, it is also likely that the subsequent interventions will help foster good relations between groups who share protected characteristics and those who do not.

10. Use of Appendices

Appendix A: Footway Parking Policy

Appendix B: Equality Impact Assessment (EqIA)

Appendix C: Parking Schemes - Resident Engagement Policy

Appendix D: Extract from the Parking Investment Plan 2023/24 report, identifying locations where footway parking will be reviewed.

11. Local Government (Access to Information) Act 1985

Haringey Transport Strategy

Corporate Delivery Plan

[Greater London Council \(General Powers\) Act 1974](#)

[London Local Authorities Act 2000](#)

[Traffic Signs Regulations and General Directions 2016](#)

[Inclusive mobility \(web version\) - GOV.UK \(www.gov.uk\)](#)

- Appendix A: Footway Parking Policy
- Appendix B: Equality Impact Assessment (EqIA)
- Appendix C: Parking Schemes - Resident Engagement Policy
- Appendix D: Extract from the Parking Investment Plan 2023/24 report, identifying locations where footway parking will be reviewed.

Appendix A - Footway Parking Policy

Footway Parking Policy London Borough of Haringey

1. INTRODUCTION

- 1.1 This footway parking policy has been developed to support the Council's aim to provide a safe and accessible walking environment for those who live, work, shop or study in Haringey.
- 1.2 The Council's transport policies and strategies rank pedestrians highest in the road user hierarchy, reflecting the principle that walking is the most sustainable (and healthiest) mode of travel.
- 1.3 At present, footway parking is permitted in 102 borough roads. This represents 6.5% of all borough roads and allows parking wholly or partially on the footway. Whilst limiting space for all pedestrians, it can be particularly detrimental to older people, those using wheelchairs and walking aids, and those with visibility or hearing impairments, as well as those using prams and push chairs.
- 1.4 Vehicles using those parking arrangements often encroach onto the area of footway retained for pedestrians, further limiting access, as well as damaging footways, and presenting actual risk through driver behaviour and trip hazards. It also leads to increased Council spending on footway maintenance.

2. THE POLICY

- 2.1 This policy has been developed with residents and other stakeholder groups, to ensure that it reflects their lived experience, as well as their views on how footways across the borough should look and work for them. It also reflects legislation and Government guidance.
- 2.2 The two main policy positions adopted are that Haringey Council:
- Will not introduce new footway parking anywhere in the borough that does not meet Government guidance.
 - That all existing footway parking not meeting current Government guidance will be removed.
- 2.3 Government design guidance dictates that a provision of 2 metre footway width is the ideal width, with 1.5 metres allowable for pinch points (for a defined maximum length of 5 metres. If, due to existing site conditions (highway configuration) a minimum of 1.5 metres cannot be achieved, footway parking will be removed. In those instances, new infrastructure such as commercial or residential waste, store advertising etc will not be permitted.
- 2.4 The resident engagement sessions identified that vehicles which park on the footway are likely to treat the footway as they would a normal parking space and therefore may assume they have priority. This often puts pedestrians' safety at risk. Any vehicles that park on footways, whether it is four wheels or two wheels, needs to consider pedestrians first to ensure they do not treat the footway as a road.
- 2.5 The safety of the pedestrians needs to be at the forefront of design of footway parking, and the behaviour of drivers must change to reduce the perceived and actual danger of road users affecting the safety of pedestrians using footways.
- 2.6 Residents and stakeholders suggested the following solution Remove/ partially remove footway parking
- Introduce permit capping in Haringey
 - Maintain damaged footways
 - Maintain shrubs and foliage
 - Remove waste
 - Introduce breaks within footway parking
- 2.7 It is acknowledged that a blanket approach to removing existing permitted footway parking is unlikely to succeed, as not all footway parking can be removed. Several other measures can be implemented to improve the condition and usability of footways. These include maintaining damaged footways, maintaining trees and foliage, removing waste, and introducing breaks within footway parking.
- 2.8 The Council will review each of the 102 roads with footway parking and determine the appropriate solution based on existing site arrangements, available space, and adherence to design guidance.

3. PROPOSED ASSESSMENT METHODOLOGY - RED, AMBER, GREEN (RAG)

- 3.1 The Council's policy position regarding new footway parking is clear and unequivocal and the Council will not introduce any new footway parking in the borough. The Council also has the strong desire to remove all existing footway parking in a pragmatic way.
- 3.2 A 'Red, Amber, Green' (RAG) assessment method will be undertaken by the Council when looking at roads with footway parking. This assessment method aligns well with local, regional and national policy and will help the Council work towards removing all footway parking in the borough.
- 3.3 The existing footway parking would be assessed looking at three linked elements:

Q1 - Does the existing footway parking meet DfT Guidance for 2 metres of clear footway?

Green	Yes, the available footway width is at least 2 metres
Amber	The available footway is between 1.5m and 2.0m
Red	The available footway is below 1.5m

Q2 - Can the footway parking realistically be reallocated to the road?

Green	Yes, a high percentage (greater than 75%) of existing parking provision can be reallocated to the road.
Amber	Partially (there would be some loss of parking)
Red	No (there would be a complete loss of parking)

Q3 – The ease of delivery.

Green	Only minimal physical changes needed (e.g., lines & signs)
Amber	Some change to the built environment would be necessary (e.g., footway reconstruction due to damage or change in streetscape)
Red	Significant change to the built environment would be necessary (e.g., new inset parking with changes to kerb lines, utilities require moving, new drainage and carriageway construction)

- 3.4 Based on the RAG assessment results, priority will be primarily based on possible speed and ease of delivery and where removal of existing footway parking would have the most positive benefit.
- 3.5 The individual roads will be considered and – where appropriate – roads (or sections of road) may be adjusted higher or lower in priority level in light of site-specific practicalities and to ensure the outcomes of the policy are delivered efficiently and consistently.

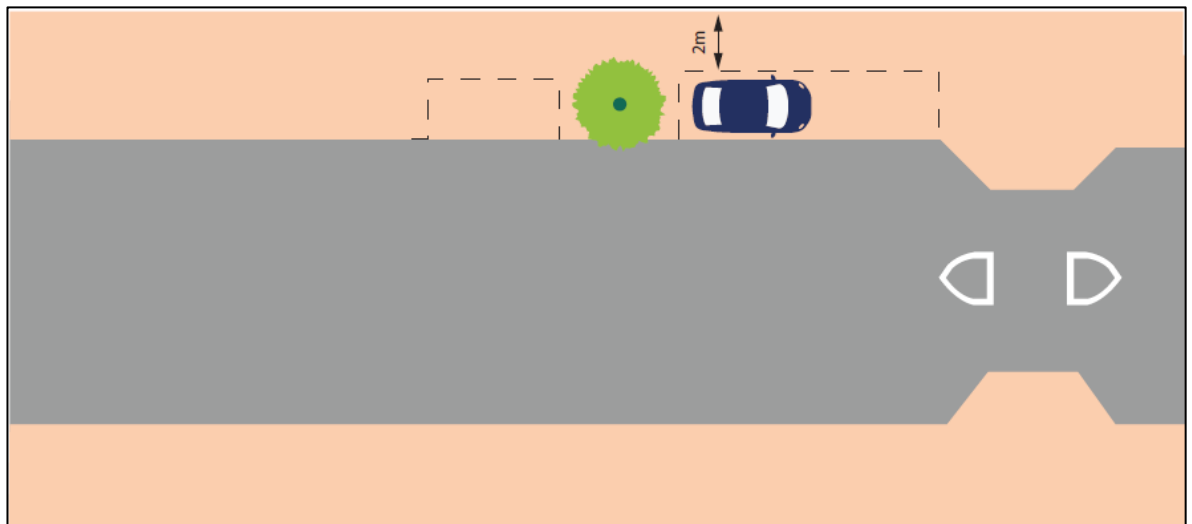
Figure 6: Example of Priority Levels Based on RAG Scores

Q1	Q2	Q3	Initial Priority Level
			LOW
			LOW
			LOW
			LOW
			MEDIUM
			MEDIUM
			MEDIUM
			MEDIUM
			HIGH
			HIGH
			HIGH
			HIGH
			HIGH
			HIGH

4. EXISTING PARKING CRITERIA

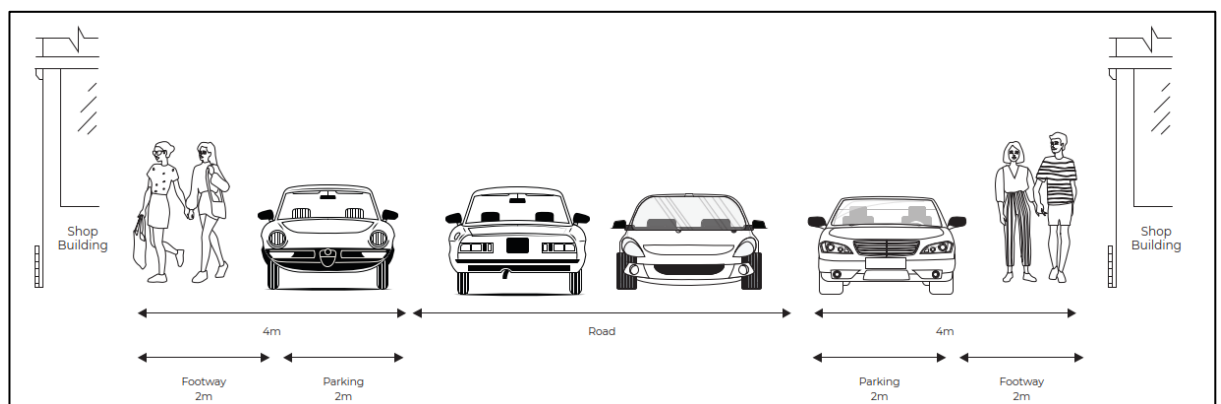
- 4.1 There are three main types of existing parking criteria within the borough. These include:
- Full footway parking (4 wheels on footway)
 - Half-on/half-off footway parking (2 wheels on footway)
 - On-street parking (4 wheels on street)
- 4.2 The half-on/ half-off footway parking varies throughout the borough depending on the width of the road available.
- 4.3 The following layout demonstrates an example of full footway parking, with 2m clear footway width available for pedestrians.

Figure 7 Full Footway Parking:



- 4.4 The streetscape below illustrates the space available for pedestrians, parking, and road users for full footway parking.

Figure 1: Full Footway Parking Streetscape



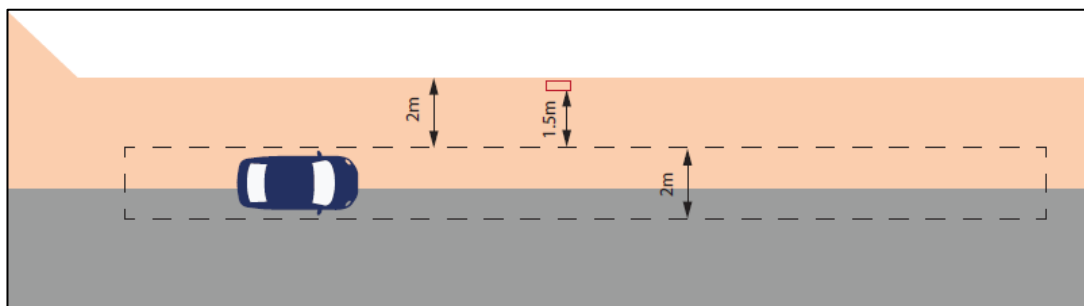
- 4.5 Priory Road within the Borough currently accommodates footway parking on both sides of the road due to the existing bus routes and presence of a bus lane. There are, however, wide footways presented on both sides and therefore the footway parking may be considered to be acceptable when assessed at the detailed stage.

Figure 2: Priory Road

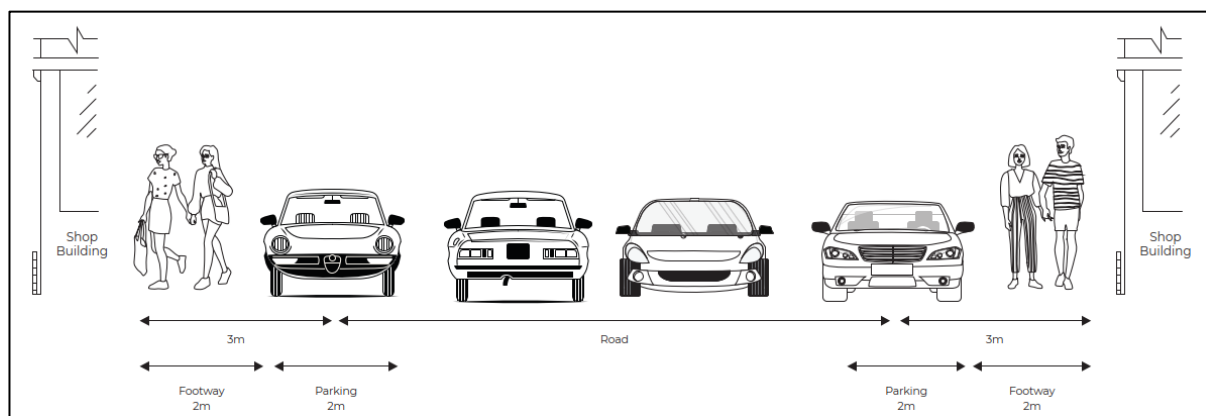


- 4.6 The following layout demonstrates an example of two wheels on the footway and two wheels on the carriageway. This street example shows where half-on/ half-off parking could be accommodated whilst maintaining a sufficient footway width.

Figure 3: Half on/ Half off Footway Parking



- 4.7 This street example shows where footway parking could be revised as street furniture is causing pinch points.
- 4.8 Where there is insufficient road width to accommodate parking on-street, half-on/half-off footway parking may be permitted with further improvements to the existing footway.
- 4.9 The streetscape below illustrates the space available for pedestrians, parking, and road users for half-on/half off-footway parking.

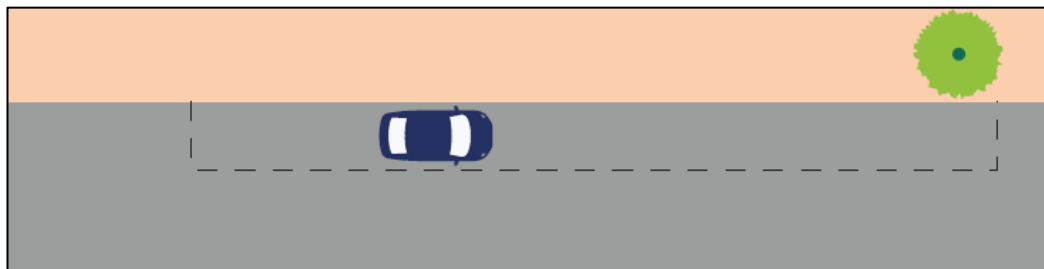
Figure 4: Half on/ Half off Footway Parking Streetscape

- 4.10 The streetscape illustrates a minimum of 2m width for pedestrians whilst still maintaining parking on the footway. This may be reduced to 1.5m where appropriate but only for limited distances of around 5 metres.
- 4.11 Heybourne Road within the borough currently accommodates half-on/ half-off parking on both sides of the western section of the road, and parking on the northbound side of the road only for the eastern section of the road.

Figure 5: Heybourne Road

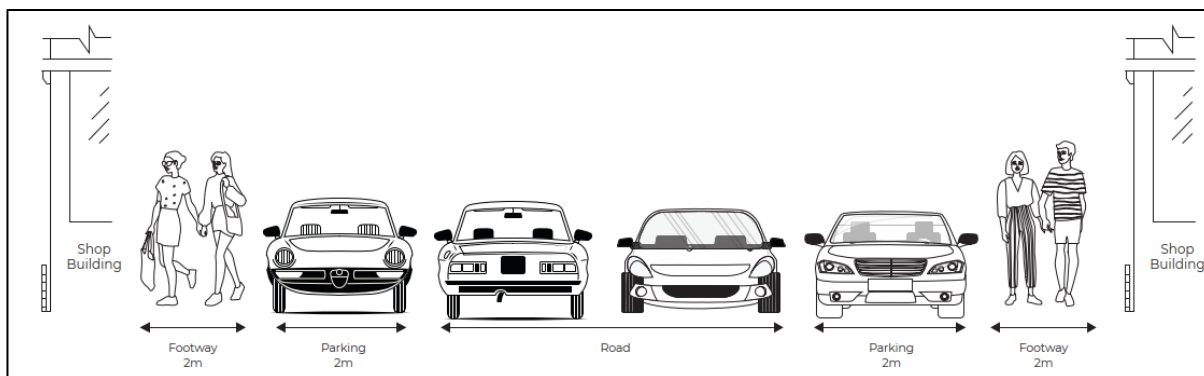
- 4.12 The following layout demonstrates an example of all four wheels on the highway, maintaining a sufficient footway width. Where there is ample highway width, parking is encouraged to be undertaken on-road instead of on the footway.

Figure 6: On-Street Parking



- 4.13 The streetscape below illustrates the space available for pedestrians, parking, and road users for on-street parking.

Figure 7: On-Street Parking Streetscape



- 4.14 Springfield Avenue within the borough currently accommodates parking on both sides of the highway, as there is sufficient space on the road to accommodate parking.

Figure 8: Springfield Avenue



5. ROADS OF KEY CONCERN

- 5.1 The roads which were highlighted as key concerns during the stakeholder engagement sessions have been summarised therein.



Figure 9: South Close, Highgate

- 5.2 South Close was raised as a road of particular concern by the group engaged with. Figure 14 illustrates some of the key accessibility issues that this road possesses. Overtly, car parking on the footway greatly restricts the use of the footway, especially to those considered to be less able. Not only does it affect those physically challenged, but the lack of wayfinding may present difficulties for mental disabilities. The absence of footway results in individuals diverting their trips onto the road which presents obvious road safety dangers.
- 5.3 South Close presents a narrow carriageway and therefore it is unlikely that footway parking can be reallocated on-road.

Figure 10: Springfield Avenue, Muswell Hill



- 5.4 Springfield Avenue is another road which was highlighted as an issue by residents. Here, the footway parking presents less of a barrier to accessibility than South Close. However, a common issue discussed by residents pertains to cluttering of footways leading to inaccessibility. On Springfield Avenue, the presence of wheelie bins results in restricted space for pedestrians, especially those who require mobility aids. In conjunction, footways are cracked and may cause discomfort to those less mobile.

Figure 11: Palace Gates Road



- 5.5 Palace Gates Road was raised as an area of particular concern amongst one of the stakeholders during the second engagement session held by the consultants engaged to assist with this project. In conjunction with some of the previously mentioned footway parking issues, this road was felt to show substantial risks to pedestrians from car doors being opened by drivers without due concern. This issue is often present with all footway parking.
- 5.6 Hermitage Road was visited in the in-person stakeholder session and is illustrated below. Narrow footways are present along with cracked footways, tree roots protruding and overhanging shrubs.

Figure 12: Hermitage Road



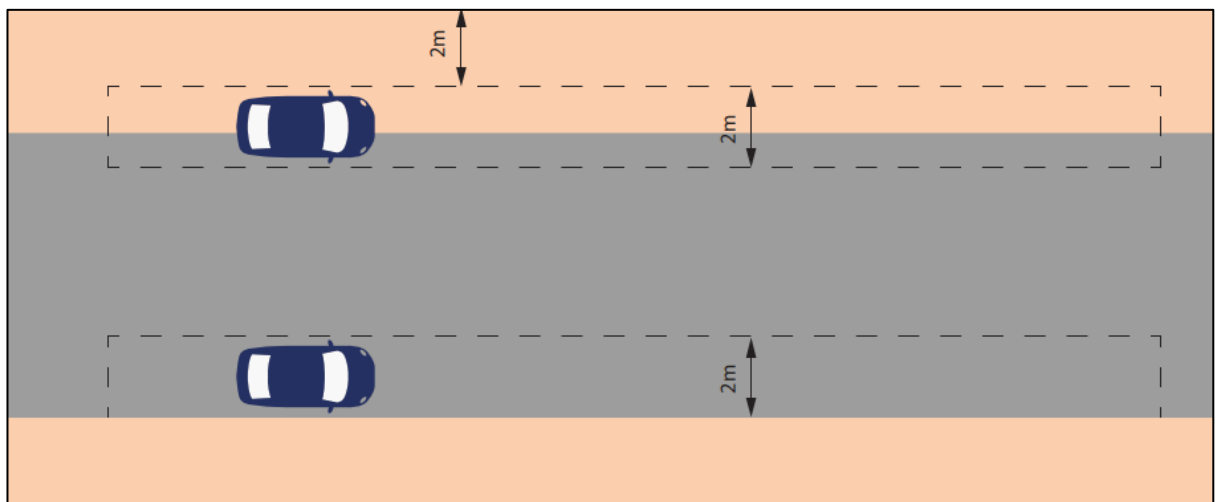
6. PROPOSALS FOR FOOTWAY PARKING

6.1 Various options to improve parking are listed below:

- Relocate one side of footway parking onto the carriageway (dependent on carriageway width) Figure 18;
- Relocate both sides of footway parking onto the carriageway (dependent on carriageway width) Figure 19;
- Alternating parking on either side of the road
- Creating a gap between footway parking, allowing vulnerable pedestrians to cross the road Figure 20;
- Remove parking (dependent on the demand in the area)

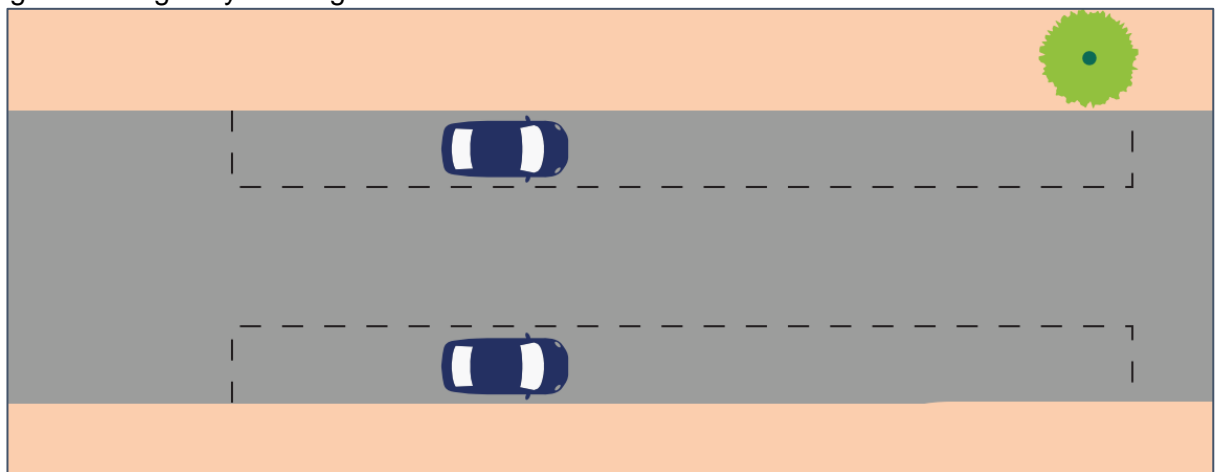
6.2 Figure 18 illustrates parking reallocated onto the carriageway on one side only, and therefore maintaining the footway parking on the remaining side, as there is insufficient carriageway width to relocate both.

Figure 13: Footway Parking and Highway Parking Option



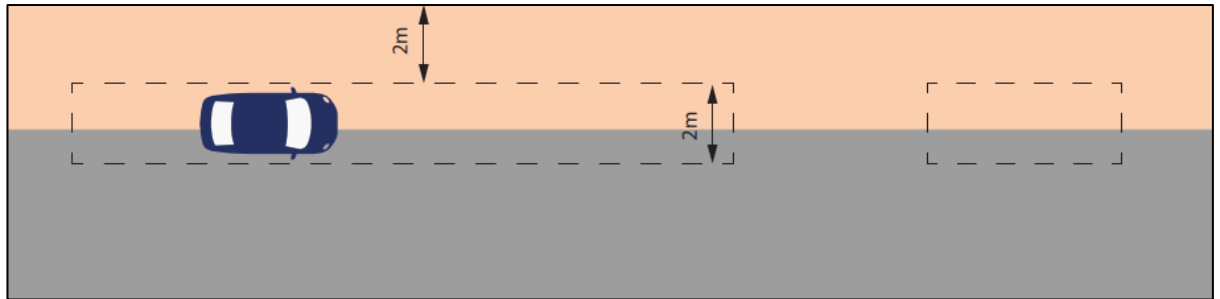
6.3 Alternatively, Figure 19 illustrates where parking could be moved onto the road on both sides where there is sufficient carriageway width.

Figure 14: Highway Parking



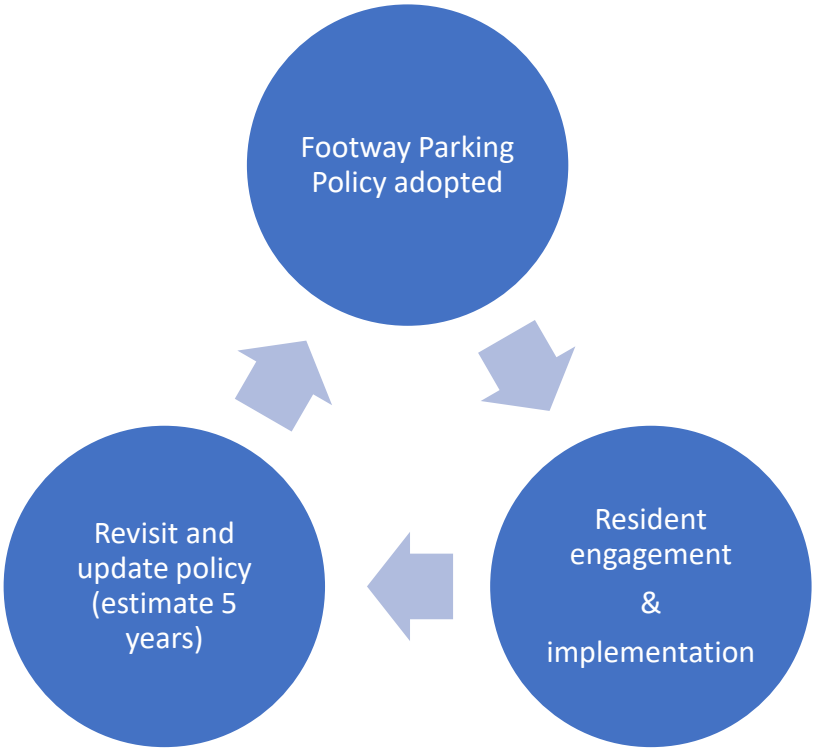
- 6.4 Where there is footway parking on both sides of the road, there is an option to move the parking to the carriageway but alternate parking on either side for a more even spread of bays, as illustrated in Figure 19.
- 6.5 Where there is not the scope to remove the parking from both or one of the sides into the carriageway, a gap is proposed in between parking bays with dropped kerbs/ a stepped-down arrangement to allow vulnerable pedestrians to cross the road to reduce journey time as illustrated in Figure 20.
- 6.6 Where there is reduced parking demand or the carriageway width is not sufficient for parking on one or more sides, there may be the potential to remove car parking altogether.

Figure 15: Footway Parking with a Gap



- 6.7 These options demonstrate the potential proposals for footway parking as discussed within this policy document. These changes will help to achieve the overall transport strategy outcomes detailed in Chapter 3.
- 6.8 Where footway parking is retained, consideration should be given to strengthening the footway to the Council's construction specification, in areas where there is likely footway overrun.

Next Steps – Delivering the Policy



Appendix B – Equality Impact Assessment (EqIA)

The Equality Impact Assessment (EqIA) form is a template for analysing a policy or proposed decision for its potential effects on individuals with protected characteristics covered by the Equality Act 2010.

The council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

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

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

Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

1. Responsibility for the Equality Impact Assessment

Name of proposal:	Haringey Footway Parking Policy
Service Area:	Environment & Resident Experience
Officer Completing Assessment:	Marie Gallagher (Transport Planner, WSP)
Equalities Advisor:	Joe Willis (Policies and Equalities Officer, London Borough of Haringey)
Cabinet meeting date:	18 th April 2023
Director/Assistant Director	Mark Stevens

2. Executive summary

The Policy Proposal:

This Footway Parking Policy identified, amongst other things, possible interventions required to improve the current status of footway parking in the areas of key concern, and interest noted in the borough. The Footway Parking Policy represents just one way in which Haringey Council is committed to achieving the Mayor's Vision Zero target. By ensuring equitable access to safe walking conditions for all pedestrians, the Footway Parking Policy will help to mitigate unnecessary divergence into the roads from pedestrians and reduce the risk of collisions.

The Network Management Duty was defined in the 2004 Traffic Management Act: and was subsequently updated in April 2022¹ to support active travel, following the COVID-19 lockdowns. The guidance encourages local authorities to make significant changes to their road layouts to

¹ <https://www.legislation.gov.uk/ukpga/2004/18/contents>

give more space to cyclists and pedestrians and to maintain changes that have already been made. The measures which should be implemented, and are relevant to this policy include and are not limited to:

- enabling walking and cycling to school
- reducing speed limits
- introducing pedestrian and cycle zones
- restricting access for motor vehicles at certain times to specific streets
- modal filters/ filtered permeability
- Identifying and bringing forward permanent schemes already planned

The nuanced and specific landscape of Haringey Borough is appreciated, and it is understood that the Footway Parking Policy must be balanced and tailored to encompass the intricacies of footway issues in the area. A 'blanket' approach will not likely reflect the nuances of residents' requirements and would ultimately be unsuccessful. Furthermore, some footway parking arrangements have been in place for many years and, although this does not necessarily indicate that such arrangements are infallible, changes around these will need to be carefully thought out. An evidence-based approach is therefore anticipated to be most effective in ensuring the policy delivers tangible and beneficial outcomes for the Council.

Should the policy be adopted, the subsequent change will be a safer and more accessible walking environment for all walks of life in Haringey.

Analysis Results:

A number of different data sources have been consulted to undertake an informed assessment. The outcome of this analysis is summarised below:

- The policy will disproportionately benefit some groups with protected characteristics more than others. The groups that will benefit more include those with disabilities, the elderly, those under the age of 18, women, and those from lower socioeconomic backgrounds.
- However, given that the policy will be applied borough wide, the interventions proposed will positively impact all Haringey residents and visitors, regardless of their individual needs and/or demographic
- Parking provision is still required for some individuals within each of the protected characteristic groups as well as those outside of these groups. The policy acknowledges this and will ensure parking is available where required
- The policy will help improve road safety, tackle social exclusion, foster modal shift, and improve individual journey experiences for some of Haringey's most vulnerable groups

Mitigations:

Haringey will assess each location on a case-by-case basis to identify appropriate and suitable interventions for the specific context. This will ensure that the needs of the local communities and regular users are understood and taken into consideration. This will help mitigate against any potential negative impacts on all users, including those without protected characteristics.

Next Steps:

This policy document will be taken to Cabinet for approval by in April 2023. The views of Ward Councillors and local residents will be invited when considering amendments to footway parking provision at locations across the borough. These comments will be considered when determining the final design and possible footway parking layout at each location, if applicable.

3. Consultation and engagement

3a. How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff? Detail how your approach will facilitate the inclusion of protected groups likely to be impacted by the decision.

The Footway Parking Policy has been informed by engagement with several groups with protected characteristics. These include Disabilities Action Haringey, City of London Street Assembly, Bruce Grove Healthy Streets Group, Haringey Wheelchair User Group, Public Voice, as well as Haringey Cycle Campaign and Haringey Living Streets. The stakeholder engagement sessions were coordinated and undertaken by WSP on behalf of the London Borough of Haringey.

Given the disproportionate impact footway parking can have on the elderly and those with disabilities, these groups have been specifically selected and consulted during the early stages of the policy development to ensure their concerns and needs are understood and considered. Early engagement with such groups acknowledges that everyone's experience navigating public space and the barriers to use differs from person to person. The Council acknowledge buggies and pushchairs are also impacted by poor footway widths and conditions, and this has been considered through engagement events where possible with stakeholders who have comparable needs.

Stakeholder engagement sessions have been undertaken with representatives from each of the identified groups mentioned above. A number of dates and times were provided as well as the option to attend an online or in person event to ensure the consultation met participants needs and to secure a good participation response rate.

Prospective participants were contacted via email, explaining the purpose of the consultation and how participant feedback will be incorporated into the policy development.

It is recognised that those with specific protected characteristics are not a homogenous group and are not defined by that characteristic alone. Subsequently, it was important that participants represented the demographic makeup of the borough, ensuring an equal gender, race, religion, and sexual orientation were represented in the engagement stage as much as possible.

Following agreement, a follow up email was sent to those individuals keen to attend explaining the context of the sessions and to get them registered for an online or in person event.

Online Stakeholder Engagement Sessions:

The consultant (WSP) supporting the policy development undertook two online engagement sessions on Tuesday 7th June and Friday 17th June 2022. All of the participants were Haringey residents who have daily, first-hand experience of the issues and complications associated with footway parking in the borough. The engagement sessions included a brainstorming element which explored the following three topics:

- Current concerns and barriers to footway use, with a specific focus on footway parking, street furniture, hedges, bins, and trees

- Identifying specific locations within the borough where footway parking and footway conditions pose issues
- Identifying potential solutions to overcome these barriers and issues

The two online stakeholder sessions were conducted using Microsoft Teams and the online engagement platform Miro, which allowed for a collaborative discussion around the challenges, barriers, and potential solutions regarding footway parking. To make the most of the sessions and to ensure everyone's views were heard, the size of the online groups was capped at 10. This enabled a more proactive participation from all attendees.

The presentation was sent to all participants ahead of the sessions to give them the opportunity to view the structure and content of the workshops. As Miro may not be accessible for all users, participants were also encouraged to provide their comments in the form of a word document or email, or to raise their thoughts during the discussion to allow the organisers to record all of the comments.

The link to the completed Miro boards were provided to the participants after each of the sessions, allowing them to add any additional comments for a period of two weeks. Participants were also invited to write, call, or email their thoughts to the Council after the session. In addition, the sessions were recorded to allow participants who could not attend to listen at an alternative time.

In-Person Stakeholder Engagement Session:

In addition to the online stakeholder sessions, WSP invited participants to join an in-person session which involved a walkabout along Hermitage Road. Those who participated in the online session were invited to share their availability and location preference by completing a Microsoft form. Participants who attended the online session were encouraged to share this opportunity with their contacts to generate wider participation.

Participants were asked ahead of the session if Haringey Council could offer any specific assistance or provision to ensure the session was as comfortable and accessible as possible.

The session took place on Wednesday 13th July between 14:00-15:30 and was attended by 8 residents representing their own personal needs and a number of organisations. The participant group represented a range of disabilities. Parents who regularly use pushchairs also attended. Two representatives from Haringey and two representatives from WSP attended the session.

Hermitage Road was chosen to showcase a prime example of footway parking issues in the borough. The location has good proximity to public transport, with bus stops and Haringey Green Lanes overground station located within a short walk of the site. Haringey Green Lanes overground station is also step free.

Hermitage Road is a largely residential road, with some industrial/warehouse use, located to the east of Green Lanes (A105). The road is two-way working with a no entry at the junction with Beechfield Road. Hermitage Road is located within Controlled Parking Zone (CPZ) B and footway parking (two wheels on footway, two wheels on carriageway) is permitted on both sides of the road. The in-person session offered the opportunity for participants to showcase the issues footway parking proposes on the ground.

Defining the Policy

The feedback received from the engagement sessions has played a fundamental role in shaping the Footway Parking Policy, helping to consider and develop a selection of appropriate

interventions. The concerns and potential improvements raised in the sessions were analysed alongside other key data including the on-street assessments provided by Haringey Council, and an extensive review of local policy.

The results from this analysis were then used to develop several levels of intervention which will be considered by the Council once they begin reviewing footway parking at specific locations within the borough. These interventions confirm with local policy documents as they will provide a safer, more sustainable, and more inclusive community within the borough.

These interventions include:

1. Remove / partially remove footway parking
2. Introduce permit capping in Haringey
3. Maintain damaged footways
4. Maintain scrubs and foliage
5. Remove waste
6. Introduce breaks within footway parking

It is acknowledged that not all footway parking can be removed from roads, and therefore a number of other measures as detailed above can be implemented to improve the condition of footways and improve useability. Haringey Council will review each of the 102 roads with footway parking and determine the appropriate solution using a scoring assessment as detailed within the policy report.

Next Steps

It is important to note that the engagement undertaken to date is preliminary. Haringey Council acknowledges that further engagement will be required once the policy is adopted by the Council. This will be undertaken on a location-by-location basis, ensuring the views and needs of local residents and regular visitors are fully understood before any changes are made to the current parking provision.

If approved, the policy will be adopted in April 2023. Key stakeholders, including the groups with protected characteristics, as well as those living, working, and visiting the borough will be notified of the adopted policy through standard Council communications mechanisms.

The Council recognises that national policy continues to evolve therefore if the Footway Parking Policy is adopted, it will remain live to ensure the needs of different groups and interventions proposed reflect the contemporary context.

3b. Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics

A number of key themes were raised during the sessions which have been summarised below. Full details of the engagement sessions can be found in the Stakeholder Engagement Report.

Key findings:

- Footway parking significantly narrows the available footway width forcing users to cross the road and/or use the carriageway

- Footways are narrowed further by overhanging shrubs, fly tipping, discarded dockless bikes and e-scooters, and inappropriately placed street furniture, bollards and planters. Construction hoarding as well as seating / signs associated with shops and eateries also pose issues
- Footway quality also plays a key role in accessibility and overall user experience, with tree roots and flower beds posing trip hazards and vehicle damage leading to cracked, uneven paving
- Footway parking can cause issues for those who use adapted vehicles as chair lifts/ramps are unable to extend and settle evenly on the carriageway.

Although these issues are likely to affect all footway users, it was clear from the sessions that these issues pose more significant barriers and complications for specific groups with protected characteristics, including those with disabilities, the elderly and those with young children and/or use pushchairs.

Participants explained that given the extent of footway parking in the borough, these issues often lead to social exclusion due to limiting access to services, increased journey times associated with less direct routes and poor crossing provision, loss of independence and a poor user experience overall. Full details are available in the Stakeholder Engagement Report.

4. Data and Impact Analysis

This section assesses the impact of the policy on the following groups with protected characteristics:

- Age
- Disability
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion or Belief
- Sexual Orientation
- Socioeconomic Status (local)

Given that the policy will be applied to footway parking across the borough, the borough profile data has been used to define the target population. Other data sources, such as Haringey's Local Implementation Plan 3², 2021/22 Road Safety Investment Plan³, Transport for All's Pave the Way report⁴, and research conducted by Living Streets⁵, have been used to inform the assessment. Results from the preliminary stakeholder engagement sessions undertaken by WSP have also played a key role in shaping this assessment.

The impact of the policy on each of the groups has been assessed in the following way:

1. Data profile: Provides data on this group and their representation in Haringey

² [2018 consultation draft of the haringey lip3.pdf](#)

³ [Road Safety Investment Plan.pdf \(haringey.gov.uk\)](#)

⁴ [Pave-The-Way-full-report.pdf \(transportforall.org.uk\)](#)

⁵ [Pavement Parking - our policy | Living Streets](#)

2. Data sources: Provides details of the key data sources and findings used to inform the assessment
3. Assessment: Using the findings, this section assesses the impact of the policy on the specific protected characteristic group*. Consideration is given to whether the group is disproportionately affected by the proposal due to overrepresentation and how this compares with the wider demographic of the borough.

