

NOTICE OF MEETING

OVERVIEW AND SCRUTINY COMMITTEE

Thursday, 27th March, 2025, 7.00 pm - Woodside Room - George Meehan House, 294 High Road, N22 8JZ

Watch the live meeting [here](#), watch the recording of the meeting [here](#).

Members: Councillors Matt White (Chair), Alexandra Worrell, Pippa Connor (Vice-Chair), Makbule Gunes and Lester Buxton.

Co-optees/Non Voting Members:

Quorum: 3

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 FOR ABSENCE

3. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item below).

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. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

6. MINUTES (PAGES 1 - 34)

To agree the minutes of the following previous meetings, as a correct record:

- 6th January Libraries Call-In
- 14th January PSPO Call-In
- OSC - 20th January
- OSC - Budget meeting 30th January

7. MINUTES OF SCRUTINY PANEL MEETINGS (PAGES 35 - 64)

To receive and note the minutes of the following Scrutiny Panels and to approve any recommendations contained within:

- Climate, Community Safety & Environment Panel – 17th December
- Adults & Health Scrutiny Panel – 17th December
- Children & Young People's Panel – 13th January

8. COUNCIL TAX COLLECTION, SUPPORT FOR RESIDENTS & THE ROLE OF ENFORCEMENT AGENTS

To follow.

9. MARKETS STRATEGY (PAGES 65 - 168)

To update the Committee on the Haringey Markets Strategy and the development of the associated Action Plan.

10. WORK PROGRAMME UPDATE (PAGES 169 - 184)

11. NEW ITEMS OF URGENT BUSINESS

12. FUTURE MEETINGS

- 8th Apr 2025 (7pm)

Philip Slawther, Principal Scrutiny Officer
Tel – 020 8489 2957
Email: philip.slawther2@haringey.gov.uk

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

Wednesday, 19 March 2025

This page is intentionally left blank

MINUTES OF THE MEETING

Overview and Scrutiny Committee – Call in – Review of Libraries Operating Hours
HELD ON Monday, 6th January 2025 at 6:30pm.

PRESENT: Councillors: Matt White (Chair), Alexandra Worrell, Pippa Connor (Vice-Chair), Lester Buxton, Makbule Gunes

ALSO ATTENDING:

Councillor Emily Arkell – Cabinet Member for Culture, Communities & Leisure, Jess Crowe – Director of Culture, Strategy & Engagement, Kenneth Tharp – Assistant Director for Culture and Creativity, Haydee Nunes De Souza – Head of Legal Services, Jessica Russell - Participation Delivery Lead, Ayshe Simsek –Democratic Services and Scrutiny Manager, Chris Liasi – Committees and Governance Officer.

1. FILMING AT MEETINGS:

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

The Chair outlined the process for the meeting and attendees noted this information.

2. APOLOGIES FOR ABSENCE:

There were none.

3. URGENT BUSINESS

There were no new items of urgent business, but it was noted that supplementary packs were received which had the relevant documents for consideration for the call-in item 6.

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. DEPUTATIONS:

Bob Harris and Annette Pennington attended the call in and made representations to the Committee on the decision agreed by Cabinet on library opening hours. The following was noted:

- Appreciation was expressed for the opportunity to present their deputation, acknowledging the Council's challenging financial situation. They highlighted the importance of the Council continuing to press the government for adequate funding. They also requested that the Council explore income generation for libraries and potential savings, referencing a paper submitted by the Highgate library group, the previous year, with suggestions on cost reductions.
- The speaker emphasised that libraries in the east of the borough should be prioritized and that all libraries should serve as community hubs. They noted the revised proposals, including opening times for Muswell Hill and Hornsey libraries and a 26% reduction in overall cuts to hours. However, they voiced concern over significant cuts the opening hours of libraries like Stroud Green, Alexandra Park, and Highgate, with opening hours nearly halved, and the closure of Wood Green's Sunday service.
- They contended a lack of meaningful consultation and felt there was a limited time to review the new proposals. It was suggested that if libraries had extended hours, they could better serve the borough during the 2027 Year of Culture, contributing to wider participation and long-term goodwill.
- In conclusion it was requested that the Cabinet decision on Review of Libraries Operating Hours be referred back to the Cabinet for further consultation and emphasized the desire for cooperation between the groups and the Council to reach a mutually acceptable agreement.

The following was noted from the deputation group in response to questions from the Committee:

- The initial consultation with the Council and its officers was queried, it was expressed that it had not been meaningful. They noted a lack of engagement, mentioning that while there was some initial contact, the promised meetings never materialised, and many library groups were only invited to drop-in sessions sporadically. The speaker emphasised that the consultation had been minimal and that the third option, now being proposed, had not been discussed or consulted on.
- In response to questions about Option 3, Bob Harris clarified that while they did not view it as completely different from the previous options, they felt that there was a perception within the Council that they had been fully consulted, which they disagreed with. They believed that the consultation process could have been more thorough, especially considering the unique needs of each library.
- When asked about finding a compromise, Bob Harris suggested that they would prefer no cuts but acknowledged the reality of the situation and the necessity of finding ways to balance the budget. They proposed exploring

income generation strategies, particularly for libraries that had been recently refurbished, and noted that many of the suggestions made by the Friends groups had not received feedback from the Council. While recognising the financial pressures on housing and social services, they argued that libraries should remain a priority. They stressed the value libraries provide as free, accessible spaces that contribute to the community's well-being, citing their role in education, health, and social care. They expressed hope that the upcoming Year of Culture could showcase libraries' potential as community hubs and advocated for a more inclusive approach to local services.

Councillor Arkell responded to the deputation; the following was noted:

- Councillor Arkell disagreed with points particularly in relation to the consultation process and referred to a contradiction in the claims made, highlighting a discrepancy about whether a consultation meeting had occurred. The Cabinet Member then outlined the extensive consultation process regarding library opening hours, which took place between August 29th and October 10th. This consultation aimed to gather evidence on how residents used libraries, focusing on hours and services.
- Feedback indicated a preference for lunchtime openings, consistent hours, and prioritisation of evening and Sunday hours, all of which were incorporated into Option 3. Despite delays caused by election timing, the consultation was inclusive, transparent, and responsive to residents' input. The consultation had been initially planned for earlier in the year but was postponed avoiding clashing with the summer holidays and elections. A total of 1,362 responses were received, including both online and hard-copy submissions, all of which were manually entered and made publicly available.
- Throughout the process, the Council engaged with four key groups and individual Friends groups. Invitations were sent to all groups, and efforts to promote the consultation included social media outreach, newsletters, and targeted community events. Hard copies of consultation documents were made available in libraries, and materials were translated where necessary.
- The consultation followed the Department for Digital, Culture, Media and Sport's guidelines, ensuring it was informative and meaningful. It was emphasised that no complaints were received regarding insufficient time for responses, and no extension requests were made. After reviewing the consultation feedback, the Cabinet discussed the matter thoroughly before approving the recommendations, with a detailed report published on the Council website.

6. CALL IN REVIEW OF LIBRARIES OPERATING HOURS CABINET DECISION

Cllr Rosetti presented her call-in and the following was noted in her presentation:

- Before making any changes to library opening hours, it was emphasised that a comprehensive strategy should be in place to ensure the decision aligned with the policy framework and followed proper procedures for major decisions. It was argued that referencing the library service in broader documents or frameworks was not a substitute for having a dedicated library strategy, and warned against disregarding this position, as it could set a dangerous precedent.
- A detailed strategy was seen as necessary to guide decision-making, addressing key aspects such as the service's purpose, its intended audience, and the rationale behind the changes. For example, the consultation grouped libraries in ways that could impact accessibility for certain residents, such as those who might find it more convenient to use one library over another.
- Concerns were expressed that reducing library hours without a clear strategy suggested a lack of planning for the future of library services, both in terms of outcomes and potential alternative revenue streams. The introduction of community recycling stations within libraries were cited as one example, questioning how reduced hours would affect initiatives like this and other potential revenue sources, such as charges for using library spaces.
- The lack of a coherent strategy was seen as detrimental to the service and the community, with decisions impacting the most vulnerable users without proper consideration of the needs and benefits. Concerns were also raised about the absence of co-production in the process, as mentioned in the Cabinet meeting minutes, which contradicted the Council's approved arts and culture strategy. The premature release of a press statement before the Cabinet meeting further suggested that the decision was already predetermined.
- It was urged that a strategic view was essential before reducing library hours, as it would allow for a clearer understanding of how best to utilize libraries to benefit both the community and taxpayers. They concluded by stressing that such important decisions should not be made without a library services strategy in place, as mandated by the Council's Constitution and best practice in policymaking.

There were questions from the Committee on the call-in and Councillor Rossetti responded as follows:

- Councillor Rosetti explained that she felt that the decision was not in line with the policy framework because a library strategy should have been in place before such decisions were made. While certain principles related to libraries were mentioned in the arts and culture framework, they did not replace a dedicated library strategy. This strategy was clearly outlined in the Council's Constitution.

It was noted that a library strategy had been recommended in a 2019 peer review, and while acknowledging the impact of COVID, emphasised that there had been sufficient time to develop such a strategy by 2025. The absence of a library strategy before making decisions like this, she felt meant that the Council lacked a clear policy framework to guide the process.

- It was argued that had a library strategy been in place, it could have identified potential revenue streams that were not considered when reducing hours. The consultation could have informed a different outcome. Instead, the strategy would now be developed after the decision to reduce library hours by almost 40%.
- Councillor Rosetti believed that the announcement made a week before the Cabinet meeting likely influenced the decision-making process. It was contended that such an announcement should not have been made in advance, as it may have created a predetermined outcome. The decision should have been made after fully considering all deputations and arguments during the Cabinet meeting.
- In response to questions about the absence of a library strategy, Councillor Rosetti pointed out that the strategy had been included in the Council's Constitution for many years. Despite the 2019 peer review recommending a library strategy, the Council had failed to implement it, despite acknowledging its importance. It was stated the library strategy should have been developed before decisions on service reductions, as it would have provided a clear framework for decision-making, including potential revenue streams.
- Concerns were also highlighted about how the consultation was conducted. While documents referenced principles like inclusivity and creativity, they lacked specifics on how these goals would be achieved, underscoring the need for a detailed strategy. It was noted that the consultation metrics were misleading, as they relied on average occupation figures and did not account for the diversity of library users. It was stated the reduced hours affected libraries with high use.
- On the issue of co-production, it was pointed out that the Arts and Culture strategy advocated for collaboration and co-production with residents. However, it was argued that the consultation process did not meet these standards, as it resembled a statutory consultation rather than genuine co-

design. It was believed that a co-designed approach, as outlined in the Council's own policies, would have led to more meaningful engagement with residents.

- The lack of a library strategy was criticised before the consultation, asserting that the strategy should have guided the consultation process and helped shape the proposed options.

Councillor Arkell responded to the call-in, and the following was noted:

- The Councillor expressed pride and strong support for the nine libraries in Haringey, highlighting that, unlike many other local authorities, they had managed to avoid library closures. Despite significant financial pressures, particularly from rising social care and housing costs, the Council had invested nearly £5 million in upgrading libraries and making them more accessible. Since 2010, many libraries had closed across the country without replacement, but none in Haringey had been affected. The Councillor emphasised the challenge of maintaining long library opening hours, which were becoming unsustainable due to low footfall and occupancy rates but assured that the Council was still meeting its statutory responsibilities.
- On December 10th, the Cabinet approved proposals to adjust library services, with the aim of making changes in the most equitable way possible. This included reducing library opening hours based on a detailed needs assessment and a public consultation held from August to October 2024. The consultation received 1,360 responses, and additional engagement meetings were held with library groups, schools, and local organizations. The Councillor stated that the feedback from these consultations had informed the Cabinet's decisions, and the chosen option (Option 3) had longer opened hours than the alternatives that were initially proposed.
- The Councillor reassured residents that the Council had followed proper consultation processes, considering individual library footfall data, equity in service delivery, and legal advice. The consultation process was deemed compliant with both internal guidelines and national regulations. They also clarified that the requirement for an annual library plan, which had been removed in 2003, no longer applied, and the Council was updating its constitution accordingly.
- Despite changes to library hours, the Councillor stressed that the Council was committed to modernizing the service, exploring new income-generating methods, and adapting to changing community needs. They emphasized continued investment in library infrastructure and the ongoing offering of programs like the Library Late Programme and the Crouch End Festival. The Councillor reassured the community that the library service

would remain vibrant and accessible, with a new library strategy being developed to guide its future.

- In conclusion, the Councillor expressed confidence that the December 10th decision was well-informed, reasonable, and in line with the financial realities and community input. They affirmed that the decision should be upheld, as it was made with careful consideration of all factors

The following was noted in response to questions from the Committee on the call-in response.

- During the meeting, the representatives expressed concerns about the consultation process. Bob Harris noted that meaningful consultation with Council officers had been lacking for months. They recalled that an earlier submission had highlighted these issues, and that no consultation had taken place regarding the new "Option 3" proposed. They were only informed of this option just before the Cabinet meeting, leading to feelings of inadequate engagement.
- Annette Pennington, added that consultation periods often clashed with holidays, making them even less effective. She also clarified that Stroud Green library served both Stroud Green and Harringay wards, not just one.
- Regarding the new proposal (Option 3), It was emphasised that they had not been sufficiently consulted on this option and felt the process could have been improved. They highlighted a lack of meaningful communication from the Council officers, such as a promised meeting with Council officers for their branch library, which never materialized. Furthermore, drop-in sessions were poorly communicated, sometimes inviting them without sufficient notice.
- In response, a Councillor suggested the possibility of further consultation on Option 3 and proposed the idea of co-design or co-production with the community. They asked whether the group would welcome a more collaborative process moving forward, especially considering the upcoming library strategy. The group responded positively, agreeing that consultation on Option 3 was essential, but also welcomed the idea of a longer-term co-design process.
- It was acknowledged that while the consultation process was not co-designed or co-produced with the community, their feedback had still been considered in shaping the options presented. They also clarified that they had engaged with various library groups throughout the process.
- Regarding the library strategy, the officer confirmed that it would begin after the current consultation process and was scheduled for completion in six months, with a draft strategy potentially presented in July. They stressed that while the library strategy was not yet in place, they had been

following principles of equity and equality in shaping library service changes.

- The discussion also touched on the financial implications of further delays in consultation, particularly regarding staffing and budget cuts. It was emphasized that the Council had been holding vacancies to avoid redundancies, but the service was already stretched thin due to reduced staffing.
- It was assured that while delays in the library strategy could be problematic, they were committed to working with residents and stakeholders to develop a sustainable and inclusive library service. The focus was on balancing strategic planning with the realities of financial constraints, while ensuring libraries remain accessible and aligned with community needs.
- Concern was raised about the speed at which the library strategy would be implemented. They raised the issue of ensuring that all relevant groups, especially those not typically involved in meetings like Friends Groups, were adequately included in the co-production and co-design process. They were worried about populations such as disability groups and others with special needs potentially being overlooked. They stressed the importance of a comprehensive approach that captured the needs of all library users, particularly those who might not be directly represented in more formal groups or consultations.
- In response to a question regarding the legalities of consultation, Haydee Nunes De Souza explained the legal framework surrounding consultations, which had been established through case law in the 1980s. She outlined four key elements required for a consultation to be lawful: 1) proposals must be at a sufficiently early stage to be influenced by the consultation, 2) proposals must be presented in detail, allowing respondents to provide meaningful input, 3) there is no set time frame for consultations, as it depends on the issue at hand, and 4) the consultation results must be carefully considered, with evidence showing that feedback was taken into account when revising the proposals. She emphasized that the Council's adoption of Option 3 reflected feedback from the consultation, making it a lawful and legitimate decision.
- The issue of predetermination was raised, with Haydee Nunes De Souza further explaining that predetermination, which refers to making a decision before considering the consultation outcome, was not present in this case. She stated that there was no evidence to suggest that the decision was influenced by prior external factors, including a press release that was later retracted.
- Regarding the consultation process, some members raised concerns about the language used in the consultation documents. Specifically, Councillor Connor pointed out that the language may not have clearly

indicated that an additional option (Option 3) could emerge from the feedback. However, the Council maintained that the consultation documents were clear that the proposals were subject to change based on public feedback.

- The discussion then shifted to the issue of the press release, which was inadvertently released prematurely. Jess Crowe clarified that press releases are often drafted in advance of cabinet meetings, but in this case, the press release was issued earlier than planned. Unfortunately, the wording was not updated to reflect that the decision had not yet been made. The mistake was acknowledged, and the press release was quickly amended once the issue was raised by the opposition group

Head of Legal Services:

- Haydee Nunes De Souza advised that the Cabinet decision was in line within the budget and policy framework and she highlighted specific sections of the report for the Committee's consideration, emphasising that the Committee was expected to make its own determination on whether the decision adhered to the budget and policy framework.
- It was pointed out that the legal requirement for an annual library plan had been removed years ago, and while the plan remained in the Constitution, it would be updated to reflect this change. The decision made on December 10th, 2024, did not contradict any documents within the policy framework, and the advice was that the decision complied with both the budget and policy frameworks.
- Francis Palopoli representing the Chief Finance Officer, supported the summary, stating that the decision was in line with the budget framework, the Council's budget, and policy procedures.

The Overview and Scrutiny Committee **AGREED** adjourn the meeting deliberate on the call-in decision.

The Committee reached a decision regarding the call-in after considering all relevant information and,

RESOLVED

1. To agree that the 10th of December Cabinet decision on Review of Library Operating Hours was inside the Budget and Policy Framework.

2. That no further action is to be taken, meaning that the key decision could be implemented immediately. This was following a vote and all 5 members unanimous on this decision.

The reasons provided for resolution 2, were taken, following consideration of the deputation, attached reports, and information shared at the meeting. The Committee considered the 8 main points of the call in and responded as follows when coming to their decision.

- **1. Council Constitution requiring an annual library plan:** The Committee rejected this claim based on advice from the Monitoring Officer and Deputy Monitoring officer, noting that the requirement was outdated.
- **2. Metrics in the corporate delivery plan:** The Committee found that some points regarding metrics were unclear, but they concluded that the decision did not put the metrics within the corporate delivery plan in jeopardy.
- **3. DCMS guidance:** Based on advice from the deputy monitoring officer, the Committee determined that major policy changes could be made without a library plan in place, though it was preferable to have one. The Committee recommended no further action and decided not to refer the decision back to the cabinet. They also recommended that the Overview and Scrutiny Committee be involved in the policy development stage of the library strategy and affirmed there had been no breach of the DCMS guidance.
- **4. 1964 Act:** The Committee was unconvinced by claims that the cuts in library hours disproportionately affected the most-used libraries. They noted that Haringey was keeping all libraries open, unlike some other boroughs that had closed libraries, which could have been in greater violation of the Act.
- **5. Consultation and Co-design:** The Committee clarified that the process was a consultation, not a co-design process. It was evident that the library budget cuts were already decided, and the consultation focused on how to implement the cuts. The Committee emphasized the importance of co-design for the new strategy and recommended involving a broad group of residents, including people with disabilities, in future processes.
- **6. Consulting on two options, then introducing a third:** The Committee agreed that the decision was an amended version of one of the options consulted on, and it was clearly indicated in the consultation document that the options were subject to amendment. Therefore, they did not agree with the point of concern.
- **7. Predetermination:** The Committee did not believe that the release of the press statement led to the decision being predetermined. They acknowledged that Councillors may have pre-existing views but

emphasised that these views could change during the meeting, and the press release did not impact the Cabinet's decision-making process.

8. Summary of earlier points about the policy framework: The Committee considered these points earlier.

7. NEW ITEMS OF URGENT BUSINESS

There were no new items of urgent business.

This page is intentionally left blank

MINUTES OF THE MEETING Overview and Scrutiny Committee HELD ON Tuesday, 14th January, 2025, 6:30pm – 10:00pm

PRESENT:

Councillors: Matt White (Chair), Alexandra Worrell, Pippa Connor (Vice-Chair), Makbule Gunes and Lester Buxton

ALSO ATTENDING:

Councillor Ajda Ovat - Cabinet Member for Communities, Councillor Tammy Hymas, Barry Francis – Director of Environment and Resident Experience, Eubert Malcolm – Assistant Director for Environment, Tracey Lilley – Interim Head of ASB & Enforcement, Sandeep Broca – Intelligence Analysis Manager, Fiona Alderman – Monitoring Office, Philip Slawther – Scrutiny Support Officer, Chris Liasi – Committees and Governance Officer.

1. FILMING AT MEETINGS

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

The Chair outlined the process for the meeting and attendees noted this information.

2. APOLOGIES FOR ABSENCE

There were none.

There were apologies for lateness by Councillor Worrell.

3. URGENT BUSINESS

There were no new items of urgent business, but it was noted that supplementary packs were received which had the relevant documents for consideration for the call-in item.

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

John Glaken, attended the call in and made representations to the Committee on the decision agreed by Cabinet. The following was noted:

- The speaker, representing a grassroots organization working directly with rough sleepers and temporarily housed individuals across London, emphasised the importance of including diverse voices in the discussion. They highlighted their engagement with over 60 individuals in Haringey every Sunday and noted their extensive experience with the negative effects of Public Space Protection Orders (PSPOs) across London.
- It was stated that there were instances where PSPOs had prevented vulnerable individuals from accessing basic services, such as food, due to area restrictions. They argued that no PSPO had been implemented in a way that brought progressive outcomes, pointing out that verification processes for rough sleepers, intended as exemptions, were complex and often impractical. They stressed that such processes made it difficult for individuals to prove their homelessness, further compounding the challenges faced by marginalized groups.
- The lack of public facilities, particularly toilets, was highlighted as a fundamental issue, with the speaker urging the community to address this need instead of punishing individuals for behaviors stemming from systemic shortcomings. They cited multiple sources, including Liberty, Release, and Sheffield University, which consistently identified PSPOs as detrimental to those experiencing homelessness.
- John Glaken called for redirecting efforts and resources currently spent on enforcement towards addressing root causes such as rough sleeping, alcoholism, and drug use. They argued that homelessness was a social issue, not a criminal one, and stated that involving police in homelessness-related matters was inappropriate. They pointed to their positive collaboration with Haringey Council's rough sleeping team and community events, such as their annual speech festival, as examples of effective and inclusive approaches.
- In conclusion, the committee urged decision-makers to pursue progressive solutions. It was emphasised that meaningful change required political will and a shift in focus from punitive measures to genuine support for the most marginalised members of society.

The following was noted in response to questions from members:

- During the discussion, the speaker was asked about their first-hand experience encountering rough sleepers who were not verified and provided insights into why verification is challenging. They explained that for an individual to be verified as homeless, a commissioned outreach worker must identify them sleeping rough. However, cuts to outreach services and the transient nature of rough sleepers make this process difficult. People often move locations, remain hidden, or mistrust outreach workers due to past negative experiences, making verification unreliable.

- The speaker also highlighted that PSPOs exacerbate this issue by displacing rough sleepers, further complicating efforts to verify them. They acknowledged that Mulberry Junction provided an effective verification pathway not found in other boroughs, describing it as a valuable resource that should be supported. However, It was emphasised that verification remains a complex process, and PSPOs risk making it even harder to reach and assist vulnerable individuals.
- It was queried what type of impacts PSPOs had in the speakers experienced, in response to the query it was explained that it had been negative.
- The speaker highlighted examples of effective practices they had observed in other boroughs, such as Islington, where community engagement was prioritized. They emphasized that genuine, consistent engagement, rather than superficial consultation, fostered meaningful progress. Regular meetings between the community and stakeholders, even outside of crisis situations like PSPOs, were cited as a key factor in successful outcomes.
- The speaker noted that the most impactful initiatives often occurred in collaboration with, or parallel to, councils rather than solely through council-led efforts. High levels of transparency and honesty from councils were also seen as critical to building trust and driving change. They commended councils that openly acknowledged the challenges of enforcement while demonstrating a commitment to supporting marginalized communities.
- Finally, the speaker expressed hope that Haringey Council would take a progressive stance, reject punitive measures, and instead focus on standing in solidarity with those experiencing homelessness and marginalization.

Councillor Ovat responded to the deputation; the following was noted:

- It was emphasised that the borough-wide PSPO consultation had been thorough, rooted in the Haringey Deal principles, and involved collaboration with residents and stakeholders, including Street Kitchen. Feedback led to amendments in the proposed prohibitions, which were presented at a public cabinet meeting in December 2024.
- Councillor Ovat countered claims that the PSPO conflicted with council budget and policy frameworks, referencing assessments by the Monitoring Officer and Chief Finance Officer, which confirmed compliance. Concerns were addressed about cycling restrictions, clarifying that the PSPO targeted dangerous cycling behaviour while maintaining exemptions for children and cyclists intimidated by traffic. The aim was to balance safety for pedestrians with support for active travel.
- The representative highlighted safeguards in the PSPO to prevent disproportionate enforcement, including exemptions for rough sleepers and individuals with disabilities. A triage process was in place to review incidents

thoroughly before penalties were issued, ensuring fair enforcement in line with the Equality Act 2010. They stressed the importance of partnership with outreach services for factual, compassionate assessments in verification processes.

- Addressing police powers, it was noted that the PSPO extended enforcement abilities to the local authority, allowing greater oversight and accountability. Since Haringey's introduction of PSPOs in 2017, no complaints about misuse of powers had been recorded. Without a borough-wide PSPO, alcohol control measures would lapse in April 2025, necessitating signage removal and reducing the council's ability to address detrimental behaviours.
- The representative concluded by affirming confidence in the PSPO as a proportionate and necessary measure to improve residents' quality of life.

6. CALL IN OF IMPLEMENTATION OF A BOROUGH WIDE PSPO CABINET DECISION

Cllr Hymas presented her call-in and the following was noted in her presentation:

It was highlighted that, without proper interventions, antisocial behaviour can significantly harm individuals and communities. It was expressed that sufficient evidence had not been provided to show that Public Space Protection Orders (PSPOs) would reduce the frequency or severity of such incidents in the borough. They argued that the potential harm PSPOs could cause to marginalized groups outweighed any justifications for their implementation.

PSPOs, introduced in 2014 to replace ASBOs, shifted enforcement from targeting individuals to regulating specific areas. The Museum of Homelessness observed that PSPOs have often been used to target vulnerable populations, such as homeless individuals and drug users.

While acknowledging adjustments to the proposals following community feedback, concerns were raised about specific aspects. The borough's Community Safety Strategy was raised, which emphasised safeguarding vulnerable individuals, and the Youth Justice Plan, which seeks to address disproportionality among young people in the justice system. The speaker questioned the impact of restrictions on vulnerable groups, including the homeless, and the broader implications for active travel.

It was noted that limitations like penalties for public urination disproportionately affect the homeless, especially since Haringey has only three public toilets. Without a comprehensive toilet strategy, such restrictions could unfairly target

those without alternatives. They also argued that verifying whether someone is homeless is unrealistic, leaving individuals open to fines that further marginalize them.

The borough-wide alcohol restrictions was criticised, which was believed would not address alcohol abuse among vulnerable populations but would push these issues out of sight. They also noted a lack of evidence supporting the broad application of PSPOs and the absence of accessible appeal mechanisms for fines. This, they argued, left marginalized groups at greater risk of punitive action with limited recourse.

Citing examples like Colchester, where cycling restrictions under a PSPO led to wrongful fines and were later repealed, the speaker warned against measures that could disproportionately target vulnerable individuals, particularly young people. They concluded by emphasizing that the community preferred addressing the root causes of antisocial behavior through support services rather than punitive enforcement.

There were questions from the Committee on the call-in and Councillor Hymas responded as follows:

- The Committee raised concerns around residents feeling unsafe in their neighbourhoods due to anti-social behaviour as young kids were seeing people take drugs, urinating in public which created an unsafe environment. In response to the concerns the impact of anti-social behaviour on individuals' lives was acknowledged. It was highlighted their engagement with the community through meetings and discussions. However, they argued that targeting individuals, such as those urinating in the street or drinking publicly, with fines of £100 was unlikely to serve as an effective deterrent. Many of these behaviours, they noted, stemmed from deeper vulnerabilities and life challenges.
- Concern was raised that fines, could push individuals further away from seeking help. Such actions might alienate vulnerable groups from accessing council services, as they may no longer feel safe engaging with them after experiencing fines.
- It was stated the safety depends on addressing root causes empathetically. They advocated for investing in support services and resolving social issues through systemic, compassionate approaches. Haringey's ongoing efforts was commended, including the toilet strategy, work addressing gambling harms, and initiatives supporting rough sleepers through the homelessness team. It was concluded that these proven, effective methods should remain the focus, as punitive approaches risked doing more harm than good.

- It was queried whether the concern was if PSPO would work. Councillor Hymas stated potential improvements to the current Public Space Protection Order (PSPO) system. They proposed implementing a parking fine-style appeal process to make the system more accessible and fairer. They also recommended focusing PSPO enforcement on specific areas with a documented history of persistent problems, supported by substantial evidence, rather than applying it borough-wide.
- Concerns were raised about the lack of data from previous PSPOs in Haringey, which made it difficult to assess whether fines had been applied disproportionately or if racial discrimination had occurred. Without a clear evidence base ensuring that PSPOs would not cause disproportionate harm to marginalised groups, the speaker argued it would be premature to proceed with their implementation.
- Additionally, specific restrictions were identified —on alcohol, public urination, and cycling—as particularly problematic. While acknowledging the presence of other restrictions, such as those addressing dog control and fireworks, they focused on the need to ensure that interventions were just and evidence-based to prevent potential misuse or harm.

Councillor Ovat responded to the call-in, and the following was noted:

- Councillor Ovat expressed appreciation for the discussion on the borough-wide PSPO, emphasising the importance of scrutiny and accountability in governance. They reaffirmed their support for the original cabinet decision, as outlined in the PSPO report. The member noted that during the December 10 cabinet meeting, where the PSPO was discussed, no councillors who later signed the call-in were present to make representations.
- Highlighting the prevalence of antisocial behavior (ASB), the council member shared that over 700 ASB reports were received monthly, with 65% related to public space misuse—a key focus of the PSPO. They argued that addressing ASB was a responsibility to constituents, aligning with the council's manifesto commitment to create safer, more inclusive spaces. The PSPO was presented as a significant tool to enhance public safety and improve the local environment, while acknowledging it was not the sole solution to ASB.
- The council had undertaken a thorough consultation process, including a co-design phase with residents and stakeholders. Over 1,700 questionnaire responses were considered, leading to amendments that introduced exemptions and safeguards to reflect community needs. The council's analysis demonstrated the effectiveness of PSPOs, with a 27% reduction in

alcohol-related ASB incidents in covered areas compared to a 6% increase in non-PSPO areas.

- The member clarified that the PSPO was designed to address behaviors, not individuals, and included safeguards to protect vulnerable groups, such as rough sleepers. They emphasized the collaborative work between enforcement teams and outreach services to connect individuals with necessary support. Dangerous cycling behaviours were also addressed, with the PSPO complementing existing legislation to protect road and pavement users.
- In conclusion, Councillor Ovat stated that the PSPO was an essential measure to address ASB, build on existing successes, and maintain safe, inclusive spaces. They warned that failing to implement borough-wide measures would undermine public confidence in the council's ability to ensure community safety. They urged the committee to take no further action on the call-in.

The following was noted in response to questions from the Committee on the call-in response.