**It is acknowledged that people with different characteristics have different needs and their experiences navigating the urban environment are both unique and intersect with the needs of other characteristics. See Section 5 for further details on intersectionality.*

4a. Age – Including the experience of young people (age 18 and under) and older people

Data⁶

Borough Profile

56,718: 0-17 (21%)
 72,807: 18-34 (27%)
 68,257: 35-49 (25%)
 44,807: 50-64 (17%)
 28,632: 65+ (11%)

Young people

Key data sources and findings used to inform the assessment include:

1. State of the Borough (Haringey, 2022)⁶

Findings:

- There are 56,718 children in Haringey aged 0-17 years, representing 21% of the population
- 15.9% of school age pupils in Haringey have special educational needs (SEN), which is slightly higher than the London average (15.2%)

2. TfL Streetspace Guidance – Case-making Data for Boroughs (TfL, 2021)⁷

Findings:

- More 11–17-year-olds walk to school in Haringey than in any other London borough (64% mode share). The average for London is 34%
- Air pollution disproportionately impacts on children living in deprived parts of Haringey. 20% of the most deprived areas in London had 8.6% more PM10 and 8.1% more NOx compared to the 20% least deprived areas

3. Local Implementation Plan 3 (LIP 3) (Haringey, 2018)²

Findings:

- Every year more than 2,000 people are killed or seriously injured on London's streets. People from more deprived areas, some ethnic minorities, children and older people are disproportionately affected by road danger
- 80% of all deaths and serious injuries occur to people walking, cycling, or riding motorcycles
- The plan outlines a number of barriers to active travel amongst younger people, including parents fear for their child's safety if they are to walk unaccompanied

⁶ [State of the Borough profile - June 2022 \(haringey.gov.uk\)](https://www.haringey.gov.uk/state-of-the-borough-profile-june-2022)

⁷ <https://tfl.gov.uk/info-for/boroughs-and-communities/streetspace-funding>

4. Road Safety Investment Plan (RSIP) (Haringey, 2021/22)³

Findings:

- Children, pedestrians, cyclists, motorcyclists/scooter users and older people are considered vulnerable road users and are therefore more likely to be involved in a road collision
- In 2018 and 2017, there were two and three fatal collisions respectively, all of whom were pedestrians. In 2019, 3 people were killed (two motorcyclists and one pedestrian)

5. Results from Stakeholder Engagement Sessions

Findings (see Stakeholder Engagement Report for more details):

- Parents with young children explained that they often find it difficult to navigate footway parking when walking with a pushchair and/or young children
- Participants explained that in some locations in the borough the remaining footway space available is minimal, forcing them into the carriageway with their pushchairs and young children which is unsafe and unpredictable
- Parents also explained that this is made worse by poor footway maintenance, and street clutter such as bins and lamppost columns

6. Pavement Parking – Effect on People (UK Parliament, 2019) ⁸

Findings:

- Those with babies and young children are also affected by footway parking given that they use pushchairs or need to walk directly alongside their children. Where footways are narrowed by pavement parking, this can put young people at risk.
- A parent of young children explained that their lives and their children's lives are at greater risk of being hit by a car on the road, than they would have been when on the pavement. Another parent explained that footway parking not only makes walking down the pavement extremely unpleasant, cars driving on and off the pavement create a hazard for small children who can't easily be seen from the wheel of a car.

7. Road Traffic Statistics (DfT, 2020) ⁹

Findings:

- In Haringey, 3.3 times more primary school children walk to school than are driven to school
- Walking is the most commonly used mode of transport by younger Londoners (97% of those aged 24 and under walk at least once a week compared with 95% all Londoners)

8. Child Health Profile (Public Health England, 2016)¹⁰

Findings:

- Children in Haringey have worse than average levels of obesity: 10.8% of children aged 4-5 years and 23.1% of children aged 10-11 years are classified as obese

⁸ [Pavement Parking - Transport Committee - House of Commons \(parliament.uk\)](https://www.parliament.uk/business/committees/committees-a-z/commons-select/transport-and-infrastructure/committees-a-z/transport-committee/previous-work/pavement-parking/)

⁹ [Road traffic statistics - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/road-traffic-statistics)

¹⁰ <https://www.haringey.gov.uk/sites/haringeygovuk/files/childhealthprofile2016-haringey.pdf>

Potential Impacts (Assessment):

The policy will look to rationalise footway parking across the borough and will subsequently be one of many interventions delivered in Haringey to create a safer, more pleasant, and accessible pedestrian environment for all. Given that 21% of the population are under 18 and the majority walk as their main mode of travel, the removal and/or rationalisation of footway parking will undoubtedly have a positive effect on the experiences of young people in the borough.

It could be argued that young people may benefit disproportionately from the policy, however the improvements to the overall pedestrian environment will positively impact all Haringey residents and visitors¹¹. Further to this, Haringey will assess each location on a case-by-case basis to ensure that the interventions are inclusive, and the needs of local users and communities are understood before any changes are made.

Rationalising footway parking and improving footway conditions, including both width and quality, will tackle some of the key challenges footway parking currently presents for young people in the borough. These include:

- Enabling those with pushchairs and young children to walk together on the footway, preventing parents and children from walking in the carriageway and improving road safety for vulnerable road users
- Helping to address parent's concerns about road safety, fostering a modal shift as perceptions around the safety of their children travelling independently on foot improve with such road space reallocation measures. Reallocating road space to pedestrians and subsequently encouraging active travel will also help address inactivity amongst children and improve air quality for young people living in Haringey's most deprived areas
- Enabling young people to travel safely and comfortably access public spaces

It is acknowledged however that walking may not be an option for all young people. The policy recognises this and will ensure that parking provision is retained where required, particularly for blue badge holders and near key trip generators such as schools, medical centres, and sports centres.

Elderly people:**Key data sources and findings used to inform the assessment include:**1. State of the Borough (Haringey, 2022)⁶

Findings:

- Haringey has 29,224 residents aged 65+ (11%)
- The highest expected growth in the 2018-based population projections (to 2030) is in the 65+ groups, with the 65–84-year-old population growing by 30% and 95+ population growing by 18.5%

2. Pave the Way (Transport for All, 2021)⁴

Findings:

- For the 44% of Londoners over 75 who live alone, accessible transport can bring vital opportunities for social connection

¹¹ <https://www.gov.uk/government/publications/inclusive-mobility-making-transport-accessible-for-passengers-and-pedestrians>

- However, more than one in ten people in this age group say they never use public transport and don't have a car

3. Results from Stakeholder Engagement Sessions

Findings (see Stakeholder Engagement Report for more details):

- One participant who was over 65 and a wheelchair user explained that footway parking and poor footway maintenance forces her into the carriageway and can impact journey times and the overall journey experience

4. Road Safety Investment Plan (RSIP) (Haringey, 2021/22)³

Findings:

- Children, pedestrians, cyclists, motorcyclists/scooter users and older people are considered vulnerable road users and are therefore more likely to be involved in a road collision
- In 2018 and 2017, there were two and three fatal collisions respectively, all of whom were pedestrians. In 2019, 3 people were killed (two motorcyclists and one pedestrian)
- London's population is also living longer, which means there will be a greater proportion of older people who are less able to cope with the physical impact of collisions. These changes in London's population mean it is even more vital, and yet more challenging, to tackle road danger

5. Pavement Parking (Living Streets)⁵

Findings:

- People aged 65 and over polled for Living Streets in 2014 who said pavement parking was a problem in their local area
- 50% of older people say they would be more likely to walk outside if the pavements were clear of vehicles parked on them

6. The Road Safety Statement – A Lifetime of Road Safety (DfT, 2019)¹²

Findings:

- It is important that people live an active and healthy life into older age. For that people of all ages need the knowledge, skills and confidence to use a wide range of travel options safely
- Active travel is vital for health and perceptions of safety are key to encouraging people, especially older people to take up more active forms of travel

Potential Impacts (Assessment):

Similarly, the solutions identified in the policy will help to address the following issues for the elderly population:

- Social exclusion: Research by Transport for All⁴ demonstrates how vital accessible transport can be for tackling social exclusion. 44% of Londoners over 75 live alone and more than one in ten in this age group say they do not use public transport and do not have a car. By default, these groups are likely to walk or rely on other people to get around. Further to this, research by Living Streets⁵ highlights that 50% of older people say they would be more likely to walk if footways were clear of parked vehicles. The

¹² [The road safety statement 2019: a lifetime of road safety \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/824442/the-road-safety-statement-2019-a-lifetime-of-road-safety.pdf)

policy's aims to improve footway conditions will contribute to creating a more accessible pedestrian environment for all, enabling elderly residents in Haringey to travel independently and access key services

- Road safety: As detailed above, the elderly population are amongst the most vulnerable road users and are often overrepresented in road collision data³. By improving damaged footways, removing street clutter, and rationalising existing footway parking, this policy will provide safer, more connected pedestrian routes for the elderly population, reducing their need to cross and minimising time spent in the carriageway
- Poor user experience: The policy will help improve the user experience for the elderly population who already walk or use wheelchairs or mobility aids as their main mode of travel. This includes improving access to services, journey times, and confidence. These improvements could also help foster modal shift for some who currently depend on community transport, private car use and taxis (see below for more details)
- Dependency: It is acknowledged that many elderly people rely on taxis, private car use and community transport to travel as well as other door to door services which are delivered by motor vehicle. As mentioned, the solutions discussed in the policy will be tailored to specific locations and parking provision will remain where it is deemed necessary. It could be argued however that such improvements could help tackle an over reliance on door-to-door transport and services, allowing the elderly to regain independence and enjoy the physical and mental benefits that are associated with active travel. Arguably, this is likely to become more important as the elderly population grows³ and demand for assisted transport increases

Although the elderly population are likely to disproportionately benefit from the policy, the positive impacts will be felt by all Haringey residents and visitors¹¹.

4b. Disability

Data⁶

Borough Profile

4,500 people have a serious physical disability in Haringey.

19,500 aged 16-64 have a physical disability this equates to approximately 10% of the population aged 16-64.

1,090 people living with a learning disability in Haringey.

4,400 people have been diagnosed with severe mental illness in Haringey.

Key data sources and findings used to inform the assessment include:

1. State of the Borough (Haringey, 2022)⁶

Findings:

- 4,500 people have a serious physical disability in Haringey
- Almost 5,000 people have lost sight which impacts daily living
- 14,700 adults have a moderate or severe hearing impairment
- 19,500 aged 16-64 have a physical disability this equates to approximately 10% of the population aged 16-64
- 1,090 people living with a learning disability in Haringey
- 4,400 people have been diagnosed with severe mental illness in Haringey.

2. Pave the Way (Transport for All, 2021)⁴

Findings:

- Transport for All have identified a number of barriers to active travel for those with disabilities. Examples include:
 - a) Pavements cluttered by obstacles: These are difficult for those with mobility impairments to navigate and can pose a hazard to those with visual impairments. They are also confusing and overwhelming for those who are neurodivergent
 - b) Pavements that are steep, uneven, or bumpy are difficult to traverse in a wheelchair and can be trip-hazards. Tree roots, cobblestones, and poorly laid paving stones all contribute to this

3. National Travel Survey (DfT, 2020)¹³

Findings:

- Disabled people are five times more likely to be injured as a pedestrian than non-disabled people, reporting 22 motor vehicle injuries per million miles walked, compared to 4.8 among pedestrians without a disability

4. Royal National Institute of Blind (RNIB, 2009)¹⁴

Findings:

- The RNIB report that walking is the main mode of travel for blind and partially sighted people, many of whom who will have fewer transport options available to them than others

5. Pavement Parking – Effect on People (UK Parliament, 2019)⁸

Findings:

- Those who rely on mobility aids may be impeded or find the pavement impassable where footway parking reduces the usable width of the pavement.
- People with visual impairments sometimes require assistance from a carer or use a long cane or guide dog which can be difficult when pavement widths are narrowed

6. Inclusive Mobility: A Guide to Best Practice on Access to Pedestrian and Transport Infrastructure (DfT, 2021)¹¹

Findings:

- This guidance highlights the importance of inclusivity to ensure equal access to pedestrian and transport infrastructure following an investigation of the accessibility needs of people with mental health conditions, dementia, age related and non-visible impairments.
- This research highlighted a number of barriers to navigating the pedestrian environment, including obstacles, uneven surfaces, crossing the road, navigating slopes and ramps, and lack of confidence to travel.
- The guidance underlines that good, inclusive design benefits all users, including those who have non-visible disabilities

7. Results from Stakeholder Engagement Sessions

Findings (see Stakeholder Engagement Report for more details):

- Participants explained that footway parking leads to a number of issues including:

¹³ [National Travel Survey: 2020 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/national-travel-survey-2020)

¹⁴ [Travel, transport and mobility - RNIB - See differently](https://www.rnib.org.uk/travel-transport-and-mobility)

- a) Putting their personal safety at risk as they are forced into the carriageway, especially if they use mobility aids such as wheelchairs
- b) Social exclusion as participants feel they are unable to travel independently and/or access services
- c) Increasing journey times and making journeys unpleasant
- d) Poor footway conditions resulting from vehicles bumping up onto the pavement
- e) Footways are narrowed even further when coupled with further obstacles / street clutter
- f) Footway parking can cause issues for those who use adapted vehicles as chair lifts/ramps are unable to extend and settle evenly on the carriageway
- g) Public space becomes unsettling and hard to navigate for those who are neurodivergent

8. Road Safety Investment Plan (RSIP) (Haringey, 2021/22)³

Findings:

- People from more deprived areas, some ethnic minorities, disabled people, children, and older people experience the worst impacts of road danger, noise, and air pollution

Potential Impacts (Assessment):

The term disability is broad and includes people with physical, sensory, and cognitive impairments. Although individual needs will differ from person to person, it is clear from the findings above that footway parking disproportionately effects a wide range of disabled groups. Further to this, given that such a high portion of disabled Londoners and Haringey residents are regular footway users, with 81% of disabled Londoners walking at least once a week¹⁵, this policy will help to address the following issues currently experienced by disabled groups relating to footway parking:

- Social exclusion: By improving footway widths and conditions, disabled residents and visitors are likely to feel more confident walking and wheeling, improving their independence and access to public spaces and services. This is particularly important for those who are blind or partially sighted who rely on walking as their main mode of travel¹⁴. Further to this, given that a vast majority of disabled Londoners are over the age of 65¹⁵, accessible public spaces are particularly important as those who are elderly and disabled are more at risk of social exclusion compared to other groups
- Improving user experience: The policy will help overcome some of the key barriers identified in Transport for All's Pave the Way report⁴. Removing obstacles, providing wider footways, and improving footway conditions, will improve conditions for those with mobility and visual impairments and will help simplify the public realm, benefiting those who are neurodivergent. Providing comfortable widths and high-quality footways will help improve route continuity and road safety, minimising the need to cross unnecessarily and walk/wheel in the carriageway

It is recognised however that this policy will not solve transport accessibility issues on its own. This policy must be adopted as part of a package of measures which aim to support sustainable

¹⁵ [Travel in London: Understanding our diverse communities 2019 \(tfl.gov.uk\)](https://tfl.gov.uk/road-works/travel-in-london-understanding-our-diverse-communities-2019)

travel as the 'first choice for all'¹⁶. Further to this, each location will be assessed, and solutions selected on a case-by-case basis, ensuring parking bays are maintained for those where walking and public transport use is not an option. Although those with disabilities are likely to disproportionately benefit from this policy, the solutions proposed will also benefit and meet the needs of many other groups¹¹.

4c. Gender Reassignment¹⁷

Data

Borough Profile

There is no robust data at Borough level on our Trans population, however the central government estimates that there are approximately 200,000-500,000 Trans people in the UK. Assuming an average representation, this would mean between 800 and 2,000 Haringey residents are Trans¹⁸.

Potential Impacts (Assessment):

As outlined in the DfT's Inclusive Mobility report¹¹, inclusive street design benefits all users, therefore the improvements proposed by the policy will be enjoyed by all Haringey residents and visitors. It is therefore unlikely that the adoption of this policy and implementation of the proposed solutions will unduly impact gender reassigned groups.

It should be acknowledged however that this EqIA will be considered an iterative assessment document therefore should specific issues come to light following the adoption of the policy, these can be investigated, mitigated, and recorded here if deemed necessary.

4d. Marriage and Civil Partnership

Data¹⁹

Borough Profile

Divorced or formerly in a same-sex civil partnership which is now legally dissolved: (8.2%)

In a registered same-sex civil partnership: (0.6%)

Married: (33.3%)

Separated (but still legally married or still legally in a same-sex civil partnership): (4.0%)

Single (never married or never registered a same-sex civil partnership): (50.0%)

Widowed or surviving partner from a same-sex civil partnership: (3.9%)

Potential Impacts (Assessment):

As outlined in the DfT's Inclusive Mobility report¹¹, inclusive street design benefits all users, therefore the improvements proposed by the policy will be enjoyed by all Haringey residents and visitors. It is therefore unlikely that the adoption of this policy and implementation of the proposed solutions will unduly impact individuals based on their marital or partnership status.

¹⁶ https://www.haringey.gov.uk/sites/haringeygovuk/files/haringey_transport_strategy_2018.pdf

¹⁷ Under the legal definition, a transgender person has the protected characteristic of gender reassignment if they are undergoing, have undergone, or are proposing to undergo gender reassignment. To be protected from gender reassignment discrimination, an individual does not need to have undergone any specific treatment or surgery to change from one's birth sex to one's preferred gender. This is because changing one's physiological or other gender attributes is a personal process rather than a medical one.

¹⁸ Trans is an umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth.

¹⁹ 2011 Census

It should be acknowledged however that this EqlA will be considered an iterative assessment document therefore should specific issues come to light following the adoption of the policy, these can be investigated, mitigated, and recorded here if deemed necessary.

4e. Pregnancy and Maternity

Data²⁰

Borough Profile

Live Births in Haringey 2019: 3,646

Key data sources and findings used to inform the assessment include:

1. Results from Stakeholder Engagement sessions:

Findings (see Stakeholder Engagement Report for more details):

- Participants with children noted that they could not walk with one child and pushchair at the same time due to the narrow footway width available
- Many parents outside of the stakeholder group were observed walking into the road with their buggies to avoid the insufficient width provided on the footways

2. Pavement Parking – Effect on People (UK Parliament, 2019)⁸

Findings:

- Those who have young babies or young children are affected by footway parking as the narrowed pavements force mothers with buggies to walk in the carriageway

3. Inclusive Mobility: A Guide to Best Practice on Access to Pedestrian and Transport Infrastructure (DfT, 2021)¹¹

Findings:

- Well designed and accessible transport networks and environments bring wider benefits for the general population, such as those travelling with children, especially in pushchairs, or those with heavy luggage

Potential Impacts (Assessment):

The research above indicates that women with pushchairs are disproportionately affected by footway parking as the reduced widths push them into the carriageway, compromising their safety. Contrary to this, it is recognised that some women may need to travel by motor vehicle later in pregnancy and will therefore rely on parking provision to get around the borough and access vital services. However, given that the policy recognises the need to retain parking and will select solutions on a case-by-case basis, sufficient parking provision will remain.

4f. Race

In the Equality Act 2010, race can mean ethnic or national origins, which may or may not be the same as a person's current nationality.²¹

Data²²

Borough Profile

Arab: 0.9%

Any other ethnic group: 3.9%

²⁰ Births by Borough (ONS)

²¹ [Race discrimination | Equality and Human Rights Commission \(equalityhumanrights.com\)](https://equalityhumanrights.com/)

²² 2011 Census

Asian: 9.5%

Bangladeshi: 1.7%

Chinese: 1.5%

Indian: 2.3%

Pakistani: 0.8%

Other Asian: 3.2%

Black: 18.7%

African: 9.0%

Caribbean: 7.1%

Other Black: 2.6%

Mixed: 6.5%

White and Asian: 1.5%

White and Black African: 1.0%

White and Black Caribbean: 1.9%

Other Mixed: 2.1%

White: 60.5% in total

English/Welsh/Scottish/Norther Irish/British: 34.7%

Irish: 2.7%

Gypsy or Irish Traveller: 0.1%

Other White: 23%

Key data sources and findings used to inform the assessment include:

1. State of the Borough (Haringey, 2019)⁶

Findings:

- Around 16.5% of residents in Haringey are from Black ethnic groups and one in ten are Asian (10.3%)
- Non-white British communities are concentrated in deprived areas rising to 83.4% in Northumberland Park, the most deprived ward. Studies have shown a strong correlation between deprivation and pollution as homes in deprived areas tend to be more condense, nearer to roads with high concentrations of pollution and less green space

2. Vision Zero Action Plan (TfL, 2018)²³

Findings:

- Black, Asian and non-white Londoners are more at risk from motor vehicle injury, with children in this group being on average 1.5 times more likely to be killed or seriously injured on the roads than white children

3. Travel in London: Understanding our Diverse Communities (TfL, 2019)¹⁵

Findings:

²³ <https://content.tfl.gov.uk/vision-zero-action-plan.pdf>

- Walking is the most commonly used type of transport by Black, Asian and non-white Londoners. 96% of Black, Asian and non-white Londoners walk at least once a week compared with 95% of white Londoners
- The use of cars among black, Asian and non-white Londoners is lower than for white Londoners; 32% of black, Asian and non-white Londoners drive a car at least once a week compared with 41% of white Londoners (33% and 43% respectively in 2013/14).

4. Health and Wellbeing Strategy (Haringey, 2015-2018)²⁴

Findings:

- Children from black and minority ethnic (BME) groups are more likely to be obese than white British children
- Overweight and obesity disproportionately affects individuals of Asian origin (particularly those of south Asian origin), Black African women, Black Caribbean women, Pakistani women, Black Caribbean men, and Irish Men

Potential Impacts (Assessment):

Given that walking is the most commonly used mode of travel by Black, Asian and non-white Londoners, this policy will positively impact these groups as it looks to improve existing footway conditions and the overall pedestrian environment.

Further to this, rationalising footway parking and improving priority for pedestrians over motor vehicles will also help improve road safety for Black, Asian and non-white Londoners, who are more at risk from motor vehicle injury than white Londoners. Prioritising active travel over car use may also help to deliver secondary health benefits such as improving physical activity and reducing exposure to poor air quality.

Although those Black, Asian and non-white Londoners are likely to disproportionately benefit from this policy, the solutions proposed will also benefit and meet the needs of many other groups.

4g. Religion or belief

Data

Borough Profile²²

Christian: 45%

Buddhist: 1.1%

Hindu: 1.9%

Jewish: 3%

Muslim: 14.2%

No religion: 25.2%

Other religion: 0.5%

Religion not stated: 8.9%

Sikh: 0.3%

Potential Impacts (Assessment):

As outlined in the DfT's Inclusive Mobility report¹¹, inclusive street design benefits all users, therefore the improvements proposed by the policy will be enjoyed by all Haringey residents and visitors. Further to this, the policy recognises that parking provision will still be required therefore

²⁴ [Health and Wellbeing Strategy | Haringey Council](#)

access to places of worship will still be possible by motor vehicle, particularly for those own require the use of a blue badge bay.

It is therefore unlikely that the adoption of this policy and implementation of the proposed solutions will unduly impact individuals based on their religion or belief.

It should be acknowledged however that this EqIA will be considered an iterative assessment document therefore should specific issues come to light following the adoption of the policy, these can be investigated, mitigated, and recorded here if deemed necessary.

4h. Sex

Data

Borough profile¹⁹

Females: (50.5%)

Males: (49.5%)

Key data sources and findings used to inform the assessment include:

1. Travel in London: Understanding our Diverse Communities (TfL, 2019)¹⁵

Findings:

- Walking is the most commonly used type of transport by women (95% walk at least once a week), followed by bus (63%) and car as a passenger (51%)
- Women are more likely than men to be travelling with buggies and/or shopping and this can affect transport choices
- Women aged 17 or over who are living in London are less likely than men to have a full driving licence or have access to a car
- Londoners over 80 are much more likely to be women than men. Reflecting the fact that more older Londoners are women than men, women are marginally more likely to be disabled

2. Pavement Parking – Effect on People (UK Parliament, 2019)⁸

Findings:

- Those who have young babies or young children are affected by footway parking as the narrowed pavements force mothers with buggies to walk in the carriageway

3. Women's Safety Survey – YouGov (BBC/YouGov, 2022)²⁵

Findings:

- 66% of women surveyed said they always, often or sometimes feel unsafe walking alone at night, compared to 39% of men
- 25% of women surveyed said they always, often or sometimes feel unsafe walking alone in the daytime, compared to 10% of men

Potential Impacts (Assessment):

The solutions identified in the policy will help to address the following issues for women:

- User experience: Given that 95% of women in London walk at least once a week and women are more likely than men to be travelling with young children and pushchairs¹⁵, women will benefit from the improved footway conditions proposed

²⁵ [How often do British women feel unsafe doing day to day activities? | YouGov](#)

in the policy. This will help minimise the need to cross or walk in the carriageway, improving road safety and their overall journey experience

- Personal safety: As demonstrated in the YouGov survey²⁵, women are more likely than men to feel unsafe when walking alone both at night and during the day. Simplifying our footways, removing clutter and providing a clearer preview of our routes, can help improve perceptions of safety and confidence for women travelling independently

Although women are likely to disproportionately benefit from the policy, the positive impacts will be felt by all Haringey residents and visitors regardless of gender¹¹.

4i. Sexual Orientation

Data

Borough profile²⁶

3.2% of London residents aged 16 or over identified themselves as lesbian, gay or bisexual in 2013. In Haringey this equates to 6,491 residents.

Potential Impacts (Assessment):

As outlined in the DfT's Inclusive Mobility report¹¹, inclusive street design benefits all users, therefore the improvements proposed by the policy will be enjoyed by all Haringey residents and visitors. It is therefore unlikely that the adoption of this policy and implementation of the proposed solutions will unduly impact individuals based on their sexual orientation.

It should be acknowledged however that this EqIA should be considered an iterative assessment document therefore should specific issues come to light following the adoption of the policy, these can be investigated, mitigated, and recorded here if necessary.

4j. Socioeconomic Status (local)

Data

Borough profile

Income

8.3% of the population in Haringey were claiming unemployment benefit on 9 December 2021.²⁷

20.8% of the population in Haringey were claiming Universal Credit on 9 December 2021.²⁸

29% of employee jobs in the borough are paid less than the London Living Wage.²⁹

Educational Attainment

While Haringey's proportion of students attaining grade 5 or above in English and Mathematics GCSEs is higher than the national average, it is below the London average.³⁰

²⁶ ONS Integrated Household Survey

²⁷ [ONS Claimant Count](#)

²⁸ [LG Inform](#)

²⁹ ONS

³⁰ Annual Population Survey 2019 (via nomis)

4.4% of Haringey's working age populations had no qualifications in 2020³¹. 4.8% were qualified to level one only³².

Area Deprivation

Haringey is the 4th most deprived in London as measured by the IMD score 2019. The most deprived LSOAs (Lower Super Output Areas or small neighbourhood areas) are more heavily concentrated in the east of the borough where more than half of the LSOAs fall into the 20% most deprived in the country⁶.

Key data sources and findings used to inform the assessment include:

1. State of the Borough (Haringey, 2019)⁶

Findings:

- Haringey is the 4th most deprived borough in London, with deprivation more concentrated in the northeast

2. Pave the Way (Transport for All, 2021)⁴

Findings:

- Many disabled people do not have mobility aids of high enough quality – or that are adequately suited to their needs – to enable them to make active journeys on foot or using a wheelchair
- The Labour Force Survey for April to June 2020 revealed that disabled people are more than twice as likely to be unemployed as non-disabled people
- Research by the disability charity Scope also found that disabled people face extra costs of £583 a month

3. Road Safety Investment Plan (RSIP) (Haringey, 2021/22)³

Findings:

- People from more deprived areas, some ethnic minorities, disabled people, children, and older people experience the worst impacts of road danger, noise, and air pollution
- People walking in the most deprived areas of London are more than twice as likely to be injured as those in the least deprived areas

4. Local Implementation Plan 3 (LIP 3) (Haringey, 2018)²

Findings:

- Residents have lower car ownership in the east of the borough where levels of deprivation are higher
- Car ownership and use are higher to the most affluent west of the borough, arguably where access to public transport is lacking (footway parking is less prevalent in the west of the borough)

5. Results from Stakeholder Engagement Sessions

Findings:

- Participants suggested that the quality of the streetscape, including footway widths and conditions, dropped kerbs and general public realm, varies from area to area with more deprived areas of the borough exhibiting more issues.

³¹ [LG Inform - qualifications](#)

³² [LG Inform – level one](#)

- One participant highlighted that some areas had potential to generate more interest where residents may have more time to raise issues with the Council and know how to advocate and navigate the complaints system.

6. Health and Wellbeing Strategy (Haringey, 2015-2018)²⁴

Findings:

- Obesity levels are closely linked to deprivation. Year 6 children living in deprived areas are 2.5 times more likely to be overweight or obese than those in more affluent areas
- High levels of obesity are common in the east of the borough

Potential Impacts (Assessment):

It is clear from the research that poor pedestrian facilities and accessibility is likely to have a disproportionately negative impact on those from and/or living in more deprived areas.

Although footway parking is present across Haringey, there are high concentrations in the east of the borough where car ownership is lower and where levels of deprivation are higher. This suggests that residents living in the poorer areas of the borough are more likely to be impacted by footway parking and are less likely to be utilising the provision. Footway parking is most prevalent in the northeast of the borough around the Tottenham/Wood Green area where levels of deprivation are considered to be below 5 according to Indices of Multiple Deprivation (IMD) data⁶ (1 is most deprived and 10 is least deprived).

These findings are backed up by feedback received during the stakeholder engagement sessions, where one participant noted that there is a difference in the quality of the pedestrian environment and overall streetscape between the poorest areas of the borough and the wealthiest.

Given that the policy will look at tackling solutions to poorly maintained footways and options to rationalise footway parking, improvements to the pedestrian environment will be delivered borough wide regardless of the demographic makeup of the area.

Further to this, these improvements will help to improve road safety for the groups most at risk of road danger, which includes those from more deprived areas and those walking in more deprived areas.

The improvements delivered will also help to tackle social exclusion experienced by disabled groups who are more at risk of unemployment than non-disabled groups⁴ as the pedestrian environment is more accessible and becomes easier to navigate.

Although those from lower socioeconomic backgrounds are likely to disproportionately benefit from the policy, the positive impacts will be felt by all Haringey residents and visitors regardless of demographic¹¹.

5. Key Impacts Summary

5a. Outline the key findings of your data analysis.

The key findings of the data analysis are detailed below:

- The policy will disproportionately benefit some groups with protected characteristics more than others. The groups that will benefit more include those with disabilities, the elderly, those under the age of 18, women, and those from lower socioeconomic backgrounds

- However, given that the policy will be applied borough wide, the interventions proposed will positively impact all Haringey residents and visitors, regardless of their individual needs and/or demographic
- Parking provision is still required for some individuals within each of the protected characteristic groups as well as those outside of these groups. The policy acknowledges this and will ensure parking is available where required
- The policy will help improve road safety, tackle social exclusion, foster modal shift, and improve individual journey experiences for some of Haringey's most vulnerable groups

5b. Intersectionality

Many proposals will predominantly impact individuals who have more than one protected characteristic, thereby transforming the impact of the decision.

This section is about applying a systemic analysis to the impact of the decision and ensuring protected characteristics are not considered in isolation from the individuals who embody them.

Please consider if there is an impact on one or more of the protected groups? Who are the groups and what is the impact?

This assessment appreciates that individuals with protected characteristics have different needs and their experiences navigating the urban environment varies and intersects with the needs of other characteristics. It is acknowledged that many of the groups discussed in this report are interrelated. For example, research shows that elderly people are more likely to be disabled and children from Black, Asian and non-white backgrounds are more likely to be victims of road collisions, and disabled people are more than twice as likely to be unemployed as non-disabled people. This illustrates the intersectionality between age and disability, age and race, and disability and socio-economic status.

The interventions will be selected on a case-by-case basis and some roads may need to retain some parking provision. As a result all users will be taken into consideration when assessing the appropriate proposed solution.

5c. Data Gaps

Based on your data are there any relevant groups who have not yet been consulted or engaged? Please explain how you will address this

As outlined in Section 3, footway parking has a disproportionately negative impact on the elderly, those with disabilities and those with young children/use pushchair, therefore these groups were specifically selected and consulted during the early stages of the policy development to ensure their needs were understood and considered.

Further consultation and engagement will take place specific to each location. This would be in addition to any traffic order amendments which would also include a statutory consultation element. This will allow all users and any potential impacts to be taken into consideration.

6. Overall impact of the policy for the Public Sector Equality Duty

Summarise the key implications of the decision for people with protected characteristics.

The assessment shows that many of the groups with protected characteristics will disproportionately benefit from the proposed interventions, these being those with disabilities, the elderly. However, given that the policy will be applied borough wide, the interventions

proposed will positively impact all Haringey residents and visitors, regardless of their individual needs and/or demographic

This will help advance equal opportunities between groups who share a relevant protected characteristic and those who do not by helping to improve personal safety and road safety, enhancing transport choice, independence and social inclusion, and improving the overall user experience.

Given that those who do not exhibit protected characteristics will also benefit from the policy¹¹, it is also likely that the subsequent interventions will help foster good relations between groups who share protected characteristics and those who do not.

7. Amendments and mitigations

7a. What changes, if any, do you plan to make to your proposal because of the Equality Impact Assessment?

Further information on responding to identified impacts is contained within accompanying EqIA guidance.

Please delete Y/N as applicable

No major change to the proposal: the EqIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them **Y**

Adjust the proposal: the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below **N**

Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision. **N**

7b. What specific actions do you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty?

Action: Haringey Council will assess each location on a case-by-case basis to identify appropriate and suitable interventions for the specific context. This will ensure that the needs of the local communities and regular footways users are understood and taken into consideration. This will help mitigate the potential negative impact to those reliant on a car for mobility, these being the following groups with protected characteristics; those with disabilities, the elderly, those under the age of 18, women,

Lead officer: **Joe Wills**

Please outline any areas you have identified where negative impacts will happen because of the proposal, but it is not possible to mitigate them.

N/A

7. Ongoing monitoring

Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented.

- *Who will be responsible for the monitoring?*
- *What the type of data needed is and how often it will be analysed.*
- *When the policy will be reviewed and what evidence could trigger an early revision*
- *How to continue to involve relevant groups and communities in the implementation and monitoring of the policy?*

This policy document will be taken to Cabinet for approval in April 2023. Residents who attend the Cabinet meeting will have the opportunity to challenge Councillors around the recommendations within this report.

Comments from Ward Councillors and local residents will be considered when implementing the Footway Parking Policy and its measures at existing footway parking locations in Haringey from 2023/24 onwards. An review after 5 years will be undertaken of the policy to monitor its effectiveness on recommended locations throughout Haringey.

A review will be revisited and updated within five years to determine if any amendments are required to the policy and implementation following the annual reviews. The review will be undertaken by the Parking Projects and Policy Team.

Date of EqIA monitoring review:

To be confirmed

8. Authorisation

EqIA approved by **Mark Stevens** Assistant Director Direct Services

Date 22nd March 2023

9. Publication

Please ensure the completed EqIA is published in accordance with the Council's policy.

Please contact the Policy & Strategy Team for any feedback on the EqIA process.

Appendix C – Parking Schemes and Parking Engagement Policy

1 Introduction

In a borough with a population of over 264,000 residents living in London's 12th most densely populated area, on-street parking impacts on many aspects of people's lives. Whether or not someone owns or drives a vehicle the chances are they rely on services which do. From deliveries to and from high street and online shops to public transport, utility companies, trades people and emergency services, the need to park safely in our communities is critical. A mix of homes of multiple occupancy and flat conversions combined with increased private car ownership between 2011 and 2021 leading to almost 2,500 more cars owned in the borough creates demand for parking options on the borough's streets.

Having great transport links to central London provides an opportunity for outer borough motorists to use the streets as a commuter car park, with vehicles occupying spaces in some residential areas for extended periods throughout the day.

This demand for kerbside space is likely to increase too with the London Plan identifying the need for an additional 15,920 new homes by 2029 and whilst there are ways to manage increased ownership through car free developments, the increased demand on vehicles for the reasons mentioned above will remain a pressure.

Managed on-street parking not only improves road safety by removing dangerous parking and improving sight lines but it also prioritises local need and protects parking spaces for residents whilst enabling communities and individuals to be better connected, and live in a cleaner, greener, and less congested environment. It supports local businesses enabling deliveries to take place throughout the borough.

Additionally, controlled parking zones and managed parking schemes lead to fewer abandoned and dangerous vehicles on the streets whilst increasing the regular visible presence of uniformed enforcement officers across neighbourhoods.

Through co-production with residents, schemes are developed with a key emphasis on what works for the community they protect. However, while many areas share the same parking pressures, communities can have different views on parking controls. A clear and transparent policy will help individuals and communities understand the service offer. The co-design process empowers residents make considered decisions when solutions to parking stress are being discussed.

This document outlines the co-design process for residential parking schemes, identifies the types of schemes that can assist with reducing parking pressures and provides a framework for future residential parking scheme design and review to work within.

Strategic context

This policy has been developed with due regard to regional and local road safety, transport, and carbon reduction strategies and action plans. It builds on the commitment through the Haringey Deal to work with communities to co-produce solutions to problems in their areas. It supersedes the Controlled Parking Zone (CPZ) Policy adopted by the Council in March 2020.

Legislative basis for parking

The borough has a responsibility under the Traffic Management Act 2004³³ (TMA) to manage its road network and this includes regulating parking on borough roads. The associated operational guidance sets out requirements. The Road Traffic Regulation Act 1984² (RTRA) determines

³³ [Traffic Management Act 2004 \(legislation.gov.uk\)](https://www.legislation.gov.uk)

how parking income is managed as well as setting out the legal process required to implement controls and charges.

2 Aims and Objectives

This policy intends to provide clear guidance on how residents and businesses can request to have parking in their streets managed and protected. It provides a framework for how the schemes can be co-produced to ensure they are fit for the local communities that benefit from them.

The overarching aims of the Council's parking management is to balance the conflicting needs for the finite supply of parking spaces available. We do this through a combination of needs-based design and a hierarchy of parking need. This includes:

- Prioritising parking for disabled motorists and passengers.
- Prioritising parking for residents and their visitors.
- Providing facilities for businesses and their customers, in particular loading / unloading facilities and
- Facilitating turnover of short stay parking for in town centres for shoppers.
- Reducing unnecessary private car journeys through travel demand management (TDM) and encouraging healthier forms of travel.

It eliminates commuter parking which can overwhelm local roads, deals with obstructive parking and makes it easy to identify and remove abandoned cars. A range of parking schemes may be used to achieve these aims and the details of those and how they are used are set out in Appendix 1.

Managed parking schemes are provided through ring-fenced self-financing principles with any income generated used to fund the maintenance of signs and road markings, administering and the schemes and any surplus is used to help maintain the highways, pavements, and street signs, help to fund free travel for people aged over 60 and for people with long term disabilities. From April 2023, the cost of providing this is limited to £0.09 per day for the least polluting vehicles.

Benefits of the policy

Managed parking provides a greater opportunity for residents to safely park near to their properties.

As parking pressure increases, due to reduced supply or increased demand, so does the need for parking controls. Typically, this is through the designation of parking spaces that are restricted at certain times, to defined users or types of activity, such as:

- Blue Badge holder parking
- Resident (or permit holder) parking
- Short-stay visitor parking
- Loading and unloading
- Motorcycle parking
- Car sharing / car club bays
- Electric vehicle charging bays
- Alternative kerb-use, such as cycle hangars or pocket parks

Whilst any one of these restrictions can be introduced on their own, for example, in response to a local issue, it is considered best practise to take a more strategic approach. Parking zones (also known as permit schemes, controlled parking zones (CPZs) or Restricted Parking Zones (RPZs)) are internationally recognised as the best tool to manage kerb parking space.

Recent example of change in parking from the introduction of a Controlled Parking Zone (CPZ):
Rivulet Road White Hart Lane CPZ extension

Before:



After



They are effective in any area where demand outstrips supply. This may be in residential areas, town centres, transport hubs or commuter areas.

Advantages	Explanation
Reduce congestion, reduce road danger, improve air quality, and promote health and wellbeing through travel choice.	Parking, by definition, is the culmination of a trip. Managing parking supply at a destination can reduce the number of car trips [people are more less likely to consider healthier travel choices if parking is cheap and plentiful at the destination]. Fewer car trips will result in reduced road danger risk, reduced congestion, and reduced pollution. In turn, active travel brings direct and indirect health benefits.
Prioritise parking space for those most in need	Parking zones reduce demand for space by restricting certain user groups. Typically, parking zones prevent long-stay commuter parking which frees up space for other priority groups, such as residents or blue badge holders.
Safer and more accessible streets	Parking zones contribute to safer streets because parking layouts designate where it is safe to park and where it is not, improving visibility where it is needed such as at junctions, crossings, and outside schools. They help improve access for those who are disabled by allocating Blue Badge parking in important locations, such as outside homes or in town centres. Careful design of parking means improved access for emergency services, utility and refuse vehicles. A disproportionate number of serious injuries and fatalities on London's roads occur at junctions. Waiting and loading restrictions help keep junctions clear of parked vehicles which improves inter-visibility between all road users, as well as improving manoeuvrability for larger vehicles, such as London Fire Brigade. Lower levels of parking demand mean more gaps in parking. Such gaps provide natural passing spaces in otherwise narrow, terraced streets, reducing the frequency of head-on stand-offs and congestion.
Maximising the use of kerb space and enabling alternative uses.	Parking zones enable the reallocation of space for purposes other than parking. This includes pedestrian crossings, street greening, bicycle hangers, active travel initiatives or placemaking so that people of all ages can socialise, play, exercise, shop, and rest, with lower levels of car dominance.

Advantages	Explanation
	Whilst these initiatives are not impossible without parking zones, experience shows that they are less likely to be supported – and objected to - when parking demand is very high.
Promoting the local economy.	Parking zones help local businesses by allocating short-stay parking for those customers who must come by car. They also enable loading and servicing needs to be met through introduction of loading-only bays. Zones also enable allocation of parking permits and spaces for businesses (who have operational need for a motor vehicle).

3 Scheme development and implementation

New CPZs

The Council identifies areas proposed for parking controls through.

- Requests or petitions from residents, elected members, and other stakeholders.
- The Council proactively reviewing its network and considering parking controls. This may relate to situations where parking stress is over 80% saturation or where commuter parking accounts for over 30% of vehicles parking.

The Review of Existing Parking Zones

The Council will review all controlled parking zones every 5 years or earlier if there are representations from residents, ward councillors or if significant developments are planned for the area.

Public engagement will determine if existing parking arrangements continue to work for residents, businesses and visitors or if adjustment are required. Any arrangement considered will encourage healthier travel choices.

Stage 1 - Pre-engagement

Where parking stress is reported by residents or ward councillors, the Council will initially undertake visual onsite surveys to provide a basic understanding of parking. This may be followed by parking occupancy surveys to determine the extent of parking pressure as well as undertaking a perception survey with the wider community to understand their views on parking pressures at this early stage. This will determine if the Council needs to proceed to public engagement.

Stage 2 - Public Engagement and Co-design

Public engagement, plays a key role in understanding the complex relationships, demands and needs of the community. This stage of the process allows residents and stakeholders to choose whether or not parking controls are needed and what operational arrangements should apply. In many situations, ward councillors will also be representing their own personal views as residents and those views will carry the same weight as those of all other residents who express a view.

A standard suite of operational arrangements is usually considered to ensure consistency of offer. This may be extended to event day controls where pressures are identified. Engagement determines what works best for each area.

There may be some exceptional situations where the Council may need to implement controls to manage congestion and road safety without community support. Those situations are rare. Local ward councillors can champion the views of their local communities and voice suggestions both in support of and against scheme proposals. Where a local ward councillor disagrees with

the outcome of a consultation, they will not have a right of veto, but their objections will be considered in line with the statutory consultation process as a formal objection against a proposed traffic management order.

Stage 3 - Statutory consultation

Statutory consultation forms part of the legal process set out in Road Traffic Regulation Act 1984³⁴ (RTRA 1984), for controlling vehicular movements by introducing measures such as parking places and waiting and loading restrictions. It is, therefore, not consultation or engagement with the community on the need for controls. It provides for objections to proposals to be made by anyone, not just those in the area subject to proposals. The nature of response therefore tends to be objections that must be considered by the Council alongside any mitigations.

Decision making

The following section sets out the decision-making process.

Public Engagement

The Council will need a minimum response rate of 10% to the public engagement, before any decision can be considered. The response rate for a managed parking area will be determined by 'calculating the percentage' from the total number of properties responding, against the total number of registered properties within the engagement area. A response rate below 10% would be deemed inconclusive and a scheme will not be progressed without further engagement with the community.

Those living in one household may have differing views or opinions on proposals. This may result in multiple responses from individual properties. All responses will count, which is in line with local government guidance to allow residents to respond to a public engagement exercise with their views being considered as part of subsequent reporting.

While an area may share the same parking problems, its residents may not share the same opinion of parking controls. Controls will therefore be introduced based on the overall response from the area engaged, or a defined sub-area identified, achieving at least 51% vote in favour of controls being introduced. Where some streets may vote against a CPZ, but if surrounded by roads that support controls, the Council may include them to ensure that single roads are not unduly affected by displaced parking. Where this happens, the rationale will be documented in decision making reports and residents informed.

The operational days and times of controlled parking zones will be determined by the outcome of public engagement. Where the public engagement fails to deliver a clear preference, decisions on operational hours may require further public engagement. Residents are best placed to make such decisions for their area, and it is important that they do so.

The results of the public engagement will be submitted for decision to those with delegated authority under the Council's Constitution. Ward councillors will be notified of the outcome of the public engagement and the recommendations in advance of the decision being made public. While actively involved at the public engagement stage, ward councillors cannot play a role in the subsequent decision-making process.

Statutory Consultation

As this is a legal process and the results of this consultation including objections must be formally considered by the Council, the following needs to be taken account of:

- Ensuring the Council has fulfilled its legal duties set out in RTRA 1984

³⁴ [Road Traffic Regulation Act 1984 \(legislation.gov.uk\)](https://www.legislation.gov.uk/ukpga/1984/27)

- That no substantial objections are received in relation to the wording, content or errors present within the legal Notice of Proposal.
- That due consideration is given to objections and submissions and, if required, proposals are amended to settle objections raised.
- That recommendations contribute to Council's wider policy, strategy, and other key areas of local authority governance.
- That recommendations consider decisions set out in the public engagement decision report.

Appendix 1 – Scheme Design Considerations

Area Wide Parking Control

The most common way that the Council controls parking on an area wide basis is through the introduction of a controlled parking zone (CPZ).

In certain circumstances, the management of the layout of the parking is introduced in different ways. This may be through a permit parking area (PPA) or a restricted parking zone (RPZ).

Controlled Parking Zones

A CPZ involves marked parking spaces and yellow line restrictions in a number of roads in a zone. Where parking bays are provided, a sign is erected to indicate the zone and operational hours that apply. Outside of those operational hours, parking is free, unless otherwise stated on the sign.

The layout of parking, and parking restrictions on the public highway is defined by legislation and illustrated in the Traffic Sign Regulations and General Directions (TSRGD) 2016³⁵. This document specifies the exact detail for all road markings and signage. Further explanation and design guidance is provided by the Department for Transport's Traffic Design Manuals which provide further clarification on use and placement. Good practice for parking design is set out in the Manual for Streets³⁶ and highway and junction designs are provided within the Design Manual for Roads and Bridges (DMRB 2020)³⁷.

The size of a controlled parking zone should allow residents easy and safe access to park near to their homes, but should discourage short trips and inter-zone commuting, which can create pressures at places of interest such as, transport hubs and near retail facilities. It is therefore recommended that, where possible, a CPZ will be comprised of no more than 30 roads as recommended by the Department for Transport (DfT) in national guidance.

In designing a parking zone, careful consideration needs to be given to parking hierarchy and how parking is divided between the competing demands in any new parking zone. This includes consideration of parking demands from businesses, residents, community buildings such as libraries, schools and places of worship and their visitors etc residential properties within that area. The following details how Haringey Council will assess and prioritise parking provision within new parking zones.

- Provision of new disabled bays
- Electric vehicle charging point (EVCP) bays - existing or new
- Car clubs
- Resident and resident visitor parking
- Public sector organisations such as ambulance, police or doctor's bays
- Loading bays/facilities to serve local community businesses.
- Short stay / visitor
- Dedicated motorcycle parking

³⁵ [The Traffic Signs Regulations and General Directions 2016 \(tsrgd.co.uk\)](https://www.tsrgd.co.uk/)

³⁶ [Manual for the Streets \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/)

³⁷ [\[Withdrawn\] Standards for Highways online resources - GOV.UK \(www.gov.uk\)](https://www.gov.uk/)

Permit Parking Areas (PPAs)

In a 'PPA', all streets are subject to parking controls and vehicles may park with a valid permit during the operational hours.

The operational times of the 'PPA' are indicated on entry signs as one enters the area / zone with residents and their visitors being given priority throughout the hours of operation. PPAs do not require formally marked parking bays. This allows residents to park across their dropped kerbs (vehicle crossovers) during the operational hours with a valid permit. Those arrangements are not suitable for every location.

In Haringey, PPAs will be considered where typical CPZ signs and parking arrangements are not suitable or required. This may be due to factors such as:

- Limited road width or access
- A 'no through road'
- Bay markings are not possible
- Installation of typical CPZ signage is not possible or desirable
- The highway concerned is an access way, lane, or passageway between two adjoining roads

In Haringey, PPAs will form part of a wider parking zone, so road users are informed through gateway signage that they have entered a parking zone and require a valid permit to park. Haringey Council will not consider the use of PPAs over a wider area encompassing many roads. The confusion that may arise from limited signage and no road markings will pose problems for motorists unfamiliar with the PPA or the area in general, resulting in enforcement action and general dissatisfaction.

Restricted Parking Zone (RPZ)

A RPZ is where parking is only permitted in signed bays. This is explained in the signs erected on entry to the zone. This is used on areas where high quality materials may be used as part of a wider project therefore retaining the ambience by reducing the need for road markings, signs and posts.

Red Routes

Red Route restrictions are generally used on the strategic road network in London and prohibit stopping where it can cause an obstruction or is unsafe. London Boroughs may use these powers where there is a need to control parking to maintain traffic flows. It is normally sufficient to prohibit waiting and loading at specific times of day. However, this does not prevent vehicles stopping or parking on yellow lines, causing obstructions on busy routes, contributing to traffic congestion which impacts on public transport and road safety.

They are intended to be used strategically to deal with traffic problems on a whole-route basis, and not to deal with issues on relatively short lengths of road. Those restrictions can be enforced by ANPR cameras and are therefore very effective in keeping routes clear.

Provision can be made for disabled parking, loading and unloading, as well as passengers being picked up or set down by licensed taxis. However, unlike yellow lines, stopping is completely prohibited on red route markings.

Appendix 2 - Engagement process - summary

This covers area-wide parking controls through the introduction of controlled parking zones (CPZs), permit parking areas (PPAs) and restricted parking zones (RPZs). Where stringent parking controls are required to ensure the network operates efficiently, a Red Route (RR) may be introduced. It involves 5 main steps, summarised below with two gateway decisions that follow the public engagement and statutory consultation stages.

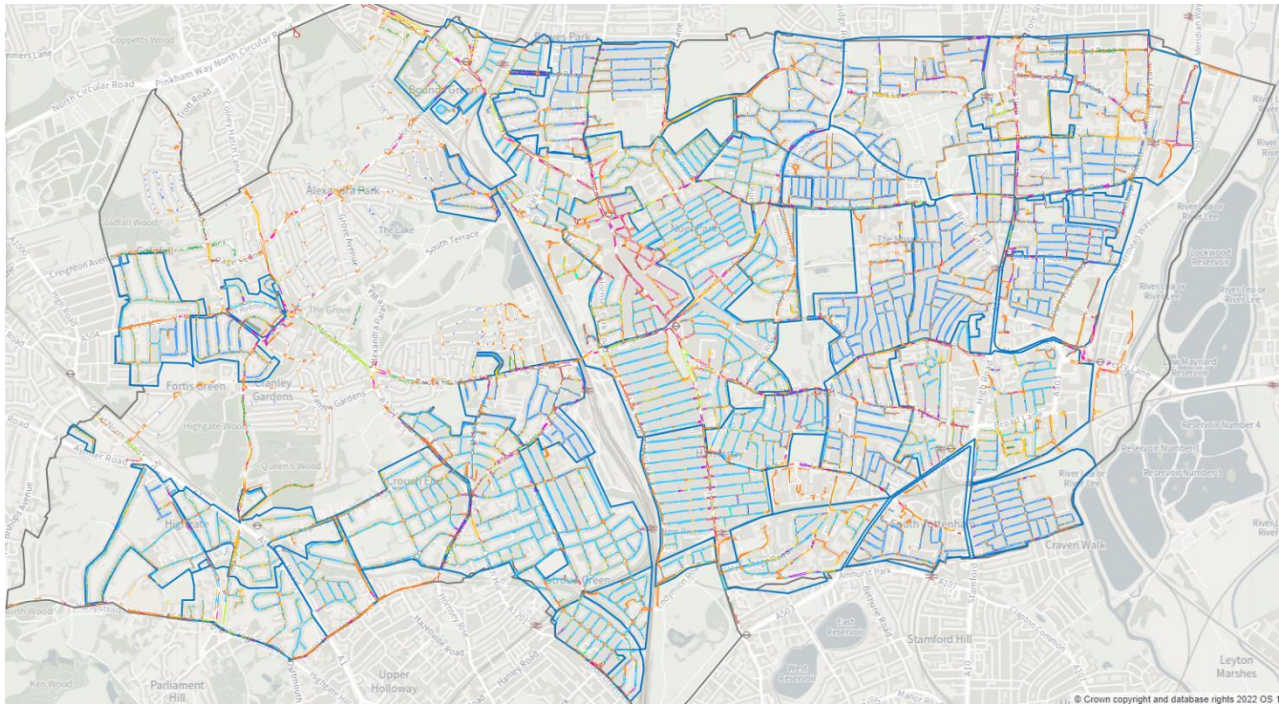
Step	Summary of activities
1. Pre-public engagement	<ul style="list-style-type: none"> a) Undertake area engagement (resident survey) to determine if residents are feeling parking pressure and if they want the Council to do something about it. Online and paper process b) If required conduct parking surveys to understand extent and scale of pressures. c) Prepare public engagement documents
2. Public engagement (Co-design stage)	<ul style="list-style-type: none"> a) Letters and public engagement packs delivered all registered properties within the defined area b) Responses to be submitted online, through e-mail or freepost questionnaires c) Erect street notices d) Publish material on the Council website, in social media and offer translation services – all informing stakeholders how to respond e) Results of the public engagement formally considered in line with thresholds set out in policy. Ward councillors notified of the outcome and the proposed recommendations
3. Statutory consultation (process defined by Regulations ³⁸)	<ul style="list-style-type: none"> a) Residents and stakeholders notified in advance of the 21-day statutory consultation commencing and how to make an objection or representation b) Proposals advertised in the form of a Notice of Proposal (NOP) which sets out the proposed design of the scheme and legislation that administers their control and published in the London Gazette, local newspapers and on the Council's website. Public notices erected on street. c) Objections and representations to be made in writing before the end of the consultation period.
4. Decision following statutory consultation	<ul style="list-style-type: none"> a) All objections must be considered by the decision maker. b) Ward councillors informed of outcome and recommendations. c) Decision making report published, and residents and stakeholders notified of the outcome of the statutory consultation
5. Implementation	If approval is given to proceed, necessary arrangements will be made to progress delivery. This will include notifying residents in advance of the scheme going live.

³⁸ [The Local Authorities' Traffic Orders \(Procedure\) \(England and Wales\) Regulations 1996](#)

4 Appendix 3 - CPZ coverage

Figure 16, below, shows the distribution of parking controls in Haringey (2022), covering approximately 70% of the borough. This includes controlled parking zones and other ways to manage parking through Red Routes, waiting and loading restrictions and other on-street parking controls.

Figure 16 - Map of managed parking in Haringey



Appendix D

Table 5: Review of current permitted footway parking (Budget allocated £157k)

CPZ Name	Number of roads with footway parking
Green Lanes A	2
Green Lanes B	6
Seven Sisters CPZ	3
Seven Sisters South CPZ	2
South Tottenham	2
St Ann's	2
The Hale	2
Tottenham Event Day CPZ	16
Tottenham North CPZ	1
Tower Gardens Event Day CPZ (TGED)	5
White Hart Lane	10
Total	51

Table 6: Reserve locations for review of permitted footway parking 2023/24

CPZ Name	Number of roads with footway parking
Alexandra Palace CPZ	2
Bounds Green East CPZ	1
Bruce Grove North (BGN)	6
Crouch End - CEA	6
Highgate HGA CPZ	1
Highgate Station (HG STA)	1
Hornsey South	4
St Lukes's CPZ	1
Stroud Green - SG	1
Wood Green Inner	2
Wood Green Outer	10
Woodside West	1
UN-01	3
UN-04	1
UN-07	2
UN-08	6
UN-09	1
UN-14	2
Total	51

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Report for: Cabinet – 18th April 2023.

Title: Flood Water Management Investment Plan (FWMIP) 2023/24

Report authorised by Barry Francis, Director of Environment and Resident Experience

Lead Officer: Ann Cunningham, Head of Highways & Parking
Ann.Cunningham@haringey.gov.uk

Peter Boddy, Highways and Traffic Manager.
Peter.Boddy@haringey.gov.uk

Ward(s) affected: All

Report for Key/

Non-Key Decision: Key Decision

1 Describe the issue under consideration.

- 1.1 Haringey, like many London Boroughs is vulnerable to surface water flooding. Our urban environment has reduced natural drainage. Heavy rainfall can swiftly overwhelm the drainage network, quickly leading to flooding of low-lying areas.
- 1.2 Intense rainfall events are becoming more frequent. Haringey, as well as other London boroughs, experienced flooding from extreme rainfall in July 2021 and August 2022. Climate change is projected to increase the frequency and intensity of heavy rainfall, in turn increasing the risk of flooding.
- 1.3 As the 'lead local flood authority' (LLFA), the Council, working in partnership with the Environment Agency, Thames Water and other stakeholders, is responsible for managing the risk of flooding from surface water, groundwater, and some of the culverted watercourses.
- 1.4 It is not possible to completely stop flooding, but steps can be taken to reduce the effect through measures including that of highways drainage resilience works and schemes to prevent unmanaged flooding
- 1.5 This report sets out the Council's Flood Water Management Investment Plan (FWMIP) capital programme and interventions for 2023/2024 and the context in which that programme has been developed. Appendix 1 sets out the proposed allocation of schemes within the overall programme. Those schemes are a 'living document' of proposals which are developed as the Council understands the various issues that have an impact on flooding across the Borough.

2 Cabinet Member Introduction

- 2.1 I am pleased to introduce this report which sets out the investment plan in flood reduction and drainage improvement schemes for the coming year. Over the past two years, we have seen the devastation that flooding causes in many

parts of our borough. It impacted on homes and businesses and disrupted local infrastructure.

- 2.2 Climate change will only increase the frequency and intensity of heavy rainfall, increasing our risk of flooding.
- 2.3 Since the flooding events of July 2021, the Council has significantly increased its investment in drainage, spending £800k in 2022/23 to ensure that all road gullies across Haringey were cleansed at least once each year, and to repair and provide additional road gullies where they were clearly needed.
- 2.4 However, the response to flooding in respect of defences, capacity management and education requires a holistic multi-agency approach. With the impacts of climate change becoming increasingly more evident, we more frequently see flooding at locations such as Turnpike Lane and the junction of Park Road, Muswell Hill and Priory Road due to an aged sewerage system, struggling to cope with anything other than moderate levels of rainfall. We will therefore continue to lobby Thames Water to maintain its assets, and the Government for funding to further green our borough - as well as exploiting every opportunity to bring in funding from external funding sources for flood risk reduction measures.
- 2.5 This year, the Council is investing a total of £1,562,500 of capital funding in the maintenance of our drainage assets, as well as implementing schemes to reduce the risk of flooding across the borough. We will continue to engage with residents, community groups, businesses, and other interested parties to co-design flood schemes that alter the existing infrastructure. This engagement will also extend to the management of any proposed significant disruption resulting from the construction works.
- 2.6 We will also help our communities build resilience and help them protect themselves from unmitigated flooding.

3 Recommendations

It is recommended that Cabinet:

- 3.1 Approves the Flood Water Management Investment Plan for the 2023/24 financial year as set out in the attached Appendix 1.
- 3.2 Delegates decisions relating to flood water management scheme design and implementation to the Head of Highways and Parking, subject to decisions being reported to Cabinet where a key decision is required.
- 3.3 Authorises the Head of Highways and Parking to carry out any required consultation in accordance with Appendix 2 and to make any necessary traffic orders, having had due regard to any prior consultation, to give effect to those schemes, subject to consultation representations regarding key decisions being considered by Cabinet.

- 3.4 Authorises the Head of Highways and Parking to consider any objections and representations and to report back to the Cabinet Member for Inequality and Resident Services if there are significant or substantial objections or concerns raised about a scheme not covering two or more wards.

4 Reasons for Decision

- 4.1 The FWMIP sets out the Council's flood water management and highways drainage resilience projects for the coming financial year and how they align with the Council's strategic objectives.
- 4.2 This report provides detail of the funding arrangements and seeks authority to proceed with the development and delivery of these projects.

5 Alternative options considered

- 5.1 The Council has a statutory duty to maintain the public highway network and reduce the risk of flooding in the borough. The 2023/24 Flood Water Management Investment Plan has been informed by data from actual flooding events, as well the Council's Transport and Local Flood Risk Management Strategies, our Surface Water Management Plan, and the developing Highways Asset Management Strategy.
- 5.2 The schemes proposed in this programme are those identified as high priority to reduce the risk of future flooding in the borough. Therefore, no alternative options are considered at this point.

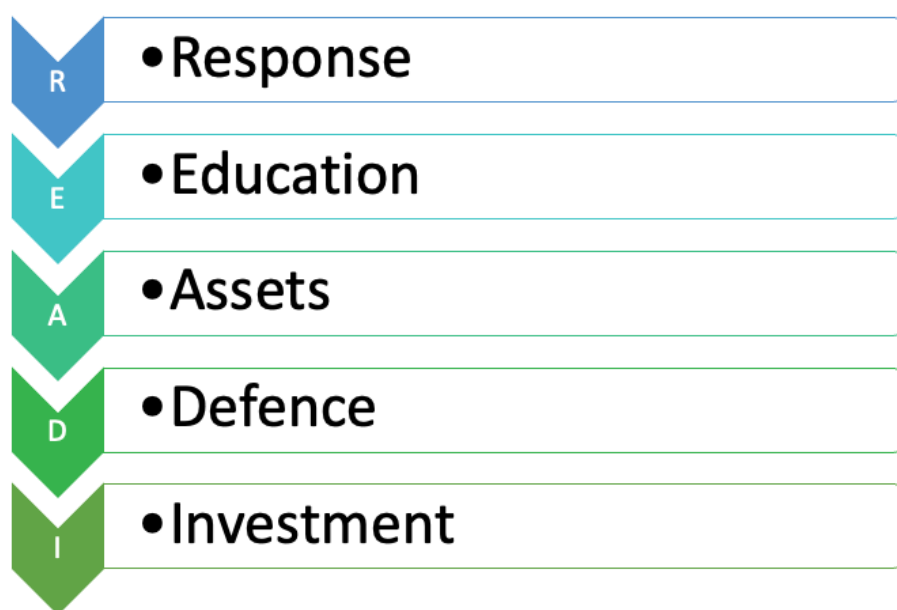
6 Background Information

- 6.1 Surface water flooding is likely to become a more frequent event due to climate change, and the scale of flood events may increase in the future. Extreme rainfall can overload existing drainage systems, rivers and watercourses and result in surface water flooding.
- 6.2 Most of the borough is drained by surface water sewers (which receive surface runoff from roofs, roads, and other areas of hard standing) or combined water sewers (which receive surface water and foul water/effluent), all owned and managed by Thames Water. The main sewerage network was designed in the 1860's and has served London well. Over time, the area connected to the sewer network has increased, progressively reducing its capacity to accommodate heavy rainfall. This presents challenges and risk of flooding in many parts of London, including Haringey.
- 6.3 No single organisation can effectively manage flood risk independently and co-operation is needed across the Council, public agencies, government bodies, the private sector, and the community to manage flood risk and respond to flooding when it occurs.
- 6.4 Our Local Flood Risk Management Strategy (adopted in 2019) sets out the Council's approach to managing flood risk. This strategy is due for review in 2024 and will seek to reflect changing climate patterns and new areas of potential flood risk. It will seek to further reduce floods risk through new

developments and consider a sustainable and holistic approach to flood management.

- 6.5 This strategy will also enable statutory organisations, interested stakeholders and the public to input into design development of certain individual major projects through the process of co-production. The level of engagement will be directed by the framework at Appendix 2 and future co-design guidance as it emerges.
- 6.6 The Council has reviewed its end-to-end response to flood management and has developed a system of working based on a combination of Response, Education, Assets, Defence and Investment or READI.

READI



- 6.7 'Response' represents how the Council, partners (including the emergency services) and residents all have an active role in responding to flooding. That includes a key focus on communication throughout any emergency situation and the coordinated response to minimise the impact of any flooding, as far as possible.
- 6.8 'Education' is about helping residents be more aware of what they can do to help reduce the impact of flooding, changing the mindset from city to coastal in respect of being prepared and knowing how to respond.
- 6.9 The Council's flood-related 'Assets' include a range of sustainable drainage systems, expanded on below and in Appendix 3, to help reduce the risk of flooding. It also includes the Council's gullies, which have recently benefitted from enhanced maintenance, cleansing and repair programmes to ensure they do their job. Works on highways culverts are also a vital element in our flood defence package.
- 6.10 The first line of 'Defence' is the assets mentioned above, but there are also additional defensive measures that residents, businesses and the Council can

take. These include the use of sandbags and other temporary flood boundaries, technology (including gully sucking vehicles designed to relieve pressure on London's Victorian sewer system, managed in Haringey by Thames Water) and the crucial network management activities undertaken by the Council's Highways Service to help divert traffic away from dangerous and flooded areas.

- 6.11 The Council has invested £2.48m in the borough's flood defences and assets over the last 2 years to help reduce the risk of flooding and minimise its impact when it does occur.

Sustainable Drainage Systems (SuDS)

- 6.12 The Council is making significant progress in implementing measures that reduce the risk of flooding. Sustainable drainage systems (SuDS) are designed to slow down surface water run-off and manage the associated flood and pollution risks, while enhancing or greening the local environment. Those measures range from permeable paving and rain gardens to swales and basins to hold storm water. Appendix 3 sets out the example on different types of SuDS, their definitions and how they integrate to reduce the surface water flooding within the borough. To date, 23 SuDS schemes have been implemented across the borough. This includes schemes in Crescent Gardens, Rectory Gardens, Adams Road, Priory Road, and Mayes Road, all completed in the last few years. Those schemes are delivering their objectives and have made a positive contribution to reducing flood risk, with the added benefits of improving the public realm.
- 6.13 Our parks and greenspaces provide the greatest opportunity for flood alleviation measures. They cover around 26% of the borough, providing scope to build resilience against future flooding risk.
- 6.14 Turnpike Lane has flooded several times during heavy rain in recent years. The main contributor is capacity issues with the sewer system and its inability to cope with flash flooding. This continues to impact upon many of the businesses operating in that road. As increased Thames Water sewer capacity is highly unlikely, the Turnpike Lane / Ducketts Common flood alleviation study planned for the coming year will explore concepts and ideas on how measures could be installed in the common to hold storm water, reducing the risk of flooding, while enhancing the public amenities on that green space.
- 6.15 The implementation of SuDS schemes on the public highway reduces surface water runoff and provides the wider benefits of additional greening and public realm improvements.

Drainage

- 6.16 The maintenance and management of Thames Water assets, as well as the Council's drainage network, is essential to reducing flood risk. The remedial works undertaken by Thames Water last year included the cleansing of sewers in Turnpike Lane and Muswell Hill to increase capacity, the repair of three collapsed sewers in Park Road, and the rectification of misconnections in Stanhope Road that resulted in sewerage discharge on the public highway. This

work, combined with repairs and improvements to the Council's drainage network, targeted flooding in specific areas.

- 6.17 Progress is being made in the maintenance of the Council's drainage assets. The Council cleaned approximately 16,000 gullies last year, of which around 7,000 are in critical drainage areas. Approximately 50% of those gullies were cleansed at least twice throughout the year. The enhanced cleansing regime, supported by the additional funding, has significantly reduced the number of blocked gullies. Several hundred gullies were repaired, i.e., replacement gully pots, covers, and frames and 12 new gullies were installed at various locations across the borough.
- 6.18 The Council, as the lead local flood authority, will continue to work with Thames Water to request that it maintains its assets to mitigate the likelihood of future floodings. The ongoing Council investment in gully cleansing and maintenance will ensure the resilience of highways drainage network.
- 6.19 In addition to the flood alleviation measures and asset maintenance, the Council has also enhanced the monitoring and horizon scanning of heavy rainfall forecast allowing advance preparation by Council response teams. Resident and business engagement and readiness is also essential with many tools and information sources available to help them protect their own homes and businesses in the event of flooding.

7. 2023 /24 programme

- 7.1 The 2022/23 investment programme involves a total funding allocation of £1,562,500. This will be supported by a revenue budget of £448,162 for gully cleansing. The details and locations of the schemes within the programme are set out in Appendix 1.
- 7.2 The programme can be summarised under 3 main categories.
 - Strategic or local sustainable drainage schemes to help manage flood water (SuDS).
 - Projects or annual contributions to support the operation of Haringey Council as the lead local flood authority, including work to support new funding opportunities.
 - Maintenance of the Council drainage system, including repairs to gullies and their connections and installing new gullies to minimise ponding on the road network.
- 7.3 The £67,500 secured recently from the Environment Agency, as a part of the 'Risk of Flooding from Surface Water' (RoFSW) grant funding, will fund a borough-wide 'Surface Water Modelling and Mapping' exercise. This additional funding will help us fully understand the drainage of the western part of the borough, especially around the Hornsey and Crouch End area.
- 7.4 Building our community's resilience to flood risk is becoming increasingly important. While the projects and programmes in this report aim to reduce flood risk, they cannot eliminate it. It is important to improve our communities'

understanding of when flooding is likely to occur such as by being aware of Met Office weather alert systems, developing an understanding of the protective measures a building owner can take to reduce flood risk (for example, through property protection including sandbags) and ensuring that neighbours, particularly those who may be vulnerable to flood risk, are supported to protect themselves. There will be proactive messaging, liaising with communities - especially those who have already been impacted by floods.

- 7.5 The Council will also look for community volunteers to help manage the blocked autumn gullies, where falling leaves are the main offenders. Their negative impact is strengthened by the wind and rain which can blow leaves into gullies, turning them into mulch that prevents water from flowing away.

8. **Design, Consultation and Engagement**

- 8.1 The Council is committed to ensuring that local communities can influence and, where possible, shape the development of flood water management improvements in their neighbourhoods. The level of consultation/notification for the schemes are set out in the attached Appendix 2.

- 8.2 There is also opportunity for ongoing community involvement in maintaining those schemes once implemented and this will form part of the co-production process.

- 8.3 Major scheme proposals identified within this report will follow the emerging co-production framework being developed with the Council. The co-production process for these major schemes will be individual to each project and developed at the outset of the project, based on the issues to be addressed, level of stakeholder interest and budget available for each scheme. All scheme proposals will be developed in accordance with national, regional, local standards and best practise guidance.

- 8.4 Information will be made readily available on the Council's website on all major schemes, as well as through improved works signing and advance warning, with the aim to minimise disruption and inconvenience associated with construction works.

9. **Contribution to strategic outcomes**

- 9.1 Flooding can be devastating, disrupting lives, local infrastructure, and services. Proposals in this report set out the flood water management programme for the coming year. Those projects and programmes support a sustainable and holistic approach to flood management. This will deliver wider economic, environment, social benefits, climate change mitigation and wide-ranging improvements under the Water Framework Directive.

- 9.2 The FWMIP supports the 'Responding to the Climate Emergency' theme in the Corporate Delivery Plan, presented to Cabinet on 17th January 2023. Details are set out under *High Level Outcome 1: A Greener and Climate Resilient Haringey* for 'Improved flood defences and community resilience' through robust gully cleansing, enhanced flood defences and the delivery of the programme of schemes defined in the FWMIP.

Statutory Officers' comments**10 Finance**

10.1.1 This report sets out the expenditure plan for the Highways and Parking Service in the forthcoming year, detailing all the Flood Water Management Investment Plan that includes the various funding streams that have been confirmed by the Environment Agency and Thames Water, as well as Council investment.

10.1.2 The list below provides a breakdown of the budgets for the Flood Water Management Investment Plan for 2023/24 of £1.065m, plus an additional grant from the Environment Agency of £0.0975m, Thames Water £0.100m, and a contribution of £0.300m from Greater London Authority as a part of its Green Resilience Funding. The above grant and contribution will be added to the capital programme.

Council FWMIP capital investment	£0.710m
Vired from Borough Roads	£0.355m
Environment Agency grants	£0.0975m
Thames Water	£0.100m
Greater London Authority	£0.300m
Total	£1.5625m

10.1.3 Additionally, £0.448 of revenue was allocated from 2022/23 onwards for gully cleansing.

10.2 Legal

10.2.1 The Council as a local highway authority has a statutory obligation under the Highways Act 1980 to maintain the public highways in the borough that it is responsible for, including the management of flood water, highway drainage systems and road gullies in vehicular highways.

10.2.2 The Council is also responsible for taking the lead in managing flood risk from surface water, groundwater and some of the culverted watercourses. In 2010, the Flood and Water Management Act came into effect, and this required the Council to take on the role of lead local flood authority (LLFA) for the Haringey area, as in Appendix 2.

10.2.3 This report seeks approval for the programme of flood intervention works set out in the Flood Water Management Investment Plan and how consultation where necessary will be undertaken, for the financial year 2023/24 which is a decision Cabinet can take in accordance with the Council's Constitution.

10.3 Procurement

10.3.1 There are no procurement issues arising from this report.

10.4 Equalities

10.4.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
- Advance equality of opportunity 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.

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

10.4.3 An Equalities Impact Assessment (EqIA) formed part of the statutory consultation process in 2018/19, which informed the development of the Local Implementation Plan 3 (LIP). The LIP sets out the objectives, delivery plans and monitoring arrangements for all transport scheme proposals, including those that contain flood water management works.

10.4.5 The key beneficial impacts relate to:

- Improved access to facilities due to managed flooding measures will benefit all Haringey residents and visitors, but some protected groups such as older people and children will benefit disproportionately.
- Safer roads and reduced levels of water pollution are likely to benefit people in some of the protected groups, such as older and/or disabled people with respiratory illnesses more than for the general population.

10.4.6 Groups who may have greater reliance on travel by car (e.g., people with disabilities; parents with childcare commitments; people in transport poverty) may be affected adversely in comparison to other groups who are better able to use public transport or travel actively. Schemes will be individually planned and delivered in such a way as to minimise any negative impacts that may arise due to construction works. Further, detailed equalities analyses will be carried out, including full Equalities Impact Assessments if appropriate, as and when individual schemes are coming forward for design, in order to mitigate any negative potential impacts (which may arise not only due to the construction works, but to the nature of the schemes themselves).

10.4.7 The communication and engagement measures set out in the Flood Water Management Investment Plan 2023/24 will increase awareness of works and minimise disruption caused at implementation stages. This will allow residents adequate time to make alternative travel arrangements, and any necessary adjustments will be made on a scheme-by-scheme basis to ensure continued access for affected groups with protected characteristics including disabled and elderly residents.

11. Use of Appendices

Appendix 1 - Flood Water Management Investment Plan proposals for 2023/24
Appendix 2 - Engagement for Flood Water Management Investment Plan for 2023/24

Appendix 3 - Examples of different types of SuDS with their definitions

15 Local Government (Access to Information) Act 1985

- [Corporate Delivery Plan](#)
- [Transport Strategy 2018](#)
- [Walking and Cycling Action Plan](#)
- [Local Plan](#)
- [Local Flood Risk Management Strategy, Cabinet report 9/7/19](#)
- [Flood Water Management Investment Plan 2022/23, report March 2022](#)
- [Section 19 flood investigation reports](#)

Appendix 1: Budgets for 2023/24, inclusive of Capital Growth

Project Name	Ward	Project Brief / Overview	Grant (Previous fiscal years balance of funds in italics)	Source	Council Budget 2023/24
Queen's Wood Natural Flood Management Scheme	Muswell Hill	Fundamental review of the Natural Flood Management Scheme scope and programme to align with the Queen's Wood's 'Woodland Management Plan.'			£55,000
Chestnuts Park Rainscape Masterplan	St Ann's	To investigate the possibility of opening the Stonebridge Brook culvert, create new wetlands and swales to reduce flooding of downstream properties. Improve access to the park, add play on way features and new wildlife habitats.	£300,000 <i>(£30,000 £75,000)</i>	EA Local Levy £30k remaining from 2022/23. £75,000 Thames 21 via Coca Cola for wetlands from 22/23. £300,00 from GLA.	100,000
Larkspur Close (IUD) - Phase II	Bruce Castle, White Hart Lane	Complete construction of SuDS works at Larkspur Close, Fryatt Road and Jellicoe Road to reduce the flooding incidents in Larkspur Close.		£180,000 21/22 Council funding	£100,000

Project Name	Ward	Project Brief / Overview	Grant (Previous fiscal years balance of funds in italics)	Source	Council Budget 2023/24
Muswell Hill Flood Mitigation Scheme	Muswell Hill, Alexandra Park and Hornsey	Complete SuDS improvements (rain gardens, permeable paving,) within the area of the junction of Muswell Hill, Priory Road, Park Road, Etheldene Avenue and Farrer Mews to address the existing surface water drainage issues.	£100,000	Thames Water	£100,000
Priory Park Flood Alleviation Scheme Phase 1	Hornsey	Completion of design and commencement of drainage works outside and within Priory Park.	£30,000	£30,000 EA Levy Bid to be made for further works.	£100,000
Turnpike Lane – Duckett’s Common Flood Alleviation	Noel Park, Harringay	Feasibility study to explore the flood alleviation concept and ideas as proposed to complement the planned regeneration works.			£30,000
Risk of Flooding from Surface Water (RoFSW) grant funding		Grant funding for carrying out a borough wide Surface Water Modelling and Mapping	£67,500	Environment Agency	

Project Name	Ward	Project Brief / Overview	Grant (Previous fiscal years balance of funds in italics)	Source	Council Budget 2023/24
Broad Lane, Spondon Road SuDS Scheme	South Tottenham	Possible flood storage basin to take runoff from surrounding roads		EA Bid to be made for feasibility study	£30,000
Section 19 Flood Investigation Reports	Borough - wide	Any further S19 of Flood & Water Management Act to investigate flooding.			£20,000
London Lee Catchment Partnership - Thames 21	Borough-wide	Annual contribution to Thames 21. Use its contact network including corporates, government, academic, charitable trusts, and any other contacts to develop and apply on behalf for funds along with engagement of local communities.			£5,000
Gullies civils works	Borough - wide	Repairs to gullies and their connection, new covers and frames as identified through cleansing works. New gullies to minimise ponding on the network.			£355,000
External Funding Bids	Borough - wide	Drafting proposals for a government fund for innovative projects			£5,000

Project Name	Ward	Project Brief / Overview	Grant (Previous fiscal years balance of funds in italics)	Source	Council Budget 2023/24
Management and Maintenance of Existing SuDS	Borough wide	Management and maintenance of existing SuDS schemes.			£20,000
Haringey Flood & Water Management Asset Register	Borough wide	As a part of Flood & Water Management Act (2010) – up to date asset register and site surveys.			£25,000
Borough wide Strategic SuDS Pilot Study and Schemes	Borough - wide	Borough wide strategic SuDS pilot study based on S19 reports and implementation of Retrofit SuDS within highways corridor.			£120,000
Total Capital	£710,000 Capital+ £497,500Grants +£355,000 Growth = £1,562,500				
Revenue Gully Cleansing programme	Borough - wide	Borough wide highways gully cleansing programme			£448,162
Total Revenue	£448,162				

Appendix 2

Engagement / Consultation for Flood Water Management Investment Plan

The various flood water management schemes developed through the FWMIP will, wherever practical, be the subject of engagement and consultation or, in limited circumstances (e.g., routine maintenance), notification. The level of engagement / consultation will depend upon the size and impact of the scheme on the local community and whether statutory requirements apply. The three engagement / consultation / notification types are:

- **Notification of works** (schemes that have a minor impact on the highway network and public realm and do not require a statutory consultation to be undertaken)– residents and businesses of affected properties will be notified by letter drop where this impacts on residents. In addition, they will be notified by letter drop and any other appropriate media up to 4 weeks in advance of work commencing. In these instances, any ‘co-design’ component will either be limited (as it relates to straightforward maintenance or optimising the existing drainage arrangements) or related to off-highway works for which a separate co-design may be needed (e.g., with the Parks Service and any relevant Friends Group).
- **Statutory notification** e.g., traffic regulation orders - the public will be notified of the Council’s intention regarding proposals through advertisements placed in the local press and on site. Residents and businesses locally affected by the proposals will also be notified by letter drop. The notification will provide details of the scheme and a commencement date for the proposed construction works. Residents, traders, and stakeholders will have the opportunity to provide views, through appropriate local engagement, on scheme proposals before it progresses to the more formal stage of statutory consultation.
- **Public consultation** – any larger schemes that impact more widely on stakeholder interests will be subject to a co-design engagement process with the locally affected properties and lead user groups (where applicable e.g., for parks). The co-design process will include input from stakeholders as to the issues, aspirations and challenges which will inform the design development followed by presentation and further stakeholder input once the designs have been developed by the Council. Meetings will include site visits, public and Microsoft Teams meetings, exhibition of proposals on the website, on local notice boards and potentially at drop-in sessions for the wider community. Once a co-designed scheme has been developed, statutory consultation can follow.
- Below sets out the proposed consultation process for each scheme.