- It was clarified that enforcement officers were trained to assess behaviours in context, acknowledging that their decisions involved a degree of subjectivity. Officers were trained to evaluate situations such as cyclists using pavements due to weather or lack of confidence. The primary focus, however, was on addressing dangerous and reckless cycling, such as individuals riding at high speeds, snatching phones, or endangering others on pavements.
- It was emphasised that while there is subjectivity in assessing behaviors, this is consistent with other laws, such as driving without due care or public disorder offences, where trained officers make informed judgments. These judgments are guided by their training to ensure proportionate and sensible enforcement.
- The term "annoyance" was discussed, with concerns raised about its interpretation. It was clarified that lawful and non-dangerous actions, such as slowing someone down, would not constitute an offence under the PSPO. Officers were expected to enforce rules reasonably, and a process was in place to challenge decisions if unusual cases arose. The aim was to ensure enforcement was fair, proportionate, and targeted at genuinely harmful behaviours.
- The discussion clarified that the new Public Spaces Protection Order (PSPO) aimed to make certain behaviours, already illegal or against the law, more easily enforceable by localizing enforcement powers. While the police already had powers under existing legislation, the PSPO allowed

council officers to monitor and manage prohibitions, effectively extending enforcement responsibilities to council staff. It did not grant the police new powers but instead enabled collaboration between council officers and the police.

- The council acknowledged limited resources for addressing antisocial behaviour (ASB) and stated that the PSPO would extend enforcement capacity by allowing authorized council officers to issue fines. However, enforcement would prioritize advice and warnings before formal actions like fines were imposed. The additional costs associated with implementing the PSPO would primarily involve signage, rather than new resources for ASB officers.
- Concerns were raised about potential misuse of enforcement powers, with an example from Colchester cited where cyclists were disproportionately fined under a similar PSPO. The council reiterated the importance of ensuring proportional and fair application of enforcement powers through proper officer training.
- Regarding public toilets, a separate issue, it was noted that mapping showed available facilities with charging and accessibility features for people with disabilities. However, gaps in access were acknowledged, particularly in central parts of the borough. The council mentioned ongoing work to develop a toilet strategy, but specific updates on new facilities were not available during the discussion.
- The issue was raised regarding the evaluation process in place to ensure the Public Spaces Protection Order (PSPO) would work as intended. In response, a colleague expressed a strong commitment to the process, emphasising that the PSPO aimed to support the community and create a safe environment for everyone, including vulnerable groups such as the homeless. The colleague, new to the borough, praised the experienced officers and their daily work addressing antisocial behaviour.
- The evaluation process was described as involving weekly team meetings and participation in a problem-solving group with the police. The PSPO's effectiveness would be reviewed quarterly, with an annual review. The colleague emphasized that the PSPO was a tool to support both officers and police, not about penalizing individuals. The goal was to enhance safety and vibrancy in the borough, providing greater powers for officers to engage with the community and reduce reliance on police powers. The colleague also offered to report on the success of the PSPO and noted that the number of fixed penalty notices (FPNs) issued was expected to be low.

Monitoring Officer:

It was explained that a joint report from the Monitoring Officer and the Director of Finance's included recommendations for the members to note

the call-in process. The second recommendation was to acknowledge the advice from the Monitoring Officer and Chief Financial Officer, confirming that the cabinet's decision was within the Council's budget and policy framework. The speaker noted that Councillor Hymas had further discussed the policy framework, referencing the Youth Justice Plan and the Community Strategy. However, the speaker maintained that the decision remained within the budget and policy framework, which was ultimately for the committee to decide. The options for the committee were outlined in section 6.1 onwards.

The committee reached a decision regarding the call-in after considering all relevant information. The Committee agreed that the decision fell within the policy and budget framework, and this was confirmed unanimously by the members.

The Committee returned after consideration of the exempt information and deliberations

The committee also reviewed the deputation from the public, questions from the call-in lead, and officer reports, deciding to agree to refer the decision back to cabinet for reconsideration.

RECOMMENDATIONS:

1. Verified Rough Sleepers - There were concerns over the exemption for verified rough sleepers. The committee wanted the exemption to be widened to cover all homeless people who might not fall under that definition of verified.
3. Public Toilets - Concerns about the shortage of public toilets in the borough and the lack of a toilet strategy. It was recommended that the forthcoming toilet strategy be brought forward and public toilet provision was expanded.
3. Homelessness Strategy - The Committee would like the ASB team to evidence how they would work closely with the public health team and the homelessness outreach teams to ensure a joined-up approach.

7. NEW ITEMS OF URGENT BUSINESS

There were none.

CHAIR: Councillor Matt White

Signed by Chair

Date

MINUTES OF THE MEETING Overview and Scrutiny Committee HELD ON Monday, 20th January, 2025, 6.30 - 9.45 pm

PRESENT:

Councillors: Matt White (Chair), Alexandra Worrell, Pippa Connor (Vice-Chair), Makbule Gunes and Lester Buxton

ALSO ATTENDING:

Councillor Dana Carlin, Chris Liasi - Committee and Governance Officer, Dominic O'Brien - Scrutiny Officer, Taryn Eves - Director of Finance, Jacqueline Longmore – Principal Lawyer, Anna Blendford - Assistant Director for Regen & Econ Development, Sarah Lavery - Head of Property Change, Zoe Robertson – Head of Place, Daniel Lynch - Senior Pensions & Treasury Accountant (interim), Andrew Meek - Assistant Director for Capital Projects & Property.

1. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein'

2. APOLOGIES FOR ABSENCE

There were no apologies for absence.

3. URGENT BUSINESS

There were no items of urgent business.

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

There were no deputations, petitions, presentations or questions.

6. MINUTES

The minutes of the previous meetings held on 25th November and 12th December were approved as a correct record.

7. MINUTES OF SCRUTINY PANEL MEETINGS

The Committee received and noted the minutes of the following Scrutiny Panels and approved recommendations contained within:

- Adults and Health Scrutiny Panel – 14 November 2024
- Climate, Community Safety & Environment Panel – 14 November 2024
- Children & Young People's Scrutiny Panel – 19th November 2024
- Housing, Development & Planning Scrutiny Panel – 21st November 2024

8. TREASURY MANAGEMENT STRATEGY STATEMENT 2025/26

The Committee received and made comments on the Treasury Management Strategy Statement 2025/26.

It was explained the SIP for code required the Council to approve a Treasury Management Strategy (TMSS) at the beginning of each year. The TMSS was presented to the Committee for scrutiny, with any comments to be shared with the Audit Committee. The Scrutiny Committee was asked to review and provide feedback on the TMSS for 2025-2026.

It was also noted that the Audit Committee would consider the draft TMSS at their meeting on January 27th. The Treasury Management function involves managing the Council's cash flows, borrowing, investments, and related risks. The Council had borrowed and invested significant sums, exposing it to financial risks, including the loss of investment funds and the impact of changing interest rates. Economic factors, such as the recent autumn budget and slower-than-expected interest rate changes, had influenced the TMSS for 2025-2026, with economic outlooks remaining uncertain.

Headline inflation continued to rise, and interest rates were expected to stay higher for longer. Markets predicted two more Bank rate cuts in 2025, with economists suggesting up to four cuts. By December 2024, the Bank rate remained at 4.75%, and bond yields had risen, prompting investors to seek higher returns. The Council's borrowing needs were driven by the capital programme, with Section 3 of the TMSS detailing capital expenditure and funding. New Treasury investments had an average rate of 4%, down from 4.75% the previous year. Long-term loans were borrowed at an average rate of 5.5%, consistent with previous assumptions. An application for exceptional financial support had been submitted, requiring approval to borrow or use capital receipts for revenue spending.

An update on the Council's financial position was scheduled for scrutiny on January 30th, before the final draft budget was presented to Cabinet on February 11th. The borrowing strategy in the TMSS remained consistent with prior years, aiming to secure low interest rates and achieve cost certainty. The cost of borrowing had increased for both short- and long-term debt, mainly due to Public Works Loan Board rates. As of December, the Council held £956.9 million in borrowing and £72.6 million in Treasury investments. Section 3.10, a new addition to the TMSS, outlined the reporting

requirements to the Committee, including training for officers and details about the exceptional financial support.

Concerns were raised about the exceptional financial support, noting that normally, councils would not be permitted to use borrowing for day-to-day revenue spending. They sought reassurance that the budget gap for 2025-2026 and 2026-2027 could be closed, as continued borrowing to fund revenue spending was not sustainable.

In Table 1 of the strategy, it was stated that exceptional financial support amounted to £20 million for both 2024-2025 and 2025-2026. The Council had requested this support due to current demand pressures, primarily in adult social care and temporary accommodation for homeless households. This situation mirrored that of other boroughs, both within and outside of London.

The government provided this support through a capitalisation directive, which allowed the Council to use capital, either through borrowing or capital receipts, or raise council tax.

In response to a question about the Council's borrowing strategy, it was noted that the Council had struggled to borrow from certain sources due to being perceived as higher risk compared to other local authorities. The concern was whether this limited the borrowing options and if it was having a significant impact on securing the best value loans. It was explained that while the Council had fewer borrowing options, it still had access to Public Works Loan Board (PWLB) rates, which made up most of its borrowing. Despite being perceived as riskier due to its borrowing levels and reserves, this did not hinder the Council's ability to borrow, and PWLB rates remained competitive.

In terms of financial strategy, borrowing to finance day-to-day expenditure via exceptional financial support was consistent with the general borrowing strategy. Previously, borrowing for exceptional financial support would incur an additional 1% premium on the PWLB rate, but this premium had been removed as of October. The process for borrowing remained the same, with the assumption that it would be through PWLB, without any additional costs for borrowing under exceptional circumstances.

RESOLVED:

The Committee raised the following comments to be discussed at the Audit Committee:

- **Concern over the liability benchmark and.**
- **Whether the council are giving enough room for the funds that the Council had predetermined (liability benchmark).**
- **Concern over the high level of debt and the fluctuations in interest rates**

9. SCRUTINY OF THE 2025/26 DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2025/2030

The Chair stated that Budget Scrutiny will be chaired by the Vice Chair (Councillor Connor).

The Committee was asked to ratify the recommendations arising from the scrutiny panels regarding the draft budget for 2025-2026 and the Medium-Term Financial Strategy (MTFS) 2025-2030. Appendix 5 outlined the list of comments and recommendations from the budget scrutiny process. The process involved reviewing each individual panel's recommendations and any new information received, with the option to amend or add new recommendations based on that information.

During the scrutiny process, the Committee major capital programmes, with a focus on savings, including digital transformation savings. It was clarified that a digital transformation saving was rated "red" as it was not delivered at the time. One recommendation from the panel related to reducing placement costs through effective market management, with £2.2 million allocated for this purpose. The panel requested further details on the mechanisms to be used and any lessons learned.

There was also a discussion about the Pendarran site, specifically regarding renting out the main house with kitchen facilities. Concerns were raised about the deep cleaning required after rental to meet health and safety standards, especially around allergens like peanuts. It was explained that because of the site's use as an educational facility, the kitchen could not be rented out without ensuring the absence of allergens, which was a more complex process than standard cleaning. A recommendation was made to consider all options for income generation at the Pendarran site, ensuring that necessary health and safety standards were met. Another point of discussion was the reduction of placement costs for young people. A concern was raised about ensuring that young people under 25 could continue their education without disruption. The Committee sought clarification that support would remain in place to help these individuals complete their education and ensure their well-being and future employment prospects.

The Panels reviewed the budgetary proposals for the three directorates. It was noted that the budget papers did not list any specific budgetary pressures. A request for further information was made, especially regarding the plans for tackling health inequality, as the Committee was uncertain about the direction of these proposals. The Committee asked for this information before the 30th.

Concerns were raised about the lack of details regarding certain proposals, especially the Council Tax Reduction Scheme. Councillors inquired about the opportunities for scrutiny and whether there would be a process for members to reject proposals if they were not suitable. They asked for details on the scrutiny process, including the number of cabinet meetings involved and when the proposals would be reviewed.

The response provided clarified that the savings proposal for 2026-2027 would go through the decision-making process either in early 2025-2026 or as part of the budget for 2026-2027. The Committee was assured that there would be an opportunity for scrutiny of the proposals. Regarding the capital programme, the Committee had received responses about the Alexandra Palace project and capital support for digital solutions. The rationale behind the capital programme was discussed, and while the response on Alexandra Palace was thorough, the information on digital solutions was limited. The Committee confirmed that they were satisfied with the further information provided about the proposed reduction to the capital support for digital solutions.

The final feedback from the scrutiny chairs emphasised the difficulty of conducting scrutiny without full details. They stressed the need for clearer in-year budget monitoring as part of the scrutiny process. It was suggested that quarterly reports on finance, risk, and performance be reinstated for all the panels and chairs to ensure proper oversight moving forward.

RESOLVED:

That updates be requested on a number of items in advance of the next meeting on 30th Jan 2025 including:

- **Housing Related Support Contracts**
- **Council Tax Reduction Scheme**
- **Integrated Connected Communities**
- **Housing – Legal Disrepair**
- **Leisure Services & Health Inequalities**

That recommendations and requests for future updates be added/amended on a number of items including:

- **Connected Care Review**
- **Day Opportunities – Commissioning Review**
- **Osborne Grove Nursing Home**
- **Pendarren income generation**
- **Market management in children's social care**
- **Decentralised Energy Networks**
- **Disuse of Council-owned buildings**

That the list of recommendations be approved for submission to the Cabinet, subject to possible further additions to this list at the next Committee meeting on 30th January 2025.

10. UPDATE ON THE LOCAL GOVERNMENT SETTLEMENT FOR 2025/26

The update began by outlining the progress made since the last meeting in November regarding the budget and the Medium-Term Financial Strategy (MTFS). The speaker highlighted that the next steps and expectations for the meeting on the 30th were also addressed.

An update was provided on the provisional local government finance settlement, with a focus on the additional funding received. A key topic was the application for exceptional financial support submitted before Christmas. This application, made due to deadlines and potential risks, would be reviewed, and the outcome would be shared during the meeting on the 30th. The Committee was reminded that the work on the budget remained ongoing, with various elements being continuously adjusted. While there had been some positive funding updates, there were also increased demand pressures. Additionally, the speaker explained that the assurance on savings had not only focused on new savings for 2025-2026 but also on previously approved savings. A review was being conducted to determine which savings could still be delivered and which ones might no longer be achievable.

Regarding the settlement, it was noted that the government had also published a consultation on funding reforms for 2026-2027. The speaker emphasized the importance of participating in the consultation, as it would be evidence-based, and the deadline for submission was set for February 19th. The exceptional financial support application was revisited, clarifying that while the government would review the application, the goal was to avoid needing to draw on this support. The Committee was informed that the outcome of the application would not be known until the end of February, and if required, it would allow the council to set a balanced budget. There was an emphasis on minimizing reliance on such support to avoid long-term borrowing costs.

In closing, the Committee was reassured that significant efforts were underway to minimize any reliance on exceptional financial support for the 2025-2026 budget. The work continued to ensure the budget was as realistic and achievable as possible, with a draft budget report expected next week. The speaker concluded by inviting any questions from the Committee.

It was noted that this was the first time in the council's history that exceptional financial support had been requested. While the additional one-off funding of £2.925 million was seen as a positive development, concerns were raised regarding the pressures faced, particularly due to the high number of residents in private sector accommodation, which was significantly higher than other areas. Haringey had 40% of households in private sector accommodation, contributing to the growing demand for temporary housing. The borough was praised for its success in preventing homelessness, but the rising pressures were acknowledged as part of broader challenges faced by local authorities.

The discussion highlighted the importance of the 2026-2027 funding reform consultation, with a focus on ensuring that funding distribution addressed the actual needs of areas like Haringey. Despite the additional funding, the council's financial pressures were not fully alleviated, particularly in social care sectors, where rising costs and fragility in the sector were significant concerns.

It was confirmed that the assumptions used in forecasting pressures were under review, especially regarding the impact of National Insurance increases. While the council was still waiting for final confirmation on funding for National Insurance increases for direct employees, the budget assumed a 3.5% average increase across social care contracts. Given the uncertainty surrounding the National Insurance increase, work was being done to factor in potential inflation, particularly in the adult social care sector. There was also a need to address the fragility of social care services, and the risks associated with funding allocations that had yet to be confirmed. The council aimed to set a realistic budget while managing the ongoing uncertainties and risks.

RESOLVED:

The verbal update was noted by the Committee.

11. NEW ITEMS OF URGENT BUSINESS

There were no new items of urgent business.

12. FUTURE MEETINGS

- 30th January 2025 (Budget Scrutiny)
- 27th March 2025

CHAIR: Councillor Matt White

Signed by Chair: 30.01.2025

Date: 30.01.2025

This page is intentionally left blank

MINUTES OF THE MEETING Overview and Scrutiny Committee HELD ON Thursday, 30th January, 2025, 6:30pm – 10:00pm

PRESENT:

Councillors: Matt White (Chair), Alexandra Worrell, Pippa Connor (Vice-Chair), Makbule Gunes and Lester Buxton

ALSO ATTENDING:

Councillors Dana Carlin, Sarah Williams, Ayshe Simsek – Democratic Services and Scrutiny Manager, Chris Liasi - Committee and Governance Officer, Dominic O'Brien - Scrutiny Officer, Taryn Eves - Director of Finance, Jacqueline Longmore – Principal Lawyer, Anna Blendford - Assistant Director for Regen & Econ Development, Sarah Lavery - Head of Property Change, Zoe Robertson – Head of Place, Daniel Lynch - Senior Pensions & Treasury Accountant (interim), Andrew Meek - Assistant Director for Capital Projects & Property.

13. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein'

14. APOLOGIES FOR ABSENCE

The Committee received apologies of lateness from Councillors Worrell, Carlin and Williams.

15. URGENT BUSINESS

There were no items of urgent business.

16. DECLARATIONS OF INTEREST

There were no declarations of interest

17. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

There were no deputations, petitions, presentations or questions.

18. MINUTES OF SCRUTINY PANEL MEETINGS

The Committee received and noted the minutes of the following Scrutiny Panels and approved recommendations contained within:

- Housing, Planning and Development Scrutiny Panel – 16th December 2024

19. SCRUTINY OF THE 2025/26 FINAL BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2025/2030 (PHASE 2 SAVINGS)

The HRA business plan was presented, with the details outlined for further discussion by any colleagues wishing to contribute. The document, initially highlighted in December 2024 when the draft was published, included commitments for funding, such as carry-forwards from previous years and unspent historic grants, some of which had expired or were not drawn down. A review was underway to assess whether any of the £22 million could be repurposed to manage the overspend for 2024-2025. However, it was noted that no assumption was made regarding the use of this amount for the 2025-2026 financial year. Additionally, the reserves table indicated that a £10 million corporate contingency was included in the revenue budget, separate from the reserves, to manage potential risks and uncertainties for the following year. This contingency was part of the broader financial strategy to ensure fiscal stability.

Concerns were raised about the growing gap in the budget, particularly in areas with significant income needs, such as adult social care, children's housing, and homelessness. Despite efforts to balance the budget through borrowing and grants, doubts were expressed regarding the sustainability of the strategy for future years, especially considering the pressures on these key service areas. In response, it was emphasised that the demand pressures, especially in temporary accommodation and children's home-to-school transport, were not unique to Haringey, as similar issues were being faced by local authorities nationwide. However, Haringey lacked the reserves to support these pressures in the short term. The government's consultation on funding for 2026-2027 was expected, but it was not seen as a solution to the sector-wide demand pressures. The Council was committed to ensuring that every pound spent delivered value for money and would continue efforts to improve efficiency and reduce costs, alongside increasing income where possible.

The multi-year settlement expected for 2026-2027 would likely involve a redistribution of funds rather than a significant increase in funding, and there was a recognition that, in the future, a larger conversation with the government may be necessary if funding continued to fall short of meeting needs. Nonetheless, the focus remained on internal efforts to ensure efficient service delivery while continuing the work through the 2025-2026 period.

The driving factors behind the adult's budget were discussed, with the primary concern being the increased complexity of needs within the population. This complexity involved more long-term health conditions, leading to a higher demand for care services and consequently, higher costs. Additionally, the rising cost of living, including energy prices, has placed additional pressure on care providers. These external pressures were compounded by changes in National Insurance rates. Furthermore, it was noted that many residents, who are just above the eligibility threshold for council tax reduction, still struggle to pay their council tax, particularly with an existing council tax rate ranging between £1,500 and £2,000 per year.

A decision was made not to increase council tax by more than 5%, as such an increase would add further financial strain on residents. The council tax rate in Haringey is already relatively high and raising it could reduce government funding due to the way core funding is structured. If the council raises its council tax, it would trigger a reduction in government support, making it a less viable option in the current financial climate.

The impact of previous service cuts was also highlighted. Haringey had already faced substantial financial losses, amounting to £143 million, which led to the closure of essential services such as children's centres and adult day care centres. These services were considered preventative measures, and their loss could have long-term implications, potentially leading to higher costs in the future. Given the borough's high levels of deprivation, particularly in areas like Northumberland Park, further cuts could increase poverty and place even greater strain on already overburdened social services.

The council emphasised its commitment to making efficiency savings rather than drastic cuts. The focus of the current budget was to protect essential services while ensuring financial sustainability in the long term. By making efficiency-driven savings, the council aimed to minimize the negative impact on services that residents rely on.

In terms of housing projects, the Housing Revenue Account (HRA) used a mixed funding model, with grants playing a key role in enabling the acceleration of housing delivery. However, the council also acknowledged the potential for rising costs in acquiring properties, particularly in the North London area, and made provisions for subsidies to address this.

In conclusion, the council addressed the significant budget gap forecasted between 2025 and 2030, recognizing that exceptional financial support would be necessary to bridge this gap. The council's long-term financial planning

remains a priority to ensure a more financially sustainable future despite current challenges.

Recommendations:

Housing Revenue Account – Draft 2025/26 Budget & MTFS 2025/26- 29/30

It is recommended that Overview and Scrutiny Committee:

- a) Note the report that will be presented to Cabinet on 11 February 2025 setting out the proposed 2025/26 budget and 2025/26 to 2029/30 and which includes approval of proposed increases to rents and service charges.
- b) Note the updated revenue financial position since the last update to Cabinet on 10 December and which was considered by Housing, Planning and Development Scrutiny Committee on 16 December 2024. This is set out in Table 6 and 6.1 of the report in Appendix 1
- c) Note the updated capital programme for the period 2025 to 2035 since the last update to Cabinet on 10 December and which was considered by the Housing, Planning and Development Scrutiny Committee on 16 December 2024. This is set out in Tables 7 and 7.1 of the report in Appendix 1.
- d) Note that Cabinet on 11 February will be asked to recommend the proposed HRA 2025/26 Budget and 2025/26-29/30 MTFS, for approval to the Full Council taking place on 3 March 2025.

20. NEW ITEMS OF URGENT BUSINESS

There were no new items of urgent business.

21. FUTURE MEETINGS

- 27th March 2025

CHAIR: Councillor Matt White

Signed by Chair

Date

**Climate, Community Safety and Environment Scrutiny Panel HELD
on 17 December 2024, George Meehan House, Westbury Room.
From 7:30pm- 10:00pm**

Attendees

Councillors

- Cllr Buxton (Chair).
- Cllr Dunstall.
- Cllr Ali.
- Cllr Adamou (attended online).
- Cllr Cawley-Harrison.
- Cllr Carroll.
- Mr Ian Sygrave (Non- Voting Co-optee).

Officers

- Cllr Hakata (Cabinet Member for Climate Action, Environment and Transport).
- Zoe Robertson (Programme Director Wellbeing and Climate).
- Joe Baker (Head of Carbon Management).
- Barry Francis (Director of Environment).
- Mark Stevens (Assistant Director of Resident Experience).
- Maurice Richards (Head of Transport and Travel)

Deputation

- Mr Michael Brookes
- Ms Leila Brookes
- Mrs Christina McKenzie
- Mr Bruce McKenzie.

1- FILMING AT MEETING

The Chair ran through the required information. The information was noted by all present.

2- APOLOGIES FOR ABSENCE

Cllr Culverwell had sent apologies.

3- ITEMS OF URGENT BUSINESS

None.

4- DECLARATIONS OF INTEREST

None was declared.

5- DEPUTATIONS/PETITIONS AND PRESENTATIONS.

A deputation had been received within the statutory timeframe for the Panel which was a request to extend the timetable of the 603 Bus Route.

The Panel heard that:

- The bus route covered two local authorities Camden Council and Haringey Council.
- The delegation had received over 600 positive responses in support of extending the bus route.
- Camden Council had agreed to a review of the route.
- The 603 bus route served three school routes and the Royal Free Hospital. Currently, there was inadequate scheduling and only served users twice a day. Furthermore, this was not aligned with school timetables making the bus journeys under-used but in demand. Alternative routes weren't reliable and also included crossing dangerous and busy roads. There was no bus route to the Jubilee Line or the Royal Free other than this.
- There was demand both from school attendees and hospital staff, who would prefer to take the bus rather than drive during rush hour.

The floor was then open to questions from the Panel.

In response to the question as to whether the route had been reduced recently, the Delegation replied that the timetable had remained static for more than 20 years.

Another question was raised as to whether lobbying had occurred at City Hall level - and whether the Delegation had data that showed user demand. It was responded by the Delegation that their own research had found that 670 people supported extending the timetable and would use it more if it was extended to more than twice a day. The Delegation emphasised that they found there were no other similar bus routes and that the route was not synchronised with school timetables. The delegation reiterated that they required the times to be aligned to schools or extended further.

In response to the Deputation, the Head of Transport and Travel clarified that the borough had recently approached Transport for London (TfL) in 2024, to discuss further how extending the timetable was in line with Haringey's Transport Strategy. However, a detailed response had been sent from TfL that stated there was no

business case for this, as there was no user demand. The Head of Transport and Travel agreed with the Deputation that more research needed to be carried out. He offered to meet with the Deputation to discuss this more. Once this had been established, he proposed to approach Camden Council and discuss this once more with TfL. **ACTION**

The Cabinet Member for Climate Action, Environment and Transport pointed out that buses had been underfunded for years and also offered to contact his counterpart in Camden Council and discuss this further. **ACTION.**

6- MINUTES

The Committee RESOLVED to approve the minutes from the previous meeting.

7- THE ANNUAL CARBON REPORT.

The Cabinet Member for Climate Action, Environment and Transport, Head of Carbon Management and the Programme Director introduced the report.

The Committee heard that:

- The Annual Carbon Report (ACR) was mentioned in the Constitution of Haringey Council. It outlined what emissions the Council was responsible for and reported on the energy produced by Council activity.
- The Carbon Commission required councils to meet the target of a reduction of 40% by 2020. The Head of Carbon Management stated that Haringey exceeded this target in 2020 by a reduction of 43% and was still making progress.
- The Carbon Commission required all boroughs to produce an annual progress report .
- The report included projects within the community to help against climate change.
- The new ACR and progress made this year would go to the Full Council Meeting in March 2025.

The team highlighted that the report was now in draft format and requested feedback on this year's report from the Committee.

The floor was then open for discussion.

Feedback from the Panel included:

- Reducing the number of pages within the 100-page report. It was suggested producing a shorter, picture-based summary would help with engagement in the community. The Cabinet Member responded that this was a good

suggestion. He spoke more about engagement with schools and the need for his team to outline what could be achieved. He stated that his team would soon be setting up the Haringey Climate Partnership and may coproduce a short visual version. **ACTION.**

- It was emphasised by the Chair that the report was not easy to read. Furthermore, the report should be listed by ward or area. The Chair also emphasised the need for transparency and honesty in the report. There was a need to state where the Council was falling behind on targets and what was being done to address this.
- Discussion then turned to schools and how to engage them effectively. It was suggested that the production of an educational toolkit or resource for school leaders would be useful for the engagement of school children. Also, the recognition and championing of school's various climate action initiatives. The Head of Carbon Management pointed out that the team attended school assemblies as part of a Schools Outreach Programme, and these points could be included within the package currently presented. Other suggestions also included making climate action messages similar to public health communications through posters and infographics and using Haringey estates (such as billboards and display boards) to advertise and disseminate messages into the community. The Cabinet Member responded that his team would consider the educational toolkit and talk more about its practicalities.
ACTION.
- It was also pointed out that many communities in Haringey had been affected by climate change. It was stated that all communities needed to be involved and engaged with climate action and messages needed to be made relevant to these groups. Further discussion then turned to how to make climate action messages relevant to all communities. The Cabinet Member mentioned that in some older communities 'repair and reuse' was culturally embedded. He indicated that local events may be the best place to engage different types of communities. Sharing information was key as the Cabinet Member admitted that the current approach inadvertently excluded people.
- Another question was raised around how the ACR report was fact-checked. It was commented that the report was written for a technical audience. A question was asked as to how was this utilised with other departments and whether the profile of the report could be raised. The Head of Carbon Management responded that the data came from the Department For Energy Security and Net Zero (DESNZ) and the Greater London Assembly (GLA). The data itself was not audited by the Council however his team would consider whether this could be part of the overall programme development. It

was also pointed out by members of the Panel, that a results comparison with similar councils would be useful. Further information on the carbon rates of Haringey's regeneration processes was also suggested. The Head of Carbon Management said he would consider this - and also include community outreach in the next version of the ACR. **ACTION**

- The Cabinet Member stated that raising the profile of the ACR both internally (across the Council) and externally ought to be a Council-wide responsibility. The Programme Director for Wellbeing and Climate stated that she recognised that the ACR needed to follow the same lines of public health messages to make it a tool for engagement. She stated that further discussion with councillors on this would be very useful and this was agreed by all. **ACTION.** The Cabinet Member then expressed that he would like to see changes to the standard Council's decision-making template that would include climate impact.
- It was asked what steps had been taken to encourage resident behavioural change. It was stated that the financial argument for climate change should be framed and emphasised to residents - for instance saving on bills. The Cabinet Member agreed with this and emphasised that the ACR messages ought to talk more about the choices residents could make to take climate action, as well as the co-benefits of climate saving actions – such as fighting damp and mould and saving on energy bills. He stated that this would be considered in conjunction with the Climate Action Forum to get more ideas on how to frame and pitch climate messages. **ACTION**

8 - CABINET QUESTIONS: CABINET MEMBER FOR CLIMATE ACTION, TRANSPORT AND THE ENVIRONMENT.

The Chair opened the floor for questions.

A question was put to the Cabinet Member about the actions that the Council was taking to ensure that cycling and the types of e-bikes on the road were both safe for pedestrians and cyclists. The Cabinet Member stated that more residents were cycling – and this was good for the borough. He stated that those driving e-bikes dangerously were mainly delivery drivers on very tight schedules (and low wages); in this way delivery companies were incentivising staff to drive dangerously. He stated that there had been an increase in serious injuries and deaths involving cyclists and emphasised that it was illegal for under 18s to drive electric bikes. Discussion then turned to the types of electric bikes. The Cabinet Member clarified that pedestrians were the top of the road use hierarchy, so there was a need to protect them. He mentioned that the proposed Public Safety Protection Orders (PSPO) would give the

Council more help with enforcement when it came to the dangerous driving of cycles on pavements. Dedicated cycle lanes would also help, as cyclists would feel safe in protected areas.