Engagement / Consultation on Flood Water Management Investment Plan 2023/24

Scheme name / type	Consultation Type		
	Notification	Statutory Notification	Engagement / Consultation
Queen's Wood NFM Scheme	✓		
Chestnuts Park Rainscape Masterplan	✓	✓	✓
Larkspur Close (IUD) - Phase II Scheme completion	✓	✓	
Muswell Hill Flood Mitigation Scheme completion	✓	✓	(Where applicable)
Priory Park Phase 1 Flood Mitigation Scheme	✓	✓	✓
Broad Lane, Spondon Road SuDS Scheme	✓		
Gullies civils works	✓		
Borough wide Strategic SuDS Pilot Study and Schemes	✓		

Appendix 3

Example on different types of SuDS with their definitions

- **Rain Gardens**

These are a combination of planted native shrubs, flowers and perennials in a small depression surrounded by brick wall, concrete kerbs, corten steel or natural features – but these are not ‘evergreen’ areas. These bioretention facilities were designed to reduce the flow rate, water quantity and to treat the polluted stormwater runoff from nearby public highways, footways and the park itself.



- **Swales**

The swales are shallow channels covered by grass and vegetation in places. They are generally constructed to store and convey water between various rain gardens and detention basins. These are designed to maximise the water quality treatment benefits.



- **Detention Basins**

Detention basins are surface storage basins or facilities that provide flow control through attenuation of stormwater runoff. They also facilitate some settling of particulate pollutants. Detention basins are normally dry and, in certain situations, the land may also function as a recreational facility. However, basins can also be mixed, including both a permanently wet area for wildlife or treatment of the runoff and an area that is usually dry to cater for flood attenuation.



- **Retention Basins**

Retention basins can provide both stormwater attenuation and treatment. They are designed to support emergent and submerged aquatic vegetation along their shoreline. Retention basins are permanently wet areas. Runoff from each rain event is detained and treated in the pool. The retention time promotes pollutant removal through sedimentation and the opportunity for biological uptake mechanisms to reduce nutrient concentrations.



- **Trees**

Trees play a vital role in managing the storm water. They aid in water interception, storage and infiltration while increasing an evapotranspiration potential. Unarguably, they are the largest living things on earth. They also bring birds and other wildlife into the borough.



- **Permeable Paving**

Permeable paving surfaces are made of either a porous material that enables stormwater to flow through it or nonporous blocks spaced so that water can flow between the gaps. Permeable paving can also include a variety of surfacing techniques for roads, parking, and pedestrian walkways. Permeable pavement surfaces may be composed of pervious concrete, porous asphalt, paving stones, or interlocking pavers.



- **Soakaways**

Soakaways are square or circular excavations either filled with rubble or lined with brickwork, pre-cast concrete or polyethylene rings/perforated storage structures surrounded by granular backfill. They can be grouped and linked together to drain large areas including highways.



- **Green Roofs**

A green roof (or 'living roof') is a roof of a building that is partially or completely covered with vegetation and a growing medium, planted over a waterproofing membrane. It may also include additional layers such as a root barrier and drainage and irrigation systems. Green roofs serve several purposes for a building, such as absorbing rainwater, providing insulation, creating a habitat for wildlife, increasing benevolence,



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Report for: Cabinet Meeting – 18th April 2023

Title: Parking Investment Plan (PIP) 2023/24

Report authorised by: Barry Francis, Director of Environment and Resident Experience

Lead Officer: Ann Cunningham, Head of Highways and Parking
Ann.Cunningham@haringey.gov.uk

Ward(s) affected: All

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

1. Describe the issue under consideration.

- 1.1 Managed on-street parking not only improves road safety by removing dangerous parking and improving sight lines but also prioritises local need and protects parking spaces for residents whilst enabling communities and individuals to be better connected, have greater access to opportunities and live in a cleaner, greener, and less congested environment. It helps tackle health inequalities, by encouraging active travel and improving air quality and enables deliveries to take place throughout the borough.
- 1.2 Our parking controls prioritise parking for residents, and their visitors, while ensuring that access is maintained for others who may need park, for example when providing services to residents or visiting our town centres or other amenities. Our engagement with residents and stakeholders determines if controls are required and how they should operate to best suit the community.
- 1.3 Controlled parking zones (CPZs) also make provision for those with restricted mobility. All residential and shared use parking bays may be used by Blue Badge holders. Disabled parking bay allocation helps remove barriers for those with additional and complex needs, enabling independent lives where those individuals can access employment, education, leisure etc.
- 1.4 Investment for 2023/24 includes funding for projects originally identified as part of the parking transformation programme such as the review and roll-out of CPZs and other specific projects. Funding from developers also supports the implementation of new controls or changes to existing arrangements. Budgets for specific works have also been secured (which includes £190k for the review of footway parking) as part of the £5.1m for 'Streetspace Plan projects' from the Strategic Community Infrastructure Levy.
- 1.5 This report sets out the capital investment plan in 2023/24. There may be changes to schemes as priorities change or the funding environment changes. The draft funding arrangements and associated schemes or programmes are provided in Appendix 1.

2. Cabinet Member Introduction

- 2.1 I am pleased to introduce this report. Parking is an essential public service. Residents need sensible, safe, and fair access to their homes, whether they are drivers or users of other forms of transport. Many residents do not own or use a car. However, for others, using the car is the only option to get to work, to get around or to make busy and complex lives work. Our businesses and town centres need to thrive. They need to help us to strike an appropriate balance between car accessibility and all the benefits that fewer cars can bring for high streets and business areas.
- 2.2 Our approach to parking therefore needs to balance all of these diverse demands so that residents and businesses feel we are managing our approach to parking by being consistent - even when we are asking them to make difficult choices. We need their help in designing and developing our policies and schemes to ensure that we do get the balance right.
- 2.3 This report sets out the annual capital programme and references other developments planned or underway in parking.

3. Recommendations

It is recommended that Cabinet:

- 8.1 Agrees the Parking Investment Plan for 2023/24 financial year as set out in Appendix 1 subject to the statutory consultations not raising any significant or substantial objections and Cabinet agreeing the carry forward of resources: and
- a) Delegates where appropriate authority to the Head of Highways and Parking:
 - To make decisions relating to scheme design and implementation.
 - To carry out consultations in accordance with Appendix 2 attached to this report and report any significant or substantial objections to the statutory consultation to the Cabinet Member for Tackling Inequality and Resident Service; and
 - b) Having followed the legal process, to make traffic management orders, to give effect to those schemes.

4. Reasons for decisions

- 4.1 This report seeks approval for the 2023/24 Parking Investment Plan which sets out the priorities and funding levels for the coming year. The Council has a statutory obligation to manage its road network, and parking plays a key role in congestion reduction and improving road safety. It can also encourage healthier travel options, while making best use of limited kerb space.

5. Alternative options considered.

- 5.1 The proposed programme was developed taking account of the Council's policies, resident feedback, and new traffic problems identified. It also includes approved schemes carried over from last year. No other options are considered.

6. Background Information

- 6.1 An extensive parking investment plan is proposed for the coming year. The details of the schemes and programme are set out in Appendix 1. This programme can be summarised under the following categories.
- Footway parking removal
 - CPZ roll outs and reviews

- Extension of disabled parking bays
- Red route restrictions
- The responsive programme, which will include minor parking works, motorcycle parking and doctors' bays.

6.2 In addition to the capital investment plan, work will continue to improve parking arrangements on housing estates. Where possible, this will align policies and operational practices with the current on-street parking regime. It is intended to make parking arrangements as seamless as possible, while managing capacity on estates and in surrounding roads. It is acknowledged that those estates will have site-specific needs and therefore a standard design approach may not deliver the desired outcomes. This two-year programme will therefore involve extensive engagement with residents to design solutions to meet the specific needs of each estate.

6.3 A new online parking permit module will be implemented. This will improve the look and feel of the current online service, making it easier to navigate through the site to purchase or manage permits, including by mobile phone. It is anticipated that the implementation process will include direct involvement with residents in testing the new system, as well as an extensive communications strategy to support all users.

6.4 The Council will maintain the excellent progress made on reducing Blue Badge theft and wider abuse. The collective measures introduced in recent years (which includes the virtual Blue Badge holder permit and targeted enforcement of the use of stolen and lost Blue Badges) has reduced Blue Badge theft by 65% in our borough. Our enforcement team identified 1264 lost or stolen Blue Badges being fraudulently used on vehicles in the borough between August and December 2022. Of those, 864 were subject to parking enforcement action, with 173 vehicles being removed to the Council's car pound and those badges seized. This pioneering work was recognised by being covered on BBC1's programme, 'Rip Off Britain'.

The Removal of Permitted Footway Parking

6.5 There are several factors that can act as a barrier to pedestrians, including those using mobility aids such as wheelchairs, and those with other physical, sensory, or cognitive impairments travelling on foot. These include:

- Inadequate footway width due to lack of space.
- Footway width reduced by overgrown hedges.
- Parking on the footway (including protruding wing mirrors).
- Placement of street furniture (both fixed and non-fixed such as lamp columns waste collection bins and boxes, etc).

6.6 Footways should be accessible to all pedestrians, including those with a disability and the Council is fully aware of its Public Sector Duty under the Equality Act 2010.

6.7 There is a considerable amount of permitted footway parking across the borough, with many locations restricting access especially for those using a wheelchair or buggies/pushchairs. While many residents will welcome the improvements to pavements, there are areas where this may result in a net loss of parking. An

overarching policy setting out the Council's approach to managing this is also presented for approval at this Cabinet meeting. This will ensure that the Council objectively considers each site selected for public engagement with residents and stakeholders on changes, and efforts will be made to avoid any net loss of parking.

- 6.8 This programme will span a number of years due to the lengthy process involved in changing parking arrangements and the need to engage effectively with residents. Appendix 2, Table 5 provides details of the specific locations that this will apply to.

Controlled Parking Zones

- 6.9 The 2023/24 CPZ programme is set out in Appendix 1 (Tables 1 to 2). This proposes public engagement on possible arrangements in 4 new roads. There is support from residents and ward councillors for further engagement on parking controls in these roads. Public engagement is the initial stage of CPZ consultation, where the Council works with residents and stakeholders to understand the parking pressures and the level of support for controls as well as operational arrangements that would apply if controls were subsequently implemented.
- 6.10 The Council aims to review all CPZs every 5 years or more frequently if there are concerns that arrangements in place no longer meet local needs. The 2023/2024 programme proposes the review of 6 CPZs. The programme also includes the carry forward of 2022/23 schemes that are currently under way and, with delivery to be completed in 2023/24, subject to approvals.
- 6.11 A reserve list has been identified (Appendix 1, Table 3) to provide flexibility, should in-year funding be secured or if costs associated with planned schemes are lower than anticipated following consultation.

Disabled parking bays

- 6.12 The Council has 1444 general use disabled parking bays installed on our roads for use by all Blue Badge holders. In addition, there 314 dedicated disabled bays in residential roads for the sole use of qualifying residents, with a further 40 applications at various stages of implementation. This will see the total number of disabled bays in Haringey increase by 141 since the start of the dedicated disabled bay programme in 2020. The Council is currently converting all disabled parking bays to 6.6m in length. Over the past year, the Council have lengthened 807 of the 1336 disabled bays requiring adjustment. It is worth noting that, by February 2023, all statutory consultations and reporting for the remaining 529 disabled bays were completed, with changes to the remaining bays continuing into 2023/2024. The installation of disabled and dedicated disabled parking bays will continue over the coming year.
- 6.13 The Council will, during 2023/24, review high streets and essential community attractors such as libraires, places of worship and community centres to ensure general used disabled parking provisions are provided. Where required, new disabled parking will be proposed and progressed through our usual engagement and decision-making process.
- 6.14 The Council will also continue to work with special educational needs and disabilities (SEND) transport and the parents of disabled children to ensure that

accessibility and disabled parking provisions do not create additional barriers to those with complex needs. Where required, the Council will make changes to ensure safe and accessible measures are provided for disabled children accessing SEND buses.

Red Route projects

- 6.15 Red Route restrictions are generally used on the strategic road network in London and prohibit stopping where it can cause an obstruction or is unsafe. London Boroughs may use these powers where there is a need to control parking to maintain traffic flows. It is normally sufficient to prohibit waiting and loading at specific times of day. However, this does not prevent vehicles stopping or parking on yellow lines, causing obstructions on busy routes, contributing to traffic congestion which impacts on public transport road safety.
- 6.16 They are intended to be used strategically to deal with traffic problems on a whole-route basis, and not to deal with issues on relatively short lengths of road. Those restrictions can be enforced by ANPR cameras and are therefore very effective in keeping routes clear.
- 6.17 London Boroughs may use Red Route powers to address problems, but their use on borough road networks is still quite limited. The Council has implemented Red Route restrictions in West Road N17, under an experimental order. Consideration will be given to three new locations in the coming years as set out in Appendix 1, Table 4. This includes Wood Green High Road, West Green Road, and the Tottenham Event Day emergency corridor. These all have complex parking-related problems that Red Route restrictions may help resolve.

Minor Parking Improvements Programme

- 6.18 The Council will also continue its responsive service, to ensure parking infrastructure is maintained to a high standard. Requests for doctors' parking bays are considered upon request. While motorcycle parking will also be subject to request, additional bays will be installed to cope with the increase in mopeds delivering from local restaurants. Minor improvements will also be progressed in response to complaints or service requests, for example, additional double yellow lines to allow access or improve visibility around junctions or changes to parking bays to suit local requirements. These changes would need to be contained within existing revenue budgets or where appropriate from the capital programme.

Resident Blue Badge Holder Permit

- 6.19 The Disabled Virtual Residential Parking Permit was introduced in December 2021 to replace the Companion Badge. Both schemes were introduced to reduce the theft of Blue Badges and associated car break-ins. The original Companion Badge allowed Blue Badge holders to park in disabled bays, residential and shared parking bays, as well as pay to park bays and for up to 3 hours on single or double yellow lines (where no loading restrictions apply), across the borough, without the need of displaying the Blue Badge thereby reducing the risk of theft.
- 6.20 This permit has since been branded as the new Resident Blue Badge Holder Permit and was originally introduced with slightly less favourable conditions in an attempt to balance the benefits of the scheme with the risk of abuse. The Resident Blue Badge Holder Permit scheme has since been reviewed to fully align with the original Companion Badge, was consulted on in December 2021 and reported

and approved on in March 2023. These changes are now being rolled out in and will be made available by the end of Spring 2023.

7. Contribution to Strategic Outcomes

- 7.1 Parking management is an essential public service. It supports the delivery of many of the Council's economic, social, and environmental policy objectives. It reconciles the supply of parking spaces with the demand and available kerb space, which reduces congestion, improves air quality, and makes our roads safer. It also encourages healthy transport choices, promoting the wider health and wellbeing of residents.
- 7.2 The Parking Investment Plan (PIP) supports the 'Responding to the Climate Emergency' theme in the Corporate Delivery Plan, presented to Cabinet on 17th January 2023. Details are set out under High Level Outcome 2: A Just Transition for 'retention of access to disabled parking' The projects and programmes in the PIP will contribute to improved accessibility to public realm for all road users, including those with disabilities.

8. Statutory Officers' comments

8.1 Finance

- 8.1.1 This report sets out the proposed expenditure for the 2023/24 Parking Investment Plan detailing all of the parking-related activities and the various funding streams that have been confirmed within the Council's approved Capital Programme (save for the estimated carry forwards which are the subject of a future cabinet decision).
- 8.1.2 Certain of the activities of this plan may turn out to be revenue where a scheme does not proceed, or the expenditure does not qualify as capital expenditure.
- 8.1.3 The Council, at its budget setting meeting in March 2023, agreed the budgets in the table below for inclusion within the capital programme (except for the carry forward budgets).

Parking Investment Plan	LBH CP	SCIL	23-24 Disabled Bay Allocation	TfL LIP	S106	Confirmed Funding	Estimated C/Fwd	Estimated Total
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Borough Parking Plan	221					221	360	581
Footway parking review		400		100		500		500
Dedicated and General Disabled Bays			215			215		215
Developer funding for CPZs					287	287		287
Total	221	400	215	100	287	1223	360	1583

8.2 Legal

8.2.1 The Head of Legal & Governance has been consulted on the preparation of this report and comments as follows.

8.2.3 The Council, as the traffic authority for the borough, has an obligation to secure the safe movement of traffic including pedestrians and the provision of suitable and adequate parking facilities.

8.3.3 This report seeks approval for the works programme for parking on the public highway for the financial year 2023/24 to secure the safe movement of traffic/pedestrians and provision of parking facilities which is a decision that Cabinet can take in accordance with the Council's Constitution.

8.4 Equality

8.4.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

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

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

8.4.2 The Parking Investment Plan is an agreement in principle to proceed with the proposed projects detailed in Section 6 which vary in size from localised changes to impacting on multiple wards. As individual schemes come forward, detailed equalities analysis will be taken on the substance of each one before proceeding with a final decision. This is an important factor given the potentially significant differences between demographics for specific areas and the resulting impact on protected groups.

8.4.3 Feedback from residents including those with protected characteristics will be taken into account to ensure that the Council is upholding its obligations under the Public Sector Equality Duty. If deemed necessary an Equality Impact Assessment (EqIA) on an individual workstream or scheme within the programme will be considered on a case-by-case basis, allowing for any adjustments deemed necessary to meet obligations for those with protected characteristics.

9. Use of Appendices

Appendix 1: Investment Delivery Programme 2023/24

Appendix 2: Consultation

10. Local Government (Access to Information) Act 1985

Haringey Transport Strategy

Controlled Parking Policy Corporate Delivery Plan

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Table 1: 2023/24 CPZ programme - indicative budget for Borough Parking Plan £321k

Scheme Name or Location	Last Reviewed	Cost (k)	Ward
Willoughby Lane for new CPZ area (TED Review)	2020	35	Northumberland Park
Jarrow Road for inclusion in Seven Sisters CPZ	-	36	South Tottenham
Bounds Green East Review	2019	45	Bounds Green, Woodside
St Ann's CPZ Review	2016	50	St Ann's, Tottenham Green

Table 2: CPZ projects from 2022/23 to be progressed in 2023/24 utilising £171k (out of £360k) estimated carry forward Borough Parking Plan & CPZ funding and £287k developer funding

Scheme Name or Location	Last Reviewed	Progress Update	Cost (k)	Ward
Walpole Road parking control review	2018	Completion of review process commenced in 2022/23	10	West Green
Review of Hornsey North CPZ area	New Scheme	Completion of statutory consultation process concluded in 2022/23 -	15	Hornsey & Muswell Hill
White Hart Lane CPZ Review	2018	Initial public consultation concluded in 2022/23 – further engagement required to determine preferred operational times	15	White Hart Lane
Crouch End 'B' Review	2011	Completion of review process started in 2022/23	15	Crouch End
Crouch End 'A' Review	2011	Completion of review process commenced in 2022/23	20	Crouch End, Muswell Hill, Stroud Green & Hornsey
Seven Sisters CPZ Review	2007	Completion of review process commenced in 2022/23	25	Tottenham Green
Finsbury Park CPZ Review	2011	Review to be undertaken in 2023/24	10	Stroud Green
Finsbury Park CPZ B Review	2011	Review to be undertaken in 2023/24	10	Stroud Green
Finsbury Park CPZ C Review	2011	Review to be undertaken in 2023/24	10	Stroud Green
Green Lanes A CPZ Review - Operational hours	2008	Review to be undertaken in 2023/24	18	Haringey, St Ann's
Green Lanes B CPZ Review - Operational hours	2000	Review to be undertaken in 2023/24	18	Haringey, St Ann's

Table 3: Reserve CPZ programme 2022/23

Scheme Name or Location	Last Reviewed	Cost (k)	Ward
Bruce Castle CPZ Review	2018	30	Northumberland Park
Stroud Green CPZ Review	2011	45	Stroud Green
Tottenham North CPZ Review	2015	50	Northumberland Park
St Lukes CPZ Review	2018	30	Fortis Green & Muswell Hill

Table 4: Red Routes projects to be progressed in 2022/23 utilising £150k (out of £360k) estimated carry forward Borough Parking Plan

Location	Progress Update	Ward
Brantwood Road	Scheme delivered 2022/23, under experimental traffic management order. Monitoring ongoing with decision on future in 2023/24	Northumberland Park
Wood Green High Road	New Project	Noel Park, Woodside
West Green Road	New Project	West Green, Seven Sisters, St Ann's, Tottenham Central
THFC emergency corridor	New Project	Northumberland Park, Bruce Castle, Tottenham Hale, Tottenham Central

Table 5: Review of current permitted footway parking (Budget allocated £157k)

CPZ Name	Number of roads with footway parking
Green Lanes A	2
Green Lanes B	6
Seven Sisters CPZ	3
Seven Sisters South CPZ	2
South Tottenham	2
St Ann's	2
The Hale	2
Tottenham Event Day CPZ	16
Tottenham North CPZ	1
Tower Gardens Event Day CPZ (TGED)	5
White Hart Lane	10
Total	51

Table 6: Reserve locations for review of permitted footway parking 2023/24

CPZ Name	Number of roads with footway parking
Alexandra Palace CPZ	2
Bounds Green East CPZ	1
Bruce Grove North (BGN)	6
Crouch End - CEA	6
Highgate HGA CPZ	1
Highgate Station (HG STA)	1
Hornsey South	4
St Lukes's CPZ	1
Stroud Green - SG	1
Wood Green Inner	2
Wood Green Outer	10
Woodside West	1
UN-01	3
UN-04	1
UN-07	2
UN-08	6
UN-09	1
UN-14	2
Total	51

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Appendix 2 – Engagement and Consultation Methods

The various highways and traffic schemes developed through this works plan will be the subject of further public engagement, statutory consultation & notification. The level of engagement, consultation & notification will depend on the impact of the scheme on the local community. The three consultation/notification types are:

- Notification of works (all works) – residents and businesses of affected roads will be notified by letter drop on approval of the Parking Investment Plan. In addition, they will be notified by letter drop and any other appropriate media 3 weeks in advance of work commencing.
- Full public engagement – any high-profile schemes will be subject to full public engagement encompassing a co-production methodology which may include public events (where required or possible) and formal engagement questionnaires.
- Statutory Consultation - the public will be notified of the Council's intention regarding proposals through advertisements placed in the local press and on site. Residents and businesses of the affected roads will also be notified by letter drop. The notification will provide full details of the scheme and a commencement date for construction. Resident, businesses, and other interested parties will have the opportunity to approve/object to these proposals and these considerations will be taken into account before implementing the scheme.

The table below sets out the consultation process by scheme.

Scheme Name / Location.	Consultation Type		
	Notification	Statutory Notification	Full public engagement
Controlled Parking Zones			✓
Red Routes			✓
EVCP bays		✓	
Disabled parking bays		✓	
Minor improvements		✓	

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Report for: Cabinet – 18 04 23

Title: The Regulation of Investigatory Powers Act 2000 (RIPA) and Investigatory Powers Act 2016: Use of powers by the Council in 2021 and 2022

Report authorised by : Fiona Alderman
Head of Legal & Governance (Monitoring Officer)

Lead Officer: Terese Johansson
Business Manager
Ext: 3975
Email: terese.johansson@haringey.gov.uk

Ward(s) affected: All

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

1. Describe the issue under consideration

- 1.1 To inform Cabinet about issues relevant to the use of investigatory powers under the Regulation of Investigatory Powers Act (RIPA) 2000.

2. Cabinet Member Introduction

- 2.1 RIPA provides a statutory framework for public authorities to use covert investigatory techniques, such as surveillance, where necessary and proportionate, for the purpose of preventing or detecting crime.
- 2.2 The Council uses RIPA infrequently, but is required to report the use of directed surveillance to members. I am satisfied that the Council uses the powers afforded to it under the RIPA legislation appropriately.

3. Recommendations

That Cabinet:

- 3.1 Notes the use of RIPA by the Council;
- 3.2 Delegates authority for the Senior Responsible Officer (SRO) to make inconsequential updates to the policies. This is for amendments which will not affect the Council's principals and approach to surveillance. Should anything in relation to overall process and policy change, it should still go to Cabinet for approval.

4. Reasons for decision

- 4.1 The RIPA codes of practice state that members should review the Council's use of investigatory powers at least annually. Therefore, although the powers under

RIPA have been used sparsely in recent years, it is nevertheless important for members to be aware of the extent of usage.

- 4.2 Currently, any change to the policies would have to go before Cabinet for approval. This proposal will provide flexibility and enable trivial and minor changes to the policies quickly and easily to ensure that the policies are up to date and accurately reflect the Council structure and job titles.

5. Alternative options considered

- 5.1 In relation to bringing information on usage of the powers, if the Council's use of investigatory powers was not noted, the Council would not be complying with the codes of practice and so this alternative has not been considered.
- 5.2 Continue to take policies to Cabinet for approval, but it is not the preferred option as policies are then not always update in a timely manner and they need to be slotted in to the hard-pressed Cabinet schedule.

6. Background information

RIPA

- 6.1 The Regulation of Investigatory Powers Act (RIPA) 2000 was brought in to force in England and Wales in 2000. The purpose of the Act was to ensure that investigatory powers are used in accordance with human rights.
- 6.2 RIPA enables local authorities to use certain investigatory powers for the purpose of preventing and detecting crime, as long as specified procedures are followed. The information obtained as a result of the use of investigatory powers can be relied upon in court proceedings, provided RIPA is complied with. The Home Office issues codes of practice for the use of these investigatory powers, which offer further guidance.
- 6.3 RIPA local authority investigatory powers comprise:
- Covert surveillance including: monitoring, observing, or listening to persons, their movements, their conversations or other activities. Recording anything monitored, observed or listened to in the course of surveillance. Surveillance by, or with the assistance of, a surveillance device.
 - The use of Covert Human Intelligence Sources (CHIS).
- 6.5 Before a local authority can use these investigatory powers, officers must obtain:
- Internal authorisation from a director or equivalent; and
 - Independent, external authorisation from a Justice of the Peace at a Magistrates' Court.
- 6.6 Local authority use of RIPA is also restricted to the investigation of criminal offences:
- Carrying a minimum sentence of imprisonment for six months or more
 - Relating to the underage sale of alcohol, tobacco and nicotine inhaling products.

IPA

- 6.7 The Investigatory Powers Act (IPA) 2016 provides the legal framework for the acquisition of communication data.
- 6.8 Under IPA, local authorities can access certain communications data. Communications data is defined as the 'who', 'when', 'where' and 'how' of communication, but not the content of it. For example, information regarding the timing, sender and recipient of a message but not the actual content of the message.
- 6.9 The Council's powers remain broadly the same under IPA as under RIPA. It is still the case that the Council can only obtain communications data for preventing or detecting criminal offences or preventing disorder, and independent, external authorisation must be given before such data can be obtained.
- 6.10 The majority of the IPA 2016 powers do not apply to the Council. For example, the Council cannot intercept communications, obtain internet connection records or obtain bulk data.
- 6.11 The Council has never used its powers under IPA 2016.

Operational procedures in Haringey

- 6.11 The Home Office codes of practice recommend that a member of the organisation's corporate leadership team should be the Senior Responsible Officer for oversight of RIPA. Within Haringey, the Senior Responsible Officer (SRO) is the Head of Legal and Governance, who has been provided with guidance on the SRO role and its responsibilities.
- 6.12 The Chief Executive, Director of Finance, Director of Environment and Neighbourhoods and the Head of Community Safety and Regulatory Services may provide internal approval of RIPA forms prior to seeking judicial approval; and the same officers may provide internal approval of IPA forms prior to seeking independent authorisation. These officers have been trained in the use and application of RIPA and IPA.
- 6.13 Haringey has produced its own local procedure notes for RIPA and IPA, which are in accordance with the Home Office's requirements; and these are circulated to all officers involved in RIPA when updates to the legislation or standard forms are issued. These operational procedure notes are also available on the Council's intranet site.
- 6.14 Haringey makes very limited use of RIPA and has always complied fully with the legislative requirements. A summary of the total number of applications to use RIPA from 2019 to 2022 is given in Table 1 below (no requests have been made under IPA 2016).

Table 1

Year	2019 applications	2020 applications	2021 applications	2022 applications
Service area				
Audit and Risk Management	1	0	0	0
Total	1	0	0	0

6.15 Table 2 below provides details of the use made of RIPA during 2018 to 2021.

Table 2

Service area	Use applied for	Application authorised
Audit and Risk Management	Covert surveillance to capture evidence of an offence under the Prevention of Social Housing Fraud Act 2013	Yes

6.17 The Council reported nil usage of its powers during 2021 and 2022 to the Investigatory Powers Commissioner's Office.

6.18 The Council was last subject to an inspection visit from the Office of the Surveillance Commissioner during March 2020.

7. Contribution to strategic outcomes

7.1 The Council needs to comply with relevant legislation to ensure that directed surveillance is undertaken lawfully.

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

8.1 Finance

8.1.1 There are no direct financial implications arising from this report. The work within Audit & Risk Management and other services to undertake and manage RIPA in accordance with statutory requirements is contained and managed within the relevant services' revenue budgets.

8.2 Strategic Procurement

8.2.1 Strategic Procurement note the subject and recommendations of the report and that there are not procurement implications in this report.

8.3 Legal

8.3.1 The Head of Legal and Governance has been consulted in the preparation of this report, and in noting that the RIPA and IPA procedures follow legislative requirements / industry guidance and best practice, has no comments. The relevant legislation is referred to in the main body of the report.

8.4 Equality

8.4.1 The Council has a public sector equality duty under the Equality Act 2010 to have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty. Although it is not treated as a legally protected characteristic, Haringey Council treats socioeconomic status as a locally protected characteristic.

- 8.4.2 The Council's investigatory powers policies actively seek to promote transparency in decision-making. The Council's internal process ensures that requests for authorisation to use RIPA or IPA consider any potential impact on individuals and groups who share protected characteristics.

9. Use of Appendices

Not applicable.

10. Local Government (Access to Information) Act 1985

RIPA codes of practice, which can be found here:

<https://www.gov.uk/government/collections/ripa-codes>

IPA Communications data code of practice, which can be found here:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/757850/Communications_Data_Code_of_Practice.pdf

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Report for: Cabinet – 18 April 2023

Title: Road Danger Reduction Investment Plan for 2023-24

Report authorised by: Barry Francis, Director of Environment and Resident Experience

Lead Officer: Ann Cunningham, Head of Highways & Parking
Ann.cunningham@haringey.gov.uk

Ward(s) affected: All

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

1. Describe the issue under consideration

- 1.1. To consider the proposed investment in the road danger reduction programme for 2023/24 and to note the progress made against the overall Road Danger Reduction Action Plan during 2022/23.

2. Cabinet Member Introduction

- 2.1. Last year, I brought to Cabinet the Road Danger Reduction Action Plan and Investment Plan for 2022/23. This was the first time in my role as Cabinet Member that we approved our own capital budget dedicated to tackling road danger reduction and helping us on the journey to achieve Vision Zero, which is to eliminate all deaths and serious injuries on our roads by 2041.
- 2.2. The Action Plan set out the overarching approach to improve road safety through the “Safe Systems” approach. This means that road safety is looked at holistically through road design, building and maintaining our road network to achieve safe streets, promoting safe speeds, improving vehicle safety, encouraging safe road use and undertaking post-crash assessment to understand the causes of the collision and learn and respond to prevent their reoccurrence.
- 2.3. Looking at the data over the last few years, we have a challenge ahead to meet our Vision Zero aim and it will take a collaborative approach and action between us as the Council, other partners like the Metropolitan Police and road users. Every death on our roads is one too many - we need to do much more to eliminate these.
- 2.4. 2022/23 has been a year of gathering data, undertaking feasibility studies and consulting on a number of speed-reducing measures, as well as new crossing facilities. A number of these will be delivered in the coming months. Three zebra crossings were delivered in 2022/23 as well as other changes to parking, loading, signage and road marking, improved road and footway condition, and street lighting. These - together with enforcement of restrictions (especially involving HGVs) and provision of cycle lanes and crossings, School Streets and area-wide motorised traffic reduction schemes - all contribute to achieving our Vision Zero target.

- 2.5. 2023/24 will see quicker progress made on the Action Plan but, to truly achieve Vision Zero, we will need a substantial investment to be made over the next decade; this will likely need to come through from a number of sources, including Transport for London and the Council's capital budget. I will be lobbying TfL to work with us through collaboration and provide us with the necessary funding to help us deliver the changes identified in our 2022 Action Plan and help us achieve Vision Zero, a shared aim of the Council and the Mayor of London.

3. Recommendations

Cabinet is asked to:

- 3.1. Note the progress on the Road Danger Reduction Action Plan approved by Cabinet on 8th March 2022, as set out in Appendix A;
- 3.2. Approve the Road Danger Reduction Investment Plan for 2023/24, as set out in Appendix B;
- 3.3. Delegate decisions relating to scheme design and implementation to the Head of Highways and Parking subject to decisions being to Cabinet where a key decision;
- 3.4. Authorise the Head of Highways and Parking to carry out any required consultation in accordance with Appendix 3 and to make any necessary traffic orders, having had due regard to any prior consultation, to give effect to those schemes, subject to consultation representations regarding key decisions being considered by Cabinet; and
- 3.5. Authorise the Head of Highways and Parking to consider any objections and representations on road danger reduction schemes and to report back to the Cabinet Member for Tackling Inequality and Resident Services if there are significant or substantial objections or concerns raised not covering two or more wards.

4. Reasons for decision

- 4.1. The Council has a statutory duty under section 39 of the 1988 Road Traffic Act to prepare and carry out a programme of measures designed to promote road safety including "taking measures to prevent accidents". It must also prepare and carry out a programme of measures designed to promote road safety.
- 4.2. This report recommends the investment for 2023/24, as well as setting out the Council's progress against the March 2022 Action Plan.

5. Alternative options considered.

- 5.1. None. The authority has a statutory duty as set out in paragraph 4.1.

6. Background information

- 6.1. In March 2022, Cabinet approved the road danger reduction action plan element of the Road Danger Reduction Action Plan and Investment Plan¹ (the "Action Plan") which set out how Haringey Council would respond, at a local level, to the

¹ <https://www.minutes.haringey.gov.uk/mgIssueHistoryHome.aspx?IIId=78803>

Mayor of London's 'Vision Zero for London'. The aim of Vision Zero² is to eliminate all deaths and serious injuries on London's transport system by 2041.

- 6.2. The Council's Action Plan sets out an overarching 'Safe Systems' approach to reducing road danger on Haringey's streets.



- 6.3. This system covers four main areas:
1. Safe Speeds – delivering speeds appropriate to the street (encouraging more walking and cycling whilst reducing collisions).
 2. Safe Streets – designing an environment that is forgiving of mistakes and ensuring safety is the forefront of all designs.
 3. Safe Vehicles – vehicles designed to operate as safely as possible.
 4. Safe Behaviours – reducing the likelihood of road users making mistakes or behaving in a way that is risky for them.
- 6.4. In addition, the Council undertakes site visits with the Metropolitan Police Vision Zero Road Safety Engineering Unit following a fatal road traffic collision and, in some instances, a serious road collision. This is to understand the circumstances that led to the collision and review if the road layout or condition may have contributed to the collision and, therefore, identify any actions the Council may need to take. The details of the collision that the police can share with Council officers may be limited at that stage due to ongoing investigation.
- 6.5. Collision data in London is collected by the Metropolitan Police Service (MPS) and the City of London Police (CoLP) or reported to the police by members of the public. This data is provided to Transport for London (TfL) who process the collision data to provide it in the required standard to the Department for Transport (DfT) as a national statistic, known as STATS19.
- 6.6. Despite steps having been made to reduce the number of fatalities and serious injuries on Haringey's roads, the statistics in Figure 1 below indicate there is still much more to do. Figure 1 includes data for the 2021 calendar year which was not available when presenting the March 2022 Cabinet report.

	2017	2018	2019	2020	2021
Fatal	1	2	2	1	5

² <https://tfl.gov.uk/corporate/safety-and-security/road-safety/vision-zero-for-london>

Serious	112	84	77	52	68
Slight	869	699	690	581	652
Total	982	785	769	634	725

Figure 1 – Casualties on Haringey's public highway

- 6.7. The report 'Casualties in Greater London during 2020' notes that *"the period since March 2020 saw reduced travel, especially during lockdown periods, and a corresponding reduction in road casualties. This is likely to be a temporary reduction with a return to the previous pre-pandemic downwards trend in casualties as London recovers from the pandemic. In terms of travel behaviour, the pandemic did result in fewer public transport journeys and an increase in personal transport modes."*
- 6.8. The data for 2020 and, to a lesser degree, for 2021 was affected by the pandemic, hence this needs to be considered when comparing to previous time periods. 2021 saw an increase in the number of fatalities; however, there is no pattern to these as they all occurred on different roads. One of the fatalities occurred on Lordship Lane and one along White Hart Lane. The provision of a zebra crossing has been consulted upon at White Hart Lane at the same location as the fatality to help mitigate against a similar collision occurring again. Plans are also underway to assess the collision data for the Lordship Lane and White Hart Lane corridors to address the collisions that have occurred there.
- 6.9. The majority of roads in Haringey are 20mph now, following the introduction of a borough-wide 20mph speed limit. However, there are still some parts of the road network in the borough which are either 30mph or 40mph.
- 6.10. TfL has reduced the speed limit by 10mph on its network within Haringey along the A10 High Road (30mph), Monument Way (20mph) and Broad Lane (20mph) and more recently launched a 20mph speed limit along A503 Seven Sisters Road. However, the speed limit of some parts of the TfL-managed network remain above 20mph. Haringey Council has committed to make all roads within the borough a 20mph limit - assessment of the roads that are currently over the 20mph limit will commence in 2023/24.
- 6.11. The map provided in Appendix D contains geographic details for where all collisions occurred between 2017 and 2019. This shows that the majority of collisions occur on main roads and at junctions. The 2022 Cabinet report listed the 30 worst junctions (nodes) and corridors (links). These have been provided in Appendix D for ease of reference. This information was used to kickstart the junction and corridor programme in 2022/23 with a number of proposed changes being consulted upon for which decisions are imminent. Any approved changes will commence delivery in the coming months.
- 6.12. Appendix D also provides a map showing where all collisions occurred in 2020, 2021 and up to October 2022. This data shows a similar pattern in terms of geography of where collisions occurred when compared to the 2017-2019 map. This indicates that the top 30 worst junctions and corridors would largely remain the same and therefore working through this list is still appropriate.