Discussion then turned to the difference between experienced and inexperienced cyclists. This was particularly apparent in the young users of e-bikes and Lime Bikes, and it was stated that there was a need to address this. The Cabinet Member responded that dedicated cycle lanes would help inexperienced cycle-users and pavement users feel safe, as would a map for future bike lanes. However, he also pointed out that there had to be consultations over future cycle lanes in placement and design first. He stated that an education piece was being rolled out to schools which offered cycle training. In addition, there were cycling champions and free cycling training available throughout the borough. The Chair raised that this would make no impact on the issues with e-bikes. The Cabinet Member responded that the best approach was through education of e-bike owners and users. In addition, there had been extensive talks between TfL, the GLA and other London councils with delivery companies to ensure they were not incentivising drivers to drive unsafely. He also stated that there had been some outreach work with delivery drivers in Haringey to ensure that they had a better understanding of cycling proficiency.

It was suggested by the Panel that, when rewriting the Lime and Forest bike service level agreement (SLA), part of the obligation on Lime and Forest would be to show adverts to drivers about cycling proficiency. **ACTION**

Discussion then turned to dangerous driving by two power two-wheelers. Questions were raised as to whether this would fall under the Council's proposed PSPO remit or whether it was a police responsibility. The Assistant Director of Resident Experience clarified the definition of a power two-wheeler were two-wheeled scooters/mopeds and motorbikes, rather than e-bikes. This would fall under the police remit; however, he clarified that this was also difficult to enforce. The PSPO would help in this regard.

Further questions were raised as to how to encourage delivery companies to act appropriately regarding cycling training – and staff welfare. The Cabinet Member responded that the scale of the issue was London-wide. Delivery companies incentivised staff to act a certain way in order to deliver food on time. In addition, the food delivery time window was getting smaller. The Assistant Director added that companies weren't engaging with efforts to address this, so the best approach so far to better road safety was through individual drivers.

The Non-Voting Co-optee indicated that residents were very concerned about this. He also indicated the Officer Panel should consider the health and safety of officers when trying to enforce issues with powered two-wheelers – as the Police had encountered very similar issues.

The Cabinet Member then indicated that Vision Zero (the Council's strategy to help reduce road dangers and deaths) and powered two-wheelers were both in his and Cllr Chandwani's portfolio.

Another question was raised regarding the Roundway, a major A-road route. There had been several fatalities, and it was felt amongst the Panel that reducing the speed limit would not address the issue. The Cabinet Member replied that there was a major piece of work that was ongoing over the next 12 -18 months, that incorporated the Roundway, Vision Zero and safer corridors and junctions. There were plans for the Roundway to potentially become a Dutch-style roundabout where cyclists and pedestrians were given priority. He added that the feasibility study had been carried out and the options now would be subject to engagement. The Cabinet Member stressed that high quality segregated cycle lanes would be apparent in this borough in large sections within 12-18 months. In response to further questioning on the issue of speeding on the Roundway, Cllr Hakata indicated that his team knew there was an issue and were looking at solutions.

Discussion then turned to LTNs and School Streets. Members of the Committee highlighted that issues that residents had raised about traffic on boundary roads had to be addressed. The Non-Voting Co-optee stated that many residents were angry about the increase in traffic and the Council's downplaying of the increase as 'modest' in the LTN final report. Cllr Hakata responded that he agreed that there was an issue with the boundary roads and stipulated that work had already started on this – additional cycle lanes were being considered as well as removing parking from particular 'pinch points' on the boundary roads. He also stated that although there were issues on the boundary roads at many times of the day, at other times there was not. In addition, as with many similar traffic reducing schemes nationally, it would take time to see a reduction in traffic on boundary roads. He emphasised that engagement work would help him, and his team understand how this is from a resident point of view.

Issues regarding the W3 bus route were then considered. Concerns were raised regarding the infrequency of the route in the east of the borough. It was felt that the route was becoming unviable. It was emphasised that many schools east of the borough relied on this route and concerns were raised that

the west of the borough was being prioritised over the east. The Cabinet Member agreed that the W3 route was increasingly becoming unfit for purpose. He responded that work was underway between Haringey's Transport team and TfL. A report is expected late January on the W3 bus route and Cllr Hakata proposed to hold a meeting with all the ward councillors who are impacted, before meeting with TfL. **ACTION**

An update on the Climate Action Unit was then requested. The Cabinet Member explained that the Climate Action Unit was made up of the Programme Board and Climate Action Partnership. The Board would be leading on work – taking the Climate Change Action Plan as its basis. The Programme Director for Wellbeing and Climate would be leading on this and be putting in place governance.

9 – FURTHER BUDGET RECOMMENDATIONS

Written responses to councillor requests for further information from November's Budget Scrutiny Meeting were then discussed and probed further. It was commented that further information was needed from officers within the written responses. Further questions were asked by the Panel with regards to the proposed £300k of parking permit storage savings. The Assistant Director of Resident Experience clarified that the £300k included a proportion of savings for storage units and because of a greater shift towards online parking permits, which would therefore also lead savings to staffing costs. He stated that this equated to about four members of staff - either agency staff or those nearing the end of their fixed-term contracts.

No further questions were asked. The Committee was satisfied that there were no further recommendations from the Budgetary Scrutiny Meeting.

10 – STREET LIGHTING UPDATE AND WORK PLAN.

The Committee decided that:

- A few case studies of where issues with street lighting had been reported but there had been no resolution, would be forwarded to the service area by elected members. The Panel requested that a written response be prepared as to why the issue had not been resolved, and any lessons learned from the situation. **ACTION**
- Improved communication with residents was discussed. A question was raised as to how easy it would be for the contractor Marlborough when visiting the column to ascertain the nature of a fault, to put up signs/posters for residents

indicating whether the issue had been reported, a reference number, and ideally a date for residents to expect it to be working again. A written response was requested. **ACTION**

- Finding extra resource for the Street Lighting Manager (who had a minimal team) was discussed at the meeting. A written response would be sought as to whether extra resource could be found that would improve communication with residents. **ACTION.**
- The Panel requested a written response on how faults on streetlights were reported and where the problems were with this. Further information was requested on how reporting occurred and how issues were prioritised by location and urgency. The Panel were also particularly interested in how faults were reported to the third parties and how effective frontline systems were. As well as how issues themselves were flagged. **ACTION**
- Reporting processes was then discussed. More information was requested as to the Performance Indicators to ascertain what faults were being fixed according to deadline agreements. **ACTION.**
- The Street Lighting Team's staffing and contingencies were then discussed. A written response was then requested as to what contingencies were in place if the Street Lighting Manager were to be off for extended periods of time or leave. **ACTION.**

There was further discussion on the Street Lighting Mini-Review and its place in the workplan. The Panel decided that a regular verbal update as to the status of the various issues within Street Lighting at the meeting would suffice rather than an in-depth review. In addition to the updates, the service would be required to respond to the Panel's service recommendations. **ACTION.**

Meeting ended at 9:30pm.

This page is intentionally left blank

**MINUTES OF THE MEETING OF THE ADULTS & HEALTH
SCRUTINY PANEL HELD ON TUESDAY, 17TH DECEMBER, 6.30
- 9.55pm**

PRESENT:

**Councillors: Pippa Connor (Chair), Cathy Brennan, Thayahlan Iyngkaran
and Sean O'Donovan**

35. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein'.

36. APOLOGIES FOR ABSENCE

There were no apologies for absence.

Four members of the Panel attended the meeting online: Cllr Mary Mason, Cllr Felicia Opoku, Cllr Sheila Peacock and Helena Kania.

37. ITEMS OF URGENT BUSINESS

None.

38. DECLARATIONS OF INTEREST

Cllr Pippa Connor declared an interest by virtue of her membership of the Royal College of Nursing.

Cllr Pippa Connor declared an interest by virtue of her sister working as a GP in Tottenham.

Cllr Thayahlan Iyngkaran declared an interest as a consultant radiologist and a deputy medical director.

Helena Kania declared an interest as a co-Chair of the Joint Partnership Board.

39. DEPUTATIONS/PETITIONS/ PRESENTATIONS/ QUESTIONS

40. MINUTES

The minutes of the previous meeting were approved as an accurate record.

RESOLVED – That the minutes of the meeting held on 14th November 2024 be approved as an accurate record.

41. ACTION TRACKER

Dominic O'Brien, Scrutiny Officer, reported that an update had been received on Action Point 6 which related to Continuing Healthcare figures in Haringey. The full response would be circulated to the Panel. **(ACTION)**

42. APPOINTMENT OF NON-VOTING CO-OPTED MEMBER

Apologies had been received from Eve Trimmingham so this item was deferred to the next meeting.

43. QUALITY ASSURANCE/CQC OVERVIEW

Richmond Kessie, Specialist Commissioning Officer, introduced the report on this item and responded to questions from the Panel:

- Cllr Iyngkaran noted that 23 out of 86 in-Borough providers remained were not yet rated by the CQC and queried how the Council could be reassured about the quality of care being provided. Richmond Kessie clarified that the Council only commissioned with providers rated 'Good' or higher and that, should an existing provider fall below this threshold, a social worker would carry out a welfare visit to establish that clients were receiving good quality care. He added that, of the 23 providers referred to, around half were dormant and not currently providing any services and the Council was encouraging the CQC to inspect the others. He confirmed that Haringey did not commission from any of them. Cllr Connor and Cllr Brennan requested that clarification be sought from the CQC on when these providers would be inspected. **(ACTION)**
- Cllr das Neves, Cabinet Member for Health, Social Care and Wellbeing, commented that Council also had a quality assurance role with all providers. Richmond Kessie added that there were currently five providers rated as 'Requires Improvement' that the quality assurance team was working with and felt that they were ready for reinspection with a high chance of acquiring a Good rating.
- Cllr Iyngkaran expressed concern that the number of providers commissioned by Haringey had declined from 250 to 220 in one year. Richmond Kessie responded that there were enough providers available for the Council to be able to place clients. He explained that some providers had left the market because they felt that the previous uplifts provided by the Council were not sufficient for them to be able to provide a good enough service.
- Cllr Iyngkaran requested a written breakdown of the number of private sector providers and voluntary sector providers. **(ACTION)**
- Asked by Cllr O'Donovan whether the quality assurance team engaged with residents, Richmond Kessie confirmed that they did and that any issues of

concern were fed back to the CQC and may also be addressed as part of an improvement plan.

- Asked by Cllr O'Donovan about the process for following up written complaints, Richmond Kessie explained that the quality assurance team could investigate concerns and could suspend any further placements with the providers if serious issues were proven. In addition, the care management team could review service users currently placed with that provider.
- Asked by Cllr Mason whether the public could access a full list of providers and ratings, Beverley Tarka, Director of Adults, Health and Communities, said that the CQC published this information on their website.
- Asked by Cllr Mason about the recording of complaints, Richmond Kessie confirmed that these were recorded and taken through right to the end, including by informing the complainant of any actions taken.
- Cllr O'Donovan noted the complaints against the Newham provider on page 9 of the report and asked about the support being provided to the Haringey resident placed there. Beverley Tarka said that it was not possible to comment on the specifics of the case as the individual would be identifiable. In general terms, the host Borough would lead on any safeguarding concerns and Haringey's social workers would be closely involved in the support of the individual.
- Helena Kania asked about the knock-on effect of providers having low CQC ratings on the hospital discharge process. Richmond Kessie explained that, if local providers did not meet the required standard then the Council would look to commission with providers outside of the Borough. There could be circumstances where discharge delays arose from placements out of Borough, sometimes because of complications resulting from client choice. Jo Baty, Service Director for Adult Social Services, added that there were London-wide and nationwide challenges with hospital discharge delays and so it was necessary to work closely with NHS colleagues and the brokerage teams to try to secure the best place for each resident. She also confirmed that people placed out of Borough could be brought back in Borough when places become available.
- Cllr Connor noted that, according to paragraph 6.3 of the report, no new care homes had been registered in Haringey in the previous 12 months and queried whether this trend was specific to Haringey. Richmond Kessie responded that this was a nationwide issue. He added that the Council would explore ways of keeping residents at home with support and also had a number of step-down flats as alternatives to placing people in care homes. However, there were some Haringey residents who required care home placements and wished to remain in Haringey, but had to be placed out of Borough due to the shortage of places in Haringey. Beverley Tarka added that providers were being impacted by the recent changes to National Insurance and the Living Wage so there was a national conversation about the impact on the stability of the provider market and the knock-on effects on hospital discharge. Cllr das Neves added that the Council had written a response to a recent consultation on the future of the NHS which had included concerns around social care and community services.

Cllr Connor suggested that the Panel note this shortage of places in Haringey and ongoing pressure on the sector as ongoing risks to be monitored.

(ACTION)

- Asked by Cllr Iyngkaran about the capacity of the quality assurance team to visit providers, Beverley Tarka explained that visits were based on an assessment of risk and would often be prioritised when issues had been raised about specific care homes. She added that the Council had long-standing relationships with providers across the North Central London area and there were also annual reviews of individuals carried out by social workers. Prioritisation was therefore based on an overall risk assessment informed by multiple sources of information.
- Cllr Connor referred to paragraph 6.4 of the report which stated that 15 providers commissioned to provide care by Haringey had been identified as high risk and expressed concerns that they had a significant number of residents placed with them. Beverley Tarka explained that there had been past occasions when the Council had worked in conjunction with the CQC to close down premises where there was considered to be high risk but that these are rare incidences. More often the approach was to work with providers through a service improvement plan and working with individuals and their families about meeting their needs. Richmond Kessie added that individuals were offered a choice about whether they would prefer to stay with their current provider or switch to a different provider.
- Cllr Connor referred to paragraph 6.5 of the report regarding the Employers Sponsorship Licence and noted that three out-of-Borough providers had their licenses suspended in the past 12 months querying what happened to the clients. Richmond Kessie explained that the clients would still have their allocated support workers and that the Council would visit the provider to ensure that they were doing what was required by the Home Office to get their licence reinstated. One of the three providers referred to in the report had now already had their licence reinstated.
- Cllr Connor referred to paragraph 6.6 of the report which stated that only two CQC-registered locations in Haringey had undergone inspections in the past 12 months compared to seven in the previous year. Cllr Connor requested that a written response be obtained from the CQC on the reasons for this. **(ACTION)** She also reiterated the Panel's concerns about the providers that had not yet been inspected by the CQC and that a response should be obtained on this point.

44. SAVINGS TRACKER

Cllr Connor reminded the Panel that this was an item that had been deferred from the previous meeting on the Budget. She commented that the format of the tracker had been improved since the previous meeting and was now much clearer.

Neil Sinclair, Head of Finance (People), and Jo Baty responded to questions from the Panel about the savings tracker:

AHC SAV 001 – Improved practices and processes to ensure that residents receive the right level of care

- Cllr Brennan noted the comment on the tracker that this item was “*forecasted red from the start as the target is so large*” and queried whether the target was realistic. Jo Baty clarified that the improvements to processes and practices referred to the reviews undertaken by social workers and ensuring that support packages were proportionate to the needs of the resident. This item also included the changes with Continuing Healthcare funding. Beverley Tarka explained that this was due to how budget processes worked and the establishment of a narrative when the approach to savings was developed. As the year then progressed there was improvement of processes and practices in various different areas, which meant that there was some duplication in the tracker (specifically combined with AHC_SAV_011 – Continuing Healthcare & AHC_SAV_012 – Strength Based Working). It was not possible to change the original narrative from a finance perspective but it was all part of the same overall exercise. So while two of the three budget lines were red, the overall target for the three lines was £2.2m and this was on track to be achieved through AHC_SAV_011 as set out on the tracker.
- Asked by Cllr Mason whether these changes were reflected on a risk register, Beverley Tarka explained that there was regular monthly monitoring of the savings trajectory and the risk of delivery with mitigations identified where necessary. The tracker showed an overall risk of non-delivery of savings of around £2.6m and the Finance took all risks into consideration when publishing budget monitoring reports. Neil Sinclair added that the risks of non-delivery had an impact on the forecast of the overall position for the Council and that this was a consistent ongoing process.

AHC SAV 004 – Contract Reviews

- Cllr Connor noted that the tracker referred to resource constraints within the Commissioning team and requested further detail on progress in this area. Beverley Tarka explained that there had been joint commissioners prior to the recent decision of the ICB to reduce their revenue costs by 30%. There were now local authority-based commissioners and the required restructuring had taken some time, leading to the challenge in delivering savings. Going forward, there was an invest-to-save proposal to enhance the commissioning resource as this was key to achieving a number of strategic sustainable outcomes over the course of the MTFS period. Jo Baty added that they were already thinking about what would be required next year to bring savings through and so some of the savings line would be rolled forward and adjusted next year as commissioning capacity was developed.

AHC SAV 011 – Continuing Healthcare

- Asked about progress on this item, Beverley Tarka noted that there had been investment in this project to embed knowledge and competency throughout the teams engaged in this process.

- Helena Kania expressed concerns that Continuing Healthcare was underfunded and was difficult to obtain for people who needed it. Beverley Tarka emphasised that the Council had overachieved on the savings target but acknowledged that it could be challenging for people to obtain a Continuing Healthcare assessment. The national trends around Continuing Healthcare were reducing and London was particularly adversely affected. She added that it could sometimes be helpful for experts with a legal framework and background to champion families when they needed to appeal and make their case.

AHC SAV 013 – Direct Payments

- Cllr Connor noted that this saving involved a long term increase in the use of Direct Payments and queried why more people weren't moving to Direct Payments. Jo Baty responded that, while some people saw them as enabling more choice and control, some others felt that it involved more administration for them personally in managing their own budget. This work was championed locally by Disability Action Haringey who were proactively engaged as part of locality teams. She added that Direct Payments were often an effective way of working with young people and their families to consider what options were possible for them and to help them build independence and to exercise choice and control.
- Asked by Cllr Iyngkaran how more people to be persuaded to move to Direct Payments, Cllr das Neves observed that the status quo could be hard to change for some people. Jo Baty added that there could be a need for champions and advocates to support people in making this change as some may have the impression that Direct Payments sound financial and bureaucratic. It may also be necessary to adopt a more targeted approach as young people may want the opportunity for more creative choices whereas older people might be more likely to prioritise the availability of care. Cllr Connor noted that it may be helpful for the Panel to obtain a greater understanding of how Direct Payments was being communicated to residents.
(ACTION)

AHC SAV 018 – Grant Review (BCF-S75)

- Cllr O'Donovan requested further details on negotiating with the ICB as specified in the tracker. Cllr das Neves said that the issues in this area had been documented in the public domain and that, across North Central London, local authorities had taken a joint approach in some areas. She added that this set out a challenge on building relationships on budgets in order to drive forward a prevention and early intervention agenda. Beverley Tarka added that there were bound to be tensions when there were two financially challenged systems but she felt that there was a real motivation to reset how they worked together going forward. Cllr das Neves added that the Council Leader would now sit on the Integrated Care Board which was a further opportunity for collaboration. Cllr Connor suggested that the Panel should note the joint

pressures and commissioning work in this area as an ongoing risk area to monitor. **(ACTION)**

AHC SAV 019 – Mental Health Service Review

- Cllr Connor noted that this saving involved a focus on bringing high-cost out of Borough placements back into local provision of care and requested further detail on the capacity of local providers to do this. Jo Baty said that there was part of the capacity to do this but added that there was also a need to develop the local mental health offer, be creative and look at what others were doing. This included areas such as housing, employment and creative day opportunities as well as strengthening the Council's position on Section 117 arrangements. Beverley Tarka added that, in terms of benchmarking, Haringey was an outlier in the cost of care and support packages for people with mental health needs. With social workers seconded to the Trust, the Council had less control and some people had ended up in very expensive out-of-Borough placements. Bringing the social workers back in-house had enabled more control and focus on the holistic outcomes for individuals. The future development of accommodation pathways and holistic support also had the potential to reduce costs as it was starting from a high base.

AHC SAV 021 – Supported Living Review

- Asked by Cllr Connor for further detail on the proposed savings and the resource constraints in the Commissioning Team, Beverley Tarka explained that this was about the cost of care and getting better at commissioning for outcomes rather than activity. In some cases, support needs may not be as high as originally envisaged and so improvements were required in how the costs of that support were reviewed in order to ensure value for money.
- Cllr Connor queried how often it would be possible to undertake reviews, noting that it had previously been challenging to do so with the care plan reviews. Beverley Tarka explained that there were currently two separate processes with the social worker and then the contract commissioner. By bringing these two processes together it would be possible to achieve better outcomes, for example through better monitoring of staff to client ratios. She noted that a provider would always flag when there was a need for an increase in costs but that the Council had not always been as proactive when there was a reduced need for support. This required additional capacity on the commissioning side with an invest-to-save approach.
- Cllr Connor commented that the Panel may wish to continue to monitor this piece of work in order to be reassured that support levels for clients were being maintained as savings were being achieved. **(ACTION)**

CYP SAV 008 – Transitions

- Asked by Cllr Connor about the recruitment issues set out in the tracker, Jo Baty explained that the transitions team was a relatively small team based in the Children's department with an initial 38 young people transitioning through

to adult social care. This would need to be scaled up in future years with higher numbers expected. Efficiencies in transitions required a corporate response as a range of different services may be required when transitioning into adulthood. Neil Sinclair added that the initial business case from 2023 included assumptions based on the available data at the time but, now that project delivery was in progress, the savings could be reprofiled in future years as better data became available.

- Cllr Connor expressed concern about reducing funding in this area when the feedback to Councillors from families is that they required more support and suggested that a more detailed breakdown of the savings would be useful in future. Cllr das Neves commented that nationally there was less money associated with individuals after they turned 18 and so this could mean that there were issues with people's expectations after transitioning. Adult Social Care had a duty to provide care under the Care Act and also a financial duty to meet national expectations. Part of the work in this area was to start on that journey earlier to help prepare for that change. She added that it would also be helpful to develop system-wide thinking on how best to improve outcomes for young people with complex needs including on opportunities for work and reducing repeat admissions to hospital. Cllr Connor commented that it would be helpful for the Panel to see a more detailed breakdown of the cost savings in this area. **(ACTION)** Cllr das Neves suggested that this area of work could be usefully discussed in more detail at a future scrutiny meeting. **(ACTION)**
- Cllr O'Donovan underlined the importance of taking a long-term view of changes in this area in order to ensure that outcomes and costs were not worsened in future.
- Cllr Mason highlighted the substantial increase in mental health concerns among young people and the importance of maintaining support for them after the age of 18.

General

- Cllr Iyngkaran noted that, of the overall savings target of £5.5m, only £2.9m was projected to be achieved and asked what confidence there was that the remaining £2.6m could also be achieved by the end of the financial year. Neil Sinclair responded that there had been a significant amount of work undertaken to review the savings and that £2.9m was a fair representation of the likely delivery of savings by the end of the financial year.
- Asked by Cllr Connor how the £2.6m total of unachieved savings would be addressed, Beverley Tarka said that the Department was constantly working on mitigations as an ongoing process.
- Cllr Mason noted the pressures on recruitment and resources noted against the savings marked as red and queried whether these vulnerabilities could be better factored in when the savings targets were set at the beginning of the year. Beverley Tarka responded that Adult Social Care had historically achieved around 80% of savings so there was a good track record and they had a high level of confidence in these savings. However, there had been significant additional challenges in the past year, mainly in the form of demand pressures

and also a CQC assurance process, which had led to resources being diverted to deal with these. The savings targets were monitored each month with mitigations being put in place where possible. Looking ahead, it was anticipated that the care sector as a whole was expected to face ongoing challenges with rising demand and increases in complexity of need, particularly with frailty and dementia. This could also have a knock-on effect on the NHS, such as through issues with hospital discharge, and further underlined the need for sustainable funding for adult social care which she said was an under-resourced sector.

- Asked by Cllr Connor about any further invest-to-save work ongoing in adult social care, Jo Baty said that recruiting and retaining high quality staff was an ongoing challenge in adult social care and so there were initiatives in this area such as recruitment days, improved induction for new staff and a strengthened workforce development programme. Beverley Tarka added that there were opportunities resulting from the bringing together of Adults and Housing because of the link between adult social care and accommodation pathways. The development of assistive technology also provided future opportunities, while acknowledging the importance of digital inclusion. Sara Sutton then spoke about wider digital transformation as a way of creating efficiency opportunities and freeing up capacity within the workforce to focus on delivering best outcomes for residents. She also added that there were further opportunities for multidisciplinary working across adults, housing and health. Cllr Connor suggested that it would be useful for the Panel to see more about new ways of working as part of the Panel's next work programme. **(ACTION)**
- Cllr O'Donovan acknowledged the work that had been done to achieve the savings as well as maintaining a high quality of care for residents.

45. CABINET MEMBER QUESTIONS

Cllr Lucia das Neves, Cabinet Member for Health, Social Care & Well-being responded to questions from the Panel on issues relating to her portfolio:

- In the context of the current financial pressures, Helena Kania questioned the effectiveness of prevention initiatives such as on weight management. Cllr das Neves said that Haringey was one of the only London Boroughs that has a holistic service looking at people's smoking, weight, psychological needs and other factors together. Will Maimaris, Director for Public Health, added that the new weight management service offered a 12-week course which included a series of sessions on the various factors mentioned. He clarified that the Council commissioned 'Tier 2' weight management services while the NCL ICB commissioned 'Tier 3' weight management services which could include prescription of weight loss drugs. There were currently some gaps in Tier 3 provision in NCL which the ICB was currently looking to address. Cllr das Neves suggested that some detailed data on outcomes could be brought to a future scrutiny meeting **(ACTION)** but that Haringey outcomes were broadly in line with or better than London averages. She also noted that much of the public health budget was ring fenced. On a

specific case raised by Helena Kania, she suggested that further details could be provided outside of the meeting.

- Cllr Mason expressed concerns about people with long-term health needs living in poor housing conditions. Cllr das Neves acknowledged the increasing difficulties of housing people in London and said that the Council was looking at a refreshed allocations policy. She added that issues such as exposure to damp and mould were also important to address as this could impact on long-term health and well-being. Sara Sutton, AD for Partnerships & Communities, explained that the intention was for the refreshed allocations policy to go out to consultation in the New Year and that there were some proposed changes that took account of the priority status that might be required for people with different types of complex health needs. Other relevant areas of the Council's work in this area included:
 - The building of new homes including bespoke homes built around the needs of individuals.
 - The Housing Improvement Board which looked at issues including repairs, damp and mould.
 - A recently implemented Responsive Repairs Policy which prioritised vulnerable residents.
 - A Vulnerable Residents Policy which focused on cases involving greater need and complexity and how they are prioritised.
 - The work of the Private Rented Sector team and the licensing arrangements which aimed to raise standards in that sector.
 - The new Adults, Housing & Health Directorate would provide an opportunity to integrate areas of working, particularly where there was complexity and vulnerability.
 - A complex needs panel which took referrals from relevant social care teams and considered evidence about needs to inform recommendations on housing outcomes.
- Cllr lyngkaran raised the issue of the surge in RSV virus cases nationally and asked about the situation in Haringey including vaccine uptake. Will Maimaris said that the figures for RSV hospital admissions at the North Middlesex and Whittington could be provided in writing. **(ACTION)** He added that a recent success had been the schools-based flu vaccination programme and that Haringey had now moved from being the worst performing Borough in North Central London to the best performing. The Council also worked with the NHS on flu vaccination for over-65s and other at risk groups. Across London as a whole, the rate of vaccine uptake was lower than before the Covid pandemic which was a concern. The vaccine for RSV had recently been introduced for people in the 75-79 age groups and for pregnant women and the uptake had been better than expected. Cllr Peacock expressed concern that people aged 80 or older were not currently eligible for the vaccine and requested an explanation for why this was the national policy. **(ACTION)**

- Cllr O'Donovan raised the issue of self-neglect and hoarding and what more could be done to support such individuals and their families. Cllr das Neves acknowledged that these could often be difficult and complex cases, balancing the need to ensure that people are safe and well and respecting the rights of individuals to make decisions for themselves. She added that the Council had an existing policy in this area which was due for renewal in 2025 and there were voluntary sector organisations that worked in this area so there could be an opportunity for the Panel to do some scrutiny work in this area. **(ACTION)** Beverley Tarka informed the Panel that self-neglect and hoarding had been a recent focus of the Haringey Safeguarding Adults Board (HSAB) including recent input from the local Fire commander with the Fire service able to carry out house visits and risk assessments. Cllr O'Donovan noted that information on this issue was not easy to find on the Council's website (though there was information on the NCL ICB website) and Cllr Connor suggested that the relevant page of the website should be updated including information about the various sources of support available and how to contact them. **(ACTION)**
- Asked by Cllr Connor about the implications of the creation of the new Adults, Housing & Health Directorate, Cllr das Neves said that this would hopefully enable more cross-working in certain areas and maximising impact, for example with the house building programme and in ensuring that housing was prioritised within the Health and Wellbeing strategy.

46. WORK PROGRAMME UPDATE

Scrutiny Officer, Dominic O'Brien, informed the Panel that a key item scheduled for the next meeting on 10th February was the Council's response to the recent CQC inspection. The other main topics on the agenda were a report on preparedness for a future pandemic and an update on aids and adaptations. However, the CQC report was not expected to be available until the New Year and so it was now no longer anticipated that it would be possible to provide the Council's full response in time for 10th February. It was therefore proposed that the meeting be postponed until March.

The initial draft work programme for 2025/26 had been included in the agenda papers but there were still a number of vacant slots where topics could be allocated, including topics that had been suggested through the Scrutiny Café consultation earlier in the year.

Comments on possible topics for the Work Programme were made:

- Cllr Brennan suggested that the policy on self-neglect and hoarding that was discussed earlier in the meeting could be added to the Work Programme. Cllr O'Donovan added that the timing of this would be important so that any discussion fed into the development of the Council's refreshed policy in this area.
- Cllr Mason proposed that a topic arising from the Scrutiny Café should be added to the agenda for the first meeting of 2025/26. She suggested that the

topic could be either communications with residents or the impact of poor housing conditions on health & wellbeing.

- Cllr Connor noted that the Council's Autism Strategy was another priority topic that had arisen from the Scrutiny Café. **(ACTIONS)**

47. DATES OF FUTURE MEETINGS

- 31st March 2025 (6:30pm)

NOTE: The meeting previously scheduled for 10th February 2025 was postponed.

CHAIR: Councillor Pippa Connor

Signed by Chair

Date

MINUTES OF THE MEETING Children and Young People's Scrutiny Panel HELD ON Monday, 13th January, 2025, 19:00

PRESENT:

Councillors: Makbule Gunes (Chair), Anna Lawton, George Dunstall & Mark Grosskopf

ALSO ATTENDING: Amanda Bernard

91. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein'.

92. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Abela.

93. ITEMS OF URGENT BUSINESS

There were no Items of Urgent Business.

94. DECLARATIONS OF INTEREST

There were no Declarations of Interest.

95. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

96. MINUTES

RESOLVED

That the minutes of the meeting on 19th November were agreed as a correct record.