- 6.13. A more detailed analysis of the collisions along these corridors and junctions is planned to be undertaken in 2023/24 and these will help identify potential safety issues and to determine interventions to help mitigate them.

7. Progress made on the March 2022 Road Danger Reduction Action Plan

- 7.1. Gathering data on speed and traffic volume is vital to understanding potential safety issues, especially when considering this alongside the road traffic collision data. This helps inform what potential interventions would help address the road danger posed. 2022/23 saw 26 Vivacity camera sites being set up on main roads across the borough which continuously monitor speed and volume of traffic (including cycling) and some also capturing pedestrian traffic. This is a really useful way to understand any changing patterns in traffic volumes and speed over time for different parts of the borough, especially when comparing before and after data following a substantial intervention being delivered. In addition, traffic and speed data was captured for numerous roads across the borough, the aim being to review the adherence to the 20mph speed limit imposed since 2015 and to review the speeds along streets that have a higher speed limit.

- 7.2. The 2022/23 year was focused on gathering this vital data and to start undertaking detailed analysis of some of the streets where speeds were exceeding the set limit. This has led to a number of proposals to reduce motor vehicle speeds undergoing public consultation, the outcome of which is currently being analysed with decisions expected shortly. Alongside this, three zebra crossings were delivered, together with other smaller scale road crossing measures.

- 7.3. The resurfacing of 30 carriageways in 2022/23 helped improve road conditions for cyclists and powered-two wheelers. Other programmes such as provision of cycle lanes, School Streets and the creation of three low traffic neighbourhoods in Haringey all contribute to achieving Vision Zero.

7.4. Progress made in 2022/23 is summarised below:

Safe Speeds -

- Boroughwide speed data captured, to be analysed in 2023/24, to understand where speeds are higher in roads where a 20mph limit already applies and capture speeds driven at for roads that are 30 and 40mph. Progress to be made in 2023/24 on measures to make all roads 20mph and measures to reduce speeds for roads where they exceed the current 20mph speed limit.
- Speed reducing measures consulted upon at Dunsford Road, Shepherd's Hill, Cranley Gardens and Shelbourne Road; decisions to be taken in early 2023/24.

Safe Streets –

- Protecting junctions through introduction of waiting and some loading restrictions – assessment completed for junctions within 5 wards (Stroud Green, Highgate, Muswell Hill, Fortis Green, Alexandra Park), all to be consulted in early 2023/24.
- Engagement and feasibility undertaken for Ferme Park Road corridor and the Ferme Park Road/Tottenham Lane junction; further engagement to commence shortly and proposals to improve safety to be consulted upon in 2023/24.

- Assessment of collisions along Lordship Lane commenced; proposals to improve safety to be designed and consulted upon in 2023/24.
- Zebra crossings delivered along Wakefield Road, Colney Hatch Lane and Alexandra Park Road. New zebra crossings consulted upon at Alexandra Park Road, Park Road and White Hart Lane; decisions to be taken in early 2023/24.

Safe Behaviours –

- A powered-two-wheeler study was undertaken in January/February 2023 whereby views of various stakeholders were gathered. The findings of this will be considered in 2023/24 and this may lead to potential changes to address collisions involving powered-two-wheelers and decisions around whether to allow powered-two-wheelers in all of Haringey's bus lanes.

- 7.5. The expectation is that improvements will be progressed and delivered at a faster pace in 2023/24, now that some of the assessment work has concluded.
- 7.6. More details on the progress made in 22/23 can be found in Appendix A.
- 7.7. As highlighted in last year's report, significant additional funding will be required beyond the scope of the current Medium Term Financial Strategy (MTFS) as well as greater certainty over TfL funding. Without this, the Council will not be able to meet the Vision Zero target. Should the Council not be successful in generating the external funding 'in full or in part' then, as is the normal practice, the service will bid for the capital funds as part of next year's MTFS process.

8. Investment Plan 2023/24

- 8.1. Appendix B of this report sets out the recommended funding allocation to 2023/24 Road Danger Reduction projects. As work on the Road Danger Reduction Action Plan commenced from scratch in April 2022, this meant levels of in-year expenditure on projects would be relatively low. So, Appendix B reflects the slippage of capital funding from 2022/23 to 2023/24, in conjunction with the capital allocation from the MTFS agreed by Cabinet in February 2023.
- 8.2. Highlights of the year's proposed investment include £465,695k for Safe Speeds projects, £2.53m for Safe Street projects, £50k for Safe Vehicles projects and £531k for Safe Behaviour projects.
- 8.3. The total value of funding within this programme is £3.53m and is funded by Council Strategic CIL (£1.065m) Transport for London (£632k), and Council capital (£1.83m). The total TfL funding includes £26k carry forward £606k for road danger reduction projects (See Appendix B). In addition, developer-funded schemes will be delivered in 2023/24 through monies secured through S278 and S106 agreements and for bus priority schemes through the LIP allocation from TfL for £200k. All of these will help contribute towards Vision Zero.

9. Design, Consultation and Engagement

- 9.1. The Council is committed to ensuring that local communities are informed of road danger reduction projects in their neighbourhoods. This will involve engaging with local residents, businesses and other key stakeholders – drawing

upon their local knowledge and experiences, as well as providing data-led evidence to deliver the most appropriate solutions to achieve Vision Zero.

- 9.2. The proposals identified within this report will be developed in accordance with national, regional, local standards and best practise.
- 9.3. The level of engagement/ consultation / notification for projects is set out in Appendix C.
- 9.4. The Council will continue to improve the quality of information available to residents and other interested parties on Vision Zero and other highways and transport projects planned for their areas. This will involve information being made readily available on the Council's website, as well as through signing and advance warning to minimise disruption and inconvenience associated with works.

10. Contribution to the Corporate Delivery Plan 2022-2024 High-Level Strategic Outcomes

- 10.1. Road danger reduction supports the following high-level strategic priority outcomes contained within the Corporate Delivery Plan:

Theme 1: Resident experience, participation and collaboration

- Positive Resident Experience
- Inclusive Public Participation

Theme 2: Responding to the Climate Emergency

- A Greener and Climate Resilient Haringey
- A Just Transition
- A Low Carbon Place

Theme 8: Placemaking and Economy

- Placemaking

11. Statutory Officers' comments

11.1 Finance

- 11.1.1 This report sets out the proposed expenditure for the Road Danger Reduction Investment Plan for the forthcoming year. The approved capital programme agreed by Council at its budget setting meeting of the 1st March 2021 allocated £5.1m of strategic community infrastructure levy to the Streetspace Plan. This report proposes utilising £1.065m of that funding.

- 11.1.2 Council, at its budget setting meeting of the 2nd March 2023, agreed the overall General Fund capital programme for 2023/24. The proposed capital programme included a budget proposal of £1.0m for Road Casualty Reduction which is proposed to be used to support the investment in the Road Danger Reduction Action Plan. It was assumed that £0.8m would be funded through Council borrowing and £0.2m through LIP funding. Future years' funding for this budget beyond 2023/24 is subject to the successful generation of external funding.

11.1.3 Should the Council not be successful in generating the external funding 'in full or in part' then the service will bid for the capital funds as part of next year's MTFS process.

11.1.4 The proposed investment plan assumes a carry forward of resources from 2022/23 into 2023/24. The carry forward is the subject of a further Cabinet decision. The report also identifies TfL funding of £632k towards the road danger reduction schemes. Should the carry forward not be agreed then a review of the overall programme will be undertaken to reprioritise schemes within the overall budget of £3.53m.

SCIL	TFL LIP Carry Forward	TFL LIP FUNDING 23/24	COUNCIL CAPITAL CARRY FORWARD (TBC)	Approved Capital Programme	Total
£m	£m	£m	£m	£m	£m
1.065	0.026	0.606	1.036	0.8	3.533

11.1.5 The report does not identify any revenue consequence of this investment. Should a revenue requirement arise this will need to be contained within existing resources.

11.2 Procurement

Not applicable

11.3 Legal

11.3.1 The Head of Legal & Governance has been consulted on the preparation of this report and comments as follows.

11.3.2 The Council, as the traffic authority for the borough, has a statutory duty under section 39 of the Road Traffic Act 1988 to "prepare and carry out a programme of measures designed to promote road safety".

11.3.3 This report seeks approval of the Road Danger Reduction Action Plan and Investment Plan for 2023/24 financial year to ensure it complies with its statutory duties under the Road Traffic Act 1988 which is a decision that Cabinet can take in accordance with the Council's Constitution.

11.4 Equality

11.4.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity 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.

11.4.2 The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and

sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

11.4.3 An Equalities Impact Assessment (EqIA) formed part of the statutory consultation process in 2018/19 which informed the development of the Local Implementation Plan 3 (LIP). The LIP sets out the objectives, delivery plans and monitoring arrangements for all transport scheme proposals including that of road safety works.

11.4.4 The EqIA identified several disproportionate impacts that may occur on equalities groups because of the implementation of highways works associated with the LIP and the Council's transport schemes.

11.4.5 The key beneficial impacts relate to:

- Improved access to facilities will benefit all Haringey residents and visitors, but some protected groups such as older people and children will benefit disproportionately.
- Safer roads, less congestion and reduced levels of pollution are likely to benefit people in some of the protected groups, such as older and/or disabled people with respiratory illnesses more than for the general population.

11.4.6 Furthermore, people from more deprived areas, some ethnic minorities, disabled people, children and older people experience the worst impacts of road danger, noise and air pollution.

11.4.7 People walking in the most deprived areas of London are more than twice as likely to be injured as those in the least deprived areas.

11.4.8 Measures that increase active travel through improved safety and awareness aim to improve the health and wellbeing of groups with protected characteristics who are known to experience health inequalities. This may include some people with disabilities.

11.4.9 The communication and engagement measures for works in the Action Plan will increase awareness of works and minimise disruption caused. This will allow residents adequate time to make alternative arrangements, and any necessary adjustments will be made on a scheme-by-scheme basis.

11.4.10 Groups who may have greater reliance on travel by car (e.g., some people with disabilities) may be affected adversely in comparison to other groups who are better able to use public transport or travel actively. Schemes will be individually planned and delivered in such a way as to minimise any negative impacts that may arise. Detailed equalities analyses will be carried out and a full EqIA will be prepared on individual schemes as appropriate.

12 Use of Appendices

Appendix A – Road Danger Reduction Progress Report

Appendix B – Investment Plan 2023/24

Appendix C – Consultation methods

Appendix D – Collision data

13 Local Government (Access to Information) Act 1985

March 2022 Cabinet - Road Danger Reduction Action Plan and Investment Plan
for 2022/23

Walking and Cycling Action Plan

Corporate Delivery Plan

Progress against Action Plan set out in the March 2022 Cabinet report

Safe Systems Theme	No.	Action	Timeframe set out in March 2022 Cabinet report	Current position
Safe Speeds	1	Develop borough-wide speed survey database	25 live monitoring sites to be operational by Feb 2022. Boroughwide traffic surveys to commence in spring 2022	26 sites installed by May 2022. Boroughwide traffic survey data delayed due to LTN delivery but undertaken in winter 2022.
	2	Speed limit review	12-24 months	Review commencing spring 2023.
	3	Undertake stakeholder survey on speed issues	Commence Autumn 2022	To be undertaken in 2023
Safe Streets	4	Safe junctions (nodes) programme (incl junction protection programme) <ul style="list-style-type: none"> Deliver changes based on assessment of top worst junctions, subject to engagement. Keep junctions clear through waiting and loading restrictions 	Delivery based on funding in 22/23 12-24 months	Assessments commenced, to be progressed in 2023/24. Surveys and designs completed for 5 wards; consultation planned for early 2023
	5	Safe corridors (links) programme <ul style="list-style-type: none"> Deliver changes based on assessments of worst corridors, subject to engagement. Developed programmes to identify improvements to routes to schools, stations and shopping areas for vulnerable road users to enhance our existing network and improve road safety. 	Delivery based on funding in 22/23	Quick wins involving kerb realignment, signing and lining at a number of corridors assessed and ordered, some delivered, others to be delivered shortly. Further assessment of top hotspot corridors noted in Appendix B to be commenced in 2023/24 and progressed to consultation and delivery.
	6	Safe crossings programme	24-36 months	Antiskid to be implemented shortly at three crossings.

Safe Streets		<ul style="list-style-type: none"> Review existing crossings for safety improvements. Provide new crossings to address safety concerns 	12 months	Review to continue for remaining crossings. Three crossings delivered in 2022/23; new locations consulted upon. Additional locations noted in Appendix B to be assessed and progressed
Safe Vehicles	7	Incorporating Intelligent Speed Assistance (ISA) into Council fleet vehicles <ul style="list-style-type: none"> ISA will be considered – in conjunction with relevant service areas - for all new Council fleet vehicles to assist in driving at appropriate speeds. The Council's vehicle fleet will be reviewed to reflect this consideration. 	6-12 months	Discussions commenced, to be considered in 2023/24
Safe Vehicles	8	Consider making adoption of ISA a requirement of procurement by service providers to the Council. <ul style="list-style-type: none"> Subject to there being no adverse impact on local SMEs, consider all new relevant procurements to include a commitment from suppliers of Council services to adopt ISA in their fleet vehicles. 	6-12 months	Discussions commenced, to be considered in 2023/24
	9	Lobby TfL to extend ISA to taxis and PHVs.	6-12 months	To be actioned in 2023/24
	10	Incorporating dashcams into the Council's vehicle fleet <ul style="list-style-type: none"> collected footage can identify any driver training needs. Instances of dangerous 	6-12 months	Discussions commenced, to be considered in 2023/24

Safe Vehicles		driving behaviour from motorists will be referred to the police as appropriate.		
	11	<p>Seek Fleet Operator Recognition Scheme (FORS) Gold Standard accreditation.</p> <ul style="list-style-type: none"> As part of the revised fleet management practices and processes being instigated, investigate undertaking the necessary steps to achieve FORS accreditation at Gold Standard to improve driving standards of Council vehicle drivers. 	6-12 months	Progress delayed due to an externally led Fleet Audit. Staged progression to Gold Standard will be needed; seeking Bronze Standard to be considered in 2023/24
	12	<p>Make FORS accreditation a requirement of procurement by service providers to the Council.</p> <ul style="list-style-type: none"> Evaluate the requirement for all new relevant procurement processes to require suppliers of Council services to hold FORS accreditation. 	6-12 months	Information acquired from TfL as to how this has been progressed in other boroughs. To be progressed with Strategic Procurement in 2023/24
Safe Behaviours	13	<p>Engage with stakeholders on this plan.</p> <ul style="list-style-type: none"> This will help shape future investment and compliments Action 3. 	Autumn 2022	To be undertaken in 23/24
	14	<p>Enhanced communication strategy for road danger reduction messages</p> <p>Enhance the frequency and content of road danger reduction messages on Council website homepage along with pop-up messages and via other forums / media.</p> <p>Include publicity messages and articles on road danger reduction in Haringey People magazine and other local publications.</p>	6-12 months	Ongoing

Safe Behaviours	15	<p>STARS Programme (Sustainable Travel, Active, Responsible, Safe)</p> <ul style="list-style-type: none"> Identify additional resources to enable engagement with local schools to achieve STARS accreditation and increase the number of schools with Bronze, Silver and Gold accreditation. 	Ongoing	Council has just received the borough STARS position from TfL. Additional resources not allocated at this time
	16	<p>Review of road safety education provision</p> <ul style="list-style-type: none"> includes cycle training programmes and invest in additional resources to expand these 	12 months	Cycle training ongoing
	17	<p>Powered-two-wheelers (PTW) safety study including the potential to allow motorcycles in bus lanes.</p>	18 months	Study concluded by consultants which included workshops with motorcycle groups, TfL buses and Haringey Cycling Campaign. Findings to be finalised and potential changes will be progressed to consultation.
	18	<p>Behaviour change programme.</p> <ul style="list-style-type: none"> Covering school travel planning, road safety initiatives and events. 	12 months	Ongoing promotion of road safety messages alongside national campaigns and support for community events

ROAD DANGER REDUCTION THEME	PROJECT	FUNDING (£)						
		2022/23		2023/24				
		TFL LIP	COUNCIL CAPITAL (£1.6m budget approved)	SCIL (PROPOSED) (£1.065m budget approved)	TFL LIP CARRY FORWARD AGREED FROM 22/23	TFL LIP FUNDING 23/24	COUNCIL CAPITAL CARRY FORWARD (TBC)	COUNCIL CAPITAL
Safe Speeds (subject to assessment)	Borough wide traffic and speed survey and monitoring		34,540					
	Extension of 20mph borough wide: Conversion of 30mph and 40 mph roads to 20mph subject to assessment			150,000				
	Speed reduction measures to address perceived danger/complaints:		1,390					
	Shelbourne Road - traffic calming		9,030				30,931	
	Colney Hatch Lane - Signage and road markings		6,250				14,531	
	Cranley Gardens - traffic calming		13,853				60,601	
	Durnsford Road - traffic calming		28,002				150,586	
	Shepherds Hill - traffic calming		15,403				59,047	
Safe Streets (Junctions): subject to assessment	Ferne Park Road/ Tottenham Lane junction		50,500				110,000	
	White Hart Lane/ High Road junction crossing Study	20,000	10,000		20,000			
	Safe junction programme, addressing collisions at top 30 locations							
	Muswell Hill Road/Woodside Avenue N10		32,186				27,000	
	Muswell Hill Road/Cranley Gardens, N10		13,500				54,000	

ROAD DANGER REDUCTION THEME	PROJECT	FUNDING (£)						
		2022/23		2023/24				
		TFL LIP	COUNCIL CAPITAL (£1.6m budget approved)	SCIL (PROPOSED) (£1.065m budget approved)	TFL LIP CARRY FORWARD AGREED FROM 22/23	TFL LIP FUNDING 23/24	COUNCIL CAPITAL CARRY FORWARD (TBC)	COUNCIL CAPITAL
Safe Streets (Junctions): subject to assessment	Dowsett Road/High Road N17			25,000				45,000
	Colney Hatch Lane/Alexandra Park Road			25,000				45,000
	High Road/Lascott Road			75,000				
	Muswell Hill/Priory Road			75,000				
	Muswell Hill Road/Queens Ave			21,000				50,000
	Creighton Avenue/Coppetts Road	7,000						81,000
	Muswell Hill Road/Woodside Road	7000				68,000		
	West Green Road/Langham Road					66,000		
	Additional junctions subject to assessment			25,000			50,000	
Safe Streets (Corridors): subject to assessment	Safe corridor programme, addressing collisions at top 30 locations							
	Ferne Park Road corridor safety study and delivery of potential measures		41,770	30,000			300,000	60,000
	Lordship Lane safety scheme		8000					100,000
	High Road N17: Lansdowne Road-Brantwood Road		6,992				5,000	50,000
	White Hart Lane N22: High Road - A10	4,000	3,250			66,000	13,000	40,000

ROAD DANGER REDUCTION THEME	PROJECT	FUNDING (£)						
		2022/23		2023/24				
		TFL LIP	COUNCIL CAPITAL (£1.6m budget approved)	SCIL (PROPOSED) (£1.065m budget approved)	TFL LIP CARRY FORWARD AGREED FROM 22/23	TFL LIP FUNDING 23/24	COUNCIL CAPITAL CARRY FORWARD (TBC)	COUNCIL CAPITAL
Safe Streets (Corridors): subject to assessment	White Hart Lane N17: A10 - A1010		6,500				26,000	40,000
	Lordship Lane N22: High Road-Westbury Avenue		750					3,000
	Tottenham Lane N8: High St-Ferme Park Road		3,750					15,000
	Mayes Road N22: Station Rd - Hornsey Park Road		9,500				5,000	
	Park Road N8: Priory Rd-Middle Lane		10,250					59,000
	High Street N8: Middle Lane-Church Lane		6,250					57,000
	Brantwood Road N17: High Road-Willoughby Lane		6,250	55,000				
	Additional corridors subject to assessment			30,000			58,096	
Safe Streets (Crossings): subject to assessment	New zebra crossings at collision hotspots							
	Colney Hatch Lane, between Greenham Road & Barnard Hill	70,000	15,572					
	Wakefield Road between Earlsmead Road and Pembroke Road	54,000			6,000			
	Alexandra Park Road between St Regis Close and Curzon Road		41,486					
	Park Road/Wolseley Road junction		16,500	80,000			52,223	
	Alexandra Park Road/Talbot Road		26,185	80,000				

ROAD DANGER REDUCTION THEME	PROJECT	FUNDING (£)						
		2022/23		2023/24				
		TFL LIP	COUNCIL CAPITAL (£1.6m budget approved)	SCIL (PROPOSED) (£1.065m budget approved)	TFL LIP CARRY FORWARD AGREED FROM 22/23	TFL LIP FUNDING 23/24	COUNCIL CAPITAL CARRY FORWARD (TBC)	COUNCIL CAPITAL
Safe Streets (Crossings): subject to assessment	White Hart Lane/ Compton Crescent		22,349	80,000				
	Great North Road junct Woodside Avenue	4000		118,000				
	New locations subject to assessment			96,311				
Safe Streets	Assessment of controlled crossings with casualties		31,497					
	High Road A105 nr Myddleton Road - Antiskid on approach to pelican crossing		11,721					
	Wood Green High Road nr Lyndhurst Road - Antiskid on approach to pelican crossing		12,978					
	Belmont Road (opp no 109) - Antiskid on approach to zebra crossing		11,803					
Safe Streets	New signal crossings							50,000
Safe Streets	Junction protection programme		41,480	100,000				
Safe Behaviours	Annual cycle training delivery					180,000		
	Powered two wheelers safety study	30,000	13,500					50,000
	Delivery of the Council's behaviour change programme including school travel planning & road safety initiatives/events (e.g., play streets)					226,000		

ROAD DANGER REDUCTION THEME	PROJECT	FUNDING (£)						
		2022/23		2023/24				
		TFL LIP	COUNCIL CAPITAL (£1.6m budget approved)	SCIL (PROPOSED) (£1.065m budget approved)	TFL LIP CARRY FORWARD AGREED FROM 22/23	TFL LIP FUNDING 23/24	COUNCIL CAPITAL CARRY FORWARD (TBC)	COUNCIL CAPITAL
Safe Behaviours	Comms and campaigns on the Action Plan						20,000	
	Increase public awareness of Road Danger and seek input to future investment plans							5,000
Safe Vehicles	Funding for resources for programme delivery (e.g., working with others on 'Safe Vehicles')							50,000
	TOTAL	196,000	563,986	1,065,311	26,000	606,000	1,036,014	800,000

Note:

SCIL Original Funding £1.286m of the £5.1m (excludes £400k footway parking removal noted in separate Cabinet report)

Road Safety £500,000

Crossings £518,000

Ferme Park Rd corridor £30,000

Underspend from 239k agreed for Roundway junction £17,311

TOTAL SCIL available for 23/24 £1,065,311

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The various projects will be subject to further engagement/consultation / notification. The level of each will depend on the impact of the scheme on the local community.

The three engagement/ consultation / notification types are:

- Notification of works – residents and businesses of affected roads will be notified by letter drop and any other appropriate media in advance of work commencing.
- Statutory notification - the public will be notified of the Council's intention regarding proposals through advertisements placed in the local press and on site, where applicable. Residents and businesses of the affected roads will also be notified by letter drop, where appropriate. Resident, businesses and other interested parties will have the opportunity to object to proposals and any objection will be considered before implementing a permanent traffic order.
- Engagement – any high-profile schemes that alter the network significantly may undergo engagement with the community impacted prior to full public consultation. This engagement may include a co-design approach whereby input from stakeholders on issues, aspirations and challenges they consider important will inform the design development followed by presentation and further stakeholder input once the designs have been developed by the Council. Engagement may include various forms and may include site visits, public and Microsoft Teams meetings, exhibition of proposals on the website, on local notice boards and potentially at drop-in sessions for the wider community.
- Full public consultation – high-profile schemes will very likely be subject to full public consultation which will include consultation questionnaires and may include public meetings and other forms of engagement.

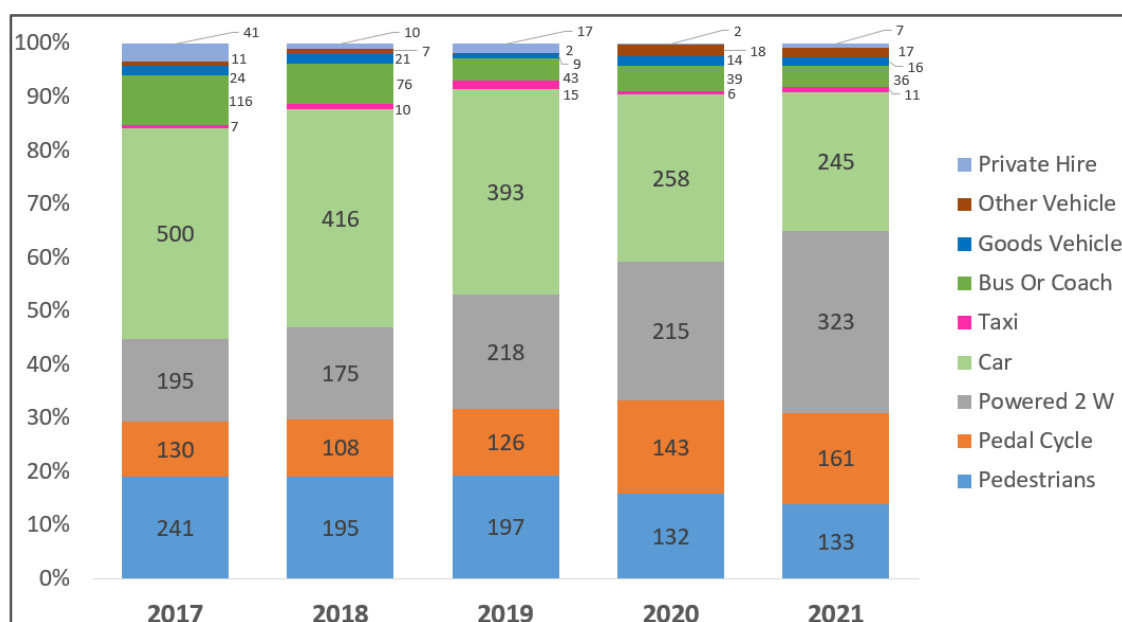
The table below sets out the consultation process by scheme type

Scheme Type	Consultation type		
	Notification of works	Statutory notification	Engagement/Full public consultation
Safe Speeds		✓ where required	✓ where appropriate
Safe Streets (junctions)		✓ where required	✓ where appropriate
Safe Streets (corridors)		✓ where required	✓ where appropriate
Safe Streets (crossings)		✓ where required	✓ where appropriate
Safe behaviour		✓ where required	✓ where appropriate

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Figure 1 below shows the casualty summary by mode of transport over the last five years, between 2017 and 2021. The increase in the number of powered-two-wheelers being used on Haringey's roads (especially with the increased demand in food delivery through the likes of Uber Eats and Deliveroo since 2020) could explain some of the increase in collision numbers. Similarly, pedal cyclists casualty numbers have seen an increase since 2019; again, this could be explained by the increased numbers of people now cycling more regularly. The data, however, clearly shows that pedestrians, pedal cyclists and powered-two-wheelers are vulnerable on Haringey's roads.

Figure 1– Proportion of vulnerable casualties (Haringey public highway)



Focus will continue on providing better facilities and measures for these road users, in the form of improved routes and crossing facilities, reduced vehicle speeds, and better training. All of these will help towards reducing casualties for these groups and will be critical to achieving Vision Zero in Haringey. Other Council initiatives tackling inequality also has an important role to play towards improving safety as people on low income may also live in more deprived areas, and therefore may experience the worst impacts of road danger, noise and air pollution.

The reduction of danger, making vulnerable road users' journeys safer, particularly for pedestrians and cyclists, will encourage more people to choose active travel options leading to:

- improved health,
- better air quality and
- meeting the Walking and Cycling Action Plan vision to make "walking and cycling the natural choice" by 2031¹

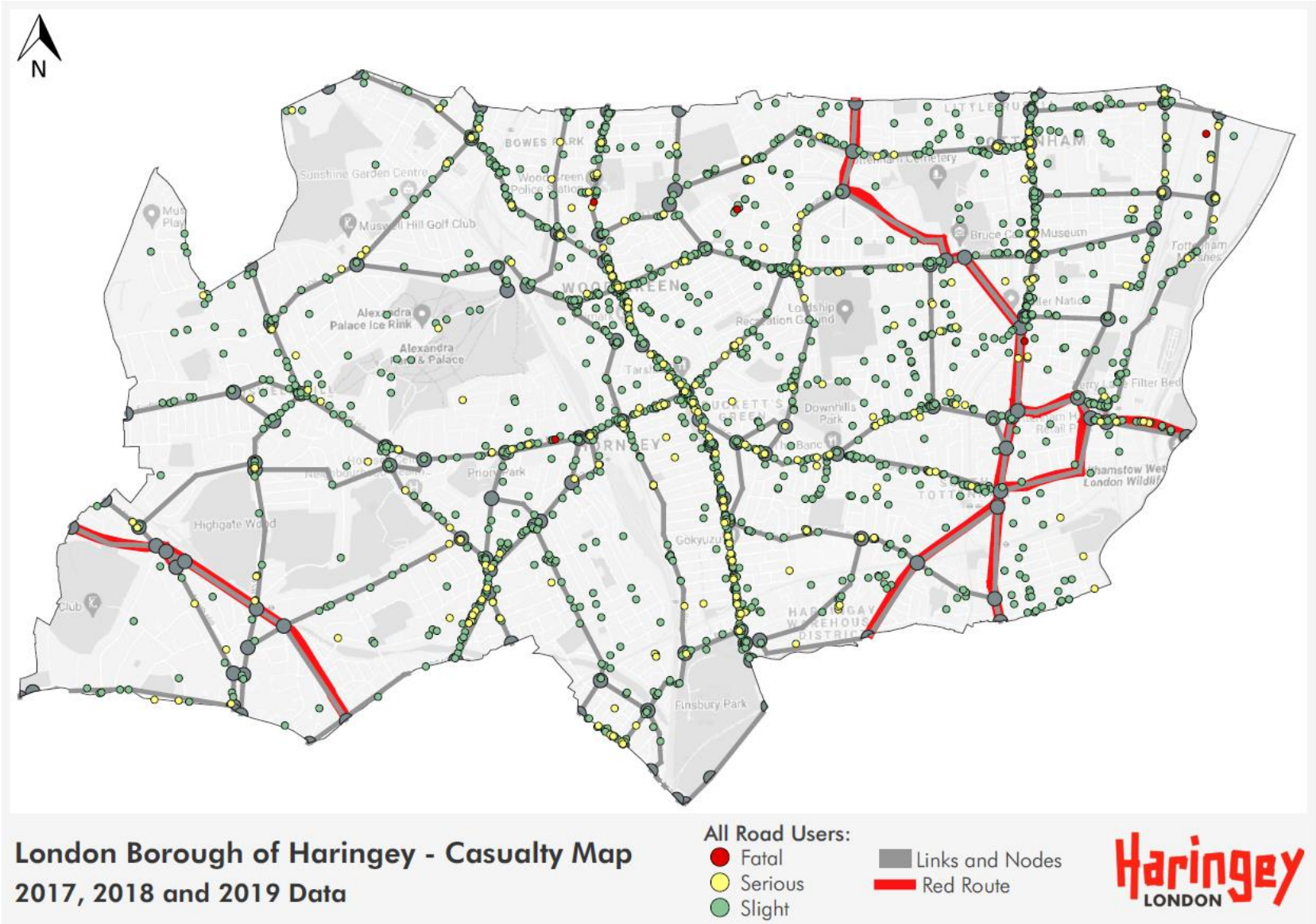
¹ [Draft Walking and Cycling Action Plan](#)

Map1 below contains geographic details for where all collisions occurred between 2019 and 2021. This shows that the majority of serious and fatal collisions occurred on main roads and at junctions. The 2022 Cabinet report listed the 30 worst junctions (nodes) and corridors (links). These are provided below for ease of reference.

Map 2 provides the same information for 2020, 2021 and for 2022 for the period up to October 2022 (the latest data available). The collision data indicates a similar pattern in where the collisions occurred when compared to 2017-2019 map.

This suggests that the top worst junctions and corridors provided in the tables below (prepared based on collision data between 2017-2019) are still valid for consideration and prioritisation. These will still be key areas to concentrate on analysing the data and arriving at potential solutions to address these collisions so that the chances of them occurring again are eliminated or at very least reduced.

Map showing locations of all collisions that occurred between 2017-2019



Map showing locations of all collisions that occurred between 2020-October 2022

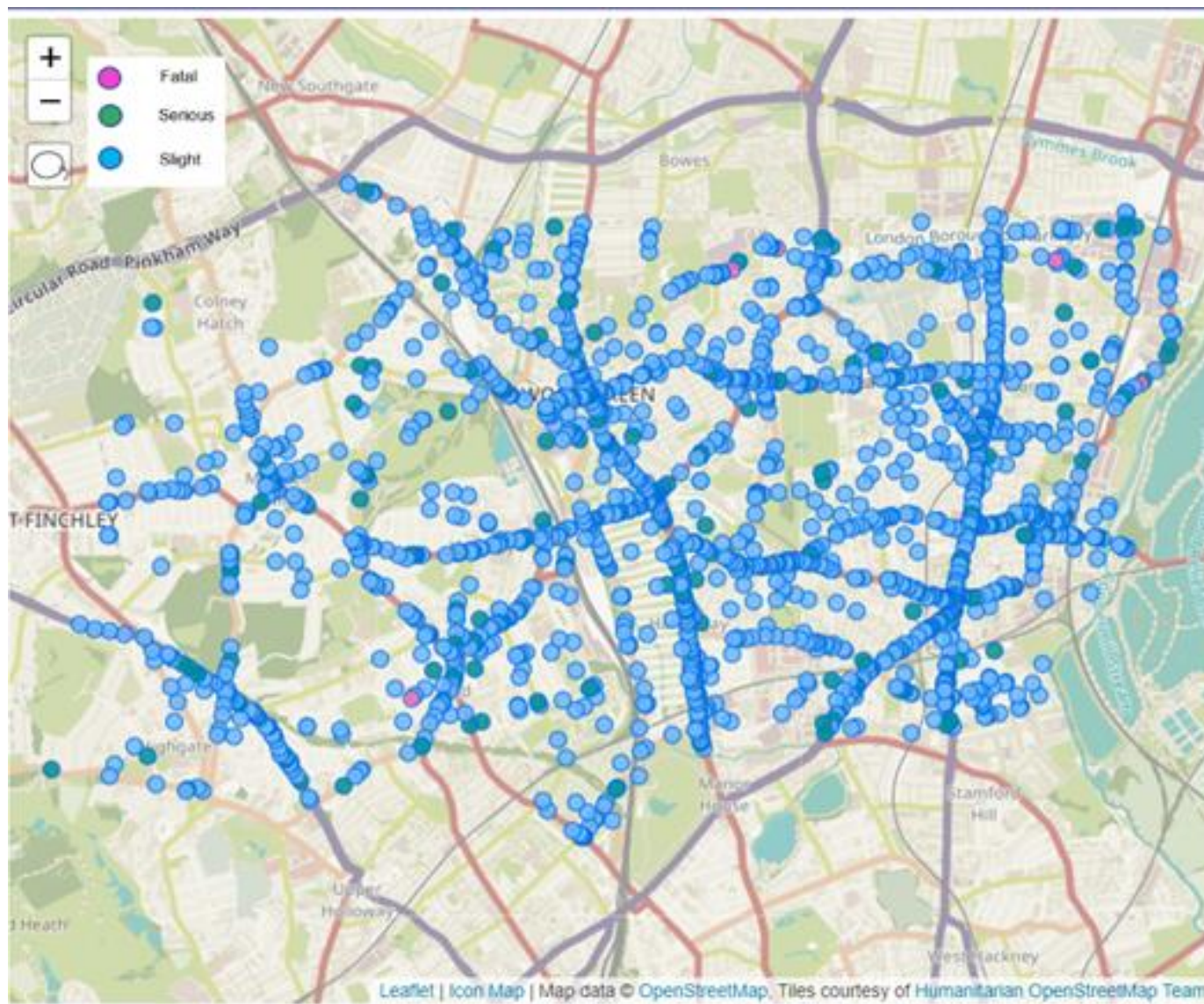


Table of collisions at junctions (Nodes) between 2017-2019

JUNCTIONS (NODES) - All Road Users - 2017, 2018 and 2019 Data									
Top 30 Locations Ranked on No. of Collisions	Labels on the Collision Map	No of Collisions	Location	Fatal Casualties	Serious Casualties	Slight Casualties	2017 Casualties	2018 Casualties	2019 Casualties
1	B1	43	High Road (N22)/Lordship Lane	0	4	61	24	19	22
2	B2	24	Lordship Lane/The Roundway (West)	0	2	25	11	10	6
3	B3	23	High Road (N22)/Turnpike Lane	0	1	25	8	16	2
4	B4	19	High Road (N17)/White Hart Lane	0	4	21	13	6	6
5	B5	18	Endymion Road / Green Lanes	0	1	21	12	5	5
6	B6	17	Green Lane/St Anns Road	0	2	16	7	5	6
7	B7	15	High Road (N22)/Bounds Green Road	0	0	20	4	10	6
8	B8	14	Green Lanes/Colina Rd(Ats)	0	2	14	9	3	4
9	B9	14	Bounds Green Rd/Durnsford Rd	0	1	19	7	5	8
10	B10	13	High Road (N17)/Dowsett Road	0	0	14	4	3	7
11	B11	11	Colney Hatch Lane/Alexandra Park Rd	0	1	12	1	4	8
12	B12	11	Muswell Hill/Priory Rd	0	0	16	4	8	4
13	B13	10	Lordship Lane/High Road (N17)	0	2	15	10	5	2
14	B14	10	Turnpike Lane/Wightman Rd	0	2	13	4	5	6
15	B15	10	Woodside Ave/Muswell Hill Rd	0	2	10	3	6	3
16	B16	10	Muswell Hill Rd/Cranley Gdns	0	2	9	4	3	4
17	B17	10	High Road (N22)/White Hart Lane	0	1	13	7	3	4
18	B18	9	Green Lanes/Frobisher Rd(Ats)	0	0	11	5	1	5
19	B19	9	Lordship Lane/Westbury Ave	0	0	11	3	4	4
20	B20	8	High Street (N8)/Tottenham Lane	0	1	10	7	3	1
21	B21	8	Bounds Green Rd/Park Avenue	0	1	10	8	2	1
22	B22	8	Priory Rd/Middle Lane	0	1	9	3	5	2
23	B23	8	Green Lanes / Hermitage Road	0	0	9	6	1	2
24	B24	8	Queens Ave/Muswell Hill	0	0	8	3	2	3
25	B25	8	High Street (N8)/Church Lane	0	0	8	4	1	3
26	B26	7	West Green Rd/Belmont Rd	0	1	7	2	2	4
27	B27	7	d Green Road/Tollington Park/Upper Tollington	0	1	7	1	4	3
28	B28	7	High Road (N17)/Brantwood Road	0	0	9	1	2	6
29	B29	7	Brantwood Rd/Willoughby Lane	0	0	9	2	3	4
30	B30	7	Station Rd/Mayes Rd	0	0	7	3	1	3

Table of collisions at corridors (Links) between 2017-2019

CORRIDORS (LINKS) - All Road Users - 2017, 2018 and 2019 Data											
Top 30 Locations Ranked on No. of Collisions	Labels on the Collision Map	No of Collisions	No of Collisions per kilometre	Length (m)	Location	Fatal Casualties	Serious Casualties	Slight Casualties	2017 Casualties	2018 Casualties	2019 Casualties
1	D1	72	108	665.3	Green Lanes	0	15	72	35	26	26
2	D2	38	35	1071.38	West Green Rd	0	4	39	19	15	9
3	D3	37	45	830.68	Bounds Green Rd	0	2	38	16	13	11
4	D4	33	43	775.63	High Road N22	1	8	31	9	14	17
5	D5	32	25	1267.03	White Hart Lane	0	2	43	22	18	5
6	D6	30	94	320.46	High Road N17	0	4	31	14	10	11
7	D7	26	80	325.39	High Road N22	0	3	29	10	8	14
8	D8	25	71	352.64	High Road N22	0	4	28	8	16	8
9	D9	24	24	1012.72	Westbury Ave	0	7	26	15	8	10
10	D10	23	14	1614.18	Wightman Rd	0	3	23	5	11	10
12	D12	20	62	324.24	High Road N17	0	5	19	6	9	9
13	D13	20	71	280.77	Green Lanes	0	4	18	7	6	9
14	D14	20	51	392.2	Turnpike Lane	0	3	18	7	5	9
11	D11	20	35	570.97	Lordship Lane	0	2	24	10	6	10
15	D15	19	72	263.44	High Road N17	0	2	26	9	15	4
16	D16	19	18	1030.95	Downhills Way	0	2	19	4	9	8
17	D17	18	21	841.65	Brantwood Road	0	3	28	19	2	10
18	D18	18	163	110.17	Green Lane	0	3	18	8	8	5
19	D19	17	131	130.19	High Road N17	0	4	21	14	6	5
20	D20	17	36	469.83	Lordship Lane	0	0	18	11	5	2
21	D21	16	19	850.57	Lordship Lane	0	3	18	11	6	4
22	D22	15	23	656.33	Philip Lane	0	6	14	11	5	4
23	D23	15	16	924.09	White Hart Lane	0	2	13	6	5	4
24	D24	14	127	110.16	High Road N22	0	3	17	7	6	7
26	D26	14	9	1581.8	Watermead Way North - South Route	0	1	17	2	7	9
25	D25	14	13	1094.3	Ferne Park Rd	0	0	19	7	8	4
27	D27	14	16	862.97	St Anns Road	0	0	15	6	7	2
28	D28	13	38	339.4	St Anns Road	0	1	12	3	5	5
29	D29	12	28	425.07	West Green Rd	0	3	10	6	5	2
30	D30	11	10	1089.17	Durnsford Rd-Albert Rd	0	3	11	8	2	4

Report for: Cabinet – 18th April 2023

Title: Highways and Street Lighting Investment Plan (HSLIP) 2023/24

Report authorised by Barry Francis, Director of Environment and Resident Experience.

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Ward(s) affected: All

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

1 Describe the issue under consideration.

- 1.1 The Council is the highways authority responsible for managing and maintaining the highway assets that fall within its 355km highway network. This requires the Council to ensure that those assets are safe, fit for purpose and able to fulfil their function in an efficient and sustainable manner.
- 1.2 Through its investment strategies and by prioritising works, the Council is making considerable progress in improving assets, reducing the backlog of maintenance. The continuing investment in the maintenance of our roads and wider assets is therefore critical to sustain those improvements and achieve the longer-term aspirations being set out in the evolving Highways Asset Management Strategy (HAMS) that will be presented for adoption later this year.
- 1.3 This report makes recommendations for investment in highway infrastructure in 2023/24 and particularly covers footways, carriageways, and street lighting assets.
- 1.4 Appendices 1 and 2 of this report set out the recommended investment and, where relevant, expected funding streams for 2023/24 for the various works.
- 1.5 This investment plan covers several highways service areas, which will be collectively referred to as the Highways and Street Lighting Investment Plan (HSLIP).

2 Cabinet Member Introduction

- 2.1 Highways play a pivotal role in our daily lives. Whether we are working from home, commuting to work, taking exercise or meeting family and friends - we all rely upon welcoming and accessible streets and public realm.

- 2.2 Haringey is one of London's best-connected boroughs and the transport network is and will continue to be well used by our residents, businesses and by people from across the city and beyond.
- 2.3 Haringey Council's vision aims to enhance our public space, improve residents' experience and quality of life, and develop a truly unique Haringey, which will reshape the way that people travel in the borough. To achieve this, the Council has adopted asset management practices that ensure the largest benefit for the whole community is achieved. Such practices require that we look to long-term investment to make the best use of resources.
- 2.4 Street lighting not only improves safety for drivers, riders, and pedestrians, where driving at night is more dangerous, but reduces crime and fear of crime, in our urban areas, ensuring social inclusion where people are not afraid to go out at night. We have now converted virtually all our street lighting to LED, which not only improves lighting standards but reduces our carbon footprint. We are installing additional lighting in areas where residents tell us that they don't feel safe. Our new CMS system allows the intelligent management of street lighting allowing it to adjust to local conditions. We will develop our future programme with residents to ensure that we are targeting the right locations. The continuing investment in street lighting alongside the current development of a lighting policy and collaboration with other partners and agencies will also support improvements in community safety.
- 2.5 I am pleased to present our investment in highways and street lighting for the coming year, setting out the projects and programmes. This represents a total investment of £10.474m, inclusive of approved Medium Term Financial Strategy growth in capital budgets.
- 2.6 Engagement with residents, businesses and other interested parties will continue when developing highways schemes and the projects will allow contribution to the design solution of major schemes, where applicable.

3 Recommendations

Cabinet is asked to:

- 3.1 Approve the Highways and Street Lighting Investment Plan which includes investment of £8.974m in highway assets for 2023/24, as set out in Appendix 1 of this report.
- 3.2 Approve the Highways and Street Lighting Investment Plan which includes investment of £1.5m in lighting assets for 2023/24, as set out in Appendix 2 of this report.
- 3.3 Vire £0.355m from the Borough Roads budget to the Flood Water Management budget.

- 3.4 Delegate decisions relating to highways infrastructure asset maintenance schemes design and implementation to the Head of Highways and Parking, subject to decisions being reported to Cabinet where a key decision applies.
- 3.5 Authorise the Head of Highways and Parking to carry out any required consultation in accordance with Appendix 3 and to make any necessary traffic management orders, having had due regard to any prior consultation to give effect to those schemes, subject to consultation representations regarding key decisions being considered by Cabinet.
- 3.6 Authorise the Head of Highways and Parking to consider any objections and representations on highways maintenance improvement schemes and to report back to the Cabinet Member for Tackling Inequality and Resident Services if there are significant, or substantial objections or concerns raised about a scheme not covering two or more wards.

4 Reasons for Decision

- 4.1 This report sets out the 2023/24 investment in the Council's local highways infrastructure. It provides detail of the funding arrangements and seeks authority to proceed with the development and delivery of these projects, subject to appropriate consultation.

5 Alternative options considered.

- 5.1 No other options were considered, because the Council has a statutory duty to maintain the public highway network.

6 Investment in Highways Infrastructure Assets in 2023/24

- 6.1 The investment in Haringey's highways infrastructure for 2023/24 relates to footways, carriageways, structures, non-illuminated street furniture, street lighting and illuminated street furniture assets, but excludes investment in drainage assets (such as road gully cleansing and repairs) as that detail is provided as part of the Flood Water Management Investment Plan report to Cabinet.
- 6.2 Proposals in this report make the best use of resources by adopting a practical and prioritised investment approach that can be implemented at the most effective time, allowing the Council to demonstrate value for money.
- 6.3 The overall investment is set out in the following sections of this report and detailed in the corresponding Appendices:

Service area	Report section	Investment details
Footway, carriageway, structure and non-illuminated street furniture infrastructure assets	7 & 8	Appendix 1

Street lighting and illuminated street furniture assets	9	Appendix 2
Consultation methods	10	Appendix 3

- 6.4 The existing highways term contract is with Marlborough Highways Ltd which can expire in September 2025 or be extended by up to two years. The tendering of a new highways term contract can take around 18 months and a decision will need to be taken in early 2024 to extend this contract or to retender. In 2023, there are proposals to tender some of the 2023/24 footways and resurfacing works, as a benchmarking exercise before a decision can be made on any extension of the current highways contract.

7 Footway, carriageway, structure and non-illuminated street furniture infrastructure assets

- 7.1 Investment in Haringey's (non-lighting related) highway infrastructure assets is broken down in this report into the following programmes:

- Planned carriageway and footway maintenance.
- Highways structures, e.g., bridges and walls
- Non-illuminated street furniture e.g., bollards and posts

Planned carriageway and footway maintenance – £8.974m investment.

- 7.2 The proposed investment is detailed in Appendix 1: Table 1.
- 7.3 A well-maintained road network contributes to road safety through improved road conditions whilst reducing trip hazards and likelihood of road traffic collisions. It also encourages active travel and reshapes the way that people travel in the borough.
- 7.4 The 5-year long-term investment in footways and carriageways maintenance will make a significant impact to the highway condition and the investment aims to deliver up to 60km of footway reconstruction and 50km of carriageway resurfacing works.
- 7.5 £8.974m is being invested in our roads and footways, as well as in responsive maintenance, and other ad hoc improvements. in 2023/24. This investment will allow the Council to resurface approximately 10km of road and reconstruct 15km of footway. Historically, this investment has included Transport for London (TfL) funding for resurfacing the borough principal road network. At the date of this report, there is no indication that TfL will make funding available in 2023/24. However, should funding become available in year, it will be added to the Council's capital investment.
- 7.6 This year's investment includes for resurfacing the carriageway in 65 roads and the relaying of 32 footways (exclusive of short sections works) throughout the borough in 2023/24. Included within the overall investment is £1.099m allocated to support reactive maintenance issues, ad hoc asset improvements, responsive works, and small-scale highways maintenance schemes. These maintenance works will include for the repair of potholes and fixing footway trip hazards. It is noted that the investment outlined in this report excludes £448k for gully cleansing revenue maintenance and £355k for drainage

improvements, which are reported in the Flood Water Management Investment Plan 2023/24 Cabinet report.

- 7.7 The highways resurfacing, and footway proposals were prioritised using the:
 - current Highways Asset Management Plan,
 - borough wide survey inspection carried out in 2022,
 - the methodology used for scoring maintenance scheme proposals (set out in paragraph 7.8 below)
 - Highways Safety Inspection Manual.
- 7.8 The methodology used was a scoring system based on the following.
 - Borough wide condition survey scoring,
 - Engineer's visual survey,
 - Network hierarchy,
 - Classification of the road,
 - Public and Members' requests,
 - Whether on a bus route and/or cycle route and/or institutions (e.g., school) are on the road.
- 7.9 The roads that scored the highest were considered priority for resurfacing and footway works. Those roads are listed in Appendix 1: Tables 3 to 5.
- 7.10 A few of the footway and carriageway maintenance proposals include for schemes that may have been recently completed before this report date. This will be due to several reasons, including some contractor programming opportunities. In such instances, other roads that are currently proposed for 2024/25, will then be carried out in 2023/24.
- 7.11 Elected Members were invited to contribute to the development of the programme. The roads that they suggested for inclusion in the programme, along with any requests by residents, were also assessed in line with the methodology set out above in paragraph 7.8.
- 7.12 Short sections footways and carriageways works are also proposed for next year's programme. This programme is for maintenance improvements of short lengths of roads which are not substantial enough to be included on the major footways and carriageways works programme. This work has been identified by Elected Members, officers and residents and includes for £50k of ad hoc maintenance and street furniture improvements in Lordship Lane.
- 7.13 The overall list of works proposed for this short-section treatment exceeds the available budget, but those that will be included in the 2023/24 programme have been added to Table 5 in Appendix 1. Any new areas benefiting from 'short section' maintenance identified throughout the year through highways inspections, or those reported by Elected Members and residents, will be added to this list. They will be prioritised using the scoring matrix set out in paragraph 7.8. and against available budgets.

7.14 Additional capital investment in 2023/24 is being continued for highway carriageways, structures, drainage and street furniture assets - which are listed as follows:

- £1.950m resurfacing B, C and unclassified roads
- £500k principal road maintenance
- £280k structures
- £200k non-illuminated street furniture
- (£355k gully maintenance - referenced in the FWMIP 2023/24 report)

8.0 Highway structures (e.g., bridges) and street furniture

8.1 Haringey's structures are generally maintained on an 'as needed' basis and close to the point of potential serious failings. These works can be funded via specific capital allocation from grant funding through LoBEG (London Bridges Engineers Group), or from Haringey Council. No funding, as in previous years, has been granted to Haringey through LoBEG. Costs for major bridge works are variable and are generally in the region of millions of pounds.

8.2 A number of structures require maintenance to extend their lifespan and greatly reduce the risk of significant disruption and future costs.

8.3 A programme of structural surveys and minor reactive/preventative maintenance is proposed to extend the life of the structure assets before major interventions are required. The proposed growth funding budget of £280k (as shown in Appendix 1: Table 1 and paragraph 7.14) will be used to carry out these repairs. The type of repairs typically will include bridge waterproofing, brickwork repairs, concrete repairs, painting, rectification of damage by vehicle strikes and vandalism.

Non-illuminated street furniture and replacement of bollards with trees

8.4 A capital investment of £200k will be used for the essential replacement and repair of highways street assets such as bollards, benches, signs, signposts, and planters, included in the sum in Table 1. In addition, £50k has been allocated from highways capital to address parking problems and to replace bollards with trees, specifically in Lordship Lane, included in Table 6. This road will also be subject to additional attention through the Road Danger Reduction Action Plan.

9. Street lighting - £1.500m investment

Summary and background

9.1 The investment in street lighting (£1.3m) and illuminated street furniture assets (£200k) on the highway network is set out in Appendix 2.

9.2 Street lighting plays a key role in reducing crime and fear of crime in our borough. Residents, in particular women, have told us through various surveys that they do not feel safe walking alone at night.

9.3 The Council maintains approximately 15,560 street lighting columns across the borough highway network. This is in addition to 49 lit bollards and 2,176 illuminated signs. The Council changed its light profile to the use of light emitting

diodes (LED) technology, with most lanterns now converted to LED. This significantly reduces energy consumption, improving the Council's carbon footprint, contributing towards carbon emission reduction targets.

- 9.4 This light replacement programme also involved bringing lighting standards in all roads up to the national standards that applied at that time. This resulted in a net increase of 32 lighting columns borough wide. In addition, 34 additional lighting columns are being implemented on Downhills Way footpath, where residents raised concerned about lighting levels. Alexandra Gardens was also identified as needing additional lighting, with 1 additional column being installed and other columns being relocated to improve the lighting levels in that road.
- 9.5 It is recognised that there are inconsistent levels of street lighting across the borough and variations along stretches of individual roads. Lighting designers will evaluate risk when determining the lighting class for the roads to be refurbished/relit. The lighting calculations will be dependent upon the levels set in an emerging lighting policy, which will consider electrical power consumption levels, local area knowledge and night-time crime statistics. This will help address the variability in lighting levels. This may include the installation of additional lighting columns to achieve a more uniform light distribution.
- 9.6 The Council is also inviting feedback from residents through a "Commonplace" consultation on where they believe that lighting on the public highways and other public areas such as transport hubs, or footpaths segregated from the carriageway needs improving. This programme will be developed in spring or early summer and commence delivery in 2023/24.
- 9.7 The street lighting central management system (CMS) - which is now operational - allows the Council to detect and rectify faulty lighting more quickly. This will reduce the potential for and duration of unplanned areas of darkness (which undoubtedly adds to the concerns around safety at night). The CMS also enables appropriate lighting levels in crime hotspots or during events where the risk of crime may be more prevalent. It also allows lighting to be set at a level in all roads which, used with the LED lighting, avoids light pollution and unnecessary electrical energy consumption, providing a safe night-time environment.
- 9.8 The currently approved annual allocation for street lighting maintenance is £1.3m. This is modelled on a replacement cycle of 50 years (the expected lifespan of a steel lighting column). The efficiencies gained through the conversion to LED, and the implementation of a central management system, will offset the cost of interim faults, repairs and damage until 2026/27.
- 9.9 At present, around 15% of the street lighting columns in the borough are at or close to their end-of-life expectancy. The Institution of Lighting Professionals reinforces the principle of considering lighting column residual life as good asset management, in line with the requirements of the Well-Managed Highway Infrastructure national code of practice. Haringey's lighting stock is monitored by visual inspections and are further assessed via annual electrical and

structural testing programmes (required to ascertain the levels of corrosion and deterioration).

- 9.10 The street lighting column maintenance programme will fund the replacement of any priority columns identified through the inspections and testing regime, as well as supporting a rolling programme of street-by-street replacement of the oldest stock. This approach mitigates against the risk of impromptu lighting column collapse.

10 Engagement

- 10.1 The Council is committed to ensuring that maintenance programmes are co-produced with local communities and clear information regarding planned maintenance for the neighbourhoods is made available in an accessible way in good time to avoid any inconvenience when works are taking place.
- 10.2 A consultation is planned for the spring of 2023, using the engagement platform “Commonplace”, to identify any proposed locations where the public perceive that the existing lighting levels on the highway, near transport hubs or on footpaths segregated from the carriageway, are insufficient. This engagement may also identify other public areas needing attention. The data from this will be used to influence the lighting works programmes for the future.
- 10.3 The schemes identified within this report will initially be developed by engineers in accordance with national, regional and local standards and best practice. This will include, where applicable, the input from Ward Councillors, key stakeholder groups and residents’ associations at any consultation stages.
- 10.4 The expected level of consultation / notification for schemes is set out in the attached Appendix 3.
- 10.5 The Council will continue to improve the quality of information available to residents and other interested parties on highways schemes planned for their areas. This will involve the information being made readily available on the Council’s website, as well as through works signing, advanced warning signs and information letters. This will help to minimise any disruption and inconvenience associated with these works.
- 10.6 Highways maintenance improvements will be designed to national and Council specification, standards, and design manual guidance. These proposed works will be those that give the best whole-life solution, based on performance and cost. The extent of public consultation and information for maintenance works will include the adjacent areas where major future maintenance works are proposed. The public will be notified on the works programmes, major proposed changes to the existing network, any significant variance from the Council’s streetscape standards, traffic management during the works, and of any works updates.

11 Contribution to strategic outcomes

- 11.1 Investment in Haringey’s local highways network is critical to delivering the Council’s ambitions to make Haringey a better and safer place to live,

encouraging growth and attracting investment, and creating opportunities that all can share in. The investment recommended in this report has been identified to meet the Corporate Delivery Plan, Transport Strategy and Climate Change Action Plan objectives.

- 11.2 The HSLIP supports the 'Responding to the Climate Emergency' theme in the Corporate Delivery Plan, presented to Cabinet on 17th January 2023. Details are set out under *High Level Outcome 2: A Just Transition* for 'achieving more accessible footways and carriageways' and 'reduced casualties and safer road network in Haringey.' The projects and programmes in the HSLIP will contribute to these by improving the public realm and road network condition, reducing road traffic collisions, while improving accessibility for all road users, in particular pedestrians and cyclists and motorcyclists
- 11.3 The proposed resurfacing works will also contribute to the Corporate Delivery Plan of 'Responding to the Climate Emergency' under *High Level Outcome 3: A Low Carbon Place* for 'reduced carbon emissions from highway maintenance'. The investment of £4.7m in road resurfacing includes using warm mix asphalt (which typically reduce CO₂ emissions by 10% in the manufacture stage) and the use of recycled road materials in surfacing and road construction. In addition, high performance asphalt is used on highly trafficked roads that can be laid at shallower depths without a deterioration in its performance. The depth of footway reconstruction is designed so that it is fit for purpose and existing materials are left in situ where appropriate.

12 Statutory Officers' comments

12.1 Finance

- 12.1.1 This report sets out the expenditure for the 2023/24 Highways and Street Lighting Investment Plan detailing all the highways-related activities and the various funding streams that have been confirmed within the Council's approved Capital Programme.
- 12.1.2 The Council, at its budget setting meeting of 2nd March 2023, approved the General Fund capital programme which included £9.529m for Borough Roads and £1.3m for Street Lighting. The appendix to this report provides details of how the budget is to be spent.
- 12.1.3 The report is also recommending a virement of £0.355m from the Borough Roads budget to the Flood Water Management budget.
- 12.1.4 The table below outlines the allocation of the budget to the Investment Plan for 2023/24.

Borough Roads approved budget	£ 9.529m
Allocated to: Borough Roads	£ 8.974m
Allocated to: Illuminated Street Furniture	£0.200m

Vired to: Flood Water Management	£ 0.355m
Total	£ 9.529m

12.2 Legal

12.2.1 The Head of Legal and Governance has been consulted on the preparation of this report and comments as follows.

12.2.2 The Council, as a highway authority, has a statutory obligation to maintain the public highways it is responsible for in the Council's borough and may carry out any work for the improvement of those highways.

12.2.3 This report seeks approval for the programme of highway and street lighting works on the public highway for the financial year 2023/24 which is a decision that Cabinet can take in accordance with the Council's Constitution.

12.3 Procurement

12.3.1 The highways work will be procured through the existing highways maintenance contracts with Marlborough Highways Ltd.

12.4 Equality

12.4.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
- Advance equality of opportunity 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.

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

12.4.3 The formulation of this work programme, as in such works carried out in previous years, identifies The EqlA identified several disproportionate impacts that may occur on equalities groups because of the implementation of the delivery plan.

12.4.4 The key beneficial impacts of the proposals for investment on the network include:

- Improved access to facilities will benefit all Haringey residents and visitors, but some protected groups such as older people and children will benefit disproportionately.
- Safer roads, less congestion and reduced levels of pollution are likely to benefit people in some of the protected groups, such as older and/or disabled people with respiratory illnesses more than for the general population.

- Improved light colour rendering through further installations of LED lights will benefit all Haringey residents and visitors by potentially improving perceptions of safety in the borough. This is likely to disproportionately benefit some protected groups who are known to feel less safe in the borough at night, including women, young adults, older people, and disabled people (particularly those who are visually impaired).
- The potential longer-term reduction of crime rates by encouraging social cohesion and community surveillance that may deter criminal behaviour. While this may positively impact on all residents, this has the potential to make a particular difference in areas such as the East of the borough where there are relatively higher levels of crime and anti-social behaviour. As these are also areas which have higher numbers of low-income households, among whom BAME residents are well represented, individuals from these demographic groups may benefit disproportionately from lighting improvements.
- Greater use of the network by cycling or walking which will be well-lit, which is likely to improve the health and wellbeing of all residents and visitors but particularly for groups with protected characteristics who are known to experience health inequalities.
- Reduced levels of pollution by greater use of walkways and cycling networks which are likely to of more benefit to people from protected groups than the general population, such as older and/or disabled people with respiratory illnesses.

12.4.5 Groups who may have greater reliance on travel by car (e.g., people with disabilities; parents with childcare commitments; people in transport poverty) may be affected adversely in comparison to other groups who are better able to use public transport or travel actively. Schemes will be individually planned and delivered in such a way as to minimise any negative impacts that may arise. Further equalities analyses to be carried out on individual schemes, including full EQIAs where appropriate, so that we can mitigate any negative impacts that may arise.

12.4.6 Improvements to the highways network may increase walking and cycling throughout the borough which can improve the health and wellbeing of groups with protected characteristics who are known to experience health inequalities.

12.4.7 The communication and engagement measures set out in the Investment Plan 2023/24, will increase awareness of works and minimise disruption caused at implementation stages. This will allow residents adequate time to make alternative arrangements, and any necessary adjustments will be made on a scheme-by-scheme basis in order to ensure continued access for affected groups with protected characteristics including disabled and elderly residents. Moreover, to minimise these impacts, schemes will be individually planned and delivered. Mitigations will include planning and undertaking some works at off-peak times when pavements are less likely to be in use, reducing the impact of the works on accessibility for all.

12.4.8 While the ambitions of the works proposed are likely to have a positive equality impact for most residents, the carrying out of the proposed works will potentially have further impacts on the following groups as listed below:

- a) Age (older people) - there is risk of older infirm residents having to find alternative routes to avoid areas disrupted by works which may lead to increased likelihood of trips and falls. In addition, as older residents may have lost confidence in leaving the home due to the impact of Covid-19, and highway works may further hinder their ability to build confidence to leave their homes.
- b) Age (younger people) - there is a risk that young people are required to leave safe routes to and from home/school due to the implementation of highway works, which may lead them to take alternative routes that put them in harm's way, either through needing to use less-safe crossings, or taking routes that may put them in danger due to local community/gang tensions.
- c) Disability (physical) - there is a risk that works taking place to upgrade footpaths could reduce mobility for residents with a disability and, in turn, have a knock-on impact in terms of quality of life and health opportunities.
- d) Race – where works cause disruption to commuter routes they may have a negative impact on those residents in low-paid roles who are at greater risk of sanction for arriving late to work. Given that there is a high proportion of BAME residents who occupy lower paid roles and where there is less scope to work from home, there is a potential negative impact of these works on this group. This would particularly be for those schemes in the East of the borough where residents earn 14% lower than those in the west of the borough.

12.4.9 The communication and engagement measures for site works in the investment plan will also increase awareness of works and minimise disruption caused. This will allow residents adequate time to make alternative arrangements, and any necessary adjustments for protected groups will be made on a scheme-by-scheme basis.

13 Use of Appendices

Appendix 1 – Highways Asset Investment Plan

Appendix 2 – Street Lighting Investment Plan

Appendix 3 – Consultation method

14 Local Government (Access to Information) Act 1985

- Corporate Delivery Plan
- Borough Plan 2019-2023
- Transport Strategy 2018
- Cabinet report: 2023-24 Budget and 2022-2027 Medium Term Financial Strategy Report
- Local Plan
- Street Lighting Policy Document (in development)
- Highway Asset Management Strategy (in development)

APPENDIX 1 HIGHWAYS ASSET INVESTMENT PLAN**Table 1: Carriageway & Footway summary capital programme with growth funding**

Scheme Name / Location	Ward	Allocation 2023/24 (£k)
Principal road maintenance	Various	500
Classified and unclassified roads resurfacing (Table 4)	Various	3,185
Footway planned maintenance (Table 5)	Various	2,900
Short section footway, carriageway & highways marginal land maintenance	Various	810
Responsive maintenance	Various	1,099
Structures, non-illuminated street furniture (including trees for parking problems in Lordship Lane)	Various	480
Total		£8,974

Table 2: Carriageway major maintenance summary with capital growth

Scheme Name / Location	Ward	Allocation 2023/24 (£k)
Principal roads major maintenance (Table 3)	Various	500
Classified and unclassified roads resurfacing (Table 4)	Various	3,185
Total		3,685

Table 3: Principal Road major maintenance from capital growth budget

Road	Ward – Post Code	Estimated Cost (£)
High Road	Northumberland Park - N17	61,500
Westbury Avenue N22	West Green - N22	145,800
Bounds Green Road	Bounds Green - N22	160,200
West Green Road	West Green - N15	132,500
Total		500

Table 4: Classified and unclassified roads resurfacing proposals including funding from capital growth.

Road	Ward - Post Code	Estimated Cost (£)
Kings Avenue	Fortis Green - N10	13,090
Creighton Avenue	Fortis Green - N2	115,831
Rhodes Avenue	Alexandra - N22	21,687
Dukes Avenue	Alexandra - N10	110,482
Hampden Road	Tottenham Hale - N17	42,169
Muswell Avenue	Muswell Hill - N10	15,422
Jarrow Road	Tottenham Hale - N17	86,301
Vallance Road	Alexandra - N22	113,542
Victoria Road	Alexandra - N22	72,289
Truro Road	Woodside - N22	31,325
Russell Avenue	Noel Park - N22	30,120
Myddleton Road	Woodside - N22	27,952
Norfolk Avenue	White Hart Lane - N13	31,325
Warwick Road	Bounds Green - N11	19,277
Orchard Road	Highgate - N6	28,916
Gloucester Road	Tottenham Central - N17	45,783
Alexandra Road	Noel Park - N22	154,337
Redvers Road	Noel Park - N22	36,193
Lymington Avenue	Noel Park - N22	85,783
Hornsey Lane	Highgate - N6	46,982
Buller Road	Noel Park - N22	29,687
Marsh Lane	Northumberland Park - N17	48,193
Palace Gates Road	Alexandra - N22	134,518
Acacia Road	Woodside - N22	60,289

Road	Ward - Post Code	Estimated Cost (£)
Antill Road	South Tottenham - N15	49,108
Devonshire Gardens	White Hart Lane - N17	19,518
Page Green Terrace	Tottenham Green - N15	67,759
Pulford Road	Seven Sisters - N15	38,554
St Pauls Road	Northumberland Park - N17	57,349
Wellington Avenue	South Tottenham - N15	64,867
Wembury Road	Highgate - N6	21,205
Holt Close	Fortis Green - N10	21,928
Annington Road	Fortis Green - N2	39,133
Briston Grove	Crouch End - N8	31,325
Bury Road	Noel Park - N22	65,735
Campsbourne Road	Hornsey - N8	96,145
Castle Yard	Highgate - N6	18,072
Colsterworth Road	South Tottenham - N15	25,735
Glynne Road	Noel Park - N22	24,964
Lismore Road	West Green - N17	17,928
Cranley Gardens	Muswell Hill - N10	227,952
Hornsey Park Road	Noel Park - N8	56,627
Turner Avenue	Seven Sisters - N15	26,699
Ashley Crescent	Noel Park - N22	27,952
Chalgrove Road	Northumberland Park - N17	46,747
Chesterfield Gardens	Hermitage & Gardens - N4	55,904
Cleveland Gardens	Hermitage & Gardens - N4	28,916
Hallam Road	St. Ann's - N15	17,831
Carlisle Road	Stroud Green - N4	23,373

Road	Ward - Post Code	Estimated Cost (£)
Castlewood Road	Seven Sisters - N15	47,036
Croxford Gardens	Woodside - N22	9,639
Douglas Road	Woodside - N22	64482
Forest Gardens	Bruce Grove - N17	48,819
Havelock Road	Tottenham Hale - N17	85,783
James Gardens	Woodside - N22	16,386
Kevelioc Road	White Hart Lane - N17	17,349
Lynmouth Road	Fortis Green - N2	84,337
Mark Road	Noel Park - N22	48,193
Moselle Place	Northumberland Park - N17	9,639
New Road	Crouch End - N22	65,711
Northwood Road	Crouch End - N6	19,373
Orchard Place	Northumberland Park - N17	27,470
Princess Avenue	Muswell Hill - N10	16,964
Downhills Way	West Green - N17	25,000
The Bank	Highgate - N6	26,000
Total		3,185k

Table 5: Footway planned maintenance works and prioritised short sections works. Budgets include funding from capital growth.

Roads	Ward - Post Code	Estimated Cost (£)
Albert Road	Seven Sisters - N22	54,217
Avenue Road	Crouch End - N6	100,000
Beech Drive	Fortis Green - N2	120,819
Belmont Road	West Green - N17	60,000
Beresford Road	Harringay - N8	96,386
Broad Lane	Hornsey - N8	67,470
Bromley Road	Northumberland Park - N17	108,433
Clovelly Road	Hornsey - N8	54,127
Dowsett Road	Tottenham Hale - N8	178,012
Vicarage Road	Northumberland Park - N17	73,494
Shepherds Hill	Crouch End - N6	102,410
Alexandra Road	Noel Park - N22	95,060
West Green Road	West Green - N15	60,240
Westbury Avenue	West Green - N22	72,289
Muswell Hill Broadway	Muswell Hill - N10	95,000
Etheldene Avenue	Muswell Hill - N10	104,819
Coleridge Road	Crouch End - N8	120,602
Hewitt Road	Harringay - N8	96,386
Hampden Road	Harringay - N8	110,000
Northumberland Grove	Northumberland Park - N17	63,253
Dukes Avenue	Alexandra - N10	120,482
Hornsey Lane Gardens	Highgate - N6	119,277
Lordship Lane	Bruce Grove - N17	51,000
Lynton Road	Crouch End - N8	96,386
Pembroke Road	Hornsey - N8	71,386
Queens Avenue	Muswell Hill - N10	84,337
Muswell Hill Place	Muswell Hill - N10	98,000

Roads	Ward - Post Code	Estimated Cost (£)
Willoughby Park Road	Northumberland Park - N17	96,385
Cromwell Avenue	Highgate - N6	132,530
Midhurst Avenue	Fortis Green - N2	65,783
North Hill	Highgate - N6	66,265
Creighton Avenue	Fortis Green - N2	65,060
Crescent Road	Crouch End - N22	Short sections works
Fortis Green	Fortis Green - N2	Short sections works
Ringwood Avenue	Fortis Green - N2	Short sections works
Wembury Mews	Highgate - N6	Short sections works
Berkeley Road	Crouch End - N8	Short sections works
Park Lane	Northumberland Park - N17	Short sections works
Myddleton Road	Woodside - N22	Short sections works
Shepherds Close	Crouch End - N6	Short sections works
Muswell Mews	Fortis Green - N10	Short sections works
Elmfield Avenue	Hornsey - N8	Short sections works
The Bank	Highgate - N6	Short sections works
Wroxham Gardens	Alexandra - N10	Short sections works
Wolseley Road	Crouch End - N8	Short sections works
St Ann's Road	St Ann's - N15	Short sections works
Terront Road	West Green - N15	Short section works
Warwick Road	Bounds Green - N11	Short section works
Langham Road	West Green- N15	Short section works
TOTAL (exclusive of short sections works)		2,900k

Table 6: Short Sections Programme

Scheme Name / Location	Ward	Allocation 2022/23 (£k)
Short Section carriageway and footway works (some identified in Table 5). Generally, this works programme to be prioritised throughout the year upon identification.	Various	760
Ad hoc planned maintenance on Lordship Lane	Various	50
Total		810

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STREET LIGHTING INVESTMENT PLAN - APPENDIX 2

Table 1: Street lighting summary capital programme

Scheme Name / Location	Ward	Allocation (£k)
Column and LED lanterns	Various	875
Responsive maintenance	Various	225
Electrical and structural testing	Various	115
CMS upgrades to traffic signs	Various	85
Total		1,300

Table 2: Other Street lighting works with capital growth budgets

Scheme Name / Location	Ward	Allocation (k)
Illuminated street furniture	Various	200
Total		200

Table 3: Column replacement (including lanterns) and schemes 2023/24.

Road Name	Ward- Post Code	Allocation (£k)
Awlfield Avenue	White Hart Lane - N17	20
Balliol Road	White Hart Lane - N17	5
Bedwell Road	White Hart Lane - N17	5
Bennington road	White Hart Lane-N17	10
Carrick Gardens	White Hart Lane-N17	5
Creighton Road	Bruce Castle-N17	20
Church Lane	Bruce Castle-N17	20
Ferry Lane	Tottenham Hale-N15	60
Fleximere Road	White Hart Lane-N17	25
High Road Wood Green	Noel Park-N22	65
High Road Tottenham	Northumberland Park-N17	150
Laburnum Avenue	Bruce Castle-N17	10
Myddleton Road	Bounds Green-N22	50
Pages Hill	Fortis Green-N10	50
Philip Lane	Tottenham Central-N15	75
Selby Road	Bruce Castle-N17	10
Trafalgar Avenue	Bruce Castle-N17	20
West Green Road	N15	75
Other column replacements and works and schemes identified from Commonplace consultation	Various to be identified	200
Total		875

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CONSULTATION METHODS – APPENDIX 3

The various highways schemes developed through this works plan will be the subject of further consultation/ notification. The level of consultation/ notification will depend on the impact of the scheme on the local community. The three consultation/notification types are:

- Notification of works (All works) – residents and businesses of affected roads will be notified by letter drop on approval of the Highways and Street Lighting Investment Plan. In addition, they will be notified by letter drop and any other appropriate media 3 weeks in advance of work commencing.
- Statutory notification - the public will be notified of the Council's intention regarding proposals through advertisements placed in the local press and on site. Residents and businesses of the affected roads will also be notified by letter drop. The notification will provide full details of the scheme and a commencement date for construction. Resident, businesses, and other interested parties will have the opportunity to approve/object to these proposals and these considerations will be taken into account before implementing the scheme.
- Co-production – any high-profile schemes that alter the network significantly will be subject to a co-production consultation with locally affected properties and lead residents' groups. The co-design process will include input from stakeholders as to the issues, aspirations and challenges which will inform the design development followed by presentation and further stakeholder input once the designs have been developed by the Council. Meetings will include site visits, public and Microsoft Teams meetings, exhibition of proposals on the website, on local notice boards and potentially at drop-in sessions for the wider community.
- The extent of public consultation for the majority of major highways maintenance works includes the identification of areas for future works. The public will be notified on; works programming, major changes proposed to the existing network,

any variance from Haringey's design standards, traffic management during the works, and any works updates.

The table below sets out the consultation process for major maintenance/improvement schemes.

Scheme Name / Location	Consultation Type		
	Notification	Statutory Notification	Consultation
Footway and Carriageway Improvements	✓	✓ Where applicable	✓ Where applicable co-production.
Highway structures	✓		
Other Highways Assets	✓		
Street lighting	✓		Commonplace in spring 2023

Report for: Cabinet – 18th April 2023

Title: **Parking Schemes – Resident Engagement Policy**

Report

authorised by: Barry Francis, Director of Environment and Resident Experience

Lead Officer: Ann Cunningham, Head of Highways and Parking
Ann.cunningham@haringey.gov.uk. Telephone 0208 489 1355.

Ward(s) affected: All

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

1. Describe the issue under consideration.

- 1.1. Parking is a public service impacting on road and pavement users daily, whether someone is a motorist or not they will be interacting with car parking in one way or another every day. Whether as someone using public transport, taking a delivery, or walking on a footway, the reality of living in a metropolitan environment is that they will encounter cars parking. Parking controls improve road safety by indicating where to park and where parking is prohibited. Parking controls remove commuter parking, improve sight lines, and make our roads cleaner, quieter and safer. This helps tackle health inequalities, encourages active travel and improves air quality. It also supports our town centres and wider business community. The Council delivers this service by consensus, giving residents the option of using parking to shape their neighbourhoods.
- 1.2. Residents can choose to have safe and fair access to their homes, whether they are drivers or users of other forms of transport. Businesses in our town centres can choose to have a turnover of parking spaces to attract shoppers, while retaining all the benefits that fewer cars can bring to high streets and business areas.
- 1.3. While many areas share the same parking pressures, communities may have different views on parking controls. A clear and transparent policy will help individuals and communities understand the service offer. The co-production approach will address any information gaps and empower residents, businesses, and other community stakeholders to make considered decisions when parking-related stresses are being discussed.
- 1.4. This new *Parking Schemes – Resident Engagement Policy* has been developed with due regard to regional and local road safety, transport, and carbon reduction strategies and action plans. It builds on the commitment through the Haringey Deal to work with communities to co-produce solutions to problems in their areas. It supersedes the Controlled Parking Zone (CPZ) Policy adopted by the Council in 2020.

2. Cabinet Member Introduction

- 2.1. I am pleased to present this important policy that will touch the lives of many of the borough's residents and businesses. This policy represents an opportunity to work with communities to co-produce parking initiatives which will protect and prioritise their parking options whilst also increasing a visible, uniformed Council officer presence in our residential areas.
- 2.2. I have spoken to the borough's residents, listened to their challenges, and benefited from the opportunity to co-design improvements to the Council's offer for parking. The Disability Parking Action Plan is one example of a co-produced solution leading to a tougher approach to Blue Badge misuse in the borough, the establishment of dedicated parking bays for disabled residents, extension to bay sizes to help cater for the needs of disabled residents and the launch of the virtual Blue Badge, providing a safer alternative to residents displaying a badge in their car windows, exposing them to an increased risk of theft.
- 2.3. Our communities need sensible, safe, and fair access to their homes, whether they are drivers or users of other forms of transport. Many residents do not drive; for others, using the car is the only option to get to work, to get around or to make busy and complex lives work. Town centres need a turnover of parking spaces to attract shoppers.
- 2.4. Parking is therefore a tool that our communities can use to shape their neighbourhoods. We know that our community understands the pressures faced at local level. We trust them to make considered and sensible choices about their roads. Our approach to parking is, therefore, all about choice. The Council's role is to facilitate arrangements, making sure the service offer is clear, as well as managing relationships so that residents and businesses feel that the balance is right.

3. Recommendations

- 3.1. It is recommended that Cabinet approves the revised Parking Schemes – Resident Engagement Policy, attached as Appendix 1.