97. EVALUATION OF THE HARINGEY EARLY HELP STRATEGY 2021-2024

The Panel received a report which informed Panel members of the findings from the evaluation of the Early Help Strategy 2021-24, as well as the priorities for the revised strategy for 2024-2027. The report was introduced by Jackie Difolco, AD Early Help, Prevention and SEND, as well as Simone Common, Head of Service, Early Help &

Prevention, as set out at pages 9-60 of the published agenda pack. Cllr Brabazon, Cabinet Member for Children, Schools & Families was also present for this item. The following arose during the discussion of this item:

- a. The Panel sought assurances around the circa £550k payment by results grant (PBR) and the percentage of the overall budget that this comprised. In response, officers advised that the PBR was in addition to £1.1m of Supported Families grant, and that combined, the two made up roughly one-third of the Early Help budget. In response to a follow-up, the Panel was advised that the evaluation process was local, but that it drew down on robust sources such as case studies with partners, quality assurance, performance management, and conversations with parents.
- b. The Chair queried the reasons behind why the number of early help assessments had gradually declined. In response, officers advised that the numbers of assessments had dropped due to an improvement in supporting families to access universal services at an earlier stage. It was also commented that the organisation was seeing its partners be more confident in delivering help at the pre family support stage.
- c. The Chair queried the reasons why the early years assessments were concentrated in key areas in Tottenham, and the extent to which this was linked to deprivation. In response, officers advised that there was a significant correlation with deprivation and that prior to Covid, they were seeing a lot of families in acute financial stress. However, post Covid, there had been a significant increase of mental health support needs, and this tended to be cross-borough.
- d. The Chair also sought clarity around who the Council's voluntary sector partners were and which groups we offered training to. In response, officers advised that they were working in partnership with the Bridge Renewal Trust, and that they were looking to widen their training offer as wide as possible. The training would also be offered online and shared through the training academy
- e. The Panel requested figures for the numbers of households engaging with early help services who were either homeless or in TA, and any figures around the differences in outcomes for those families who were dealing with homelessness. The AD for Early Help, Prevention and SEND advised that she would provide a written response. **(Action: Jackie Difolco).**
- f. Officers advised that since the process of working with Housing colleagues around Council Tax arrears and rent arrears, the service had found that families were not disclosing their financial difficulties to Early Help, and that through sharing information between the two services, they had been able to prevent some families from being made homeless. It was added that through sharing information, the service was able to offer targeted support and that this approach had been rolled out across children's social care.
- g. The Panel commented that this seemed to build a case for early intervention within a housing context. The Director of Children's Services advised that linking in early intervention around housing with early help may not be the best approach as, in her experience, if a family had a housing need, they were unlikely to be receptive to discussing educational or early help needs. If a family were homeless this would be a far more immediate need than any support around early help.
- h. The Panel queried what additional support programmes were in place for families who had children with SEND. In response, officers advised that the

service was working closely with the educational psychology team to develop specific programmes to support children with additional needs. The key programme was identified as Cygnet.

- i. The Panel enquired about what work was being done within family hubs to engage with fathers. In response, officers advised that a dad coordinator had just been recruited, through home start, to build up the work being done to provide support to dads. There was also an interactive tool, called Dad Pad, which supported dads around pregnancy and early parenting.
- j. The Panel also highlighted the work of a Haringey based organisation called Father 2 Father which had recently received funding from City Hall. In response, officers advised that they had also received some funding from the Family Hubs in Haringey.
- k. The Panel sought assurances around whether there were any plans to expand the number of Family Hubs. In response, officers advised that there were currently three in Haringey, with the most recent being located in Northumberland Park. It was noted that discussions were ongoing over a location of a fourth hub, but that it would be located centrally within the borough. The Council had received confirmation of continued funding for the hubs for next financial year. Further details on the funding would be known around February time.
- l. In response to a question, officers acknowledged that the organisation could not deliver its early help offer without the support of the VCS. The Council engaged with both Public Voice and Bridge Renewal Trust and they advocated on behalf of LBH with other organisations across the borough, including around governance support and communications. It was noted that smaller groups were also funded through Family Hubs. Officers advised that training was open to everyone across the VCS.

RESOLVED

Noted

98. EDUCATION RESULTS IN HARINGEY SCHOOLS 2024

The Panel received a report which informed Members of the education results in Haringey in the summer of 2024. The report was introduced by Jane Edwards, AD for Schools and Learning, as well as James Page, Chief Executive of Haringey Learning Partnership, as set out in the agenda pack at pages 61-80. Zena Brabazon, Cabinet Member for Children, Schools and Families was also present for this item. A summary of the key points put forward as part of the introduction is set out below:

- The results for the summer 2024 were characterised as being the best results in Haringey's history. This extended all the way through early years to A-Levels
- Mr Page advised that it was important to recognise the incredible work being done by schools, with 98% of schools being rated good or outstanding. Nearly one-third of schools were rated outstanding by Ofsted.
- It was commented that this was partly a result of really close working between the local authority and HEP to provide support to schools. In many other authorities that support did not exist.

- It was suggested that the context was that the success had been achieved against a difficult backdrop, with schools recovering from Covid, and a disproportionate impact on the disadvantaged and racially minoritised. There was also a tightening financial envelope, with pupil numbers decreasing.
- At reception class level 74% of students achieved a good level of development, this was only 1% below the pre-Covid position and was ranked 8th in England. Phonics screening test at Year One scores were at 84%, which was back to pre-Covid levels.
- At KS2, the combined score for reading, writing and maths had seen Haringey move from the bottom 5 in London to close to the London average, at 68%. SEND and Black Caribbean cohorts did particularly well in comparison to nationally.
- At GCSE level for attainment, the average grade was 4.8 with a national average of 4.6. Students made an average of one-third of grade progression above the national cohort.
- At A-Level the average points score had risen from 50th nationally in 2019 to 13th nationally in 2024
- Overall, there had been strong outcomes across the board for disadvantaged students and SEND pupils at all phases. There had been a big improvement at primary level for Black Caribbean students, and a more modest improvement at primary level for Turkish/Kurdish students.
- Mr Page advised that HEP was not yet where they wanted it to be and the hope was that Haringey could push on to the next level and that children in Haringey achieved as well as anywhere in the country.
- In recognition of areas where improvements were required, it was noted that outcomes for Black Caribbean pupils at secondary stood out and that this needed to be the number one focus going forward. Similarly, results for Turkish/Kurdish students in Early Years and primary also required improvement. Further focus on reading and writing at primary level was also required, as well as closing gaps for disadvantaged pupils.

The following arose as part of the discussion of this report:

- a. In response to a request for clarification, officers advised that the gap between disadvantaged students and other children was 11.5 points in Haringey, which was narrower than London at 13 points and the national average of 15 points.
- b. The Panel sought assurances about the tangible improvements being made to improve outcomes for Black Caribbean secondary school children, given the historical under-performance in this area. In response, officers advised that the report focused on attainment and that outside of this there was work being done to address disproportionality of Black Caribbean children in exclusions. It was recognised that all parts of the system needed to be working towards closing that gap. HEP acknowledged that the low outcomes for Black Caribbean children had proven to be stubborn and difficult to make real improvements. HEP advised that they had tried a variety of interventions such as training, talking to secondary head and developing partnerships. It was acknowledged that there was more to be done in this area.

- c. The Panel sought assurances about what good looked like in terms of education results. In response, Mr Page advised that HEP would like to get to the top quartile, in outcomes where Haringey was already above the London average. In cases where Haringey was not at the London average, he would like to see Haringey get to the London average.
- d. The Panel sought assurances around the intersection of underperforming cohorts and those with a disproportionate representation of SEND students. In response, officers advised that they collected the data and could cut it using multiple characteristics in order to identify trends, and that this would feed into the Early Year's strategy. It was noted that head teachers tended to look at children at an individual level, rather than cohorts, to measure the progress of children individually.
- e. In response to concerns raised around the gap in attainment scores for Turkish/Kurdish children, officers acknowledged that it was a complex problem and that there were no easy answers. Mr Page set out that that much greater than average improvements had been seen at primary and that at secondary level, improvements in Haringey were 0.25 grade points higher than the national average. It was acknowledged that whilst there was progress being made, there was definitely more to do. With schools, it was noted that there had been a lot of work done with parents, and around community engagement. There was also a conference being set up across Haringey and Enfield to look at the underlying issues. Work had also been undertaken on the curriculum at KS2 to improve representation.
- f. The Panel queried the reasons behind a drop off in performance when Caribbean children transitioned from primary to secondary. In response, Mr Page commented that this was a complex issue and he didn't want to oversimplify it with generalisations. It was commented that the cohort who were doing well at KS2 had not gone through secondary school yet. and it was hoped that scores at GCSE would improve for this cohort. In relation to the transition, it was acknowledged that there was something happening and it was speculated that this was likely to be related to support structures and not being know by their new teachers. Mr Page also highlighted cultural literacy and the overrepresentation of Black Caribbean children in suspensions.
- g. The Panel sought clarification about whether home-schooled children sat under HEP. In response the Panel was advised that they did not, instead the Schools and Learning service was responsible for the registration and monitoring of those children that were electively home educated. In relation to exam results, the authority had no powers to collect data from parents. The service had established links with an exam centre for parents who home schooled their children to use.
- h. In response to a question, officers advised that HEP worked with all schools not just maintained schools.
- i. The Panel sought clarification about differences in attainment and exclusions between maintained schools and academies. In response, the Panel was advised that in relation to attainment there was not a great deal of difference. In relation to exclusions, officers advised that the local authority was active in engaging on both good and bad practice, and that a case study had been

- developed from outstanding practice that had been implemented around attendance in one of the academies.
- j. The Panel commended the progress that had been made around education results in recent years.

RESOLVED

Noted

99. CABINET MEMBER QUESTIONS: CABINET MEMBER FOR CHILDREN, SCHOOLS & FAMILIES

The Panel received a verbal update from the Cabinet Member for Children, Schools and Families on recent developments within her portfolio. This was followed by a question and answer session. The Cabinet Member advised that:

- A Youth Justice inspection took place just before Christmas. It was commented that overall, it went well and that the full report would be available in due course.
- One of Haringey's primary schools has been renamed from Seven Sisters Primary to South Grove Primary.
- The Council was consulting on the future of Tiverton Primary, and there would be a report to Cabinet detailing the outcome of that consultation in due course. It was noted that the wider context to this was an ongoing school funding crisis, precipitated by falling pupil numbers. Haringey was in the middle for London for percentage of vacant school places.
- The October Budget allocated additional funding for SEND, with an uplift in the High Needs Block of 7.4%. There was an increase in funding for all blocks but this would be mitigated by school numbers being down across the board.
- There was also an uplift in Early Year's with an increase in the rates for every age group.
- The Children's Wellbeing Bill received its second reading in Parliament. It was noted that the Bill would give local authorities much greater powers around school place planning and over academies. The Bill also included provisions around children's social care, particularly in terms of looking at the relationship with private providers. The Cabinet Member cautioned that there would be no quick fixes in terms of managing the mixed economy of schools.
- The Education Committee in Parliament was holding an inquiry into solving the SEND crisis. They were requesting evidence and were looking for examples of good practice and proposals for change.

The following arose during the discussion of this item:

- a. The Co-opted member of the Panel advised that, SEND Power had been invited to provide evidence to the inquiry. The DCS advised that she hoped the local authority and SEND Power could work together to amplify their voice. The Chair welcomed the fact that Haringey would be contributing to the inquiry.
- b. The Panel sought clarification about the proposed change in the Children's Wellbeing Bill that gave local authorities the power to intervene for children who were home schooled, and whether this related to safeguarding or quality of provision. In response, officers advised that in addition to compulsory registration, where the local authority had safeguarding concerns, it could require children to be educated in school. In response to a follow up, the Cabinet Member advised that no announcement had been made about whether there would be additional funding in support of this provision.
- c. The Panel raised the recent high profile case of Sara Sharif and queried what the Council was doing to safeguard home schooled children. In response, officers advised that Surrey Council was undertaking a serious case review and that once that was published, Haringey would review it and respond accordingly. It was noted that the existing framework for intervening was through education welfare support and children missing from education. In Haringey, the numbers of home schooled children was going up.
- d. The Panel sought clarification on the impact of Covid on home schooling numbers. In response, it was noted that the numbers went up post Covid, then declined and now they were on the rise again. The Council tracked these numbers, including children with SEN and the reasons for being home schooled. Officers agreed to provide a written response with the figures.
(Action: Jane Edwards).
- e. The Panel contended that the level of support available to parents pre-2010 was greater and that there was a robust pathway for young people with SEND who were home schooled, to be reintegrated into formal education. The Panel commented that they would like to see this level of support return, notwithstanding the fact that budgets had been dramatically reduced.

RESOLVED

Noted

100. DATES OF FUTURE MEETINGS

13th February 2025

101. NEW ITEMS OF URGENT BUSINESS

N/A

CHAIR: Councillor Makbule Gunes

Signed by Chair

Date

Report for: Overview and Scrutiny Committee 27 March 2025

Item Number: 9

Title: Haringey Markets Strategy and Action Plan

Report

Authorised by: Helen McDonough - Head of Inclusive Economy

Lead Officer: Keith Trotter, Interim Lead Local Economy

Keith.Trotter@haringey.gov.uk

Ward(s) Affected: All

Report for Key/

Non-Key Decision: N/A

1. Describe the issue under consideration

- 1.1 The purpose of this report is to update Overview and Scrutiny Committee on the Haringey Markets Strategy and the development of the associated Action Plan and progress made to date. The report also responds to a separate question raised by OSC relating to skills and apprenticeships.

2. Recommendations

- 2.1 To endorse the recommendations within the Markets Strategy and the Action Plan.
- 2.2 To note the progress made regarding delivery of the Markets Strategy Action Plan.
- 2.3 Also to update the committee on the question on what the council is doing to support skills and apprenticeships in the borough for local people and how we might support people to get better paying jobs and away from less secure work. The response can be found at Appendix 1.

3. Background information

3.1 The need for the Markets Strategy and Council support for markets

- 3.1.1 A Market Strategy for Haringey was a key manifesto commitment, a Lead member Priority, a specific action in the Corporate Delivery Plan 2024 – 2026, and a priority action in Opportunity Haringey, the council's Inclusive Economy Framework.
- 3.1.2 Markets act as a key part of the overall investment picture in the borough – not just the markets themselves, but for town centre health and place-making benefits. They can bring higher footfall into a town, bring people in who have never been before, or have not been for some time. They add to the unique character and diversity of a town centre's offer as well as to its look and feel.

- 3.1.3 They often offer more affordable produce/products, less packaging, more locally sourced and environmentally healthier options. Markets provide social value by allowing space to dwell/chat. They can generate local small business growth, encourage shopping locally, and bring employment, educational, entertainment and cultural opportunities. Markets contribute to placemaking and increase potential spend in the town centre and employment opportunities.
- 3.1.4 However markets may only be marginally profitable or make a loss. Recognised market operators are few and far between, with many of them operating multiple markets in order to make them profitable. Market operators struggle with keeping pitch fees affordable for traders within the licencing fees that they must pay, while trying to cover overheads such as power, cleansing and waste management. Management and administration can be costly. Equipment and storage can be expensive and difficult to source.
- 3.1.5 Opportunity Haringey enabled the Council to explore the potential of markets throughout the borough in a coordinated and structured way. In particular it looked at how the council can support existing markets and encourage the facilitation of new ones.

3.2 Development of the Haringey Markets Strategy

- 3.2.1 The Council held an open tender process in late 2023 and The Retail Group, a leading independent markets consultancy, was appointed to undertake the research at a cost of £21,971. The project was funded through the Government's UK Shared Prosperity Fund (UKSPF).
- 3.2.2 The primary aims of the work were to assess the existing markets offer in the Borough, assess the potential for more markets – including the optimum range of new markets, their location, format, and recommended delivery / management model.

Markets and Centres Review – Existing Markets Activity

The table below shows the location, frequency and format of the regular markets held in the borough.

Location	Frequency	Format
The Mall Wood Green Market Hall	Daily (Mon-Sun)	Independent traders located, privately operated and managed inside to the rear of The Mall Shopping Centre. Good range of categories including fashion and accessories, household, fresh food and groceries. Essentially retail units and not subject to market legislation.
Holcombe Market	Daily (Mon-Sat)	A small number of retail units trading in the heart of Bruce Grove. It includes long-standing popular fruit and veg trader, and a fishmonger. The units are licensed from the council and not subject to market legislation.

Seven Sisters Market	Plan is to be held daily (Mon-Sun)	This is an established indoor market with a South American / Latino specialism. The market is due to reopen outdoors in summer 2025 with longer term plans to re-open indoors in the same location.
Stroud Green Market	Weekly (Sundays)	Private food market trading in the grounds of Stroud Green Primary School.
Alexandra Palace Farmers Market	Weekly (Sundays)	Private food market of up to 60 traders, well located on Sundays in the grounds of Alexandra Palace selling premium products.
Myddleton Road Market	Monthly (Sundays)	Monthly community market run by Markets N22. Market adds to the appeal of the small centre on which it trades. A popular community market.
Tottenham Green Market	Monthly from June 2025	Established Sunday market operating since 2015. Recently ran every quarter including at Christmas and summer nights. Anticipated new monthly market to be launched from June 2025.
Muswell Hill Creatives Market	Quarterly	Regular quarterly market operated by a local creative network.
Lymington Avenue	Currently seasonal	New market and location trialled by Wood Green BID and supported by the council. Test markets held Christmas 2023 and 2024.

Summary of Experts' Markets Review – Existing Centres and Potential New Markets

Location	Comment
Lymington Avenue Wood Green	With high levels of visible footfall throughout the day and its role as a major transport hub / interchange Wood Green was considered by the market experts to be most suitable for additional regular market activity as well as visiting event markets.
Tottenham Hale	When the residential developments are completed and occupied, the area would certainly benefit from occasional markets and event markets. A trial market was held at Christmas 2024 which proved popular.
Muswell Hill	Muswell Hill would appear to be able to support new markets. It also has spaces that could be given over to temporary market locations, including St James Square which is already used for occasional pop-up markets.
Crouch End	Crouch End could support more regular market activity as well as visiting markets / event markets, including in front of Hornsey Town Hall.
Scotland Green Bruce Grove	Scotland Green was identified as a potential location for a regular market in the future, but that it currently has no infrastructure in place. Capital investment would be needed if a regular market was to be held there.

Stakeholder Engagement

- 3.2.3 The development of the strategy followed the Haringey Deal approach in involving existing market operators, traders and customers and residents in its production.
- 3.2.4 To ensure the views of businesses and market traders in the borough were included in the study, the consultant undertook face to face and online surveys of businesses across all the main centres and markets. In total, 260 responses were received from local businesses, which highlighted how much the business community valued them.
- 3.2.5 A bespoke survey of residents exploring their patronage of existing markets was undertaken, as well as asking how they would like the range and style of markets in Haringey to be improved. In total, 117 residents gave their views in an online survey hosted on the council's website.
- 3.2.6 Elected Members, council officers, the Wood Green Business Improvement District and the other town centre traders' networks from across the borough were also interviewed and/or engaged in the development of the Markets Strategy.

Benchmarking

- 3.2.7 A benchmarking exercise was undertaken against other London local authorities to examine how markets were delivered, in order to inform the best direction for Haringey's future markets provision. A number of points were identified from this benchmarking that are relevant to the future Haringey markets offer. These include:
- Markets will struggle in areas of low footfall. A new or pilot market will not be enough to draw sufficient footfall to make it viable
 - For a market to be commercially successful there should be a minimum of 20 stalls offering a range of products and services
 - The offer at many markets needs to be more than just retail; add services, catering, wellbeing, leisure, and arts
 - Markets need to be close to and have good integration with adjoining attractions/facilities and wider footfall drivers
 - Markets require strong visual impact, clear branding and recognisable identity, with good promotion
 - Consumers like traders and markets that feel local and bespoke
 - Markets need to be carefully planned, curated and promoted
 - Successful markets can range from large scale with a wide selection of product categories and offers, to small, themed and focused offers
 - Consumers are increasingly expecting options to eat and sit when visiting markets
 - Markets need to be integral and explicitly included in council policies
 - Consumers like experiences and having a good time at markets
 - Additional events, themed markets and activity add to the experience and generate repeat visits
 - Markets are a great way of supporting new start-ups, pop-ups, temporary uses, and young traders.

Haringey Markets Strategy Conclusions

- 3.2.8 The consultation and review of markets in Haringey showed that local residents like markets and use them regularly. Businesses and stakeholders also see the benefit of good quality well delivered markets and want to see more of them. The study showed many of the existing centres can sustain and accommodate more markets, including in Wood Green, Crouch End, Tottenham and Muswell Hill, and markets in these centres are likely to be successful.
- 3.2.9 Most London councils (including Haringey) continue to operate their markets under the London Local Authorities Act (LLAA). The LLAA is primarily designed to regulate and manage individual street trading pitches, rather than markets. Haringey, as a non-market borough, has neither the resourced teams in place, nor any large established and regular markets to cross-subsidise smaller markets. Therefore, the near future market offer in Haringey does not realistically include the operation of large markets by the council itself. The role for the council in creating and supporting new markets should be as an enabler, curator, facilitator and promotor of markets; not as a direct market operator.
- 3.2.10 A minority of London councils are Market Boroughs and therefore operate their markets under the Food Act 1984. This allows a local authority to designate a market place within its area and the days and hours during which markets may be held. Market Boroughs have large, experienced teams managing their markets directly rather than through private operators. They also typically have one or two large and historic street markets that subsidise their smaller specialist and local markets. This approach is not recommended for Haringey at this time.

Haringey Markets Strategy Key Recommendations

- 3.2.11 From the engagement with stakeholders and the conclusions from the study, a series of recommendations for the Council to take forward has been developed. In summary these are:
- Become recognised as a market friendly borough, which welcomes new operators and markets, more frequent markets, and specialist markets and traders for the benefit of residents, businesses and local communities
 - Increase the number of market days from an existing baseline of 20 days per annum by growing three existing locations in Tottenham Green, Myddleton Road (Bounds Green), and Lymington Avenue (Wood Green) in the short-term and help to develop new markets in Crouch End, Tottenham Hale and Muswell Hill in the longer term
 - Facilitate the creation of a Market Operators Forum that will be operator led and supported by relevant council officers who will work together to nurture and improve the existing and future markets provision
 - Increase the profile and awareness of market events and their locations through the development of dedicated market webpages on Haringey Council's website
 - Promote markets via the council's social media channels, bulletins, and websites
 - Increase the understanding of how to operate markets and trade in the borough through producing market operator and market trader guides

- Facilitate a further three new market locations by December 2025 in Crouch End, Muswell Hill and Tottenham Hale
- Engage with private market operators to deliver new markets on private land and to make it easier for residents to become market traders.

4. Haringey Markets Strategy Action Plan 2024 – 2026

4.1 Following the production of the Strategy the next step was to develop an Action Plan to take forward the recommendations, which focuses on the priority steps the council will be taking in the short, medium and longer term. The action plan is split into two phases the first phase of which is complete.

4.2 Progress on the Strategy's recommendations has been positive to date.

Phase One (complete):

- The provision and facilitation of several Christmas markets across the borough (including Tottenham Green, Lymington Avenue, Myddleton Road, Tottenham Hale, Crouch End and Muswell Hill)
- A refresh of the council's [markets webpages](#) including:
 - Details of each major market location including types of products sold, frequency and opening hours and links to market websites
 - A [markets map](#) showing the location of nine of Haringey's markets
 - Information and guidance on how to become a market operator or a trader
- Infrastructure improvements (including electricity feeder pillars) at Tottenham Green, Lymington Avenue, Myddleton Road and Muswell Hill
- Commitment from Wood Green BID for a quarterly market at Lymington Avenue in 2025/26 supported by the council
- Delivery of a Christmas market at Tottenham Hale as a pilot, more than six months ahead of schedule (originally planned for Phase Two)

Phase Two:

- Plans for regular quarterly markets at Tottenham Green and Lymington Avenue in 2025/26
- Imminent launch of Opportunity Haringey Market Operators Forum bringing together market operators across the borough with council officers from Inclusive Economy, Licensing, Highways, Culture, Environmental Services
- Market Operators' Guide to be produced in collaboration with the Forum
- Market Trader Guide to be produced including checklist, business starter information and fees schedule
- Exploration of viability and improvement of markets in Crouch End, Muswell Hill and Tottenham Hale.

APPENDIX 1

OSC Question – 'What is the council doing to support skills and apprenticeships in the borough for local people and how might we support people to get better paying jobs and away from less secure work.'

Good Work and Skills is a key theme of Opportunity Haringey – our Inclusive Economy Framework. While most Haringey workers are in good employment, significant economic inequality exists in the borough. Our Haringey Works (employment support) and Haringey Learns (adult learning) services have a focus on supporting residents into 'good' employment and increasing the number of Good Work opportunities locally - jobs that pay the London Living Wage and offer good terms, with opportunities for progression. These services support those facing greatest barriers into work and those in in-work poverty through a focus on prevention, progression and outreach. To date in 2024/25 Haringey Learns have supported 960 learners and Haringey Works have supported 654 residents with 352 gaining employment.

We work with training providers and partners to develop programmes with a focus on employer and sector demand and transferable skills development and are developing sector plans with a focus on job growth opportunities and future skill needs.

Apprenticeships provide an opportunity for residents to gain new skills and qualifications whilst in employment and opportunities for career progression. Haringey Works supports people into apprenticeships and works with training partners including Capital City College Group to provide training and identify employers willing to offer apprenticeships.

The Council, as the largest employer in the borough has a key role in offering apprenticeship opportunities and the HR team are leading on creating more opportunities across service areas, including apprenticeships, work placements and supported internships to provide progression routes into good work. We also use the apprenticeship levy transfer scheme to support local SMEs who are willing to employ an apprentice but need help with the costs of training.

The Council uses S106 and social value agreements to secure training and employment opportunities for residents through its investment, procurement and planning powers. 232 jobs and 26 apprenticeships have been created for Haringey residents through current S106 agreements.

Haringey Works is planning for the implementation of delivery of the Government funded Connect to Work programme, which will support residents with health conditions into employment. We will also be working closely with Young Adults Service and HR to deliver a Trailblazer programme to support care leavers into employment, a key aspect of this will be to strengthen our corporate parent role and deliver a programme that has been co-produced with care leavers providing paid work placements within the Council and with local employers.

This page is intentionally left blank



informed solutions

Haringey Market Strategy

Final Report-11/06/2024

June 2024



Funded by
UK Government



SUPPORTED BY
MAYOR OF LONDON

Haringey Markets Strategy

1.0	Introduction to The Retail Group	2
2.0	Project Overview	3
3.0	Market and Centre Reviews	7
4.0	Survey of Businesses and Traders	17
5.0	Survey of Residents	30
6.0	Survey of Stakeholders	42
7.0	Wider Policy Context	54
8.0	Trends & Benchmark Markets Review	60
9.0	Study Conclusions	68
10.0	Future Strategy & Action Plan	79
Appendix I – Site Analysis Case Study (Turnpike Lane)		
Separate PDFs:		
Appendix II - Business and Trader Survey Questionnaire		
Appendix III - Resident Survey		
Appendix IV - Stakeholder Questionnaire		

Haringey Markets Strategy

1.0 Introduction to The Retail Group

1.1 Company Background & Credentials

The Retail Group has been developing growth strategies and economic action plans for 'places' (cities, towns, local centres, market towns, historic towns and streets) for almost 30 years and is at the forefront of helping places to become 'multi-purpose' in offer and use. This includes expansion of the offers and experiences in towns as well as improving use and integration of existing assets, giving consumers more reasons for being in and visiting a centre, creating stronger 'places' to shop, enjoy, use, live, work and visit.

Over the last two years The Retail Group has developed comprehensive and coherent action plans to improve the performance, economy and prosperity of over 50 towns, locations and places. This period includes both pre, during and importantly post the Covid impacted and current economic pressured trading environment. It also includes detailed and multi workstream research studies that have identified the challenges, baseline performance, health checks and evidence base to direct individual town / location growth action plans. The research processes utilised enables the team to get under the skin of each location quickly and effectively, successfully engage with local businesses and stakeholders, understanding its individual future needs and developing bespoke visions, strategies and practical action plans for the short, mid and longer term.

In almost 30 years of providing support to the wider retail, city / town centre and 'place' sectors the prosperity and sustainability of over 350 diverse locations across the UK has been improved. The team has unrivalled experience in developing, delivering and supporting the implementation of successful action plans and growth strategies. Included within the project team skill set is the awareness of the trends affecting how consumers choose to use town centres, and how places are evolving to meet the needs of consumers, businesses and demographic trends.

The Retail Group project team is at the forefront of helping places and markets to become 'multi-purpose' in offer and use. This includes expansion of the offers, attracting additional elements, filling gaps, repurposing assets and providing the marketing and promotional content / direction to achieve the growth. Indeed, one of the current core aims for many places and the stated UKSPF objectives, to create and restore local pride and a sense of community in places has been a cornerstone of our work for almost three decades.

Haringey Markets Strategy

2.0 Project Overview

2.1 Project Background and Brief

Haringey Council aspires for more markets¹ to be held within the Borough. It is not however a Market Borough, i.e. has no Charter Rights for Markets.

The current landscape for markets within Haringey consists mainly of privately operated markets on private sites. These include Holcombe Market in Bruce Grove, The Market Hall in Wood Green, Alexandra Palace Farmers Market, Stroud Green Market and Seven Sisters (currently under redevelopment, for launch in 2025, via Places for London and the Council).

In addition, there are a small number of regular and irregular markets held on the public highway and licenced by the Council, currently under the 1990 London Local Authorities Act. This legislation enables the Council to licence pop-up and themed market events including Myddleton Road in N22, St James Square in Muswell Hill and the soon to be relaunched monthly market on Tottenham Green.

The Council is aware that markets can act as an attractive feature of the overall offer experienced in the Borough - not just for the benefit of the markets themselves, but for wider town centre health and place-making purposes. They can bring higher footfall into a town, bring people in who have never been before, or who have not been for some time. They can add to the character and diversity of a town centre's offer as well as to its look and feel, whilst also offering opportunities for new businesses and entrepreneurs, as well as access to affordable healthy food.

Haringey Council is committed to developing a Market Strategy for Haringey. It is a key Council commitment and a specific action in the Corporate Delivery Plan as well as a stated objective and delivery in 'Opportunity Haringey' - the emerging Inclusive Economy Framework for the Borough. Funding to develop the Haringey Market Strategy was provided through the Government's UK Shared Prosperity Fund (UKSPF).

⁽¹⁾ **Definition of a market** – for the purposes of this report a market is a group of at least five stalls trading alongside each other on a regular basis, with each stall operated by a different trader. This includes, but is not limited to food/grocery, household goods, clothing/fashion accessories or specialist events (for example, Italian markets and Christmas markets). Individual street trading stalls are not considered markets, nor are car boot fairs.

Haringey Markets Strategy

2.0 Project Overview

2.2 Project Methodology and Outputs

The core workstreams of the study are set out below:

1. **Immersion** - Initial project briefing. Included information collation, stakeholder contacts and contact protocols, resident, stakeholder and business survey methodologies, timetable and sequence.
2. **Information and Policy Review** - Desk based review of current Council policies and development / regeneration plans for the Borough.
3. **Market and Location / Place Reviews** - In person physical market reviews for all existing markets and known locations. Also includes location and place reviews to enable any future market offer to be put in context of local place, use and environment.
4. **Market Operations and Operators** - Review the existing operating and trading parameters.
5. **Trader and Business Engagement** - Customer facing businesses in agreed locations, independent, confidential, high response rate, essential performance KPI's and baseline information.
6. **Stakeholder Engagement** - Individual contact via personal contact, email and online, internal and external stakeholders as supplied by client project team.
7. **Resident / User Survey** - On line engagement surveys of residents, market users and non-users.
8. **Consumer, Market and Place Trends and Benchmark Activity Review** - Review of trends information and database, best practice and benchmark examples.
9. **Analysis and Conclusions** - Analysis of individual research area findings and collective analysis.