4. Reasons for decisions

- 4.1. Managed on-street parking not only improves road safety by removing dangerous parking and improving sight lines - it also prioritises local need and protects parking spaces for residents, whilst enabling communities and individuals to be better connected, have greater access to opportunities and live in a cleaner, greener, and less congested environment. It helps tackle health inequalities, by encouraging active travel and improving air quality and enables deliveries to take place throughout the borough.
- 4.2. Additionally, controlled parking zones and managed parking schemes lead to fewer abandoned and dangerous vehicles on the streets whilst increasing the regular visible presence of uniformed enforcement officers across neighbourhoods.
- 4.3. This policy is intended to provide clear guidance on how residents and businesses can request to have parking in their streets managed and protected.

It provides a framework for how the schemes can be co-produced to ensure they are fit for the local communities that benefit from them.

5. Alternative options considered.

- 5.1 Consideration was given to retaining the policy adopted in 2020. Whilst this set out an overarching framework for CPZ implementation, it lacked clarity of process and decision-making and that, in the main, parking controls are a choice for communities – a tool that they can use to improve their environment. It is therefore appropriate to replace the Controlled Parking Zone Policy with a new, broader Parking Schemes – Resident Engagement Policy.

6. Background Information

- 6.1. The Council adopted a Controlled Parking Zone (CPZ) Policy in 2020. This set out the Council's approach to parking as well as its statutory responsibilities as defined by the Traffic Management Act 2004 to manage its road network and to regulate parking to ensure ease of traffic flow and improved road safety.
- 6.2. The overarching aims of the Council's parking management is to balance the conflicting needs for the finite supply of parking spaces available. We do this through a combination of needs-based design and a hierarchy of parking need. This includes:
- Prioritising parking for disabled motorists and passengers.
 - Prioritising parking for residents and their visitors.
 - Providing facilities for businesses and their customers, in particular loading / unloading facilities and
 - Facilitating turnover of short stay parking for in town centres for shoppers.
 - Reducing unnecessary private car journeys through Travel Demand Management (TDM) and encouraging healthier forms of travel.
- 6.3. It eliminates commuter parking which can overwhelm local roads, deals with obstructive parking and makes it easy to identify and remove abandoned cars.
- 6.4. Parking helps deliver many outcomes that are important to the community and can be used to resolve problems on an area-wide basis or to deal with a local problem, for example, additional parking associated with a newly opened business that impacts on one road.

6.5. Benefits of the policy

Benefit	Explanation
Reduce congestion, reduce road danger, improve air quality, and promote health and wellbeing through travel choice.	Parking, by definition, is the culmination of a trip. Managing parking supply at a destination can reduce the number of car trips [people are more less likely to consider healthier travel choices if parking is cheap and plentiful at the destination]. Fewer car trips will result in reduced road danger risk, reduced congestion, and reduced pollution. In turn, active travel brings direct and indirect health benefits.

Benefit	Explanation
Prioritise parking space for those most in need	Parking zones reduce demand for space by restricting certain user groups. Typically, parking zones prevent long-stay commuter parking which frees up space for other priority groups, such as residents or blue badge holders.
Safer and more accessible streets	<p>Parking zones contribute to safer streets because parking layouts designate where it is safe to park and where it is not, improving visibility where it is needed such as at junctions, crossings, and outside schools. They help improve access for those who are disabled by allocating Blue Badge parking in important locations, such as outside homes or in town centres. Careful design of parking means improved access for emergency services, utility and refuse vehicles.</p> <p>A disproportionate number of serious injuries and fatalities on London's roads occur at junctions. Waiting and loading restrictions help keep junctions clear of parked vehicles which improves inter-visibility between all road users, as well as improving manoeuvrability for larger vehicles, such as London Fire Brigade.</p> <p>Lower levels of parking demand mean more gaps in parking. Such gaps provide natural passing spaces in otherwise narrow, terraced streets, reducing the frequency of head-on stand-offs and congestion.</p>
Maximising the use of kerb space and enabling alternative uses.	<p>Parking zones enable the reallocation of space for purposes other than parking.</p> <p>This includes pedestrian crossings, street greening, bicycle hangers, active travel initiatives or placemaking so that people of all ages can socialise, play, exercise, shop, and rest, with lower levels of car dominance. Whilst these initiatives are not impossible without parking zones, experience shows that they are less likely to be supported – and objected to - when parking demand is very high.</p>
Promoting the local economy.	<p>Parking zones help local businesses by allocating short-stay parking for those customers who must come by car.</p> <p>They also enable loading and servicing needs to be met through introduction of loading-only bays.</p> <p>Zones also enable allocation of parking permits and spaces for businesses (who have operational need for a motor vehicle).</p>

- 6.6. Most engagement on parking controls involves situations where residents are already experiencing parking pressures and are exploring available options. Some engagement will relate to preventative solutions. This will apply where new developments are planned, which will generate new parking pressures if restraint measures are not implemented in advance of their completion. There may also be a rare situation where the Council will need to exercise its powers to impose restrictions without community support.

7. Programme development

- 7.1. The Council identifies areas proposed for parking controls through:
- Requests or petitions from residents, elected members, and other stakeholders.
 - The Council proactively reviewing its network and considering parking controls. This may relate to situations where parking stress is over 80% saturation or where commuter parking accounts for over 30% of vehicles parking.
 - The Council will also proactively review its network, which may result in discussions with communities regarding parking measures where parking occupancy levels are high.
- 7.2. The Council will review all controlled parking zones every 5 years or earlier if there are representations from residents and ward councillors or if significant developments are planned for the area. This will ensure that arrangements continue to work for residents, businesses, and visitors.
- 7.3. This policy review also looks at how we can make it easier for residents to let us know that they are experiencing parking problems. This will involve a simple online form that residents and other stakeholders can use to contact us.

8. Engagement

- 8.1. There are two stages of public engagement. The first being pre-engagement, which will help the Council understand pressures reported by communities, upon which the Council will undertake visual onsite surveys to provide a basic understanding of parking problems. Parking occupancy surveys may follow this to determine the extent of parking pressures. A key element formed of perception survey will also be conducted to understand the views of the wider community on parking pressures. This will determine if the Council proceeds to stage two public engagement and co-design.
- 8.2. The second stage is public engagement and co-design, which helps to better understand the complex relationships, demands, and needs of the community.
- 8.3. Public engagement, will play a key role in understanding the complex relationships, demands and needs of the community. This stage of the process allows residents and stakeholders to choose whether or not parking controls are needed and what operational arrangements should apply. In many situations, ward councillors will also be representing their own personal views as residents. These views will carry the same weight as residents who express a view.
- 8.4. A standard suite of operational arrangements is usually considered to ensure consistency of offer. This may be extended to event day controls where pressures are identified. Public engagement determines what works best for each area.
- 8.5. This process determines if the community want controls and what operational arrangements should apply.

- 8.6. There may be some exceptional situations where the Council may need to implement controls to manage congestion and road safety without community support. Those situations are rare.

9. Statutory consultation

- 9.1. Statutory consultation forms part of the legal process set out in the Road Traffic Regulation Act 1984 (RTRA 1984) for controlling vehicular movements by introducing measures such as parking places and waiting and loading restrictions.
- 9.2. It is, therefore, not a consultation or engagement with the community on the need or support for controls. That element is completed at the public engagement stage.
- 9.3. It provides for objections to proposals to be made by anyone, not just those in the area subject to proposals. The nature of response therefore tends to be objections that must be considered by the Council alongside any mitigations.

10. Decision making

- 10.1. The Council requires a minimum response rate of 10% to public engagement before any decision can be considered. The response rate for a managed parking area will be determined by 'calculating the percentage' from the total number of properties responding, against the total number of registered properties within the engagement area. A response rate below 10% is inconclusive, and the scheme will not be progressed.
- 10.2. Controls will be introduced based on the overall response from the area engaged or a defined sub-area achieving at least 51% vote in favour of controls. Some streets may vote against a CPZ, but if surrounded by roads that support controls, the Council may include them to ensure that single roads are not unduly affected by displaced parking. All responses (from the defined area) will count, including multiple responses from individual households, which is in line with local government guidance.
- 10.3. The operational days and times of controls are determined by the outcome of public engagement. Where public engagement fails to deliver a clear preference, further public engagement will be required. Residents are best placed to make decisions for their area, and it is important that they do so.
- 10.4. The result of public engagement determines if the Council proceeds to implementation. Ward councillors will be notified of the outcome of the public engagement and the recommendations in advance of the decision being made public. While actively involved at the public engagement stage, ward councillors do not play a role in the subsequent decision-making process.
- 10.5. The results of statutory consultation must be considered as set out in legislation. As this is a legal process with objections having to be formally considered by the Council. This decision report will take account of the following:
- Ensuring the Council has fulfilled its legal duties set out in RTRA 1984

- That no substantial objections are received in relation to the wording, content or errors present within the legal Notice of Proposal.
- That due consideration is given to objections and submissions and if required amend proposals to settle objections raised.
- That recommendations contribute to Council's wider Policy, strategy, and other key areas of local authority governance.
- That recommendations consider decisions set out in the public engagement decision report.

10.6. There is no threshold for response for statutory consultation, nor are there any expectations regarding public support for the scheme.

11. Design principles

11.1. The most common way that a local authority can design parking arrangements on an area-wide basis is through the introduction of a controlled parking zone (CPZ). In certain circumstances, arrangements can be managed through a permit parking area (PPA) or a restricted parking zone (RPZ). Those are not suitable in all situations. The design options and when each can be used are set out in the new Parking Schemes – Resident Engagement Policy which is attached as Appendix 1.

12. Contribution to strategic outcomes

12.1. Parking policy plays a major role in shaping neighbourhoods and how our public realm is used. It can encourage a move to healthier travel choices while making provisions for those who need to drive. Parking, therefore, plays a critical role in managing relationships between parking, transport, environment, economy, health and planning.

13. Statutory Officers' comments

13.1 Finance

13.1.1 There are no direct financial implications emanating from this policy document; however, consultation costs form part of the existing service budgetary resources as they involve part of annual operations.

13.1.2 The Council's Capital Programme has allocated specific funding to cover the cost of implementing new CPZs.

13.1.3 The projects are closely monitored on a monthly basis, and variations reported back through the normal corporate governance process.

13.2 Procurement

13.2.1 There are no procurement considerations arising from recommendations in this report.

13.3 Legal

13.3.1 The Parking Schemes – Resident Engagement Policy is a non-statutory document that sets out the Council's policy for managing parking in the Borough.

13.3.2 Guidance

- Operational guidance on parking policy and enforcement has been prepared by the Department for Transport. This guidance is not statutory guidance that the Council must have regard to, but it is recommended in statutory guidance that the operational guidance be read by local authorities.
- Council officers have read the operational guidance and consider that local businesses and residents will not be adversely affected by not being consulted about the policies in the Parking Schemes – Resident Engagement Policy as regard will be given to their views when the Council decides whether to introduce a controlled parking zone in its borough.

13.3.3 Power to Authorise the Proposed Parking Schemes – Resident Engagement Policy

- The exercise of powers contained in the Road Traffic Regulation Act 1984 (the “1984 Act”) are executive functions.
- The making of policy for managing parking in the borough will facilitate the discharge of the Council’s parking functions under the Road Traffic Regulation Act 1984 (the “1984 Act”), and so is authorised under section 111 of the Local Government Act 1972.
- The making of policy to facilitate the discharge of the Council’s parking functions under the 1984 Act is an executive decision to be taken by the Cabinet in accordance with the Council’s Constitution.

13.4 Equality

13.4.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity 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.

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

13.4.3 The Council adopted a Controlled Parking Zone (CPZ) Policy in 2020. There are no fundamental changes proposed to that policy. This review clarifies the process and decision-making. This review, therefore, presents no new impact on any of the protected characteristics.

13.4.4 Parking controls help deliver many of the Council's strategic objectives, and this includes addressing health inequalities through cleaner air, promoting active travel, as well as enabling those with restricted mobility to live independent lives accessing employment, education as well as leisure activities. This is likely to

benefit older people, younger people, those with disabilities and/or long-term health conditions, and BAME communities who are overrepresented among residents of areas with high levels of air pollution.

14 Appendices

Appendix 1 – Parking Schemes – Resident and Engagement Policy

15 Local Government (Access to Information) Act 1985

- Haringey Transport Strategy 2018-2028
- Air Quality Action Plan
- Carbon Reduction Plan
- Controlled Parking Policy 2020.

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Parking Schemes – Resident Engagement Policy

April 2023

Introduction

In a borough with a population of over 264,000 residents living in London's 12th most densely populated area, on-street parking impacts on many aspects of people's lives. Whether or not someone owns or drives a vehicle the chances are they rely on services which do. From deliveries to and from high street and online shops to public transport, utility companies, trades people and emergency services, the need to park safely in our communities is critical.

A mix of homes of multiple occupancy and flat conversions combined with increased private car ownership between 2011 and 2021 leading to almost 2,500 more cars owned in the borough creates demand for parking options on the borough's streets.

Having great transport links to central London provides an opportunity for outer borough motorists to use the streets as a commuter car park, with vehicles occupying spaces in some residential areas for extended periods throughout the day.

This demand for kerbside space is likely to increase too with the London Plan identifying the need for an additional 15,920 new homes by 2029 and whilst there are ways to manage increased ownership through car free developments, the increased demand on vehicles for the reasons mentioned above will remain a pressure.

Managed on-street parking not only improves road safety by removing dangerous parking and improving sight lines but it also prioritises local need and protects parking spaces for residents whilst enabling communities and individuals to be better connected, and live in a cleaner, greener, and less congested environment. It supports local businesses enabling deliveries to take place throughout the borough.

Additionally, controlled parking zones and managed parking schemes lead to fewer abandoned and dangerous vehicles on the streets whilst increasing the regular visible presence of uniformed enforcement officers across neighbourhoods.

Through co-production with residents, schemes are developed with a key emphasis on what works for the community they protect. However, while many areas share the same parking pressures, communities can have different views on parking controls. A clear and transparent policy will help individuals and communities understand the service offer. The co-design process empowers residents make considered decisions when solutions to parking stress are being discussed.

This document outlines the co-design process for residential parking schemes, identifies the types of schemes that can assist with reducing parking pressures and provides a framework for future residential parking scheme design and review to work within.

Strategic context

This policy has been developed with due regard to regional and local road safety, transport, and carbon reduction strategies and action plans. It builds on the commitment through the Haringey Deal to work with communities to co-produce solutions to problems in their areas. It supersedes the Controlled Parking Zone (CPZ) Policy adopted by the Council in March 2020.

Legislative basis for parking

The borough has a responsibility under the Traffic Management Act 2004¹ (TMA) to manage its road network and this includes regulating parking on borough roads. The associated operational guidance sets out requirements. The Road Traffic Regulation Act 1984² (RTRA) determines how

¹ [Traffic Management Act 2004 \(legislation.gov.uk\)](https://www.legislation.gov.uk/ukpga/2004/32/contents/enacted)

parking income is managed as well as setting out the legal process required to implement controls and charges.

Aims and Objectives

This policy intends to provide clear guidance on how residents and businesses can request to have parking in their streets managed and protected. It provides a framework for how the schemes can be co-produced to ensure they are fit for the local communities that benefit from them.

The overarching aims of the Council's parking management is to balance the conflicting needs for the finite supply of parking spaces available. We do this through a combination of needs-based design and a hierarchy of parking need. This includes:

- Prioritising parking for disabled motorists and passengers.
- Prioritising parking for residents and their visitors.
- Providing facilities for businesses and their customers, in particular loading / unloading facilities and
- Facilitating turnover of short stay parking for in town centres for shoppers.
- Reducing unnecessary private car journeys through travel demand management (TDM) and encouraging healthier forms of travel.

It eliminates commuter parking which can overwhelm local roads, deals with obstructive parking and makes it easy to identify and remove abandoned cars. A range of parking schemes may be used to achieve these aims and the details of those and how they are used are set out in Appendix 1.

Managed parking schemes are provided through ring-fenced, self-financing principles with any income generated used to fund the maintenance of signs and road markings, administering and the schemes and any surplus is used to help maintain the highways, pavements, and street signs, help to fund free travel for people aged over 60 and for people with long term disabilities. From April 2023, the cost of providing this is limited to £0.09 per day for the least polluting vehicles.

Benefits of the policy

Managed parking provides a greater opportunity for residents to safely park near to their properties.

As parking pressure increases, due to reduced supply or increased demand, so does the need for parking controls. Typically, this is through the designation of parking spaces that are restricted at certain times, to defined users or types of activity, such as:

- Blue Badge holder parking
- Resident (or permit holder) parking
- Short-stay visitor parking
- Loading and unloading
- Motorcycle parking
- Car sharing / car club bays
- Electric vehicle charging bays
- Alternative kerb-use, such as cycle hangars or pocket parks

Whilst any one of these restrictions can be introduced on their own, for example, in response to a local issue, it is considered best practise to take a more strategic approach.

Parking zones (also known as permit schemes, controlled parking zones (CPZs) or restricted parking zones (RPZs)) are internationally recognised as the best tool to manage kerb parking space.

Recent example of change in parking from the introduction of a CPZ: Rivulet Road White Hart Lane CPZ extension

Before:



After



They are effective in any area where demand outstrips supply. This may be in residential areas, town centres, transport hubs or commuter areas.

Advantages	Explanation
<p>Reduce congestion, reduce road danger, improve air quality, and promote health and wellbeing through travel choice.</p>	<p>Parking, by definition, is the culmination of a trip.</p> <p>Managing parking supply at a destination can reduce the number of car trips [people are more less likely to consider healthier travel choices if parking is cheap and plentiful at the destination].</p> <p>Fewer car trips will result in reduced road danger risk, reduced congestion, and reduced pollution. In turn, active travel brings direct and indirect health benefits.</p>
<p>Prioritise parking space for those most in need</p>	<p>Parking zones reduce demand for space by restricting certain user groups. Typically, parking zones prevent long-stay commuter parking which frees up space for other priority groups, such as residents or blue badge holders.</p>
<p>Safer and more accessible streets</p>	<p>Parking zones contribute to safer streets because parking layouts designate where it is safe to park and where it is not, improving visibility where it is needed such as at junctions, crossings, and outside schools.</p> <p>They help improve access for those who are disabled by allocating Blue Badge parking in important locations, such as outside homes or in town centres.</p> <p>Careful design of parking means improved access for emergency services, utility and refuse vehicles.</p> <p>A disproportionate number of serious injuries and fatalities on London's roads occur at junctions. Waiting and loading restrictions help keep junctions clear of parked vehicles which improves inter-visibility between all road users, as well as</p>

Advantages	Explanation
	<p>improving manoeuvrability for larger vehicles, such as London Fire Brigade.</p> <p>Lower levels of parking demand mean more gaps in parking. Such gaps provide natural passing spaces in otherwise narrow, terraced streets, reducing the frequency of head-on stand-offs and congestion.</p>
<p>Maximising the use of kerb space and enabling alternative uses.</p>	<p>Parking zones enable the reallocation of space for purposes other than parking.</p> <p>This includes pedestrian crossings, street greening, bicycle hangers, active travel initiatives or placemaking so that people of all ages can socialise, play, exercise, shop, and rest, with lower levels of car dominance.</p> <p>Whilst these initiatives are not impossible without parking zones, experience shows that they are less likely to be supported – and objected to - when parking demand is very high.</p>
<p>Promoting the local economy.</p>	<p>Parking zones help local businesses by allocating short-stay parking for those customers who must come by car.</p> <p>They also enable loading and servicing needs to be met through introduction of loading-only bays.</p> <p>Zones also enable allocation of parking permits and spaces for businesses (who have operational need for a motor vehicle).</p>

Scheme development and implementation

New CPZs

The Council identifies areas proposed for parking controls through:

- Requests or petitions from residents, elected members, and other stakeholders.
- The Council proactively reviewing its network and considering parking controls. This may relate to situations where parking stress is over 80% saturation or where commuter parking accounts for over 30% of vehicles parking.

The Review of Existing Parking Zones

The Council will review all controlled parking zones every 5 years or earlier if there are representations from residents, ward councillors or if significant developments are planned for the area.

Public engagement will determine if existing parking arrangements continue to work for residents, businesses and visitors or if adjustment are required. Any arrangement considered will encourage healthier travel choices.

Stage 1 - Pre-engagement

Where parking stress is reported by residents or ward councillors, the Council will initially undertake visual onsite surveys to provide a basic understanding of parking. This may be followed by parking occupancy surveys to determine the extent of parking pressure as well as undertaking a perception survey with the wider community to understand their views on parking pressures at this early stage. This will determine if the Council needs to proceed to public engagement.

Stage 2 - Public Engagement and Co-design

Public engagement plays a key role in understanding the complex relationships, demands and needs of the community. This stage of the process allows residents and stakeholders to choose whether or not parking controls are needed and what operational arrangements should apply. In many situations, ward councillors will also be representing their own personal views as residents and those views will carry the same weight as those of all other residents who express a view.

A standard suite of operational arrangements is usually considered to ensure consistency of offer. This may be extended to event day controls where pressures are identified. Engagement determines what works best for each area.

There may be some exceptional situations where the Council may need to implement controls to manage congestion and road safety without community support. Those situations are rare. Local ward councillors can champion the views of their local communities and voice suggestions both in support of and against scheme proposals. Where a local ward councillor disagrees with the outcome of a consultation, they will not have a right of veto, but their objections will be considered in line with the statutory consultation process as a formal objection against a proposed Traffic Management Order.

Stage 3 - Statutory consultation

Statutory consultation forms part of the legal process set out in Road Traffic Regulation Act 1984² (RTRA 1984), for controlling vehicular movements by introducing measures such as parking places and waiting and loading restrictions. It is, therefore, not consultation or engagement with the community on the need for controls. It provides for objections to proposals to be made by anyone, not just those in the area subject to proposals. The nature of response therefore tends to be objections that must be considered by the Council alongside any mitigations.

Decision making

The following section sets out the decision-making process.

Public Engagement

The Council will need a minimum response rate of 10% to the public engagement, before any decision can be considered. The response rate for a managed parking area will be determined by 'calculating the percentage' from the total number of properties responding, against the total number of registered properties within the engagement area. A response rate below 10% would be deemed inconclusive and a scheme will not be progressed without further engagement with the community.

Those living in one household may have differing views or opinions on proposals. This may result in multiple responses from individual properties. All responses will count, which is in line with local government guidance to allow residents to respond to a public engagement exercise with their views being considered as part of subsequent reporting.

Whilst an area may share the same parking problems, its residents may not share the same opinion of parking controls. Controls will therefore be introduced based on the overall response from the area engaged, or a defined sub-area identified, achieving at least 51% vote in favour of controls being introduced. Where some streets may vote against a CPZ, but are surrounded by roads that support controls, the Council may include them to ensure that single roads are not unduly affected by displaced parking. Where this happens, the rationale will be documented in decision making reports and residents informed.

The operational days and times of controlled parking zones will be determined by the outcome of public engagement. Residents are best placed to make decisions for the hours of operation for their areas. So, given there are a range of options that could be introduced and, in order to help avoid confusion, residents will be asked two questions on CPZ hours.

In the first instance, they will be asked if there is support for an all-day CPZ, typically 8am to 10pm, Monday to Sunday for 'night-time economy CPZs' and 8am to 6:30pm Monday to Saturday for other CPZs. They will then be asked a supplementary question on preferences for hours and days of operation in the event there is not a majority supporting all-day CPZs.

The results of the public engagement will be submitted for decision to those with delegated authority under the Council's constitution. Ward councillors will be notified of the outcome of the public engagement and the recommendations in advance of the decision being made public. While actively involved at the public engagement stage, ward councillors cannot play a role in the subsequent decision-making process.

Statutory Consultation

² [Road Traffic Regulation Act 1984 \(legislation.gov.uk\)](https://www.legislation.gov.uk)

As this is a legal process and the results of any consultation, including objections, must be formally considered by the Council, the following must be taken account of:

- Ensuring the Council has fulfilled its legal duties set out in RTRA 1984
- That no substantial objections are received in relation to the wording, content or errors present within the legal Notice of Proposal.
- That due consideration is given to objections and submissions and, if required, proposals are amended to settle objections raised.
- That recommendations contribute to Council's wider policy, strategy, and other key areas of local authority governance.
- That recommendations consider decisions set out in the public engagement decision report.

Appendix 1 – Scheme Design Considerations

Area Wide Parking Control

The most common way that the Council controls parking on an area wide basis is through the introduction of a controlled parking zone (CPZ).

In certain circumstances the management of the layout of the parking is introduced in different ways. This may be through a permit parking area (PPA) or a restricted parking zone (RPZ).

1 Controlled Parking Zones

A CPZ involves marked parking spaces and yellow line restrictions in a number of roads in a zone. Where parking bays are provided, a sign is erected to indicate the zone and operational hours that apply. Outside of those operational hours, parking is free, unless otherwise stated on the sign.

The layout of parking, and parking restrictions on the public highway is defined by legislation and illustrated in Traffic Sign Regulation and General Direction (TSRGD) 2016³. This document specifies the exact detail for all road markings and signage. Further explanation and design guidance is provided by the Department for Transport's Traffic Design Manuals which provide further clarification on use and placement. Good practice for parking design is set out in the Manual for Streets⁴ and highway and junction designs are provided within the Design Manual for Roads and Bridges (DMRB 2020)⁵.

The size of a controlled parking zone should allow residents easy and safe access to park near to their homes, but should discourage short trips and inter zone commuting, which can create pressures at places of interest such as, transport hubs and near retail facilities. It is therefore recommended that, where possible, a CPZ will be comprised of no more than 30 roads as recommended by Department for Transport (DfT) in national guidance.

In designing a parking zone, careful consideration needs to be given to parking hierarchy and how parking is divided between the competing demands in any new parking zone. This includes consideration of parking demands from businesses, residents, community buildings such libraries, schools and places of worship and their visitors etc residential properties within that area. The following details how Haringey Council will assess and prioritise parking provision within new parking zones.

- Provision of new disabled bays
- Electric vehicle charging point (EVCP) bays existing or new
- Car clubs
- Resident and resident visitor parking
- Public sector organisations such as ambulance, police or doctor's bays
- Loading bays/facilities to serve local community businesses.
- Short stay / visitor
- Dedicated motorcycle parking

³ [The Traffic Signs Regulations and General Directions 2016 \(tsrgd.co.uk\)](https://www.tsrgd.co.uk/)

⁴ [Manual for the Streets \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/428111/manual-for-the-streets.pdf)

⁵ [\[Withdrawn\] Standards for Highways online resources - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/428111/manual-for-the-streets.pdf)

2 Permit Parking Areas (PPAs)

In a 'PPA', all streets are subject to parking controls and vehicles may park with a valid permit during the operational hours.

The operational times of the 'PPA' are indicated on entry signs as you enter the area / zone with residents and their visitors being given priority throughout the hours of operation.

PPAs do not require formally marked parking bays. This allows residents to park across their dropped kerbs (vehicle crossovers) during the operational hours with a valid permit. Those arrangements are not suitable for every location.

In Haringey, PPAs will be considered where typical CPZ signs and parking arrangements are not suitable or required. This may be due to factors such as:

- Limited road width or access
- A 'no through road'
- Bay markings are not possible
- Installation of typical CPZ signage is not possible or desirable
- The highway concerned is an access way, lane, or passageway between two adjoining roads

In Haringey, PPAs will form part of a wider parking zone, so road users are informed through gateway signage that they have entered a parking zone and require a valid permit to park.

Haringey Council will not consider the use of PPAs over a wider area encompassing many roads. The confusion that may arise from limited signage and no road markings will pose problems for motorists unfamiliar with the PPA or the area in general, resulting in enforcement action and general dissatisfaction.

3 Restricted Parking Zone (RPZ)

A RPZ is where parking is only permitted in signed bays. This is explained in the signs erected on entry to the zone. This is used on areas where high quality materials may be used as part of a wider project therefore retaining the ambience by reducing the need for road markings, signs and posts.

4 Red Routes

Red Route restrictions are generally used on the strategic road network in London and prohibit stopping where it can cause an obstruction or is unsafe. London Boroughs may use these powers where there is a need to control parking to maintain traffic flows. It is normally sufficient to prohibit waiting and loading at specific times of day. However, this does not prevent vehicles stopping or parking on yellow lines, causing obstructions on busy routes, contributing to traffic congestion which impacts on public transport and road safety.

They are intended to be used strategically to deal with traffic problems on a whole-route basis, and not to deal with issues on relatively short lengths of road. Those restrictions can be enforced by ANPR cameras and are therefore very effective in keeping routes clear.

Provision can be made for disabled parking, loading and unloading, as well as passengers being picked up or set down by licensed taxis. However, unlike yellow lines, stopping is completely prohibited on red route markings.

Appendix 2 - Engagement process - summary

This covers area-wide parking controls through the introduction of controlled parking zones (CPZ), permit parking areas (PPA) and restricted parking zones (RPZ). Where stringent parking controls are required to ensure the network operates efficiently, a Red Route (RR) may be introduced. It involves 5 main steps, summarised below with two gateway decisions that follow the public engagement and statutory consultation stages.

Step	Summary of activities
1. Pre-public engagement	<ul style="list-style-type: none"> a) Undertake area engagement (resident survey) to determine if residents are feeling parking pressure and if they want the council to do something about it. Online and paper process b) If required conduct parking surveys to understand extent and scale of pressures. c) Prepare public engagement documents
2. Public engagement (co-design stage)	<ul style="list-style-type: none"> a) Letters and public engagement packs delivered all registered properties within the defined area b) Responses to be submitted online, through e-mail or freepost questionnaires c) Erect street notices d) Publish material on Council website, in social media and offer translation services – all informing stakeholders how to respond e) Results of the public engagement formally considered in line with thresholds set out in policy. Ward councillors notified of the outcome and the proposed recommendations
3. Statutory consultation (process defined by Regulations ⁶)	<ul style="list-style-type: none"> a) Residents and stakeholders notified in advance of the 21-day statutory consultation commencing and how to make an objection or representation b) Proposals advertised in the form of a Notice of Proposal (NOP) which sets out the proposed design of the scheme and legislation that administers their control and published in the London Gazette, local newspapers and on the Council's website. Public notices erected on street. c) Objections and representations to be made in writing before the end of the consultation period.
4. Decision following statutory consultation	<ul style="list-style-type: none"> a) All objections must be considered by the decision maker. b) Ward councillors informed of outcome and recommendations.

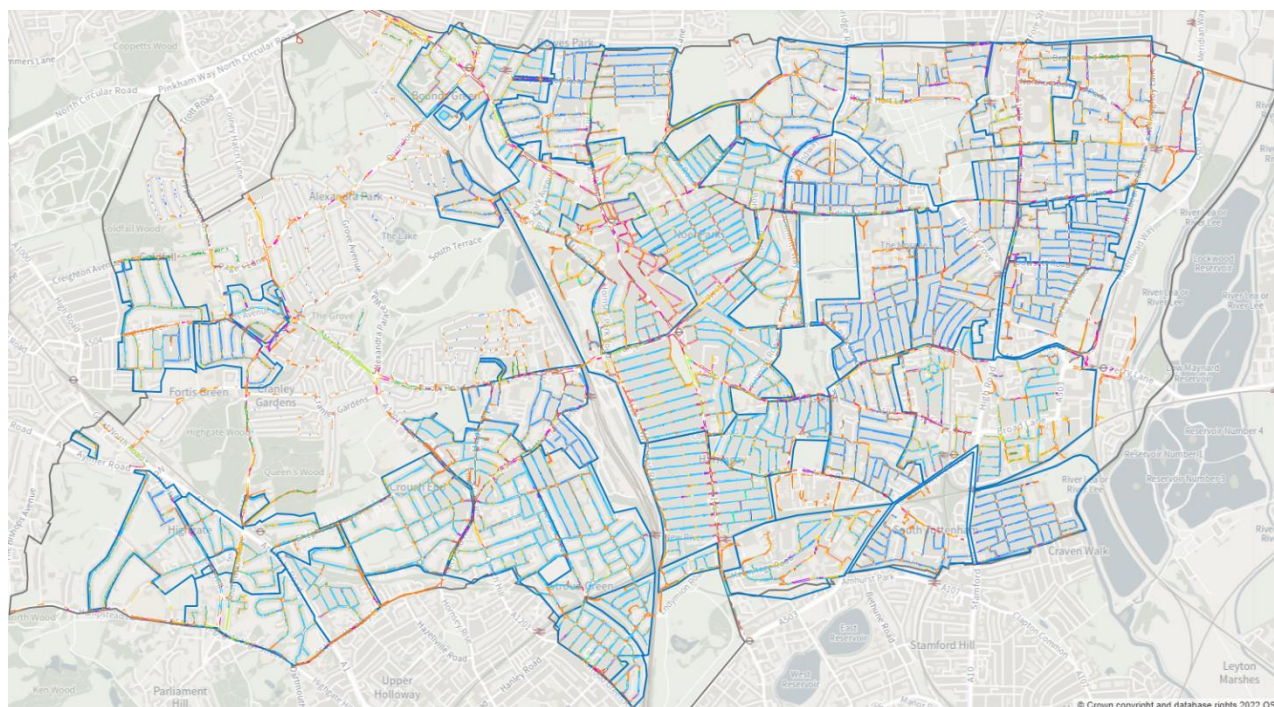
⁶ [The Local Authorities' Traffic Orders \(Procedure\) \(England and Wales\) Regulations 1996](#)

	c) Decision making report published, and residents and stakeholders notified of the outcome of the statutory consultation
5. Implementation	If approval is given to proceed, necessary arrangements will be made to progress delivery. This will include notifying residents in advance of the scheme going live.

Appendix 3 - CPZ coverage

Figure 1, below, shows the distribution of parking controls in Haringey (2022), covering approximately 70% of the borough. This includes controlled parking zones and other ways to manage parking through red routes, waiting and loading restrictions and other on-street parking controls.

Figure 1 - Map of managed parking in Haringey



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MINUTES OF MEETING Cabinet Member Signing HELD ON Wednesday, 8th March, 2023, 10.30 am

PRESENT:

Councillors: Ruth Gordon

**ALSO ATTENDING: Ryan McDonnell (Project Manger, Capital Projects & Property) and
Felicity Foley (Committees Manager)**

1. APOLOGIES FOR ABSENCE

None

2. DECLARATIONS OF INTEREST

None

3. CIVIC CENTRE PROJECT - HAWKINS BROWN DESIGN LTD CONTRACT AWARD

The Cabinet Member for Council Housebuilding, Placemaking and Development considered the report which sought approval to rectify an error made in the contract award report approved by Cabinet in October 2021. The previous report requested that the contract be awarded to Hawkins Brown Ltd, which was not the name of the company that was the preferred bidder that submitted the tender for the contract. The correct company is Hawkins Brown Design Ltd.

Assurances were provided to the Cabinet Member that the content of the report had not changed, and that the contract itself had been award to the correct company (Hawkins Brown Design Ltd). The purpose of this decision was to amend the mistake in the original report only, and not to change any other element of the contract award.

The Cabinet Member RESOLVED

1. To approve, in accordance with Contract Standing Order 9.07.1d, the revised award of the contract for RIBA stages 2-6 design services for the Civic Centre refurbishment project to Hawkins Brown Design Ltd instead of to Hawkins Brown Ltd for the maximum sum of £3,110,999.89.

Reasons for decision

Cabinet confirmed their commitment to the Civic Centre project in January 2022, approving the project business case and design development up to Planning Application stage. Revising approval of the contract award to confirm that the approval should have been to award the contract to Hawkins Brown Design Ltd and not to Hawkins Brown Ltd will allow the formal contract to be concluded with the

appropriate company and allow design development to continue, as per Cabinet's wishes, with the formal contract in place.

The decision taken by Cabinet to invest in the Civic Centre provides for the quickest delivery of high-quality Council Civic headquarters in Wood Green. This decision was made in the context of the Civic Centre's listing and the need to spend a significant sum on the building in any case to protect it. Concluding the Hawkins Brown Design Ltd contract and progressing the remaining RIBA Stages will allow the Council to realise this ambition.

The report recommends approving a revised award of the multi-disciplinary design services contract to Hawkins Brown Design Ltd for RIBA Stages 2-6, which was the intention in October 2021. Cabinet approval in October 2021 of the award to Hawkins Brown Ltd was done based on an error in the drafting of the report to Cabinet. The Council has progressed work on future working styles and locality presence which helped inform the decision taken in January 2022 to continue with the project to refurbish the existing Civic Centre and develop the former car park site. The decision to approve the revised contract award will allow the Council to progress the true intentions of the October 2021 report and allow the Council to work to outcomes of the January 2022 report.

Alternative options considered

Following the decision in January 2022, to restore, refurbish and extend the Civic Centre and bring the building back into use by the Council as its new Headquarters and Civic Centre functions building, design development work has continued. Other site use options have been tested but not progressed further because the combined uses do not work well on the site and the number of housing units which could be delivered on site is lower than originally envisaged and the start of a housing project would need to be delayed until after the Civic Centre project.

The alternative to the Civic Centre design services contract award approval being revised to correctly identify Hawkins Brown Design Ltd as the company meant to be awarded the contract would be to retender. This would require significant amount of Officer time to retender the services listed in Section 6 - Background Information. After Cabinet's decision to approve the award of the contract in October 2021, Hawkins Brown Design Ltd were allowed to proceed with the work and to invoice and be paid for it despite the error in the terms of Cabinet's contract award approval. The Council is happy with the quality of services provided by Hawkins Brown Design Ltd to date and there is no guarantee that any other consultancy will provide the same standard of service.

CHAIR: Councillor Ruth Gordon

Signed by Chair

Date

MINUTES OF MEETING Cabinet Member Signing HELD ON Thursday, 9th March, 2023, 10.30 am

PRESENT:

Councillors: Dana Carlin

ALSO ATTENDING: Maddie Watkins (Strategic Lead for Single Homelessness and Vulnerable Adults) and Felicity Foley (Committees Manager)

1. APOLOGIES FOR ABSENCE

None

2. DECLARATIONS OF INTEREST

None

3. EXTENSION OF CONTRACT WITH THAMESREACH FOR THE HARINGEY STREET OUTREACH TEAM (HSORT)

The Cabinet Member for Housing Services, Private Renters and Planning considered the report which sought approval to extend the Haringey Street Outreach (HSORT) contract for the period 1st April 2023 to 31st March 2024, as allowed under Contract Standing Order (CSO) 10.02.1(b).

The extension of the contract would allow sufficient time for a full re-tendering process to take place by the end of the contract.

The Cabinet Member commented that she had attended the rough sleeper count with an officer from Thamesreach and was impressed with his knowledge of the area and relationships with the rough sleepers in the borough.

The Cabinet Member RESOLVED

1. To approve, in accordance with Contract Standing Order (CSO) 10.02.1(b), the extension of the contract with Thames Reach Charity for Haringey Street Outreach Service (HSORT) from 01/04/23 until 31/03/24. The aggregated contract value including the extension is £620,520.

Reasons for decision

This extension is needed to continue providing a street outreach service to support people experiencing rough sleeping off the streets and into accommodation.

Due to increased flow on to the streets and funding from the Rough Sleeping Initiative (RSI) administered by the Department for Levelling Up, Housing & Communities (DLUHC), this proposed extension will better meet demand for the service which in turn will enable the Council to meet its strategic commitments to residents around rough sleeping and single homelessness.

Funding for the Haringey Street Outreach Team is via the Rough Sleeping Initiative 2022-2025. It is ringfenced solely for this purpose and can be used only to commission Thames Reach Charity Ltd to deliver a street outreach team. Thames Reach were identified in the bid as the partner organisation and the bid was approved by DLUHC on this basis.

Financial provision exists within the Housing-Related Support budget to meet the additional costs of this variation.

Alternative options considered

The Council is not statutorily required to provide these services. It would therefore be legal not to approve the extension proposed and let the contract lapse. However, the Haringey Borough Plan (2019-2023) sets out a commitment to ending rough sleeping in Haringey and the Council has received funding from DLUHC to do so, as such it is in the Council's best interests to approve the proposed variation.