Detailed analysis and interpretation of the findings of all workstreams to provide the required outputs as detailed in the brief and for ease overleaf, as part of the Haringey Markets Strategy and Action Plan Report

Haringey Markets Strategy

2.0 Project Overview

2.2 Project Methodology and Outputs cont'd.

Outputs and deliverables to include:

- The strategy and goals for Haringey Markets, including overview assessment of how they can help the Council to achieve wider policy and corporate strategy ambitions.
- Opportunities to improve the borough markets offer, mix, and experience, both strategic and action plans.
- Opportunities for new markets, where demand / need has been identified.
- Indicative financial assessment of investment and operating costs / revenues from additional identified market opportunities.
- Assessment of optimum operating models and legal / policy compliance (to be assessed with Council's legal team in due course), including relative constraints / benefits of operating either under LLAA or the Food Act.
- Short to medium term actions to improve performance.
- Changes needed to Council market management, operations, support to manage the new markets strategy.
- Opportunities for improved cooperation within the Council and with local stakeholders.
- Process and new market checklist to assess ongoing market opportunities and start up requests, this includes potential income streams for the Council.
- Promotional actions to attract more consumers and traders including young people.
- Best practice examples, case studies, lessons learned.
- Implementation action plan and timetable, short, mid and longer term priorities, implementation responsibilities / allocation and action plan.
- Overview of strategic risks and any inbuilt mitigations.

Market and Centres Review

Haringey Markets Strategy

3.0 Markets and Centres Review

3.1 Introduction

The aims of this section are two-fold:

- Firstly, to compile a list of the existing markets held in the borough, including a map showing their geographic spread.
- Secondly to assess the main centres in the borough in regards their potential to host / facilitate more markets.

3.2 Existing Markets Activity

The information in the following section has been compiled through a combination of desk research, site visits, discussions with the client team, discussions with market operators and online searches.

For the purposes of this project, a market is defined as a group of at least five stalls trading alongside each other, with each stall operated by a different trader.

This includes, but is not limited to food/grocery, household goods, clothing/fashion accessories and specialist events (for example, Italian markets and Christmas markets).

Individual street trading stalls are not considered markets.

Haringey Markets Strategy

3.0 Markets and Centres Review

3.2 Existing Markets Activity .

Frequently Delivered Markets within the Borough (at least monthly)

The table below shows the location, frequency and format of the regular markets held in the borough (defined as at least monthly).

Location	Frequency	Format / Comment	Licenced by Council under 1990 LLAA?
The Mall Wood Green Market Hall	Daily (Mon-Sun)	Independent traders located, privately operated and managed inside to the rear of The Mall Shopping Centre. Well maintained and operated, good range of categories including strong fashion and accessories, household, fresh food and groceries. Evidently popular with customers, and the few vacant units suggest it trades well. A useful and appealing anchor market for Wood Green. Somewhat 'hidden' inside the Mall, limited visibility / impact.	No
Holcombe Market	Daily (Mon-Sat)	A small collection of lock up stores, trading in the heart of Bruce Grove, selling mostly food. This is not technically a market, although it is branded and positioned as such. There is a popular fruit and veg trader, plus a wet fish trader, breads / cake and a small café. Good signage and location, a recognised part of the centre. Rear of market is less appealing.	No
Seven Sisters Market	Plan is to be held daily (Mon-Sun)	This established market targeted the needs typically of South American / Latino customers. The site is currently being redeveloped and we understand the ambition is to reopen in 2024/25 with the same tenant mix that traded there previously.	No

Haringey Markets Strategy

3.0 Markets and Centres Review

3.2 Existing Markets Activity cont'd.

Frequently Delivered Markets within the Borough (at least monthly) cont'd.

The table below shows the location, frequency and format of the regular markets held in the borough (defined as at least monthly).

Location	Frequency	Format / Comment	Licenced by Council under 1990 LLAA?
Stroud Green Market	Weekly (Sundays)	Destination private food market trading in the grounds of a school. Its lack of impact and profile, yet good levels of footfall and high purchase propensity would suggest a loyal customer base. The number of pushchairs, dog walkers and bicycles would suggest a market well embedded in the local residential community. Fully occupied.	No
Alexandra Palace Farmers Market	Weekly (Sundays)	Destination private food market of up to 60 traders, well located on Sundays in the grounds of Alexandra Palace. Premium products, premium pricing! Appealing and well delivered offer, targeting mid and upper market consumers. Forms part of a wider destination location, benefits from existing footfall and destination trips.	No

Haringey Markets Strategy

3.0 Markets and Centres Review

3.2 Existing Markets Activity cont'd.

Frequently Delivered Markets within the Borough (at least monthly) cont'd.

The table below shows the location, frequency and format of the regular markets held in the borough (defined as at least monthly).

Location	Frequency	Format / Comment	Licenced by Council under 1990 LLAA?
Myddleton Road	Monthly (Sundays)	Monthly community market run by Markets N22 CIC and licenced by the Council. Local shoppers seem to like it (evident recognition / banter between traders and customers), and it adds to the appeal of the small centre on which it trades. A good community facility. The market signage, stalls, canopies, infrastructure, utilities, trader presentation standards and facilities for customers could all do with improvement.	Yes
Tottenham Green Market	Monthly from June 2024	New monthly market to be launched from June 2024 and run privately operated by Markets N22 CIC. The ambition is to include some young / youth traders. Will trade from a location already used for event markets, which have been popular and successful. At the Christmas 2023 market event, many stalls looked dark, many traders weren't able to process transactions as the provided Wi-Fi went down, promotion of the market was inadequate, few stalls were branded, and the provision of toilets could have been improved.	Yes

Haringey Markets Strategy

3.0 Markets and Centres Review

3.2 Existing Markets Activity cont'd.

Occasional / Infrequent Markets within the Borough

The table below shows the location, frequency and format of the infrequent regular markets held in the borough (defined as at monthly or quarterly).

Location	Frequency	Format / Comment	Licenced by Council under 1990 LLAA?
Muswell Hill Creatives Market	Quarterly	Regular quarterly market operated by local artisans. Anecdotally we understand is very popular with consumers.	Yes
Lymington Avenue	To be defined	New market and location trialled jointly by Wood Green BID and Haringey Council. Test market held just before Xmas, and currently being assessed in terms of its success. The Council's ambition is for this location to host regular and frequent markets.	Yes

Seasonal Event and Specialist Markets within the Borough

We understand there are a variety of one-off / seasonal / specialist Christmas event markets held in the borough, including Collage Arts Market, North London Makers Market, Tottenham Green Winter Festival and Blue House Yard. These are not considered traditional markets due to their frequency and seasonal nature. However, event markets are a positive element for places and communities, to be encouraged, facilitated and supported.

We also understand there are a couple of Car Boot Fairs held within the Borough at the Tottenham Sports Centre and White Hart Lane Ground. Car Boot Sales are not usually considered to be regular markets, but rather themed event markets.

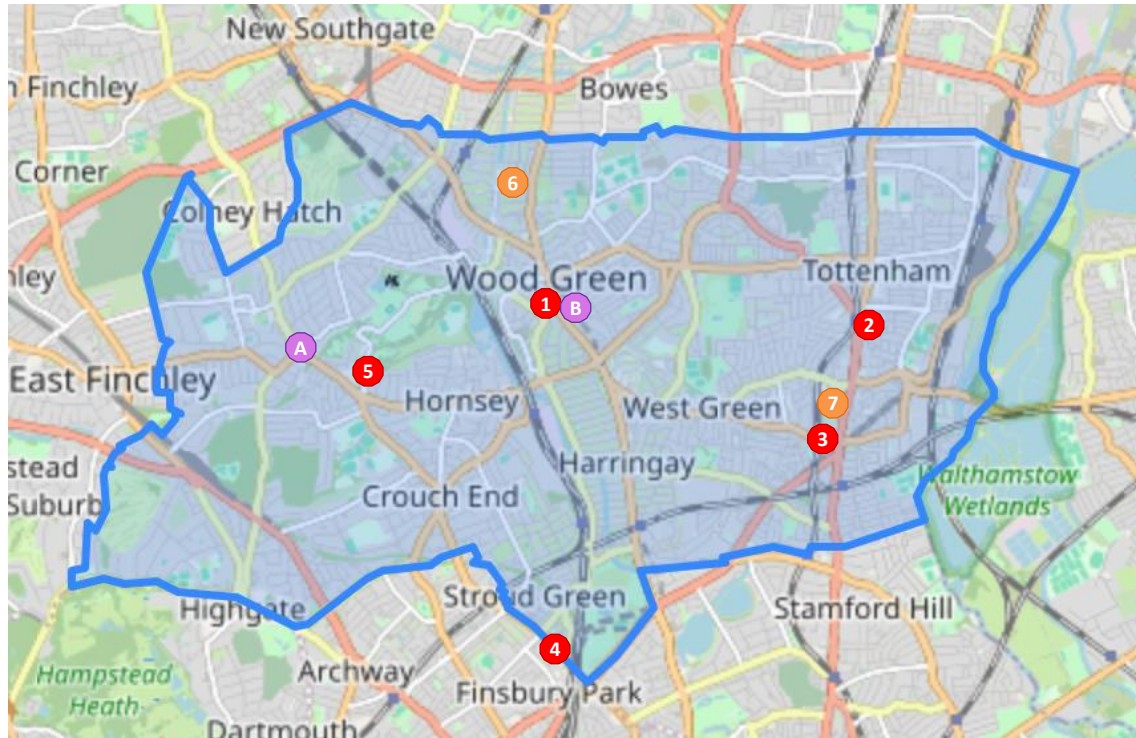
Haringey Markets Strategy

3.0 Markets and Centres Review

3.2 Existing Markets Activity cont'd.

Geographic Location of Existing Markets in the Borough

The map below shows the location and type of the markets held in the borough (excluding car boot fairs).



Frequent Regular Markets (Daily / Weekly)

- 1 Wood Green Indoor Market
- 2 Holcombe Market
- 3 Seven Sisters Latin Market (from late 2024)
- 4 Stroud Green Market
- 5 Alexandra Palace Farmers Market

Regular Monthly Markets

- 6 Myddleton Road Market
- 7 Tottenham Green Market (from June 24)

Infrequent Markets

- A Muswell Hill Creatives Market
- B Lymington Avenue Market (planned)

Haringey Markets Strategy

3.0 Markets and Centres Review

3.3 Existing Centres

Main Centres within the Borough

The table below shows the main centres in the borough, along with their type and their potential to host new markets. The centres reviewed and listed are those agreed with the Council project team, as either having existing markets or having the potential for a future market offer. This has been based on a review of the 2021 Retail and Town Centres Study (Lichfields), to provide an overview of the centre – and then individual site visits and assessment by The Retail Group's consultants. Haringey has one metropolitan centre, six district centres and 38 local centres, as defined by Lichfields in their 2021 study report.

In assessing the future potential for markets in each centre the study has considered the mix and offer of the centre, indicators of health and vitality, the indicative usage patterns of the centre and the physical configuration and the availability of space to potentially accommodate a market in the centre.

Location	Type of Centre	Comment	Can Sustain Regular Markets?
Wood Green / Turnpike Lane	Metropolitan	Wood Green offers its local and destination shoppers an excellent choice (367 units) of comparison goods, convenience goods, service retailers and both daytime and evening food & beverage businesses. The Mall provides several leading multiple anchor stores, delivered in a clean and well-maintained environment. The leisure offer is also strong, including two cinemas and a bingo hall. With high levels of visible footfall throughout the day, its role as a major transport hub / interchange Wood Green would appear to be suitable for additional regular market activity as well as visiting event markets, over and above the Indoor Market already trading in The Mall. Turnpike Lane adjoining Wood Green and provides convenience, service and food & beverage facilities both in the day and into the evening. It offers a long linear experience, with no spaces for a market. It is unlikely the centre could sustain additional regular markets through lack of footfall.	Wood Green - Yes Turnpike Lane - No

Haringey Markets Strategy

3.0 Markets and Centres Review

3.3 Existing Centres cont'd.

Main Centres within the Borough

Further centres include:

Location	Type of Centre	Comment	Can Sustain More Markets?
Muswell Hill	District	Muswell Hill is a well-preserved centre to the north west of the Borough, that targets the needs of affluent local shoppers. With many leading mid and upmarket comparison goods and food brands (193 units in total), the centre is in good health with strong footfall levels and few vacant units. The centre would appear to be able to support new markets. It also has spaces that could be given over to temporary market locations, including St James Square which is already used for occasional pop-up markets and events.	Yes
Crouch End	District	Crouch End shares many attributes with Muswell Hill, being slightly bigger (235 units in total) albeit unit sizes are typically smaller. It also appears to be in good health in its core area, although it has a number of vacant units and charity shops in its secondary areas. It is likely that Crouch End could support more regular market activity as well as visiting markets / event markets, including in front of the Old Town Hall.	Yes
Green Lanes	District	Green Lanes is a very long road that links Wood Green and Newington Green via Manor House. The main retail offer is located to the north of Arena Shopping Park and contains an extensive mix of convenience goods, comparison goods, service and food & beverage businesses. The Turkish food offer is famous across and draws from much of North London! Space is however at a premium in Green Lanes and there are no clear sites for a regular market (although used to be one in a playground nearby).	Yes, subject to space availability

Haringey Markets Strategy

3.0 Markets and Centres Review

3.3 Existing Centres cont'd.

Main Centres within the Borough

Further centres include:

Location	Type of Centre	Comment	Can Sustain More Markets?
Bruce Grove	District	The Bruce Grove Retail Centre anchors Tottenham High Road and contains circa 174 retail units providing an excellent choice of convenience, service and food & beverage units. With high levels of footfall, and low levels of vacancy rates, this suggests the offer is in reasonably good health, notwithstanding a need for environmental and public realm improvements. Holcombe Market (more of a small collection of fixed retail units than a market) is evidently popular with shoppers. We have identified that Scotland Green could be the location for a regular market, but that it currently has no infrastructure in place. Therefore, investment is needed. The pilot market held at Christmas 2023 highlighted the importance that residents placed on that area being better activated for the future.	Yes
West Green Road / Seven Sisters Rd.	District	West Green Road is a busy local parade, with an extensive independent dominated convenience, service and catering offer, many of which trade late into the evening. Its limited size overall however and consequent relatively low levels of footfall, suggest it couldn't sustain any additional markets, over and above the Latin Village when it reopens after the current redevelopment proposals are completed.	No
Tottenham Hale	Opportunity Area	Tottenham Hale is now designated an Opportunity Area and as such is set to grow significantly in terms of its local residential population. Currently the main reasons for consumers to visit the centre are either to use the excellent transport interchange facilities, or the nearby retail park shopping facilities. When the various proposed additional residential developments are completed and occupied, the area would certainly benefit from occasional markets and event markets.	Yes (future)

Haringey Markets Strategy

3.0 Markets and Centres Review

3.4 Summary

From the research undertaken as part of this workstream, the following points summarise the key findings:

- The existing markets offer in the Borough is fairly limited in number and diversity.
- All existing markets are privately operated - the Council does not directly operate any markets
- Many of the existing markets including Wood Green Indoor Market, Holcombe Market, Stroud Green Market, Alexandra Palace Farmers Market are not licensed and regulated by the Council under the LLAA. This also includes the redeveloped Seven Sisters Latin Market due to reopen in 2024.
- The existing markets at Myddleton Road, Tottenham Green and St James Square in Muswell Hill are licensed and regulated by the Council under the LLAA.
- The existing markets offer trades well.
- There are opportunities for more markets in Wood Green, Muswell Hill, Crouch End, Bruce Grove and Tottenham Hale (in the future).
- Green Lanes has the potential to sustain markets however does not have any suitable sites available within the defined centre.
- West Green Road and Turnpike Lane are not suitable for markets.
- There is a difference between regular markets, occasional markets and events, all three can be delivered and relevant to different centres.

Survey of Businesses & Traders

Haringey Markets Strategy

4.0 Survey of Businesses

4.1 Introduction

A bespoke questionnaire was developed for the project, with the aim of creating a single engagement survey questionnaire being used for both the businesses in the various centres, as well as market traders where appropriate. To be clear, **this is a survey about general performance trends and views on markets from businesses across the Borough**. Given the core objectives of the project, and the budget allocated, it is not designed to be a study of performance or views of businesses by centre.

Questions in the survey were designed to capture information about the customer base, reasons for using the town centres, current and historic performance and views and opinions of the existing market offers and how this might be improved. Many of the questions and the survey format are based on previous tried and tested questionnaires. The questionnaire is attached as Appendix I. We recommend that it is used as the basis for ongoing monitoring of performance and improvement initiatives.

Circa 600 surveys were handed to businesses and market traders in person in December 2023 and January 2024.

An online survey was also created to facilitate and encourage further responses. This link was shared with the various trading associations as well as the existing market operators, with a request to share the survey with businesses and traders in their network.

The survey achieved an outstanding response and completion, with 260 completed surveys, which includes circa 30 market traders (some businesses said they were both).

Surveys were returned from the following centres – Wood Green (72), Muswell Hill (43), Green Lanes (40), Bruce Grove (23), Crouch End (21), Turnpike Lane (16), Seven Sisters (16), Myddleton Road (11) and Tottenham Hale (9).

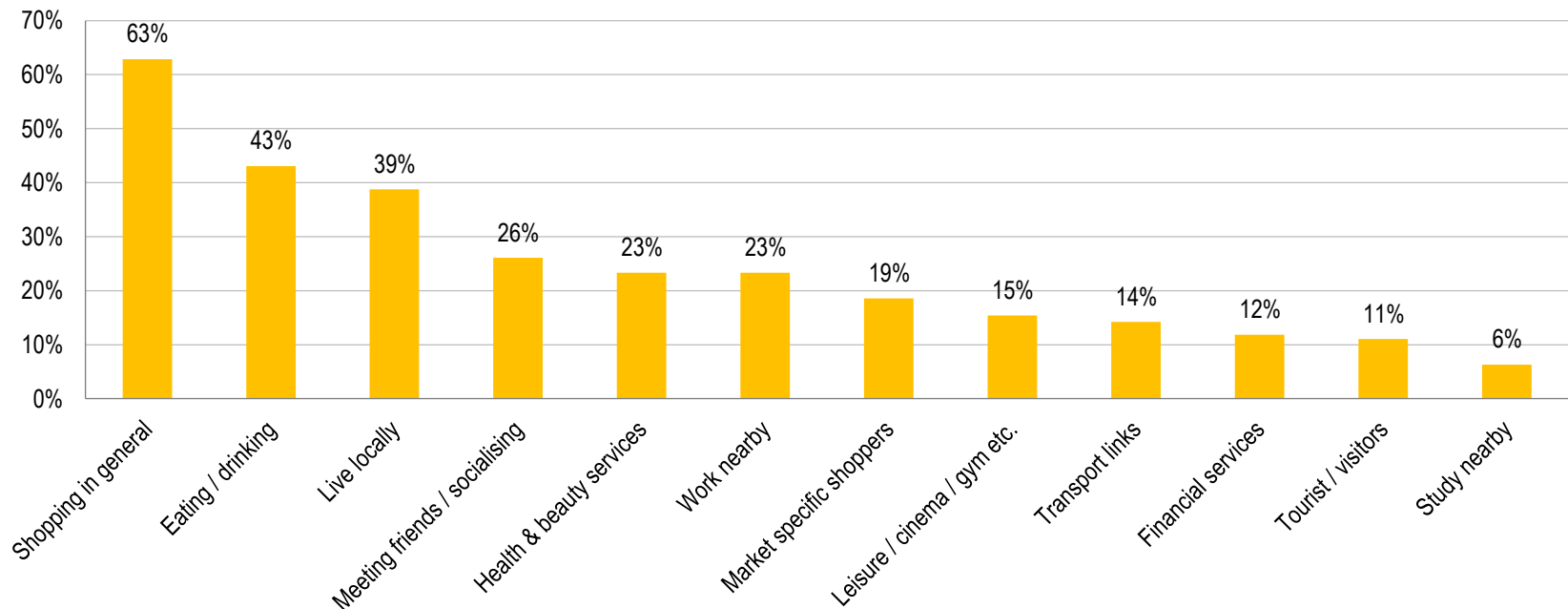
This is an excellent response, producing a comprehensive dataset of respondents for robust analysis and interpretation, on which the graphs in this section are based. We have reported the total responses as a total (traders and businesses) as this sets the direction for improvement initiatives. Where there are clear differences between the two cohorts, this has been identified. Note due to multiple response, not all graphs total 100%.

Where major differences in responses for Wood Green, Muswell Hill and Green Lanes exist, these have been reported. The individual sample sizes in the other centres are too small to be able to draw variations by centre with statistical confidence.

Haringey Markets Strategy

4.0 Survey of Businesses

4.2 In your opinion, what are the main reasons for customers to be in the town centre?



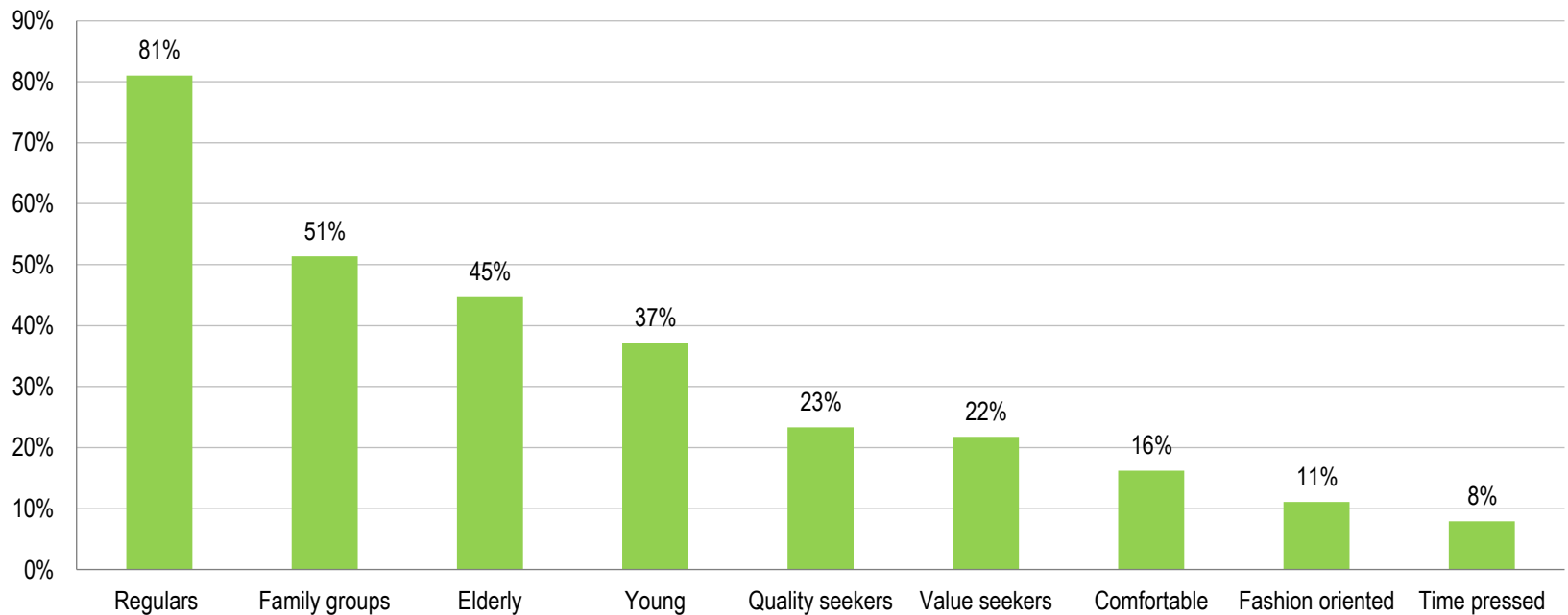
Businesses and traders report that the main reasons for being in their town centre are 'shopping generally' (primary reason), eating / drinking, living, meeting friends / socialising and working (secondary reasons). Destination market shoppers are not a dominant group.

It's fair to say that according to businesses that took part in our survey, Haringey's centres attract lots of visits for lots of different reasons.

Haringey Markets Strategy

4.0 Survey of Businesses

4.3 Which of the following best describe your customers? Tick all that apply



Businesses across the town centres consider their customers to be regulars.

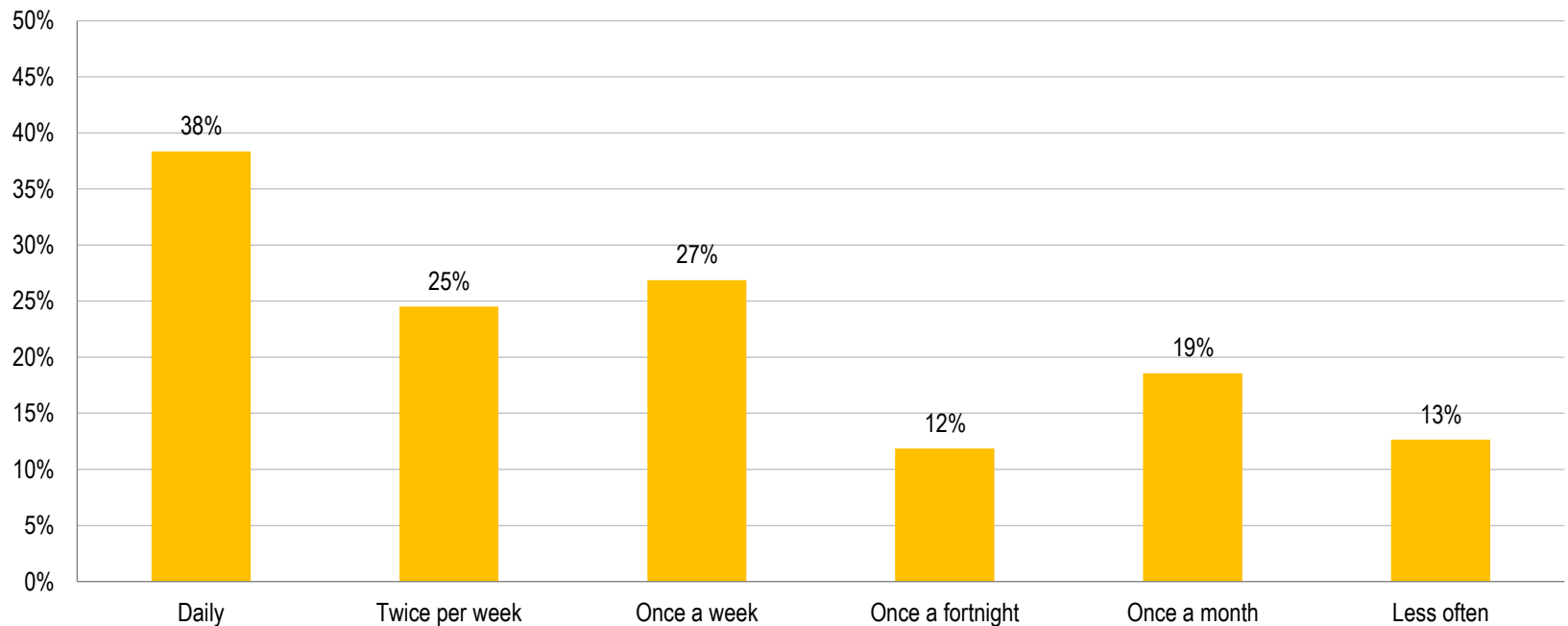
Half describe them as family groups as well as elderly. Other key groups include the young, quality seekers and value seekers.

Traders share same views as wider town businesses.

Haringey Markets Strategy

4.0 Survey of Businesses

4.4 How often do your customers typically visit this centre?



According to businesses and traders, Haringey's centres attract a high customer visit frequency pattern, with over a third saying daily. Furthermore, most businesses tell us their customers visit at least weekly.

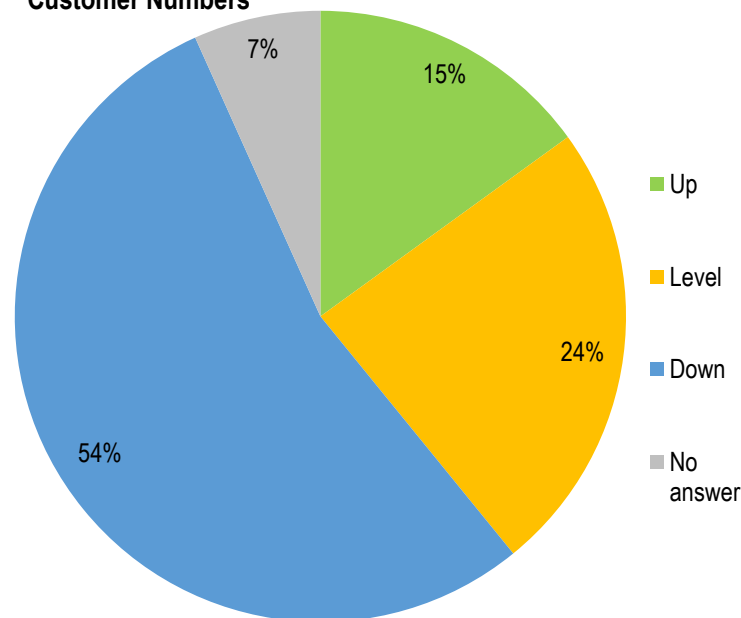
Wood Green and Green Lanes both had especially high frequency of visit. Muswell Hill much less so.

Haringey Markets Strategy

4.0 Survey of Businesses

4.5 General performance trends

Customer Numbers



Unfortunately, customer numbers are down for most businesses. Only 15% report customer numbers as being up year on year.

Businesses in Wood Green are slightly more likely to be reporting that footfall levels are down (59%). Less so for Muswell Hill (only 37% are down).

Footfall levels*

Footfall levels in centres follow an almost identical trend to customer numbers, with 51% of businesses saying they are down in their centres, and only 11% saying up. More businesses in Muswell Hill said footfall was level rather than down.

Busiest Trading Days

According to respondents, their busiest days are Saturdays (83%), Fridays (61%) and Sundays (41%). Wood Green, Muswell Hill and Green Lanes all shared this exact pattern.

Quietest Trading Days

Quietest days are reported to be Tuesdays and Wednesdays (both at 47%), followed by Mondays (43%).

Future Trading Expectations

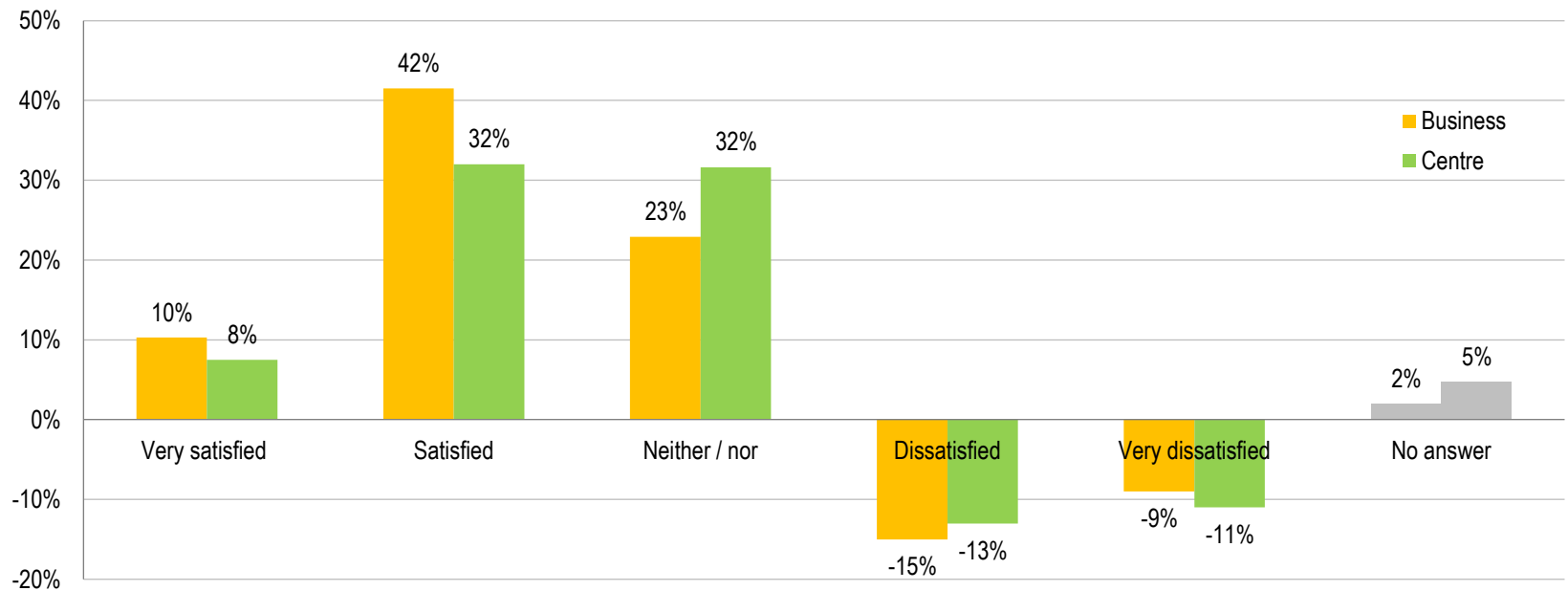
Most businesses (47%) expect trading over the next year to remain at existing levels, with the same amount (26%) expecting trading to improve as those that say it will decline.

* Based on available council footfall data, footfall has remained roughly the same since post-pandemic with some minor peaks and troughs across the calendar years in all town centres.

Haringey Markets Strategy

4.0 Survey of Businesses

4.6 Satisfaction Levels with Business and Centre

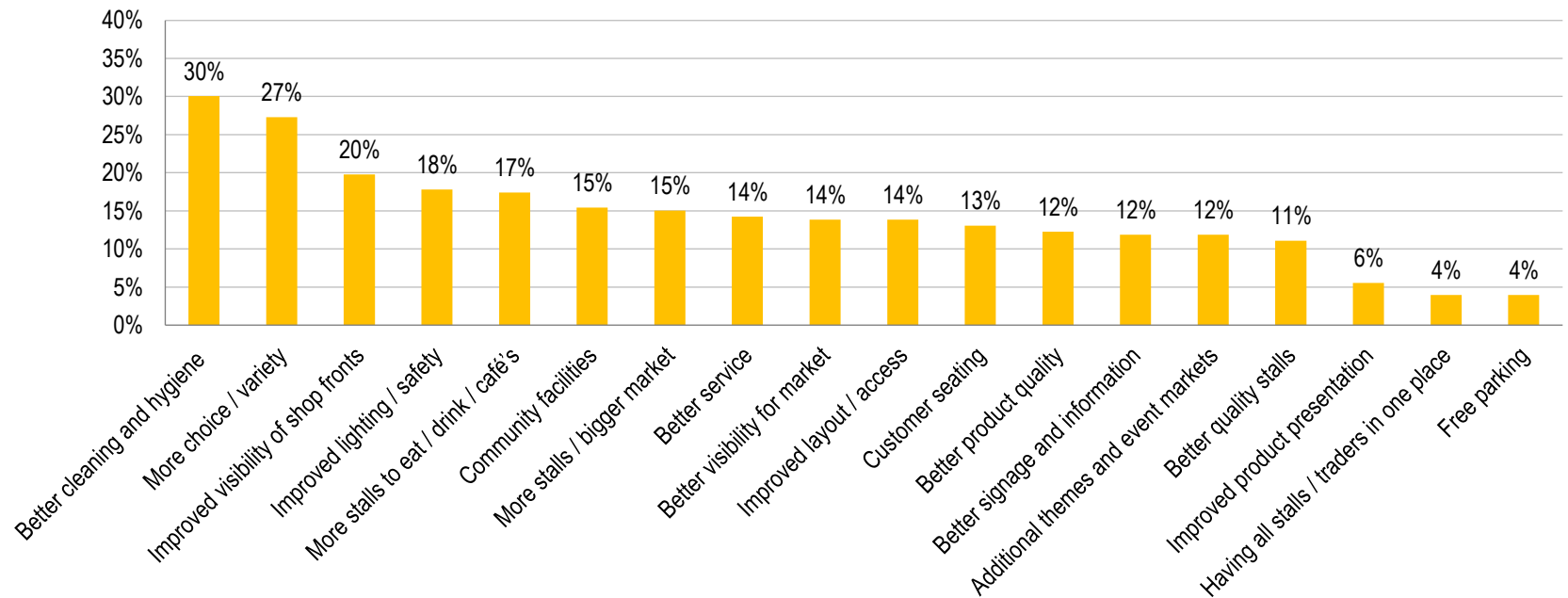


Despite the trends in performance (typically sales / customer numbers / profit) and footfall, the majority of businesses are satisfied with the performance both of their business (52%) as well as the centre in which they trade (40%). Less than a quarter are dissatisfied with both. This answers to this question were broadly the same for Wood Green, Muswell Hill and Green Lanes.

Haringey Markets Strategy

4.0 Survey of Businesses

4.7 Improvements wanted to existing markets

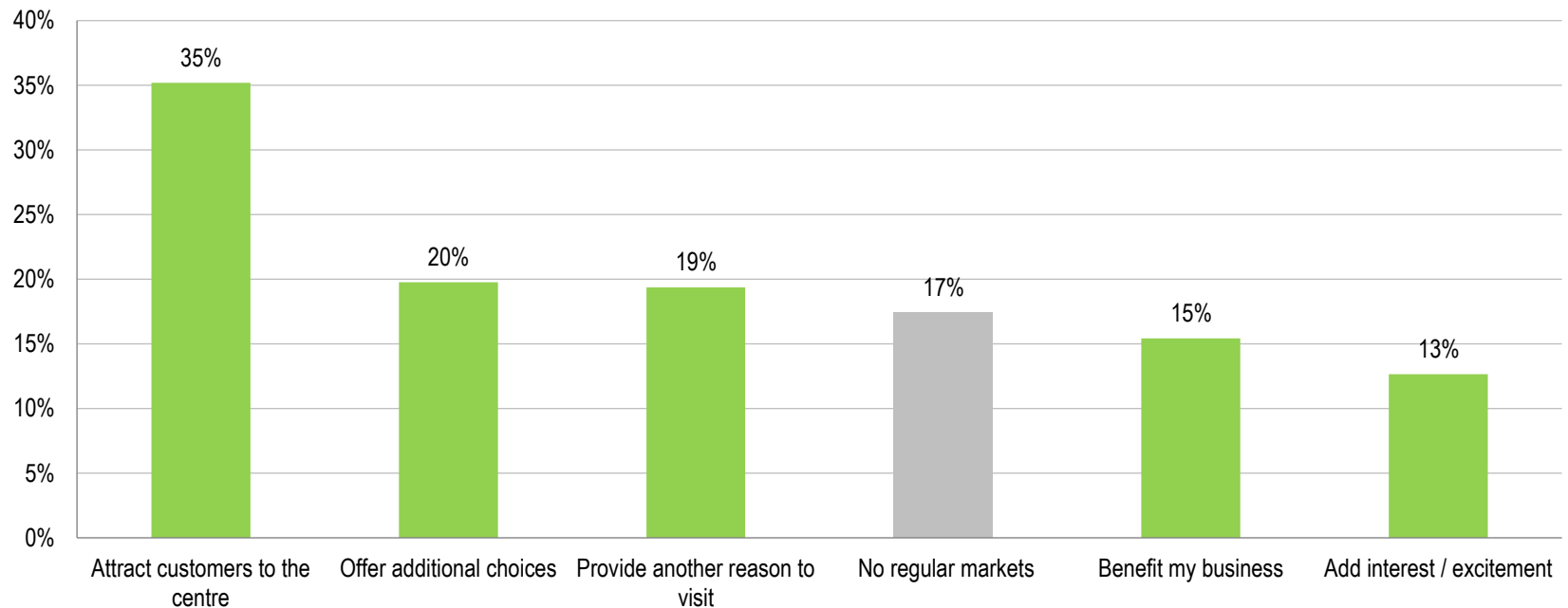


A wide variety of improvements are wanted to existing markets in the Borough, including cleaning and maintenance, more choice / bigger, better environment and facilities, better lighting, more promotion / events, better quality products & stalls, more food / places to eat and more places to sit.

Haringey Markets Strategy

4.0 Survey of Businesses

4.8 Thinking of any existing regular markets in this centre, which of the following benefits do they deliver?'



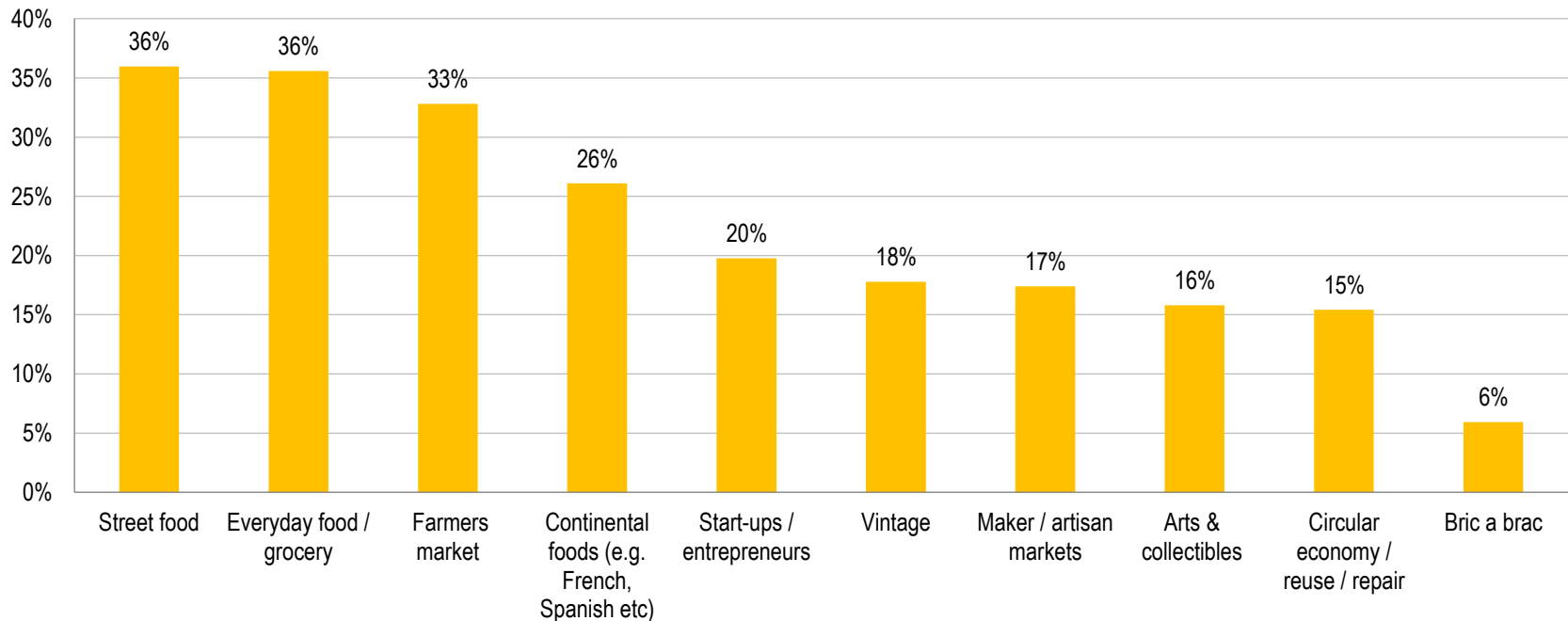
In regards this question 35% of businesses think markets attract additional customers, 20% think they provide additional choices, 19% provide additional reasons to visit and 15% believe they benefit their business. Businesses that have markets in their centres are clearly fans of them and understand the benefits they generate.

17% said they had no regular markets in their centre

Haringey Markets Strategy

4.0 Survey of Businesses

4.9 Types of Additional Markets Wanted



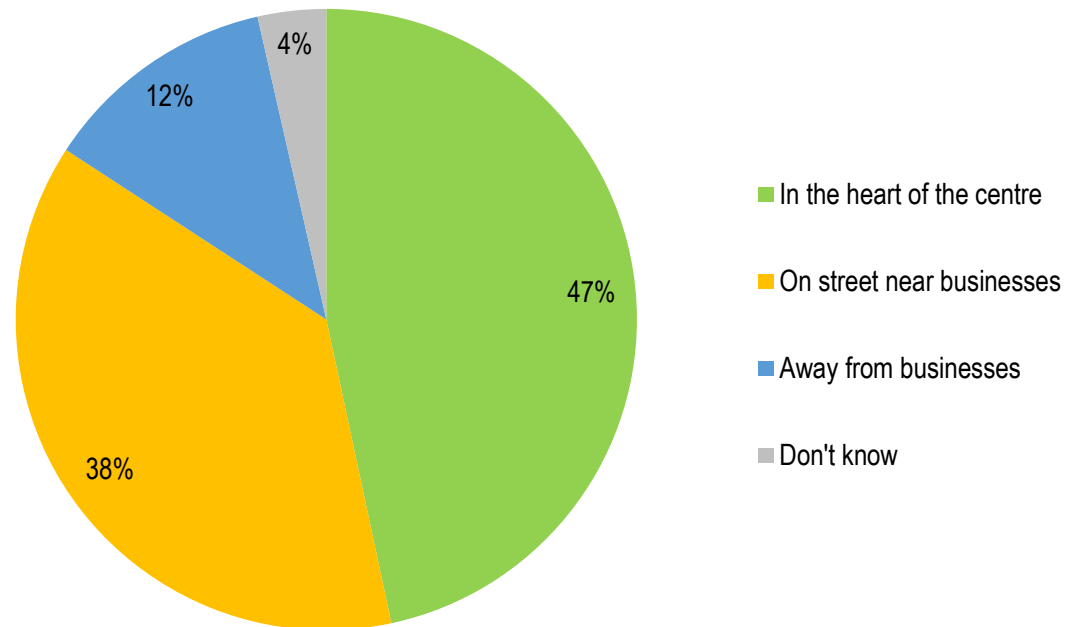
Types of Markets Needed? - In regards the specific types of markets wanted, the above graph shows that that more food related markets are key, including street food, everyday food / grocery, farmers markets and continental foods. Other non-food markets wanted include more markets for new / start-up traders, more vintage, more maker / artisan, more arts & collectibles and more circular economy. Clearly there is lots of interests in a more diverse range of markets!

Are New Markets Needed? - In response to the question 'Would this centre benefit from new markets', 40% said yes - more regular markets, 34% said yes - more occasional markets and 21% said no more markets.

Haringey Markets Strategy

4.0 Survey of Businesses

4.10 Location and Frequency of New Markets



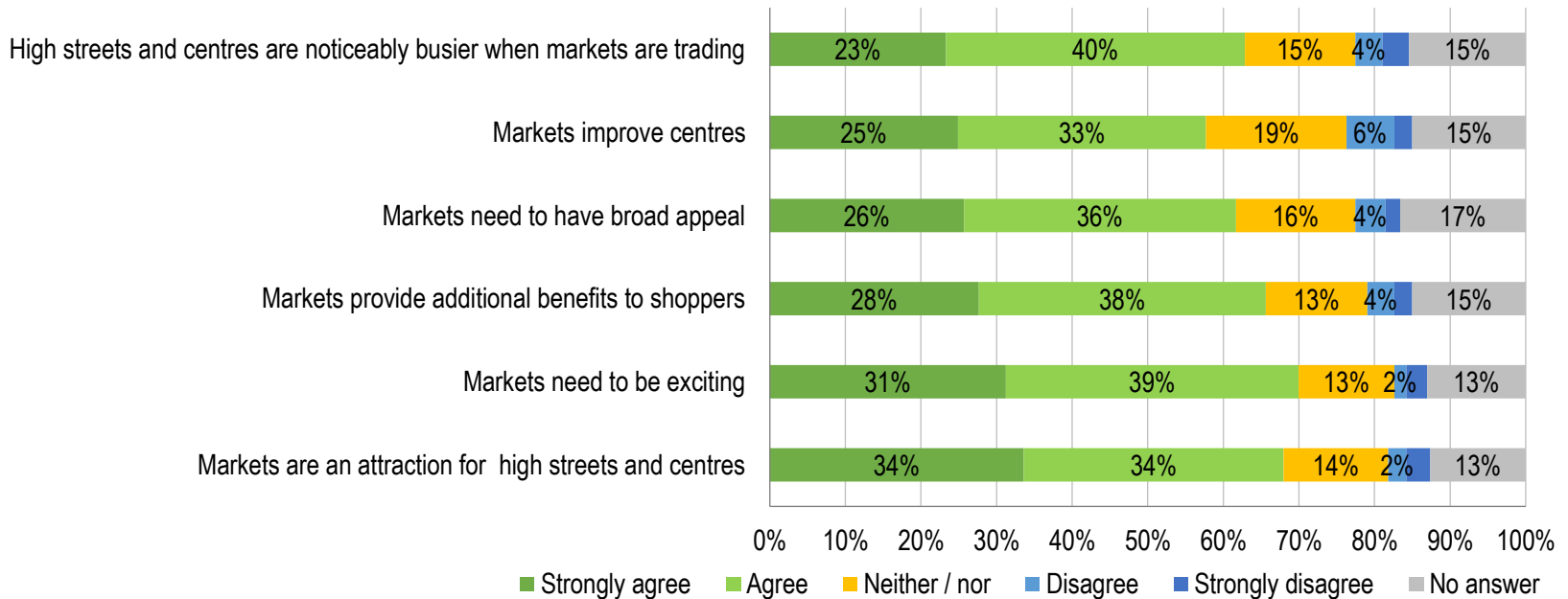
Location of New Markets? In response to the question, most respondents want new markets in the heart of the centre (47%) or on the streets near businesses (38%). Businesses clearly want to be next to or near new markets!

Frequency of New Markets? In regards the frequency of new markets, the two dominant responses were daily (27%) and weekly (23%). After adding those that said multiple times per week (13%), it can be said that two thirds of businesses and market traders want new markets to be held at least weekly! Businesses in Wood Green and Green Lanes typically wanted everyday or weekly markets, whereas Muswell Hill businesses said weekly or monthly.

Haringey Markets Strategy

4.0 Survey of Businesses

4.11 Views and opinions about markets



Businesses and market traders in the Borough clearly have positive views about markets, and overwhelmingly agree they are an attraction for high streets and centres, they need to be exciting, and they provide additional benefits to shoppers.

Respondents also agree they need to have broad appeal, they improve centres, and that high streets and centres are noticeable busier when markets are trading. There were no significant patterns in responses between businesses in Wood Green, Muswell Hill and Green Lanes, i.e. they broadly agreed.

Haringey Markets Strategy

4.0 Survey of Businesses

4.12 Summary

On balance the businesses are positive about the role, benefit and need for markets in the Borough's centres:

- Most respondent believe that markets add benefits to local centres, a small group see them adding benefit to their business.
- Three quarters think that their centre would benefit from either more regular or occasional markets - only 20% think not. Wood Green and Green Lanes businesses want these to be held on a very frequent basis.
- Regarding types of markets, there is a wide range that would be applicable, street food, everyday food and farmers markets, lead the way at circa 35%, other types continental foods, start up, vintage around 20-25%, four other types around mid to late teen %'s.
- Preferred future trading frequency for markets to be daily 27%, or weekly 23%.
- Preferred locations are in the heart of a centre (47%), or on streets near businesses (38%).
- Most businesses agree that markets are attraction for high streets and centres - 70%.
- 75% agree in general centres are busier when markets trade.
- 60% agree that markets improve centres.
- 70% agree that markets provide additional benefits to shoppers.

Regarding existing markets there is much that can be done to improve them.

On a broader level trading for many businesses remains challenging and the outlook is also tough with half of businesses expecting trade to remain as it is, and a quarter each saying it will improve or decline.

Businesses are broadly consistent that markets are a benefit to centres, customers and even local businesses.

Survey of Residents

Haringey Markets Strategy

5.0 Survey of Residents

5.1 Introduction

The aim of this bespoke consumer survey undertaken as part of the project, was to engage with residents of the Borough and ascertain their usage and views of the existing market offer in and near the Borough, as well as to probe their future aspirations of markets within the Borough.

The questions were developed by The Retail Group project team, based the requirements of the project brief and using tried and tested questions used elsewhere on similar projects we have undertaken. Also, wherever possible, the same or similar questions as used in the surveys of businesses and stakeholders, so that responses can be compared and contrasted.

A copy of the questionnaire is contained in Appendix II.

The survey was hosted on the Council's website and was structured for residents to complete the survey online, on their phones, tablets and desktop computers.

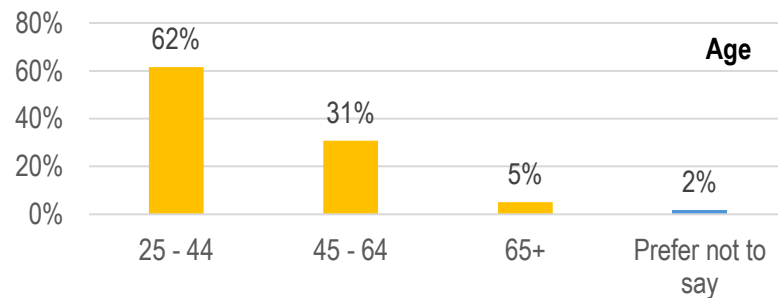
The survey ran from late December 2023 to end of January 2024, and was promoted extensively by the Council's online comms team over that period via its social media channels. We are thankful for their time and help.

In total 117 residents took part in the survey and completed questionnaires and the results are analysed in the rest of this section of the report.

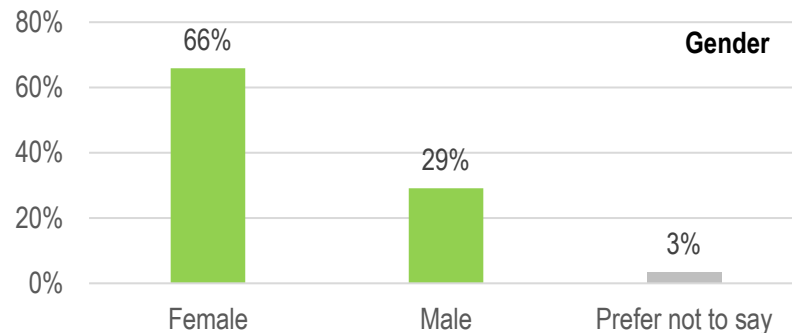
Haringey Markets Strategy

5.0 Survey of Residents

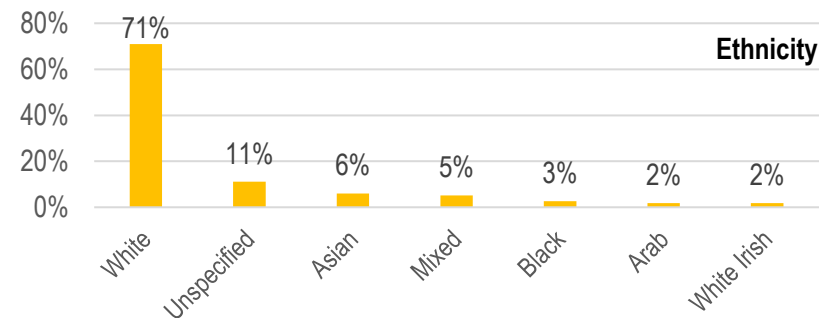
5.2 Research Sample (117 residents)



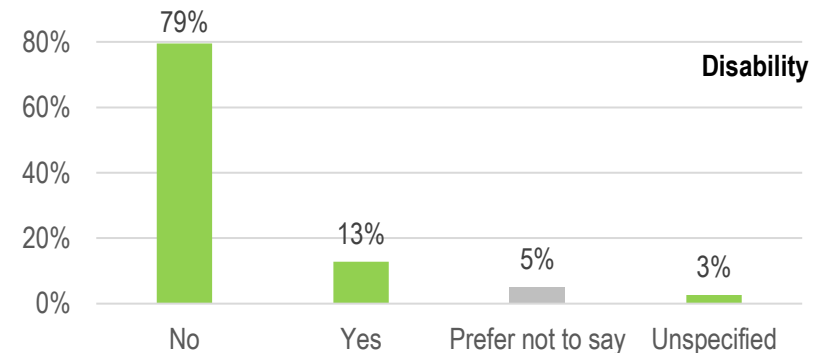
Respondents in the survey are relatively young, being significantly dominated by 25-44 year olds.



Survey respondents are split 2/3 female and 1/3 male.



The survey was dominated by respondents who state their ethnicity is white, but also contains several other groups.

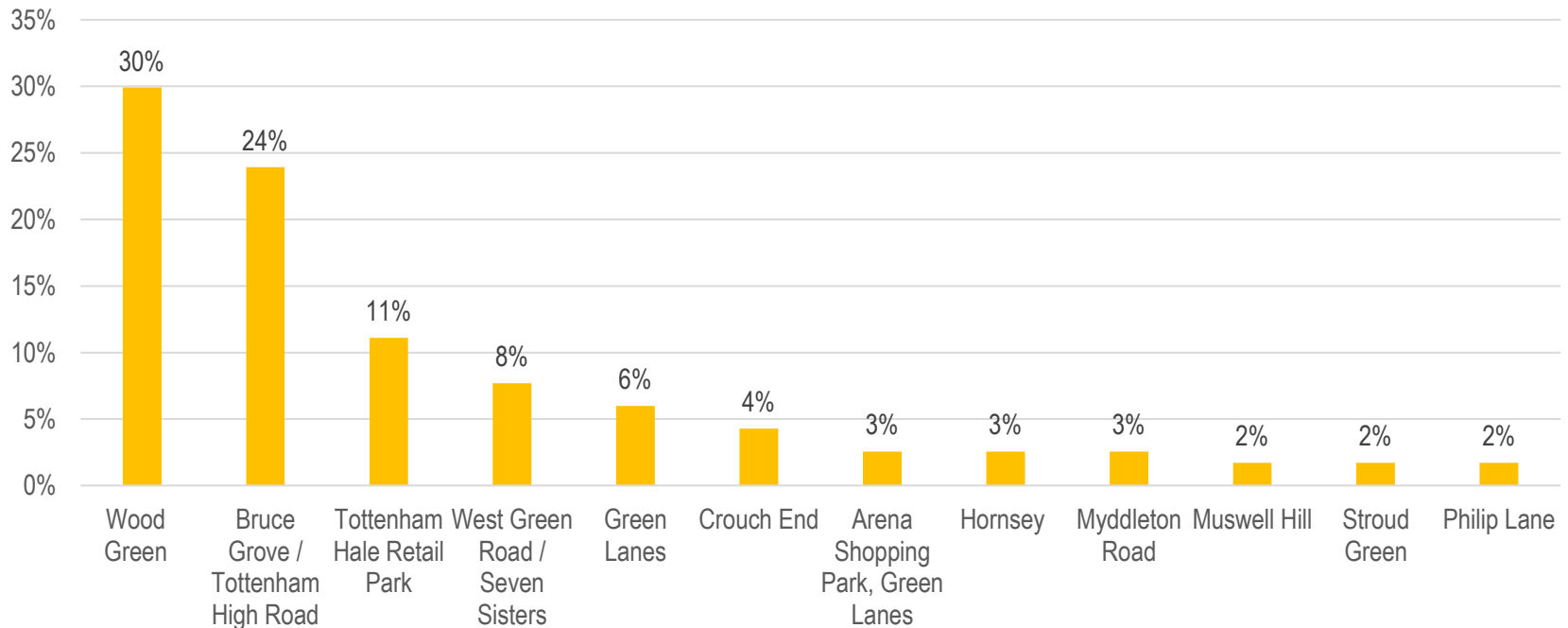


The vast majority of respondents (4/5) do not consider themselves to have a disability.

Haringey Markets Strategy

5.0 Survey of Residents

5.3 Which town centres do you visit most often for your day-to-day shopping and retail service needs?

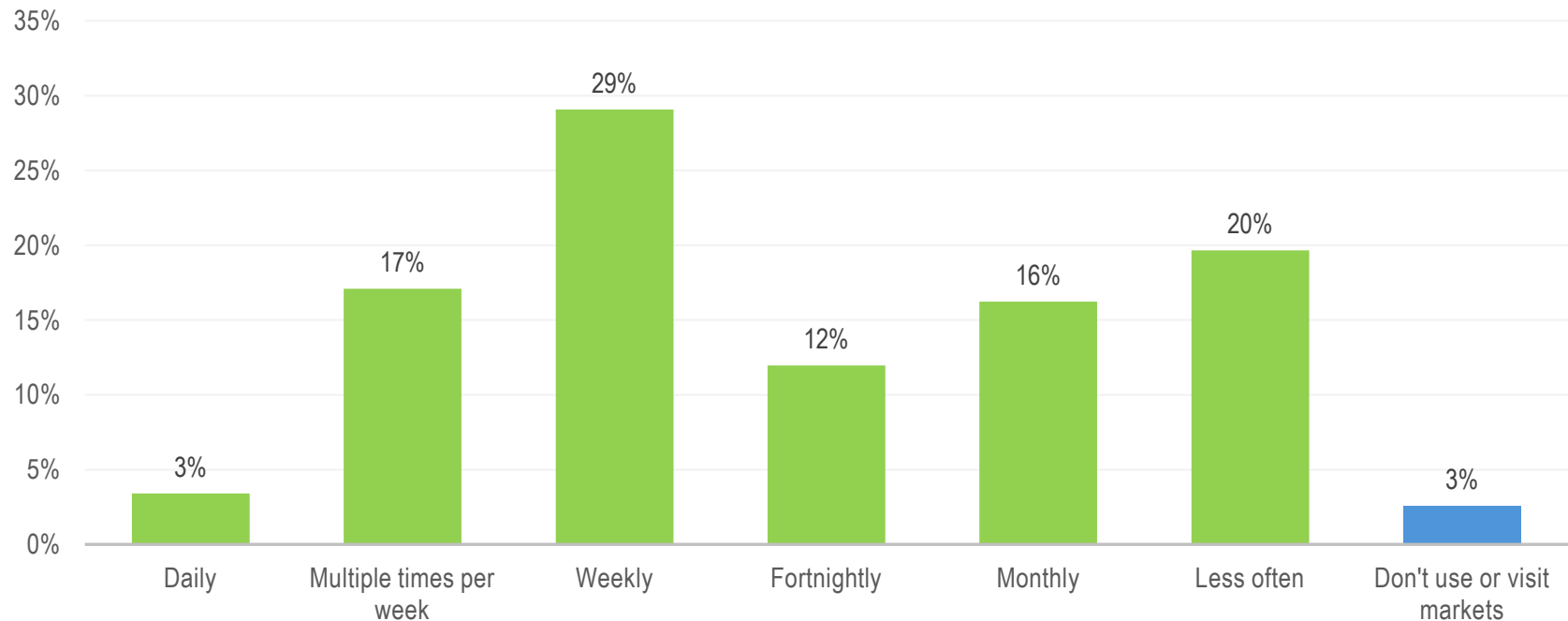


Residents in the survey say they use a variety of centres in the Borough, with the list being dominated by Wood Green and Bruce Grove / Tottenham High Road. Other key centres include Tottenham Hale Retail Park, West Green Road / Seven Sisters, Green Lanes and Crouch End. Interestingly most of these centres are in the centre or eastern parts of Borough.