It would be possible to insource the service, and this was explored as part of the tender process for the main contract. However, due to existing implementation and insourcing commitments made by the Housing Related Support Service, it is not possible to insource the street outreach team as we do not currently have the required specialism and the service wouldn't be financially viable. What's more the current contract is due to expire at the end of March 2023, and therefore additional time is required in order to go out to tender or to in-source the service. The intention is for the Council to revisit the viability of insourcing of the service in the mid-term future.

CHAIR: Councillor Dana Carlin

Signed by Chair

Date

MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON MONDAY, 13TH MARCH, 2023, 1.30 - 1.40 PM

PRESENT: Councillor Lucia das Neves, Cabinet Member for Health, Social Care, and Wellbeing.

In attendance: Sara Sutton, Assistant Director Place Based Commissioning and Partnerships; John O'Keefe, Head of Finance (Capital, Place, and Economy); and Fiona Rae, Principal Committee Co-ordinator.

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. ENTERING INTO A S256 AGREEMENT FOR A RANGE OF SOCIAL CARE PROJECTS AND A S76 AGREEMENT FOR WELBOURNE HEALTH CENTRE

The Cabinet Member for Health, Social Care, and Wellbeing considered the report which noted that the NHS North Central London Integrated Care Board (ICB) intended to make a grant of £3.152 million to the council to support a range of social care projects using its powers under S256 of the NHS Act 2006. As the grant was over £0.5 million, a Cabinet or Cabinet Member decision was required to accept the grant. It was also noted that, within the Cabinet's 2023/24 budget proposals being considered by Council on 2 March 2023, there was a scheme to contribute to the Welbourne Health Centre project. This contribution would be made through a S76 agreement under the NHS Act 2006. Delegations to officers were required to enter into both agreements as attached to the report.

In response to a question from the Cabinet Member, it was explained that a S256 agreement allowed a payment to be made from NHS England or ICBs to local authorities and a S76 agreement allowed a payment to be made from local authorities to NHS England, ICBs, or Integrated Care Partnerships (ICPs).

It was explained that the main reason for this decision was to help the NHS deliver the Welbourne Health Centre project by enabling them to have the funding in the next financial year. It was clarified that the Council was not providing any of its own funding to deliver the centre but would be receiving funding from the NHS which would then be allocated in the next financial year.

The Cabinet Member asked whether there were any anticipated issues preventing the decision from going ahead. It was confirmed that the proposals had been checked by

the Council's legal and finance teams and there was written confirmation from the ICB Finance Director and officers were confident that this was a valid and acceptable form of transaction. The Cabinet Member also consulted with the Cabinet Member for Finance and Local Investment prior to the decision being taken.

The Cabinet Member RESOLVED

Pursuant to Contract Standing Order 9.07 and Contract Standing Order 16.02, and after consultation with the Cabinet Member for Finance and Local Investment:

1. To agree to accept the grant of £3.152 million from the NHS North Central London Integrated Care Board (ICB); and
2. To delegate authority to the Director of Adults, Health & Communities to enter into the S256 agreement for social care projects as set out in Appendix 1; and
3. To delegate authority to the Director of Adults, Health & Communities, subject to the Council's budget setting meeting on 2 March 2023, to enter into the S76 agreement as set out in Appendix 2 to make a contribution to the Welbourne Health Centre project of £3.152 million.

Reasons for decision

The intention of the NHS North Central London ICB to make a grant to the Council to support a range of social care projects requires a Cabinet Member decision in accordance with Contract Standing Order 9.07.

The intention of the Council to make a contribution to the Welbourne Health Centre similarly requires a Cabinet Member decision in accordance with Contract Standing Order 9.07 and Contract Standing Order 16.02.

Alternative options considered

There is an option to not accept the grant from the NHS North Central London ICB.

There is an option to not make the contribution to the Welbourne Health Centre project.

These options have been discounted as they would likely result in health centre project not proceeding. There is a very pressing need to ensure that the Health Centre is provided in an area of high need and entering into these arrangements is considered to be in the best interest of the Haringey residents.

CABINET MEMBER: Cllr Lucia das Neves

Signed by Cabinet Member

Date ...14 March 2023.....

MINUTES OF MEETING Cabinet Member Signing HELD ON Tuesday, 14th March, 2023, 2.30 pm

PRESENT:

Councillors: Sarah Williams

ALSO ATTENDING: Jon Warlow (Director of Finance), Josephine Lyseight (Assistant Director for Finance) and Philip Slawther (Democratic Services)

1. APOLOGIES FOR ABSENCE

None.

2. DECLARATIONS OF INTEREST

None.

3. REVIEW AND APPROVAL OF APPENDIX II HIGHWAYS AND PARKING FEES AND CHARGES 2023-24

The Cabinet Member for Finance and Local Investment considered the report which sought approval of the 2023/24 Fees & Charges proposed in the amended Appendix II Highways and Parking.

The main report setting out the Fees and Charges (F&Cs) proposed from the start of the financial year 2023/24 was approved by Cabinet on 7 February 2023 apart from those included in Appendix II Traffic Management due to errors having been identified.

The Cabinet Member for Finance and Local Investment RESOLVED

1. To **agree** the proposed highways and parking fees and charges, subject to a Statutory Notification process where required as detailed in Section 7 and Appendix II, to be levied by the Council with effect from 1 April 2023, unless otherwise stated.
2. To authorise officers to proceed to Statutory Notification to increase parking charges.
3. To note the findings of equalities assessments as set out in the main 2023/24 Fees & Charges report agreed by Cabinet on 7 February 2023.

Reasons for Decision

Under the Council's Income Policy, it is a requirement to review fees and charges as a minimum annually. Given the ongoing challenges facing the Council, this is even more appropriate.

Alternative options considered

This report summarises the conclusions in relation to proposed Highways and Parking Fees & Charges for 2023/24, set out in Appendix II after consideration of a range of alternative approaches dependent on particular services and relevant factors. As such a range of alternative options ranging from no increase to differentiated rates of increases or decreases have been considered and reflected in this report.

CHAIR: Councillor Sarah Williams

Signed by Chair

Date

MINUTES OF MEETING Cabinet Member Signing HELD ON Monday, 20th March, 2023, 2.00 pm

PRESENT:

Councillors: Seema Chandwani

ALSO ATTENDING: Gemma Hills (Traffic & Parking) and Felicity Foley (Committee Team)

1. APOLOGIES FOR ABSENCE

None.

2. DECLARATIONS OF INTEREST

None.

3. CARE AT HOME PERMIT - RESULT OF CONSULTATION

The Cabinet Member for Tackling Inequality and Resident Services considered the report which set out the results of a statutory consultation on the proposed new Care at Home Permit for parking.

The Cabinet Member RESOLVED to

Authorise officers to formally change the traffic management orders to introduce the new Care at Home Permit for parking, following and noting the response to the statutory consultation.

Reasons for decision

Statutory consultation forms part of the legal process set out in the Road Traffic Regulation Act 1984¹ (RTRA 1984), for controlling vehicular movements by introducing measures such as parking places and waiting and loading restrictions. The Council is required to formally consider the feedback including objections to statutory consultations undertaken on changes prior to proceeding to implementation.

Alternative options considered

No alternative options were considered at this point. This report seeks to enable a previous Cabinet decision, by reporting on the outcome of statutory consultation undertaken on proposals for the new free Care at Home Permit for parking. As there are no objections to a matter first considered by Cabinet, the report is presented for Cabinet Member approval rather than approval by Cabinet.

4. DISABLED RESIDENTIAL PARKING PERMIT - RESULT OF CONSULTATION

¹ [Road Traffic Regulation Act 1984 \(legislation.gov.uk\)](https://www.legislation.gov.uk)

The Cabinet Member for Tackling Inequality and Residents Services considered the report which detailed the results of the statutory consultation on the proposed change to concessions to allow parking on 'Timed and At Any Time Waiting Restrictions' for those with a valid Resident Blue Badge Holder Permit and sought approval to proceed with implementation.

The Cabinet Member RESOLVED to

1. Note the outcome of the statutory consultation
2. Authorise officers to formally change the traffic management orders to reflect the full conditions of use of the Resident Blue Badge Holder Permit.

Reasons for decision

Statutory consultation was carried out from 9 November 2022 to 30 November 2022 as it is required prior to changes being legally implemented to extend the concessions applied to the disabled virtual residential parking permit. This is intended to increase take up and reduce the theft of Blue Badges.

During the statutory consultation, one comment was received from a representative of the Haringey Cycling Campaign. Whilst this was not a formal objection, the requirement for the physical Blue Badge to be displayed when parking on yellow lines as well as on other forms of parking bays was stated as the objector's preference. This comment can be found in full under Appendix 3.

Whilst the Haringey Cycling Campaign views opposed the proposed extension of disabled virtual residential parking permit concessions, officer recommendations are to proceed with the changes due to the expected benefits for Blue Badge holders set out in this report as well as negating the risk of physical Blue Badges being stolen if physically displayed. No other comments or objections were received.

No objections (substantial or otherwise) were received to the statutory consultation carried out in November 2022.

Alternative options considered.

This is part of a package of measures to improve disabled parking services in Haringey. The aim of the virtual permit is to reduce the theft of Blue Badges which is being achieved with a 65% reduction noted since the permit was introduced. No other options were considered.

CHAIR: Councillor Seema Chandwani

Signed by Chair

Date

MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON WEDNESDAY, 22ND MARCH, 2023, 9.35 - 9.40 AM.

PRESENT: Councillor Ruth Gordon, Cabinet Member for Housebuilding, Placemaking, and Development.

In attendance: Peter O'Brien, Assistant Director for Regeneration and Economic Development; Reba Toussainte, Head of Area Regeneration; and Fiona Rae, Principal Committee Co-ordinator.

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. GOOD GROWTH FUND: ENTERPRISING TOTTENHAM HIGH ROAD DEED OF VARIATION

The Cabinet Member for Housebuilding, Placemaking, and Development considered the report which sought approval to vary the Greater London Authority Good Growth Fund Enterprising Tottenham High Road agreement to enable the receipt of an additional £2.3 million grant from the Greater London Authority (GLA) for the purpose of facilitating the delivery of the 639 Enterprise Centre Building Project in Tottenham. The Deed of Variation to the grant agreement was attached at Appendix 1 of the report.

The Cabinet Member RESOLVED

1. To approve the receipt of £2.3 million from the GLA for the purpose of facilitating the delivery of the 639 Enterprise Centre Building Project.
2. To agree to the Deed of Variation to the Good Growth Fund Enterprising Tottenham High Road Grant Agreement attached at Appendix 1 of the report.
3. To agree to the Forward Strategy for the delivery of the 639 Enterprise Centre Building Project as per Appendix 2 of the report to enable the council to receive the £2.3 million grant by March 2023.
4. To agree to entering into a funding agreement with the GLA for the purpose of delivering the 639 Enterprise Centre Building Project in conformity with the Forward Strategy set out at Appendix 2 of the report and to grant delegated authority to the Director of Placemaking and Housing, after consultation with the Lead Member for Housebuilding, Placemaking, and Development and the Director of Finance, to agree the final terms of the Agreement, and to any amendments subsequently required.

Reasons for Decision

The 639 Enterprise Centre is owned by the Greater London Authority. Located in Tottenham, it represents an important component of a wider strategy to improve the high street as set out in the Strategy for Tottenham High Road, through the provision of affordable workspace and the associated business support offer.

The original 639 project has become unviable due to significant increases in construction costs, and also an increase in the investment need in the building.

The additional £2.3m grant will enable the council to work with the GLA who will deliver the additional works to the building to support the building's longer-term future. The council itself will not be undertaking the £2.3m works but rather will enter into a separate funding agreement with GLA to enable to GLA to carry out the required works to the 639 Enterprise Centre.

The restoration of the building will make a significant contribution to the protection of Tottenham's built environment heritage.

Alternative Options Considered

Option 1 – Accept the £2.3m grant and enter into a funding agreement with the GLA to deliver the Forward Strategy for 639 Enterprise Centre

Option 1 is the recommended approach as it allows the council to vary the existing agreement with the GLA for the GGF ETHR programme to enable the receipt and claim of grant of the additional funding by March 2023.

Option 2 – Reject the grant offer from the GLA

Rejecting the grant from the GLA would miss an opportunity to draw in £2.3m of Government funding into the borough. The absence of this funding would create uncertainty around how the required improvements to the 639 Enterprise Centre would be funded.

The Chair of Overview and Scrutiny has agreed that the call-in procedure shall not apply to this decision. This is because any delay in implementation caused by the call-in procedure would seriously prejudice the Council's opportunity to secure additional funding from the GLA for the purpose of facilitating the delivery of the 639 High Road workspace project. Accordingly, the Chair of Overview and Scrutiny Committee has agreed that the decision is both reasonable in all circumstances, and that it should be treated as a matter of urgency. This is in accordance with Part 4, Section H, and Paragraph 18 (a) and (b) of the Council Constitution.

CABINET MEMBER: Cllr Ruth Gordon

Signed by Cabinet Member

Date: ...22 March 2023.....

MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON THURSDAY, 23 MARCH 2023, 9:15AM - 9:30AM.

PRESENT: Councillor Mike Hakata, Cabinet Member for Climate Action, Environment, and Transport and Deputy Leader of the Council

In attendance: Sarah Jones, Events and Partnership Manager, Daniel Wales, Senior Events Officer and Nazyer Choudhury, Principal Committee Co-Ordinator.

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. PARK HIRE APPLICATIONS FOR FUNFAIRS IN FINSBURY PARK AND DUCKETTS COMMON 2023

This report sought a determination of two applications made by Manning's Amusements Limited to hire (1) Finsbury Park between 31 March and 16 April 2023 and (2) Ducketts Common between 23 June and 02 July 2023, for funfair events.

The applications are required to be determined pursuant to the Council's Outdoor Events Policy (the Policy), which was approved by Cabinet on 17 December 2013, and implemented on 07 January 2014.

The Cabinet Member RESOLVED

1. That the comment received from a recognised stakeholder of Finsbury Park in response to the event notification being sent as part of the decision-making process (attached as Appendix 2 to the report) be taken account of.

2. To authorise the Director of Environment and Resident Experience, to approve conditional in-principle agreement to hire Finsbury Park and Ducketts Common to Manning's Amusements Limited for the events detailed in this report as set out in paragraph 6.5, subject to:

a. the events being permissible under any then prevailing government legislation and guidance in relation to the Covid-19 pandemic, and

b. with the agreement of the Council's (interim) Director of Public Health.

3. To authorise the Director of Environment and Resident Experience to enter into agreements and or to grant permissions to hire Finsbury Park and Ducketts Common

to the funfair operator (for the events detailed in this report as set out in paragraph 6.5) provided that the Director of Environment and Resident Experience is satisfied with the terms of any proposed agreements and permissions.

Reasons for decision

Under the terms of the Policy, applications of the type detailed in this report were required to be determined with the prior agreement of the Cabinet Member.

If authority was given, then officers would give in-principle agreement to the Applicant for the event applications to progress. The events would then be subject to discussions between the Applicant and the Council before final agreement was given.

The rejection of the applications would have implications for the Parks & Leisure Service budget and reduce the opportunity for reinvestment into Finsbury Park and Ducketts Common. It would also mean that the wider cultural and economic benefits to the borough were lost.

Alternative options considered

In adopting the Policy, the Council established its commitment to using parks for a limited number of funfairs and circuses each year. Accordingly, the only other alternative option which could be considered would be to reject the applications. That option was rejected, on the grounds that the events did not fall within any of the grounds set out in paragraph 5.3 of the Policy for automatic refusal.

4. EXCLUSION OF PRESS AND PUBLIC

RESOLVED to exclude the press and public for the consideration of agenda item 5 as it contains exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paragraph 3, Information relating to the financial or business affairs of any particular person (including the authority holding that information).

5. EXEMPT - PARK HIRE APPLICATIONS FOR FUNFAIRS IN FINSBURY PARK AND DUCKETTS COMMON 2023

The exempt information was noted.

CABINET MEMBER: Cllr Mike Hakata

Signed by CABINET MEMBER

Date23/3/2023.....

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MINUTES OF MEETING Cabinet Member Signing HELD ON Thursday, 23rd March, 2023, 10.30 am

PRESENT:

Councillors: Sarah Williams

ALSO ATTENDING: Melissa Kemp-Salt (Chief Information Officer), Carla Villa (Supplier & Contract Manager) and Felicity Foley (Committees Manager)

1. APOLOGIES FOR ABSENCE

None.

2. DECLARATIONS OF INTEREST

None.

3. CONTRACT AWARD FOR IWORLD SUPPORT AND MAINTENANCE

The Cabinet Member for Finance and Local Investment considered the report which sought approval to award a contract to NEC Software Solutions (UK) Ltd for the provision of the support and maintenance for the Iworld Revenues and Benefits System for a period of 4 years. The current agreement was due to expire on 15th April 2023.

The Cabinet Member RESOLVED to

1. Approve, in accordance with CSO 3.01(b) the award of contract to NEC Software Solutions (UK) Ltd for the provision of Iworld Support and maintenance in order to maintain the system for use by Council officers and partners.
The Iworld contract will have an overall value of £569,176.97 for a duration of 48 months and will include continued support for all Iworld modules currently used. The contract will be charged annually at a cost of £142,294.24 p.a.

Reasons for decision

The Northgate IWorld application is core to the Councils' Revenues and Benefits processing, which allows collection of Council Tax and NNDR and provision of Benefits to our residents. The current support and maintenance contract expires on 15th April 2023.

Alternative options considered

Do Nothing – Not an option as iWorld is a critical system to the Council.

The requirement is for ongoing support and maintenance of the existing application which only NEC can provide. The contract will be called off a RM3821 Data Application Solutions Framework, which allows direct award if we already have the

system. The cost of moving to an alternative solution would be costly and require 18months to 2 years to implement. No alternate solution was considered.

4. DATA CENTRE HOSTING SERVICES

The Cabinet Member for Finance & Local Investment considered the report which sought approval to award a contract to Crown Hosting Data Centres Ltd for Cody Park (secondary Data Centre (CPK DC) including within the contract a new Data Centre in Enfield (Meridian Pk MPK) to replace the current Data Centre in River Park House (RPH DC) which is due for closure in 2024.

The Cabinet Member

To approve the award of the contract to Crown Hosting Data Centres Ltd for a period of 66 months from 1st May 2023 to 31st October 2028 for Cody Park and in Enfield at a total cost of £2,213,916.38

1. Reasons for decision

The RPH DC is due to be closed along with the building and we require a new DC to replace this.

In 2023 Crown Commercial Service (CCS) released a new framework agreement (ref no:RM6262 CH11)where the services being offered offer greater benefits, (like Cloud services i.e., Microsoft, Google, AWS (Amazon Web Services) to the existing one. This award is to secure the Enfield site rack space for Haringey servers. Only 3 racks will be charged for from May until Nov 2023 for the Enfield site with a further 12 to come online in Nov2023. This is to reduce the cost that would be incurred but allow us to secure a footprint within the new DC and plan for the ultimate closure of River Park House in 2024. This project will take some time to plan and deliver. All data connections/servers will need to be moved and done optimising availability of network services to both the staff and residents.

2. Alternative options considered

Do Nothing – We would have no provision for the replacement primary DC. This would remove any provision for resilience or the ability to be able to recover data, in light of a disaster recovery situation.

Go Out to tender –The new framework RM6262 CH11 is a single supplier framework working in partnership with the Cabinet Office that allows call-off of required services. The costs were negotiated and agreed by central government and offer best value and sustainability for those who they also provide services to. The new contract would allow a continuation of the great flexibility that allows services to be dialled up and down as required or technology evolves. It was decided that Crown Hosting Data Centres offered the best service in terms of flexibility, value for money and sustainability.

5. EXCLUSION OF THE PRESS AND PUBLIC

Item 6 is likely to be subject to a motion to exclude the press and public be from the meeting as it contains exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 3, namely information relating to the financial or business affairs of any particular person (including the authority holding that information)

6. EXEMPT - DATA CENTRE HOSTING SERVICES

The exempt information was noted.

CHAIR: Councillor Sarah Williams

Signed by Chair

Date

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MINUTES OF MEETING Cabinet Member Signing HELD ON Monday, 27th March, 2023, 1.30 pm

PRESENT:

Councillors: Lucia das Neves

ALSO ATTENDING: Gill Taylor (Assistant Director for Communities and Housing Support) and Felicity Foley (Committees Manager)

1. APOLOGIES FOR ABSENCE

None.

2. DECLARATIONS OF INTEREST

None.

3. VARIATION AND EXTENSION OF THE ENGAGE HARINGEY FLOATING SUPPORT CONTRACT WITH RIVERSIDE

The Cabinet Member for Health, Social Care and Well-being considered the report which sought approval to implement Contract Standing Order 10.02.1b, to extend and vary the current contract for the Provision of Housing Related Floating Support Services for two lots (floating support for families and floating support for couples and singles without children) delivered by The Riverside Group Limited. The estimated value of the service for the extension period was £3,995,000 and the total value of the whole lifecycle of the contract is £7,315,000.

The Cabinet Member noted that the provider had worked well with the Council for the past three years and had provided a range of services to families and single adults. All staff working for the provider were paid at the living wage. The team consisted of 16 Navigators, 2 Service Managers and a part-time Service Manager, and had the capacity to provide services to 480 households at any one time, and saw around 1000 people in a year. Quarterly contract meetings were held with the provider, and the Cabinet Member noted that it was important that different ways of measuring impact and prevention should be looked at as part of monitoring the contract.

Gill Taylor, Assistant Director for Communities and Housing Support, advised that the contract would be re-evaluate in two years time and a decision would be made as to whether re-tendering, extension or in-house routes would be taken.

It was noted that the cost of the contract had reduced by £150k, which had been made possible by the reduction of staffing numbers. It was important to note that this was not due to redundancy, but a vacant post which had not been filled for some time.

The Cabinet Member for Health, Social Care and Well-being RESOLVED to

1. Approve the extension of the existing contract for the Provision of Housing Related Floating Support Services for two lots (floating support for families and floating support for couples and singles without children) delivered by The Riverside Group Limited for a further period of 4 years from 1st April 2023, as allowed under the terms of the contract and in accordance with Contract Standing Orders (CSO) 10.02.01 (b) and CSO 16.02; and
2. Approve a variation of the contract price from £4,520,000 to £3,995,000 for the duration of the contract extension period from 1st April 2023 to 31st March 2027.
3. Note that the reduction in contract price referred to in paragraph 3.1.2 above will trigger a reduction in service delivery as set out in Appendix 1 – Part B (exempt information) of this report.

Reasons for decision

In 2018 the Homelessness Reduction Act brought about a range of changes to the way that local authorities respond to households who are homeless or at risk of homelessness. A key element of the legislation is an extended duty, for the Council and its partners, to prevent homelessness at the earliest possible stage. This focus on early prevention will be a key element of these floating support services and the services will therefore support the Council in meeting its statutory duty.

There continues to be a clearly identified need within Haringey for services to support residents with the wide-ranging factors that contribute to and cause homelessness. These floating support services will help to meet that need, providing a flexible and person-centred service which will support clients in a holistic way to maintain or establish sustainable housing and overcome problems that can contribute to homelessness.

The contract for the Provision of Housing Related Floating Support Services for two lots (floating support for families and floating support for couples and singles without children) was awarded for a period of three (3) years commencing from 1st April 2020 to 31st March 2023 with an option to extend for a further period/period of up to a total of four (4) years. The contract extension will enable the Council to ensure continuity of these services, which plays an integral role in the delivery of Haringey's Homelessness and Rough Sleeping Strategies by: helping to prevent and relieve homelessness and reducing the use of temporary accommodation.

Investment in prevention-focused services represents good value for money for the Council, as failure to prevent homelessness and ensure suitable, good-quality housing results in significant personal cost to residents and financial cost to the Council. The principal aim of this service is to enhance access to information, advice and guidance to those facing the most unequal risk of homelessness in the borough.

The contract performance has been evaluated as good throughout the contract period. Key Performance Indicators and methods of measurement are integrated within the service specification and are monitored through contract monitoring meetings and reports.

Given the above reasons, it is beneficial to extend the existing contract for an additional 4 years to give sufficient time to explore sourcing models, service delivery pathways and then, if required, to carry out a tender process for new services.

Alternative options considered.

Do nothing: the Council could elect not to extend these Floating Support services. However, this would leave Haringey without a service to support households to prevent and resolve housing and homelessness issues. This would be likely to cause an increase in cases of homelessness within the borough, which would have a significant detrimental impact on the residents affected as well as increasing demand for statutory services to respond to cases of homelessness which could have been avoided, had floating support been available. Therefore, the option of doing nothing was considered and rejected.

Deliver the services in house: the Council could elect to offer these Floating Support services in house. However, the investment required to create the capacity to develop such services, and to manage them on an ongoing basis, would be significantly greater than the cost of commissioning services from the current provider. This would also be a process that takes time; the extension period would allow sufficient time to carry out a full options appraisal to see if this would be viable in the future. The provider has expertise and a track record in delivering these services which will ensure the continuation of a high-quality service for residents and good value for the Council. In addition, some of the work undertaken by these services involves ensuring that decisions made by the Council and other public bodies are correct, and therefore it is appropriate that such services are delivered by an external provider.

4. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED to exclude the press and public for the consideration of agenda item 5 as it contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 3 and 5, namely information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

5. EXEMPT - VARIATION AND EXTENSION OF THE ENGAGE HARINGEY FLOATING SUPPORT CONTRACT WITH RIVERSIDE

The exempt information was noted.

CHAIR: Councillor Lucia das Neves

Signed by Chair

Date

MINUTES OF MEETING Cabinet Member Signing HELD ON Tuesday, 28th March, 2023, 11.00 am

PRESENT:

Councillors: Seema Chandwani

ALSO ATTENDING: Sara Sutton (Assistant Director for Place Based Partnerships and Commissioning) and Felicity Foley (Committees Manager)

1. APOLOGIES FOR ABSENCE

None.

2. DECLARATIONS OF INTEREST

None.

3. HOUSEHOLD SUPPORT FUND IN HARINGEY

The Cabinet Member for Tackling Inequality and Resident Services considered the report which sought approval for the Household Support Fund Scheme Policy (March 2023, Phase 1), and the acceptance of £4,813,343.44 from the government for the period 1st April 2023 to 31st March 2024. The objective of The Fund is to provide support to households in the most need; particularly those who may not be eligible for the other support government has recently made available but who are nevertheless in need and who require crisis support. The Fund is intended to cover a wide range of low-income households in need including families with children of all ages, pensioners, unpaid carers, care leavers and disabled people, with an emphasis on supporting households with energy, food and water bills. This report also sought approval for the allocation for first phase of this funding to provide Free Schools Meal (FSM) Vouchers to households with children who are eligible for free school meals during the Easter half term 2023.

The Cabinet Member for Tackling Inequality and Resident Services RESOLVED to

1. Approve the Household Support Fund allocation from the government of £4,813,343.44 for the period 1st April 2023 to 31st March 2024.
2. Approve the Household Support Fund Scheme Policy: March 2023 Phase 1, which sets out the Council's arrangement for administering the first part of the funding, attached in Appendix 1.
3. Delegates authority to the Assistant Director for Place Based Partnerships and Commissioning in consultation with the Cabinet Member for Tackling Inequality and Resident Services to amend this policy to give effect to changes in legislation, statutory or non statutory guidance, or directives or instructions of a similar character issued by Government.

4. Agree that this policy is subject to the availability of government funding and will terminate on 31st March 2024 unless terminated earlier.
5. Note that a further set of recommendations for spend of the existing funding will come forward in due course, within the conditions set out by the guidance.

Reasons for decision

The Government through the Department of Works and Pensions (DWP) has provided funding to local authorities to administer the Household Support Fund. It is acknowledged that local authorities have the local ties and knowledge and are best placed to allocate funding according to local need.

The Guidance for The Fund provides for local authorities to determine eligibility in their area and target support to those most in need but within the scope of conditions set by DWP. The proposed decision on the Household Support Fund sets out how the Council will target and deliver support to residents. This spend is targeted to those that are most in need and is in accordance with the Scheme.

The Household Support Fund payments are expected to support households over the grant period and for all funding to be spent between 1st April 2023 – 31st March 2024. The Council has identified that the cohort of low income households with children, who are eligible to receive free school meals vouchers, will be particularly impacted by the challenges presented by the significantly rising cost of living. Without support over the school holiday period, children in these households will not be able to access free meals. There is a need, therefore, for an urgent decision to be taken on the recommendations contained in this report, in order to ensure that payments are made to support families with children, to continue to access Free School Meals vouchers during the Easter school holiday period.

Alternative options considered

The alternative option considered was not to develop a Haringey Support Fund Policy. This was discounted as it would not have made use of the funds available to support Haringey residents.

A further option was to bring forward plans to allocate the total amount of funding at this stage, but as the final guidance was only received in late February and more work needs to be carried out in order to ensure that the Fund is spent with maximum beneficial impact for local residents, this option was discounted.

CHAIR: Councillor Seema Chandwani

Signed by Chair

Date

MINUTES OF MEETING Cabinet Member Signing HELD ON Tuesday, 28th March, 2023, 2.00 pm

PRESENT:

Councillors: Ruth Gordon

**ALSO ATTENDING: Matthew Maple (High Road West Lead) and Felicity Foley
(Committees Manager)**

1. APOLOGIES FOR ABSENCE

None.

2. DECLARATIONS OF INTEREST

None.

3. REALLOCATION OF SHARED EQUITY TENURE TO SOCIAL RENT FOR HRW UNDER THE AFFORDABLE HOUSING PROGRAMME (16-23)

The Cabinet Member for Council Housebuilding, Placemaking and Development considered the report which sought approval to change the tenure of 46 homes currently designated as Shared Equity units as part of the High Road West Scheme to Social Rent homes, increasing the number of Social Rent homes from 500 to 546.

The Cabinet Member for Council Housebuilding, Placemaking and Development RESOLVED to

1. Agree to change the tenure of 46 homes currently designated as Shared Equity units as part of the High Road West Scheme to Social Rent homes as described in paragraphs 6.3-6.8 of the report.
2. Delegate authority to the Director of Housing, Regeneration and Planning to finalise any amendments to the existing contracts for the specification of the units to enable the change referred to at Recommendation 1.
3. Note changes to the grant funding arrangements as set out in paragraph 6.9-6.12 of the report.
4. Note that the Council's offer to resident leaseholders is maintained as a commitment as set out in the Landlord Offer.

Reasons for decision

Social Rent is prioritised by the Council over other tenures of affordable housing as reflecting the urgent and immediate need in the borough. As outlined in section 7 of this report, the Council's Corporate Delivery Plan theme, "Homes for the future" states that the Council wants all its residents to have a safe, sustainable, stable and affordable homes and as such is committed to delivering new Council homes, bringing up the standard of private rented housing, and preventing homelessness.

An increase in the delivery of new Council owned social rented homes through the Scheme, from the 500 currently agreed, to 546, offers a chance to further address housing needs by increasing the number of this tenure of homes in the area and ensuring the mix of the new homes reflects the needs of residents who will be moving into them. This allows the Council to meet the needs of an increased number of residents on the Council's Housing Register.

The availability of this additional funding subject to the recommendation in this report will only extend until 31st March 2023.

Alternative options considered

Not to change the tenure of the Shared Equity homes

The Council could decide not to acquire the Shared Equity homes as Social Rent.

This would result in the loss of the opportunity to increase the numbers of Social Rent homes provided by the High Road West scheme. It also does not support the Council's objectives of increasing the number of Council owned homes in the borough, at council rents.

In addition to this, the decision not to change the tenure of the Shared Equity homes would result in the loss of the opportunity for drawing in **(this information is contained in the exempt report)**, while leaving the Council with the same issue later regarding what to do with any units not taken up by resident leaseholders.

To secure the delivery of the additional Social Rent units

This option forms the basis of this report. This option supports the delivery of additional social rent council homes for the reasons set out this report.

4. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED that the press and public be excluded for the consideration of agenda item 5 as it contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 3 and 5, namely information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

5. EXEMPT - REALLOCATION OF SHARED EQUITY TENURE TO SOCIAL RENT FOR HRW UNDER THE AFFORDABLE HOUSING PROGRAMME (16-23)

The exempt information was noted.

CHAIR: Councillor Ruth Gordon

Signed by Chair

Date

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MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON THURSDAY, 30TH MARCH, 2023, 10.30 - 10.35 AM

PRESENT: Councillor Sarah Williams, Cabinet Member for Finance and Local Investment.

In attendance: Carla Villa, Supplier and Contract Manager, and Fiona Rae, Principal Committee Co-ordinator.

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. SAP HOSTED MANAGED SERVICE CONTRACT RETROSPECTIVE APPROVAL TO EXTEND AND VARIATION

The Cabinet Member for Finance and Local Investment considered the report which sought approval to vary and extend the SAP Hosted Managed Service Contract with Support Revolution Ltd., for a term of 1 year from the 1st June 2022 to the 31st May 23 as allowed under the GCloud 11 framework and to vary the contract to provide for an increased cost of up to £36,000.00 for increases in the hosting charges. The contract would facilitate the continuation of critical SAP support and hosting for the Finance, Payroll, HR and Procurement systems.

The Cabinet Member asked about the length of the contract. The Supplier and Contract Manager explained that the hosted managed service contract would be a three year contract with the option to extend by one year, replacing a two year contract with an option to extend by one year and then one further year. The new contract would also run more co-terminously, or more in line, with the related arrangements for the licence support contract; this would mean that it would be easier to manage any re-procurement exercises.

The Cabinet Member RESOLVED

1. To approve, in accordance with Contract Standing Order 10.02.1b), the extension and variation to the contract with Support Revolution Ltd for a SAP hosted managed service for a period of one year (to 31st May 2023) at a cost of £266,908.00 and at an additional cost for the hosting of up to £36,000.00 to enable Support Revolution to recover losses incurred in the past year. The hosting costs are variable and the additional monthly cost is approx. £4,700.00 per month for the remaining 4 months of the year in addition to £17,100.00 already incurred by the supplier from June.

2. To note that the year 4 extension option should not be exercised and a new 3+1 year contract should instead be procured, which will allow the supplier to resize the environment to ensure costs are aligned and also allow the hosted managed service and licence support contracts to be made almost co-terminous which will make any re-procurement exercise easier to manage.

Reasons for decision

The initial 2-year term of the SAP managed service contract expired on 31st May 2022 but the Council has continued to use the service and has incurred costs during the initial extension period. It was believed that the original approval for a 2+1+1 contract along with approval for the overall financial cost for the four years provided authorisation for this continuation, however it has been clarified that a specific additional approval is needed to confirm authorisation for this continued use.

The original contract had not been sized correctly and had been running at a loss for Support Revolution over the last 3 years and with the turbulence in the market they find they are unable to sustain the business further without some adjustment to current arrangements. As a result, although there is still an option under the existing contract to do an extension contract for a further period of 1 year from 1st June 2023, the Council would need to extend the current contract or award a new contract on a basis that would address the sizing and cost issues being experienced by Support Revolution. The recommendation therefore is that this be done by procuring a new contract instead of extending the current one.

Although within the forecast four year costs, the 3-year costs with the proposed uplift to mitigate the supplier's losses now exceed the originally approved value for the three year term, therefore approval at Cabinet level is required.

Alternative options considered

Do Nothing – Support Revolution cannot continue to provide the service while absorbing the losses it is incurring on the hosted part of the service. Doing nothing is not a realistic option as this would mean that the Council would not have a Finance, Payroll, HR and procurement system.

Insource the hosting - the current in-house SAP support team would take on this specialist role. This would require expensive specialised SAP resources to be recruited that would not be fully used. The Council already has the SAP in-house team to manage most of the administration of the system – this contract is only for specialist SAP support. It is not an economically viable option to maintain these sorts of skills as part of the Council's Digital Services. The Council would also be required to procure the hardware and software which would come at an additional cost to run and maintain and the Council would then be unable to move to a new Support Revolution contract in the timeframe the Council has.

CABINET MEMBER: Cllr Sarah Williams

Signed by Cabinet Member

Date ...31 March 2023.....

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MINUTES OF MEETING Cabinet Member Signing HELD ON Wednesday, 5th April, 2023, 11.30 am

PRESENT:

Councillors: Dana Carlin

**ALSO ATTENDING: David Sherrington (Programme Director, Broadwater Farm) and
Felicity Foley (Committees Manager)**

1. APOLOGIES FOR ABSENCE

None.

2. DECLARATIONS OF INTEREST

None.

3. EXTENSION TO CONTRACT FOR MULTI-DISCIPLINARY PROFESSIONAL SERVICES (PROJECT MANAGEMENT, QUANTITY SURVEYING AND PRINCIPAL DESIGNER), HOUSING PROPERTY SERVICES

The Cabinet Member for Housing Services, Private Renters and Planning considered the report which sought approval for the extension of the existing contract of Ridge and Partners LLP for Multi-Disciplinary Professional Services to LB of Haringey for a period of two years from April 2023 to April 2025, exercising the option to extend as noted by Cabinet in February 2018. Further approval was also sought to delegate any further extensions to the Director of Housing and Placemaking, up to the original 5 years as noted in the February 2018 cabinet report. It was advised that if required, there was capacity to extend this for a further two period after April 2025.

The Cabinet Member for Housing Services, Private Renters and Planning RESOLVED to

1. Approve the extension of the Contract with Ridge and Partners LLP for Multi-Disciplinary Professional Services for a value of up to £5m and a period of 2 years, exercising the option to extend as noted by Cabinet in February 2018; and
2. Delegate authority to approve further extensions of the Contract to the Director of Housing and Placemaking, up to the original 5 years as noted in the February 2018 cabinet report.

Reasons for decision

In order to deliver the capital programme, Haringey Council require services (such as Project Management; Architecture; Building Surveying; Cost Consultancy; Mechanical, Electrical and Lift Engineering Design; CDM 2015 (advisory and Principal Designer); Civil and Structural Engineering) in addition to any internal resource. The existing arrangements for housing capital works have been in place since February 2018.

As we move towards delivering a new partnering construction contract, approved by cabinet in July 2022, the extension of this multi-disciplinary professional services contract offers continuity, flexibility and resource availability to the programme as it enters the next phase of delivery. It should also be noted there are ongoing projects that carry forward into future financial years.

The award supports the ongoing housing investment projects at Broadwater Farm, Tower Gardens estate, Love Lane estate, Turner Avenue, Firs House, Noel Park and Scattered street properties throughout the borough. The award supports planned works ahead of the new partnering contract in financial years 23/24 and 24/25.

Alternative options considered

An alternative option would be for Haringey Council to use various industry frameworks to deliver the capital programme. This option was discounted in the original procurement as Haringey require support to deliver capital works. These contracts often extend over one year which means the contract is classed as a long-term qualifying agreement. To be compliant with Section 20 legislation, long-term qualifying agreements must be consulted with leaseholders before they are established. As external frameworks are already established, it is impossible to consult leaseholders in a manner which complies with Section 20 legislation and a lack of compliance with this legislation could lead to a failure to recover costs from leaseholders.

A do nothing option would mean the service is not able to deliver capital works to the housing stock and the condition of the stock would deteriorate significantly.

Alongside this extension and the new partnering construction contract, the Council will increase internal resources as well as procure a new long-term multi-disciplinary contract which will cover key statutory aspects of project delivery such as the Principal Designer role under the 2015 CDM regulations, for financial year 24/25 and beyond.

CHAIR: Councillor Dana Carlin

Signed by Chair

Date

(insert name of Service Area)

Significant decisions - Delegated Action - For Reporting to Cabinet on

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.			
2.			
3.			
4.			

Delegated Action			
Type			Number
8.02	Scanning of microfilms	£23,124.80	1

Corporate Board Officer/Assistant Director Signature *A J Green.* Date 24 February 2023

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(CYPS)

Significant decisions - Delegated Action - For Reporting to Cabinet on 18 April 2023

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.			
2.			
3.			
4.			

Delegated Action		
Type		Number
8.03	Recruitment of International Social Workers £99,990	1
8.03	Relocation Expenses of International Social Workers £56,000	1

Corporate Board Officer/Assistant Director Signature *A J Green.* Date 31 March 2023

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By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

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Document is exempt

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