Haringey Markets Strategy

5.0 Survey of Residents

5.4 How often do you typically visit regular markets?



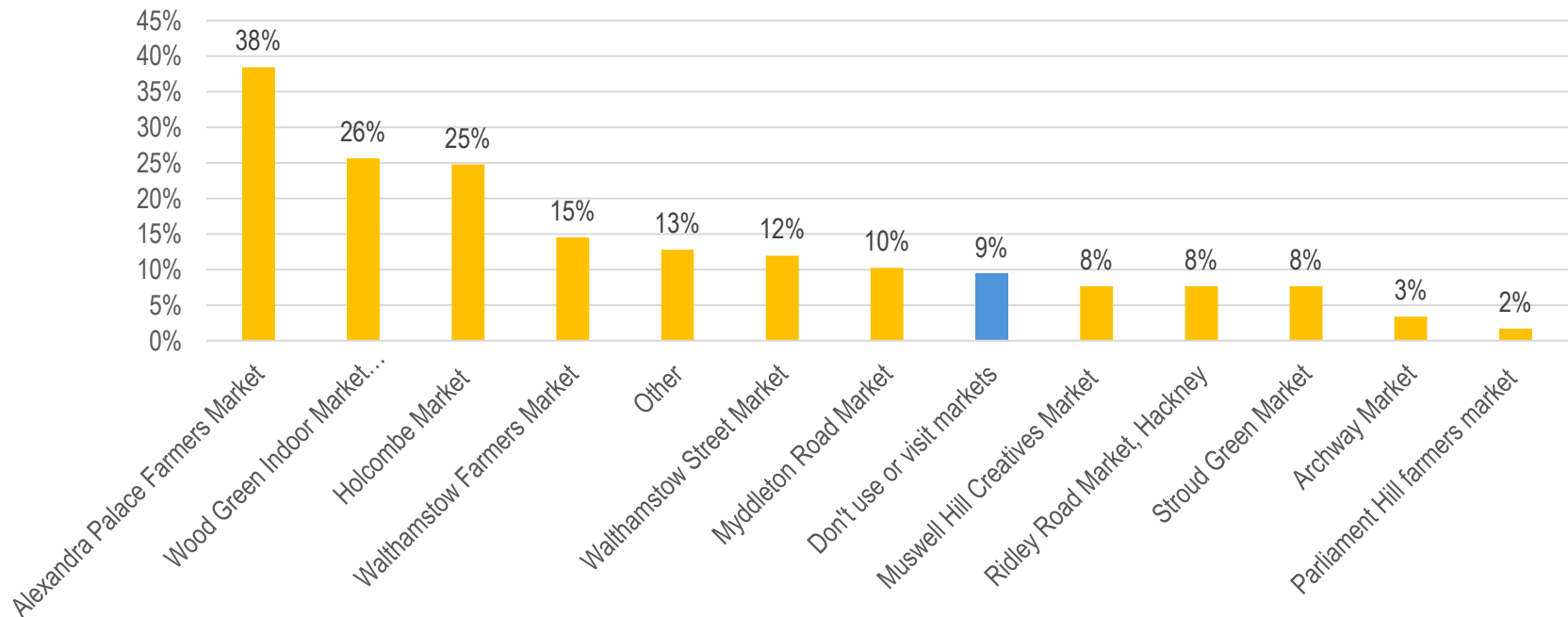
The answers to this question are broad and diverse, with circa a third of consumers saying they visit markets weekly, and a further fifth being very frequent users of markets (at least twice per week if not daily). Having said that a further third of consumers visit markets once or twice per month, and a fifth visiting less frequently than monthly.

The good news is that pretty much all respondents visit markets! Having said that, the survey was an opt-in survey, so likely to appeal to those with an interest on markets.

Haringey Markets Strategy

5.0 Survey of Residents

5.5 Which markets do you visit on a regular basis?



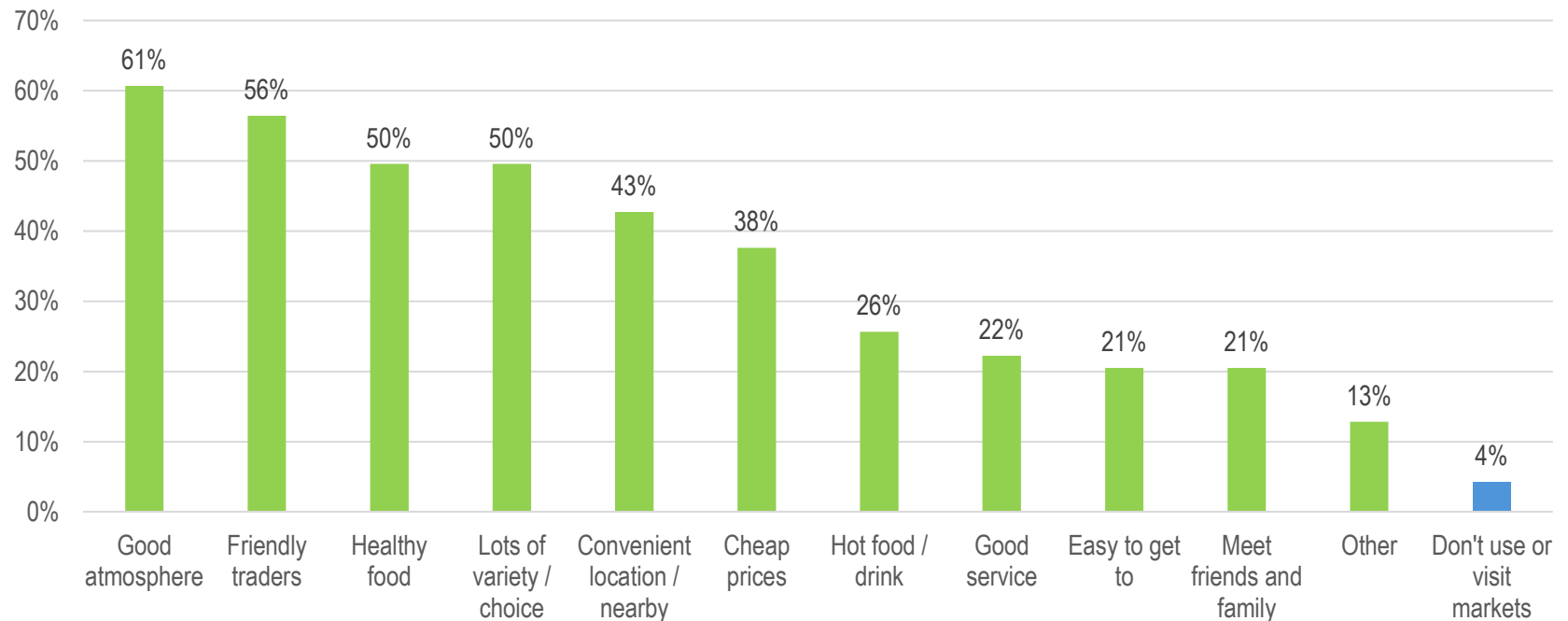
The above graph clearly shows that respondents visit many different markets within and near the Borough regularly. The list is dominated by the three main markets in the Borough – Alexandra Palace Farmers Market, Wood Green Indoor Market and Holcombe Market. This could also reflect the fact that most respondents use Wood Green as well as Bruce Grove as their main town centres. Myddelton Road gets an honourable mention by 10% of respondents. Tottenham Green is mentioned several times by the 15 respondents that said 'other'.

Interestingly, residents are also travelling out of the Borough to visit markets, mainly Walthamstow and Hackney.

Haringey Markets Strategy

5.0 Survey of Residents

5.6 What are your main reasons for using regular markets?

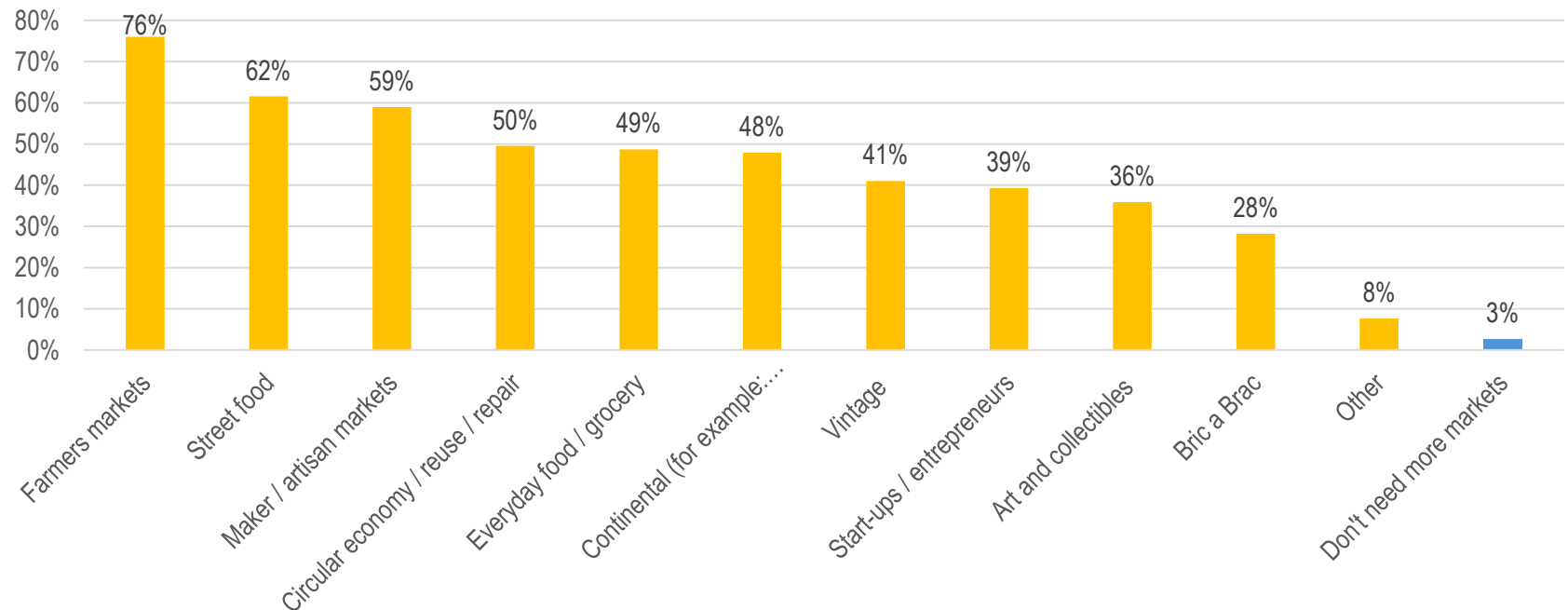


There are many positive reasons why respondents visit markets, from the atmosphere, access to healthy food, mix of traders, offer and choice of goods available, location / access, value for money, food & beverage facilities and service delivered!

Haringey Markets Strategy

5.0 Survey of Residents

5.7 What types of regular markets would you like to see more of in Haringey?



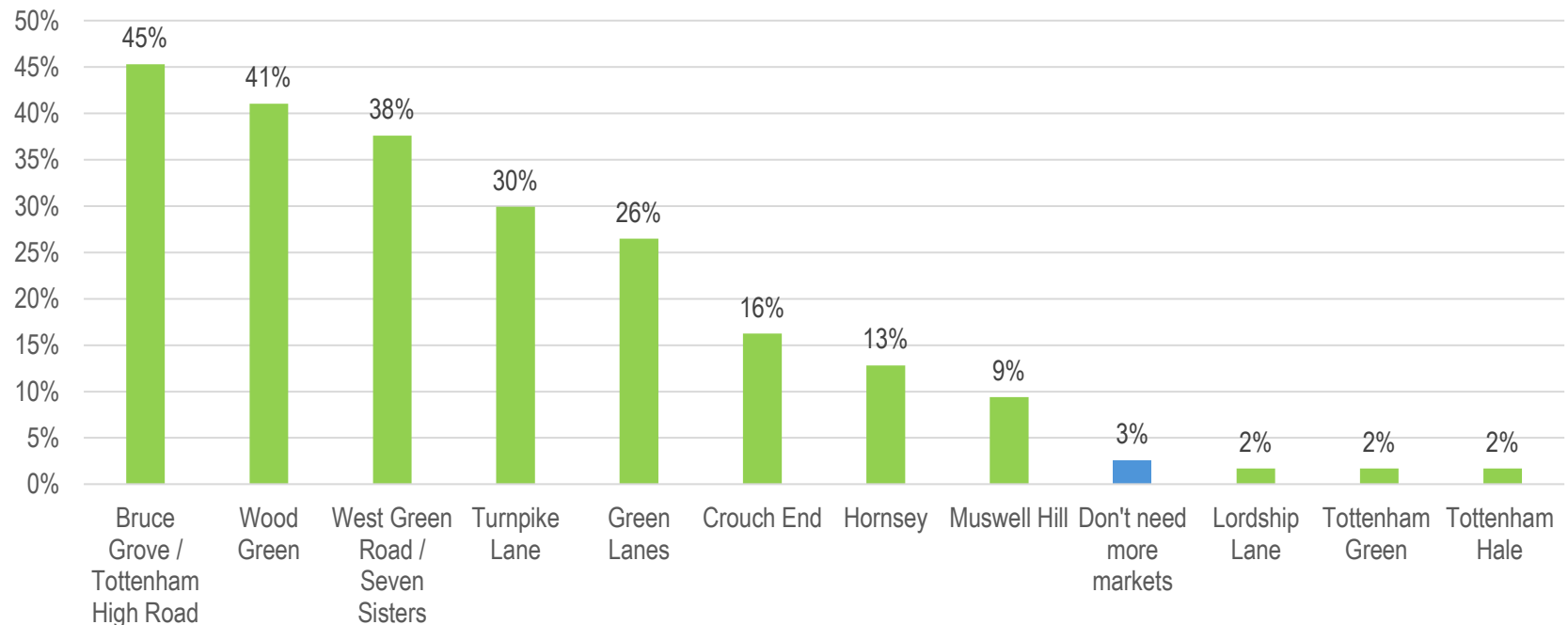
When asked about the types of markets they'd like to see more of in Haringey, it's fair to say that more food or food related markets dominate the list, including farmers markets, street food, everyday food and continental themed food markets. Additional non-food related markets wanted include more maker / artisan markets, circular economy, vintage, start-up markets, arts & collectibles and bric a brac.

Residents want lots of different types of additional markets in Haringey!

Haringey Markets Strategy

5.0 Survey of Residents

5.8 Where would you like to see additional regular markets in Haringey?



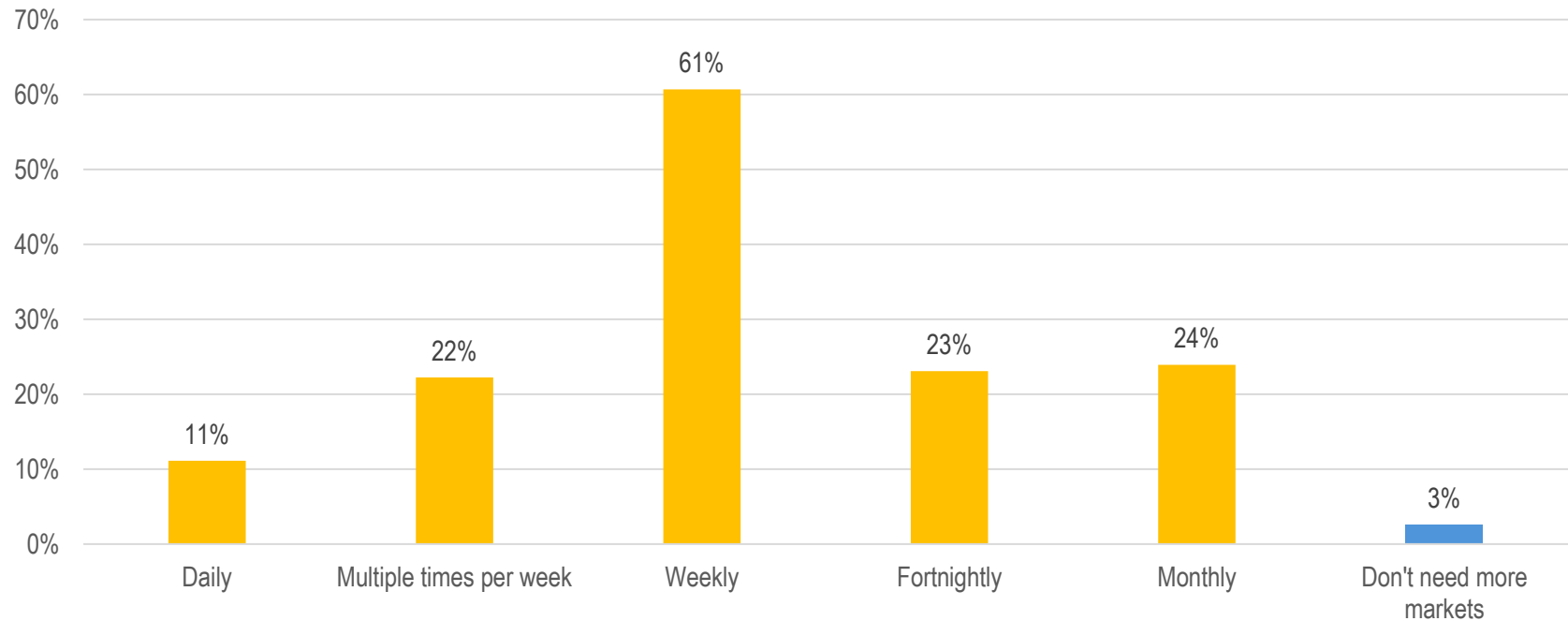
The above graph highlights that residents want additional markets in most of Haringey's main centres! It is likely that they also tend to reflect the geographic origin of respondents to the survey, given that Bruce Grove and Wood Green were the two town centres that people say they use most frequently. Interestingly West Green Road does feature disproportionately high, although again probably as it's the closest next centre to Bruce Grove.

Despite Tottenham Hale featuring as third most used centre, very few want to see more markets there. Turnpike Lane and Green Lanes are likely to be featuring in the above list, as they are near to the sizeable cohort of consumers who use Wood Green as their main centre.

Haringey Markets Strategy

5.0 Survey of Residents

5.9 How often would you like to see additional regular markets?

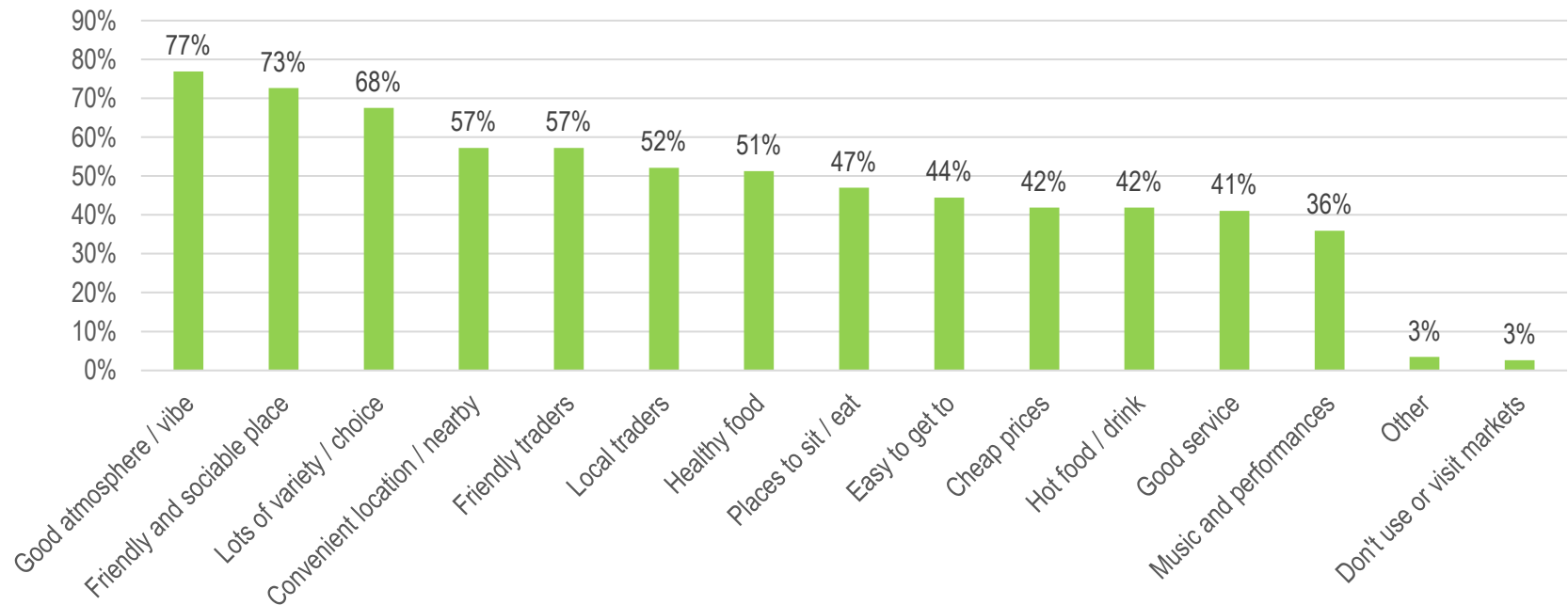


Respondents to the survey clearly state they would prefer weekly markets!

Haringey Markets Strategy

5.0 Survey of Residents

5.10 What do you believe are the key ingredients for an appealing market?



The final question in the survey probed the key ingredients that respondents looked for in appealing markets. The responses mainly related to the atmosphere, positive experience, good choice of products, friendly / local traders, convenient location / easy access, places to sit and grab a bite to eat or drink.

In short, lots of attributes that new markets will need to deliver to be embraced by Haringey's consumers!

Haringey Markets Strategy

5.0 Survey of Residents

5.11 Summary

- The survey achieved a great response from Haringey's residents.
- The sample was dominated by young, white, non-disabled females.
- Main Haringey town centres used are Wood Green, Bruce Grove and Tottenham Hale Retail Park.
- Respondents in the survey are avid and relatively frequent users of markets (at least weekly).
- The main existing markets used are Alexandra Palace Farmers Market, Wood Green Indoor Market and Holcombe Market.
- The main out of borough markets are Walthamstow (both street market and the farmers market) and Hackney (Ridley Road and Broadway Market).
- When choosing existing markets to use, they do so mainly because of the atmosphere, the healthy food, choice of goods, location and friendly traders.
- They are looking for similar attributes in new markets in Haringey.
- Respondents would like to see lots of different types of new markets in the Borough, especially in Wood Green and Bruce Grove, ideally on a weekly basis.
- In short, the survey has identified lots of interest from residents in Haringey for new markets!

Survey of Stakeholders

Haringey Markets Strategy

6.0 Survey of Stakeholders

6.1 Introduction

The Haringey Markets Strategy study has included a wide ranging and comprehensive engagement with stakeholders. In addition to the highly successful business and trader engagement and the resident engagement survey, the project team engaged with a cross section of Borough stakeholders that have an active interest and / or involvement in the delivery of markets as components of the many centres and places across the Borough.

The Council's project team provided a list of relevant and appropriate stakeholders to be contacted. Stakeholders engaged included elected members, council officers (from many different departments) market operators, Wood Green BID, shopping centre managers, community / creative groups and other local interested parties.

All stakeholders were asked to complete an engagement survey, this was available online for ease of completion. A number of priority stakeholders were contacted for individual or small group discussions, a workshop for elected members was also included as part of the engagement methodology.

Stakeholders were encouraged to provide their views as to the existing markets offer, how it might be improved and what might be the right offer for the Borough going forward, in terms of both offer and locations. Whilst the opinions and individual responses are confidential and qualitative, the engagement methods all included common questions to enable the report to include the findings, views and aspirations as part of the quantitative evidence base.

A bespoke questionnaire was developed for the project to survey stakeholders, based on previous tried and tested questionnaires we have developed for similar projects. This is attached as Appendix III.

A list of contacts to survey / engage was provided by the Council's project team and these were all sent links to the engagement survey, and then followed up on three separate occasions.

Across the various stakeholder engagement methodologies the study has had contact with just under 50 stakeholders, of which 24 completed the online engagement survey, four attended the elected members workshop and a further 10 have taken part in individual or small group discussions. This has been a very successful and highly inclusive stakeholder engagement workstream, which has provided clear input and direction for the report and future strategy.

The findings are reported using a combination of text, graphs and tables. Please note given the nature of responses, multiple choice and opinions, not all graphs or tables will total 100%.

Haringey Markets Strategy

6.0 Survey of Stakeholders

6.2 Participants and Thanks

The project team would like to thank the following stakeholders, for giving their time and input to the Markets Strategy development.

The stakeholders listed below include the online survey participants, the workshop attendees and those taking part in individual / small group discussions.

Andrew Hall	Gavin Douglas	Pippa Gueterbock
Anna Burton	Graham Philpot	Rachael Booth-Clibborn
Catriona Baillie	Helen McDonough	Richard Bonshor
Cllr Adam Jogee	Ian Cruise	Richard Gilbert
Cllr Emily Arkell	James Hay	Sam Bokma
Cllr Ruth Gordon	Keith Trotter	Sam Davidson
Chris Arnold	Lucy Whitehead	Tara Hawkins
Daliah Barrett	Matthew Maple	Urmi Merchant
Eduardo Araujo	Paul Collins	
Gabriela Martino	Peter Smith	

The participating stakeholders have a variety of involvement levels regarding markets, this includes:

- Market operators for regular and established markets.
- Place managers and local regeneration / growth officers / leaders.
- Cleansing and waste / place management officers.
- Event operators, and occasional market operators.
- Licensing officers.
- Elected members with portfolios.

Haringey Markets Strategy

6.0 Survey of Stakeholders

6.3 Strengths & Weaknesses

The engagement survey asked respondents to identify the strengths and weaknesses for the current active (regular and occasional) markets in the Borough, based on the experience of the respondents with all or any individual markets. The following tables report the answers by market and as a collective response set for the common responses. Where multiple mentions have been recorded the number has been identified.

The Mall Wood Green Market Hall - Strengths		The Mall Wood Green Market Hall - Weaknesses	
10	Variety of stalls / produce	9	Hidden
7	Affordable produce	7	Poor environment / lighting
3	Community of traders	7	Signage / Information / promotion
3	Established / a USP for Wood Green	4	Dated
2	Unique products	2	More seating / facilities
2	Indoor / weatherproof		Vacant units
2	Good footfall		Internal management / operation issues
	7 days a week		Perceived low footfall
	Car parking available		
	Exciting		
	Facilities		
	No licence required		

Summary

More views for Wood Green than any other market

Strengths - variety, price, USP for centre

Weaknesses - poor impact, hidden, condition and environment

Haringey Markets Strategy

6.0 Survey of Stakeholders

6.3 Strengths & Weaknesses

Muswell Hill Creatives Market - Strengths		Muswell Hill Creatives Market - Weaknesses	
4	Popular with local community		Weather
2	Good location		Expensive
	Visible		Limited choice / lack of new traders
			Uncertainty when trading

Summary

Little knowledge of this market / seasonal event

Location a strength

Perceived as exclusive, lacking choice

Alexandra Palace Farmers Market - Strengths		Alexandra Palace Farmers Market - Weaknesses	
12	Variety of stalls	6	Expensive / high prices
10	Location	5	Limited size / offer (food only)
7	Produce quality	3	Access
6	Reputation		Opening hours limited
4	Atmosphere		Not well liked across Borough
2	Local community		Limited diversity of traders

Summary

Strengths are the offer, variety, location and reputation / atmosphere

Also viewed as being exclusive, expensive, having access issues. Lacking diversity of traders / pricing

Haringey Markets Strategy

6.0 Survey of Stakeholders

6.3 Strengths & Weaknesses

Myddleton Road Market - Strengths		Myddleton Road Market - Weaknesses	
5	Variety of stalls	5	Limited choice / variety
5	Community vibe	4	Facilities and infrastructure (water/power)
4	Management / marketing	3	Promotion
4	Revitalising the street		Limited customer base
3	Atmosphere / entertainment		
2	Location		

Stroud Green Farmers Market - Strengths		Stroud Green Farmers Market - Weaknesses	
4	Range and quality of stalls	2	Limited choice
	Promotion		Limited appeal / demographic
	Access		

Summary

Middling levels of awareness

The market is perceived as doing well, with a good manager

The offer is both a strength and weakness, the Council needs to help with infrastructure and facilities

Summary

Clearly the market has little awareness

The offer is its strength and curiously its weakness

Haringey Markets Strategy

6.0 Survey of Stakeholders

6.3 Strengths & Weaknesses

Holcombe Market - Strengths		Holcombe Market - Weaknesses	
5	Footfall / location	5	ASB / Crime
4	Good offer	4	Not a market
4	Visible	2	Limited offer
2	Defined units	2	Management / maintenance
	Friendly		Visibility
			Parking

General Market - Strengths		General Market - Weaknesses	
	Number of ad hoc markets indicate opportunity	4	Inconsistency
	Need a plan	3	More marketing and collective promotion
	Variety and number of markets	3	Poor visibility
	Residents want more markets	2	Licensing is restrictive / hurdle
	Essential component for centres		No identity
	Can deliver benefits if planned		Lack of coordination

Summary

Holcombe Market has a number of issues to address, one of the few markets that had more weaknesses than strengths

ASB and crime is cited consistently, as is the doubt of its status as a market

It is well located and has a good offer, despite only having a few traders

Summary

The general comments, became more of statements for future direction

There is a clear desire for more markets and a more structured approach

Overall quality of offer and delivery needs to be better, as does the ability for markets to start and prosper

Haringey Markets Strategy

6.0 Survey of Stakeholders

6.4 Future Markets by Location

Stakeholders were asked 'What types of regular markets would you like to see more of in Haringey, and which centres would you like to see them in?' The table below summarises the responses. Wood Green has the strongest need / opportunity. Crouch End and Bruce Grove also have clear themed opportunities. In terms of themes for markets, all are viewed as giving opportunities, esp. farmers markets, makers / artisan, street food and vintage-led.

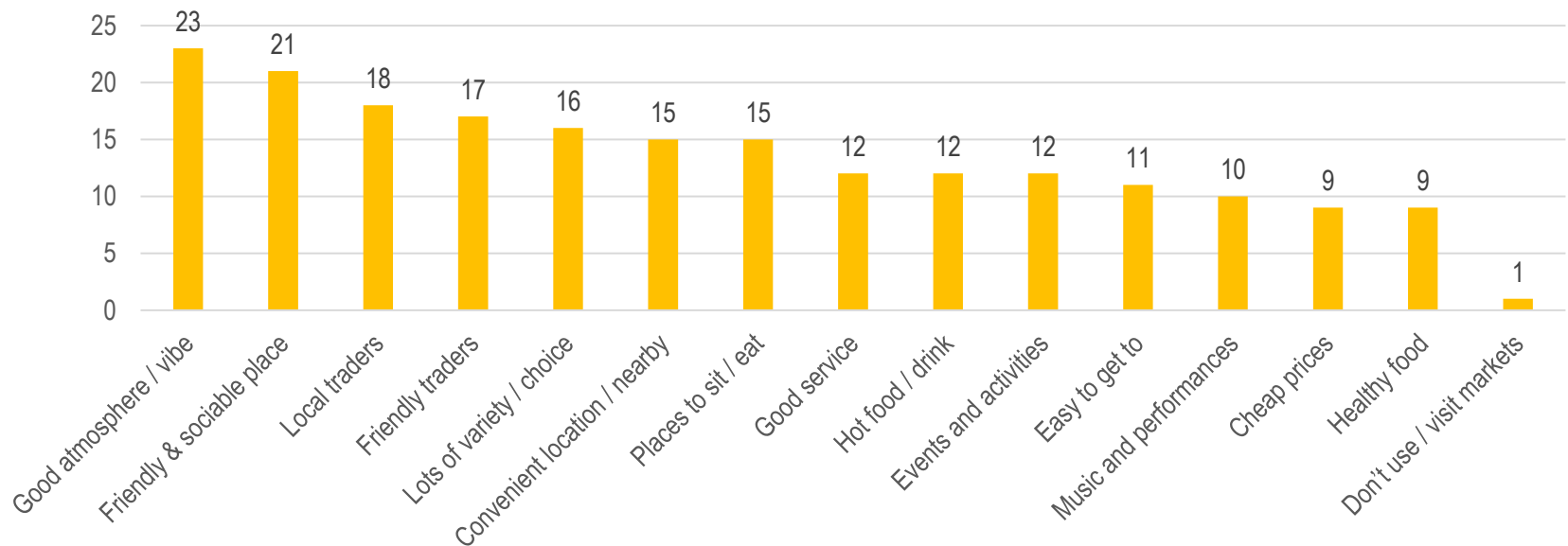
	Bruce Grove / Tottenham High Road	Tottenham Hale	Stroud Green Road	West Green Road / Seven Sisters	Wood Green	Hornsey	Crouch End	Muswell Hill	Green Lane	Total
Everyday food / grocery	3	2	1	1	6	2	2	1	1	19
Farmers markets	7	1	1	1	8	1	4	2	1	26
Bric a brac	4	0	0	2	9	1	2	0	1	19
Maker / artisan markets	2	2	1	2	9	1	8	1	1	27
Art & collectibles	2	1	0	3	5	0	7	0	1	19
Street food	5	2	0	2	5	2	3	1	1	21
Vintage	2	2	1	2	8	1	5	1	1	23
Continental (e.g. French, Spanish etc.)	2	2	0	0	5	0	3	2	1	15
Circular economy / reuse / repair	3	2	0	1	7	2	3	2	0	20
Start-ups / entrepreneurs	2	2	0	3	6	1	3	2	1	20
Don't need more markets			2				2		1	
Total	32	16	6	17	68	11	42	12	10	

Haringey Markets Strategy

6.0 Survey of Stakeholders

6.5 Key Market Ingredients / Attributes

Stakeholders were asked 'What do you believe are the key ingredients for an appealing market?' The responses are summarised in the table below.



Stakeholders believe that the social experience factors are key, such as atmosphere, local community, friends, friendliness of traders.

They also view the choice, location, customer facilities as being key ingredients.

Haringey Markets Strategy

6.0 Survey of Stakeholders

6.6 Agree / Disagree Statements

Stakeholders were asked to rate how strongly they agree or disagree with a number of statements about markets and the role they play for centres. The results are summarised in the table below.



Stakeholders believe that markets provide a number of benefits to places and local centres. In most cases the stakeholders either agree or strongly agree with the statements – markets are an attraction for high streets, they provide additional benefits to shoppers, they improve centres and high streets and centres are noticeably busier when markets are trading.

They also agreed that need to have broad appeal and they need be exciting.

Haringey Markets Strategy

6.0 Survey of Stakeholders

6.7 Benchmark London Authorities for Markets and their Management?

Stakeholders were asked to list 'Which other local authorities in London, in your opinion, do a great job of managing their markets provision for the good of their places and communities?' A wide variety of Boroughs and Councils were listed, based on the experience and knowledge of the stakeholders. A few received multiple mentions Hackney (9), Camden (5), Lambeth (3), Westminster (3). Other boroughs that received a single mention included – Croydon, Sutton, Wandsworth, Waltham Forest, Islington, Enfield, Tower Hamlets, Greenwich, Southwark.

Stakeholders were asked for reasons for the positive view, responses included:

- Consistency and reputation
- Provide a 'one-stop' service for events and markets
- Respond to residents needs
- Good licensing, pro-active support for traders
- Good team and management structure
- Markets compliment local shops
- Working with local partners
- Curated offer
- Well set up team and process.

6.8 Examples of Good London Markets

Stakeholders were asked to identify examples of good London Markets, responses included:

- Broadway (4)
- Borough (3)
- Walthamstow, Church Street and Kings Cross (2)
- A selection mentioned once included – Brick Lane, Herne Hill, Brixton, Wapping Docklands, Chatsworth Road, Greenwich.

Haringey Markets Strategy

6.0 Survey of Stakeholders

6.9 Additional Open Comments

Stakeholders were given the opportunity to make any additional comments about the future markets provision in Haringey. The responses are summarised below.

"The future markets provision needs a dedicated person to manage it"

"Licensing needs to be simple for traders and new traders"

"There is scope for a much better markets offer, demonstrated by green shoots. It needs budget and support"

"Lymington Avenue is a fantastic location for markets"

"Haringey needs to be more supportive of markets and green shoots of activity"

"More support from Haringey for existing markets"

"More support from the Council for fixtures, equipment, marketing and promotion"

"Support local operators, help them to support residents and businesses Include Tottenham Green Market"

"More markets, but with more structure and organisation"

"Market Strategy will need a deliverable action plan"

"Legislative process needs to be followed"

"Wood Green needs more markets"

"Licensing needs resource to administer markets, fees need to cover costs"

"Markets in Crouch End please"

"Markets needed in Tottenham, create a good place and environment for them first"

"Don't confuse markets with events"

6.10 Summary

At the top level, the key take out from the stakeholder engagement completed as part of the research, would be that stakeholders are keen to have more markets in the Borough, that are stronger, more diverse, and in a greater number of places.

The overwhelming share of voice is for more markets. Very few say no more markets, and this is only in a couple of places.

There are 3-4 places that are clear priorities, although the types and frequency of markets can be quite diverse.

That said, it is also clear that stakeholders realise a stronger offer will need some form of dedicated resource, or at least a dedicated officer as part of an existing team.

A clear structure, method and approach to delivering a stronger and more appealing offer is needed / expected.

There is demand for investment and support for the existing markets, be that equipment, promotion, facilities and recognition.

Licensing is a key aspect to align with any growth strategy, with the right process, systems, financials, aims and policies.

The benefits of markets are clearly expressed, and the rewards for places, residents, businesses and communities are valued, and merit the effort and input in delivering a stronger Haringey Markets offer.

Wider Policy Context

Haringey Markets Strategy

7.0 Wider Policy Context

7.1 Introduction

A variety of existing, emerging and current local policy and strategy reports / documents have been reviewed, to provide a wider context of the Council's aims and aspirations for Haringey, the council's role and the desires and needs of Haringey residents and businesses.

The range of documents have been quite diverse, from the core strategies set out in Opportunity Haringey and the emerging / updated Local Plan, through to the specific aims for Wood Green in the Shaping Wood Green report and other place-based reports such as those for Tottenham Hale, Crouch End and even Seven Sisters Market.

The Council's project team have provided many links to documents as well as copies of actual reports. It is clear the Council has many ambitions to improve the experience and offer of the Borough for the benefit of its residents, businesses, workers and visitors.

The diversity of reports reflects the importance of Haringey as a Borough, and the Council's commitment to delivering a stronger, more sustainable, creative, welcoming and empowered place / series of places.

The aim of the review is to identify any specific aims that are relevant to the future of the markets offer, and to identify opportunities for the future markets offer to help achieve the objectives and goals identified.

The aim is not to provide a critique of the available information, but rather to use it to help formulate the options and recommendations for the future Haringey markets offer.

7.2 Report Review Overview

The following tables provide brief extracts from the various reports / documents and then indicate how the future Haringey markets offer can support or help deliver the various aims / aspirations as well as benefit in regards additional opportunities.

Haringey Markets Strategy

7.0 Wider Policy Context

7.2 Report and Policy Review Extract

Document and Relevant Policies / Objectives	Haringey Markets Opportunities
Opportunity Haringey This is an extensive strategy document based on wide ranging and long-term engagement throughout the borough. It provides policies and guidance on five key themes. Whilst many of the themes are clearly relevant to Markets, markets can help to deliver the aims of all five themes, job creation, investment, good work and skills, high streets and industrial estates, workspaces and places.	- Residents and businesses see Haringey strengths as ‘Global Haringey’ - a home for people from across the globe, providing energy and neighbourhoods with distinct identities ‘Creativity’ creative industries play an important part in economic and cultural life ‘Connectivity’ easy access in / out of borough and easy access to high streets and places within it. - More support for young people to start their own businesses. ‘The challenge is to make the high street relevant again’ – fight impact of online. - Encourage entrepreneurship through our vibrant local markets. - Promote the vibrancy of our town centres, high streets. - Only limited reference to markets.
New Local Plan In development, and covering up to 2037. Interim report used to provide input to study. Limited direct references to markets.	- Sets out the policy direction for the Borough, the development of the Local Plan provides residents and businesses with opportunity to influence future planning policy and direction. - New local plan will include a specific Wood Green Area Action Plan. - Two opportunity areas identified – Wood Green & Lea Valley (South Tottenham, Seven Sisters, Bruce Grove and Tottenham Hale). - The changing nature of town centres - Today our town centres and high streets face many challenges, and the New Local Plan will need to take a positive approach to their management and adaptation, maximising available opportunities. - It will be important that the New Local Plan promotes a diverse range of uses to support the vitality and viability of town centres, Some retail and related uses when clustered can support town centres to develop niche specialist roles.

Haringey Markets Strategy

7.0 Wider Policy Context

7.2 Report and Policy Review Extract cont'd.

Document and Relevant Policies / Objectives	Haringey Markets Opportunities
Haringey Retail and Town Centre Uses Study Final Report (2021) – by Lichfields. This report influences future planning policy for centres in Borough	• Trends section points out the changing roles and content of places and centres, highlighting the need for them to adapt and evolve their offers and mix of uses. No direct mention of the role of markets. • Place reviews for Wood Green and other centres do not include markets, other than the closed market at Seven Sisters. • Should future 'retail studies' include specific focus on markets? • Household survey responses do mention markets for Wood Green and Bruce Grove, as likes but only in low numbers (sample size / response profile possible impact).
Licensing, via Council website	• Markets are not readily identified on Licensing landing page, street trading is. • Advice to potential market operators is found after three click throughs. • There is helpful and positive advice, some less so – advertising simply lists the 'no-can-do'.
Haringey Business Survey 2023 – The Means	• Extensive survey of Borough businesses, 400 respondents. • No direct reference to markets. • Shared learning points include, more business support and more promotion of it, newsletters. • Need accessible point of contact for businesses and dedicated business forum.
Crouch End Streateries OBC Report	• Whilst markets are not core focus for the business case report, they are included as a possible optional use of the converted street scape. • Response from surveyed businesses is positive. • Recommendation for Weston Park to be progressed to full business case review.

Haringey Markets Strategy

7.0 Wider Policy Context

7.2 Report and Policy Review Extract cont'd.

Document and Relevant Policies / Objectives	Haringey Markets Opportunities
Shaping Wood Green – November 2022- 2023	• A dedicated report looking at the future strategy for Wood Green, based on extensive engagement with residents, stakeholders and businesses. • 6 themes – a welcoming place, culture at heart of Wood Green, putting green into Wood Green, living well, North London's town centre for all, economy to benefit everyone. • We will support and improve our street markets and encourage a more diverse economy on the High Road so it can continue to thrive.
Bruce Grove Engagement Report	• Detailed report into and analysis of the Your Bruce Grove Project – multi-million public realm and safety initiative – extensive and wide-ranging engagement and consultation. • Included specific research on the market offer. • Generally, there was consensus that Holcombe Market is a great community benefit – “the Hub of the High Road”. • Significant number of respondents interviewed noted that they would like to see an area to sit or relax, more variety of stalls, and activities such as pop up and events at Holcombe Market. • Some respondents noted that they would like to see longer trading hours at the market. Some more public art.

7.3 Summary

Section 7 of the report seeks to reference a selection of key wider policy and strategic reports / documents and see how markets are included in those documents and whether they can help to achieve and deliver the wider aims of the Council. The Council's Corporate Delivery Plan 2023-25, and the Opportunity Haringey strategy, explicitly reference the political desire and delivery of markets. However, outside of these strategies, markets are only mentioned briefly; and in a few, not at all. We would expect markets to be in all relevant strategies and documents moving forward, such as with Licencing and Highways management.

The summary is not meant as a criticism. Our conclusion is that markets can play a clearer and stronger role in delivering the wider Council objectives, strategies and aspirations.

Trends & Benchmark Markets Review

Haringey Markets Strategy

8.0 Trends and Benchmark Locations

8.1 Introduction

In order to provide wider context for the future Haringey Markets Strategy, we have looked at how consumer, general retail and place-making trends are influencing the direction for the offer and experience in a variety of 'places' that the consumer chooses to visit and use.

Consumer behaviour, spending and shopping patterns have always evolved, changed and adapted. This has resulted in changes to the places they choose to visit and the offer / mix contained within them. Those places that don't evolve and adapt are often left behind, indeed for the markets to remain relevant they will need to be able to adapt to meet future consumer needs.

In this section we have looked at and summarised the following:

- Consumer trends.
- Retail trends.
- Place trends.
- London Specific Market Trends and Benchmark Locations.
- What these trends mean for future markets provision in Haringey.

Haringey Markets Strategy

8.0 Trends and Benchmark Locations

8.2 Emerging General Consumer Trends

Consumers are confronted with a wide variety of different ways to 'shop', and they are happy to use all of them whenever it suits them. Ease of shopping is key, whether that is for quick short needs based shopping or more relaxed desire based shopping. If they can't use town centres easily then they will simply go online or elsewhere. Making it easy for the consumer is essential, and this includes being available when they want to use your business.

Consumers increasingly want experiences and / or multiple rewards / reasons to use or remember a centre. Places that can offer a variety of services, products and experiences are those that are succeeding in attracting consumers. The offer is more than simply shops and cafes; good quality public realm and environment and even 'art' are integral parts of the experience. This also increases the importance of leisure experiences and multi-purpose linked trips.

Consumers seek reasons to choose a centre – they are looking for ease, value, quality and service whilst shopping, as well as during eating / drinking and, as already mentioned, leisure / social pursuits.

Shoppers are increasingly shopping by a variety or combination of multiple channels. Food & beverage usage is becoming more integral to shopping trips. Shoppers like big stores and small specialists. Consumers like events and markets which help to differentiate centres, adding extra experiences in their regular place.

Post Pandemic, consumers are increasingly choosing to shop local, be that local to work or local to home. They are typically making more smaller convenience shopping trips, fewer bulk trolley trips. High quality best in class independent stores can provide that point of difference as to why consumers will choose one centre over another.

More consumers are working from home, and as a result less time in the office. Tuesday to Thursday office days have become increasingly common.



Attractive external seating and chairs



Mobile sharpening service on a market

Haringey Markets Strategy

8.0 Trends and Benchmark Locations

8.3 Emerging General Retail Trends

Successful retailers are embracing multi-channel opportunities. This is more than 'clicks verses bricks'; retailers are looking at different formats, different location types, temporary and permanent stores, pop up and click & collect. They are increasingly trading in multi-formats, and embracing multiple channels for their offer – both physical and virtual.

Retailers are choosing to locate in and benefit from multi-purpose centres; they both 'feed off' footfall and 'share' footfall. Integration to the rest of an offer in any given place is important.

Retailers and town centres are extending or amending their trading hours, some opening until later in the day. Service providers are increasingly an important part of the mix along with the growth in the number and variety of food and beverage offers. This also includes the burgeoning repair and re-use sector.

Leisure offers are evolving / diversifying (including active and passive) and coming back into town centres in different sizes and formats.

Retailers are also diversifying their space requirements, being more flexible and more adaptable. Realising that individual components need to engage with and embrace the towns (places) they operate in, forming strong ties with other attractors / destinations in the location.

Measuring, monitoring and seeking to continually improve 'ease of use' for consumers, will help ensure continued appeal.



Attractive and impactful window display, Norwich



Clear product branding and signage, Norwich

Haringey Markets Strategy

8.0 Trends and Benchmark Locations

8.4 Emerging Place Trends

Adapting to changing consumer behaviour and retailers' needs is paramount – this includes the offer and the experience. The Westgate in Oxford is a prime example of the changing sense of place / experience. It is more integrated to the city centre, with more visibility and visual impact (10 years previously all the content would have been inward looking, focussed on keeping consumers in).

'Convenience' is at the heart of the centre's appeal – minimise the deterrents & maximise the ease of use. Town, city and 'retail' centre 'content' will need to change, expand and evolve, as consumer preferences change at an accelerating pace. Indeed, they will need to be able to change more quickly and easily. Convenience is more than a category, it is visibility, access, ease of use, availability and integration with adjoining attractions.

Many centres currently have the wrong type of space, in the wrong location at the wrong price (rent). Increasing flexibility will be important, for content, pricing, format, management. Local authorities and place managers need to 'facilitate' and stimulate town centre improvement, a collective approach is key to improving assets and places.

Places with strong local identities and reputations stand out from the crowd, be that from their mix, environment, collective critical mass or experience. Centres that build on established strengths and expand them will prosper.

The GLA Markets report from 2017 states the following: "There are currently around 280 retail markets in London, a rise from 163 mapped in 2010. This increase reflects a growth in markets across all types, but especially those run by commercial or community operators."



Clear market / place signage, Paddington



Appealing walkways & routing, Oxford

Haringey Markets Strategy

8.0 Trends and Benchmark Locations

8.4 Emerging Place Trends-Stockport Market

Stockport Council outsourced the management of the market to private operators- Market Place Europe in 2020. The covered market holds 40 stalls and operates 4 days per week. Foodie Friday is held once a month and is seen as a major part of the social glue in the Old Town, helping to support local businesses and putting the town firmly on Manchester's food and drink map. The market operators informed us that Foodie Friday attracted a younger crowd than the normal weekday market visitor.



Haringey Markets Strategy

8.0 Trends and Benchmark Locations

8.5 London Specific Market Trends and Benchmark Locations

In regards benchmark markets across London, there are a number of parallels in other London Local Authorities that provide pointers for the optimum direction for Haringey's future markets provision.

Acton Market – LB Ealing

Acton market is managed by Action West London a social enterprise focussed on providing employment and training opportunities. The market is located on a pedestrianise strip outside Morrison's supermarket in the heart of the town centre. The market runs 4 days a week, Wed- Sat, 10am-5pm and is delivered by Action West London acting as the market operator.

Kew Village Market - Richmond

Kew Village Market is managed and delivered by a CIC (Community Interest Company) and is run entirely by volunteers. It operates once a month and has up to 50 stalls of which two-thirds are food stalls.

Wimbledon Market - Merton

Wimbledon market is managed and delivered by Love Wimbledon Business Improvement District (BID) on The Piazza and operates the first weekend of every month from March to November. There are approx. 40 stalls showcasing a mix of regular and new traders selling a variety of high quality hot food, baked goods, artisan gifts, jewellery, candles, accessories and homewares. Markets are clearly differentiated between regular monthly, Christmas and speciality markets. Traders are currently charged £65 per stall per day. There are similarities with the potential for future delivery of Lymington Avenue Market.

Brixton Village and Tooting Market Indoor Markets are an exciting mix of produce, general merchandise, hot food, and artisan makers. They trade late into the evening most nights, although both benefit from a large nearby residential population.



Acton Market is located in the heart of the town centre



Distinctive branding – Kew Village Market

Haringey Markets Strategy

8.0 Trends and Benchmark Locations

8.6 Summary of Trends / Lessons for Haringey

There are a number of points identified in the preceding trends section that are relevant to the future Haringey markets offer, these include:

- The offer at many markets needs to be more than just retail; add services, catering, wellbeing, leisure, arts.
- Markets need to be close to and have good integration with adjoining attractions / facilities and wider footfall drivers.
- Strong visual impact, clear branding / place making, recognisable identity, good promotion, celebrate what's different and special about the place, easy to use, see and access.
- Consumers like local traders and markets that feel local.
- Markets need to be carefully planned, curated and promoted.
- Successful markets can range from large scale with wide selection of product categories and offers, to small, themed and focused offers.
- Consumers are increasingly expecting options to eat and sit when visiting markets.
- Markets need to be integral and explicitly included in policies.
- Consumers like experiences and having a good time at markets.
- Additional events, themed markets and activity add to the experience and repeat visit.
- The number and type of markets have grown substantially across London over the last decade, with more privately operated markets leading the growth.
- Markets are a great way of support new start-ups, pop-up, temporary uses, young traders.

Study Conclusions

Haringey Markets Strategy

9.0 Study Conclusions

9.1 Introduction

The following key conclusions are drawn from the findings of the bespoke research workstreams undertaken as part of the study, and together they form the foundations on which the recommended future Haringey Market Strategy have been developed.

9.2 The existing markets in the Borough are popular

Whilst the Council doesn't operate any of its own markets, there are several markets operated in the Borough by private operators. The good news is that all are evidently embraced and used by consumers.

Wood Green Indoor Market, Holcombe Market and Seven Sisters Latin Market (post redevelopment) target a value-oriented consumer with their day-to-day food and grocery needs. Wood Green and Seven Sisters also provide a good choice of comparison goods, including clothing, jewellery and household goods.

Alexandra Palace Farmers Market, Stroud Green, Myddelton Road and Muswell Hill Creatives satisfy the mid and upper market quality food and or artisan maker needs of local and destination mid and upper market consumers.

Residents of Haringey clearly like and use the markets that are available to them.

9.3 Most of the bigger centres could sustain more market activity

All of the main town centres in the Borough have been visited and assessed in regards whether they could sustain additional markets, based on their size, role in the retail hierarchy, mix, trading profile, footfall levels and general vitality / health.

The existing market offer in Haringey is fairly limited in scope, scale, diversity and distribution. There is no single market with over 100 stalls. Where there are markets, they are quite small.

Centres such as Wood Green, Muswell Hill, Crouch End, Green Lanes and Bruce Grove could sustain at least additional monthly if not weekly additional markets (notwithstanding the availability of suitable sites – see overleaf).

The new monthly market at Tottenham Green will need to have destination appeal to draw people in to use the market, and a clear brand, objectives, and investment in infrastructure.

Turnpike Lane and West Green Road have a similar trading profile in that many shops do not open in the mornings but do so well into the evenings. As such their daytime economy and footfall levels are not big enough to sustain markets (but may be better placed to hold non-market events - see Appendix 1).

Tottenham Hale is already experiencing rapid growth and regeneration and this trend is set to continue into the future. As such it could be a good location for monthly markets close to the travel interchange in 3 - 5 years' time, when the new residential accommodation is occupied.

Haringey Markets Strategy

9.0 Study Conclusions

9.4 There are however limited sites available for markets in the main centres

Whilst there is clear demand and interest in new markets, a key issue is that most centres do not have optimum sites for them.

Muswell Hill Creatives hold their quarterly market on St James Square, and this site could accommodate more regular markets, at least monthly and potentially weekly. Similarly, Crouch End has the area outside the Old Town Hall which would make a great location for a regular market, again potentially weekly.

Other than Lymington Avenue, Wood Green does not have any sites big enough to sustain a regular market i.e. minimum of 20-25 stalls. Having said that, Lymington Avenue needs public realm improvements in order to accommodate the minimum number of stalls needed, due to current unsuitable layout / poor public realm / excess street furniture in the area.

Bruce Grove could undoubtedly sustain additional regular markets, and we have identified Scotland Green as being the most suitable. However, there is currently no infrastructure in place.

Green Lanes has no site suitable for a street market in the core area of the centre. However it would be ideal if a location could be found on a privately owned site near the core centre.

Parks are not considered as optimal for regular markets due mainly to their location away from town centres and insufficient footfall to make a market sustainable. In addition, the team have suggested that a fee will be payable upon each market iteration, which would make the proposition commercially unviable in our view.

9.5 There is clearly interest in more markets and market activity

Many of the residents which took part in the survey undertaken as part of this project told us they are users of existing markets in the Borough, as well as other markets in nearby Boroughs. They also told us they want more additional and varied regular market activity in Haringey.

Businesses in the survey are also on the whole, supportive of additional markets that are well delivered and integrated into the main centres, as did the many stakeholders we engaged with.

In short, there is significant interest in new markets in the Borough.

This includes the opportunity for more Stroud Green Road and Myddleton Road type markets targeting local residents, with place making community facilities markets on a periodic basis.

Haringey Markets Strategy

9.0 Study Conclusions

9.6 Markets and events with market stalls are different things!

As part of the resident survey, we have defined a market as:

“A market is a group of at least five stalls regularly trading alongside each other, with each stall operated by a different trader. This includes, but is not limited to food / grocery, household goods, clothing/fashion accessories and / or specialist events (for example, Italian markets and Christmas markets)”.

Having said that, a minimum of 20-25 stalls would normally be required to draw sufficient footfall for the market to be sustainable.

A one-off event festival or celebration with some trading stalls would not usually be classified as a market. Similarly, Car Boot Fairs are not usually considered markets.

9.7 Operating markets needs large teams and budgets

Typically, Inner London Authorities that operate many markets have large teams, for operations, cleaning, enforcement, admin and licencing. They also tend to have one or two historically large markets, e.g. Westminster has Church St, Hackney has Ridley Road and Broadway Market, Southwark has East Street, Newham has Queens Market, Tower Hamlets has Petticoat Lane and Brick Lane, Camden has Leather Lane and so on.

The large market teams needed to operate these high-profile markets, ensures there is the skill base and structures in place to also operate smaller markets in the boroughs. In effect, the large markets subsidise the management of smaller markets, as its harder to operate a small market profitably (less than 20 – 25 stalls).

Haringey Council currently has no systems or specialist staff in place currently to effectively manage, operate and deliver markets across the Borough.

Haringey Markets Strategy

9.0 Study Conclusions

9.8 Markets will help to deliver many key policy objectives

The provision of a stronger, more frequent, more active markets offer across the Borough will help the council to deliver on its many strategies and detailed policy objectives:

- Markets provide opportunities for residents, including young people to start their own businesses - they encourage entrepreneurship.
- Markets can provide an additional reason to visit the many high streets and centres in the Borough, providing goods, services and experiences that are not available online, helping to revitalise the high streets and bring people into them.
- Markets help to create stronger places, they can be the fulcrum for many different cultures, communities and ethnic groups. They appeal to all sectors and demographic groups, they can provide low price items through to high price artisan goods. They can activate centres that have empty units and they can provide additional places to trade in centres that are thriving and occupied.

A stronger markets offer, will help deliver Opportunity Haringey, Local Plan policies, individual place strategies, Wood Green, Tottenham Hale, Bruce Grove to name a few.

To achieve this delivery support, markets do need to be included in the planning stage and development of strategies. They also need the Council to ensure that they are considered a valuable part of the place jigsaw, with the relevant priority to their promotion, delivery and ease of implementation.

The council doesn't need to be responsible for providing the markets offer, but it does need to ensure that the right offer is provided, right for the place, community and existing businesses.

Haringey Markets Strategy

9.0 Study Conclusions

9.9 Operating under the LLAA vs Food Act

Most London Authorities (including Haringey) continue to operate their markets under the LLAA as they have established systems, structures, policies and teams in place. This Act is primarily designed to regulate and manage individual street trading pitches, rather than markets as such.

There is the option for the Council to operate its markets under the Food Act, which would provide several advantages, and a few disadvantages.

The following table provides a summary of the some of the main pro's and cons regulating markets under the LLAA.

Pro's of Regulating Markets under LLAA	Con's of Regulating Markets LLAA
Widely used and recognised	Regulates pitches not markets
Haringey has systems in place	Doesn't allow profit to be made
	Cumbersome
	High admin burden on Council
	High admin burden on traders
	Difficult to control or curate the mix of markets

The following table provides a summary of the some of the main pro's and cons regulating markets under the Food Act.

Pro's of Regulating Markets under Food Act	Con's of Regulating Markets under Food Act
Enables profit to be generated	Markets can be liable for rates
More flexible in accommodating different types of markets	Will require planning permission for market locations
Creates more flexibility is setting different charges for different market types and locations	Will require extensive consultation to implement
Makes it easier for the Council to work with private operators	Private operators could potentially replace weaker traders by more capable traders more easily
Enables greater control of market mix and trader standards	Tottenham Green Market would potentially be restricted to Sundays only
Enables a focus on business development not regulatory control	

Haringey Markets Strategy

9.0 Study Conclusions

9.9 Operating under the LLAA vs Food Act cont'd.

As can be seen in the tables on the previous page, if the Council were to move to operating some of its markets under the Food Act, this would potentially make it easier to manage the future markets offer in as much as the market is licenced and not the individual stalls, which would require less resource and provide more flexibility and control.

Regulating markets under the Food Act also enable Councils to make a profit from markets. Migrating from managing markets from under LLAA to the Food Act, as we understand, a complicated, timely and expensive process.

Indeed, from GLA's Understanding London Markets report of 2016 ...

'There was a view amongst interviewees for this report that inconsistencies in the application of the legislation in London, and uncertainties about the way both the LLAA and Food Act can be used, arise not so much through deficiencies in the legislation as through a decline in expertise and knowledge amongst decision-makers. This has led to calls across the markets sector for new, purpose-made markets legislation.'

"The shortcomings of the Act (LLAA) have long been recognised and there is a growing movement to get the legislation changed to reflect the needs of current street trading requirements." Graham Wilson, NABMA Legal and Policy Advisor

We acknowledge the decision under which framework to operate markets is a complicated and far from straight forward one for Council to make. However, as we have made clear several times in this report, we do not believe the Council's optimum future direction is in operating large markets on the public highway itself.

We believe the optimum direction of travel for the Council in the short to mid-term (next 18 – 24 months), is to focus on managing and facilitating third party specialists to operate existing and new markets in the Borough within the LLAA. Ideally to include the creation of 3 or 4 new markets in that time period.

We conclude that beyond that point, i.e. in 2 years time, the Council should then undertake a detailed business case assessment of the benefits of regulating markets in the Borough under the Food Act.

This will of course require the participation, input and ultimate agreement of the Council's Licensing and Legal Teams.

Haringey Markets Strategy

9.0 Study Conclusions

9.10 The optimum Council role in regards its future markets provision is as an enabler, curator, facilitator and promoter, not as operator

The vast body of research undertaken for this project leads us to a conclusion that there is major interest from multiple areas (residents, businesses, market operators and stakeholders) in the creation of more markets in the Borough.

This includes new markets that have a focus on food (street food, farmers markets, grocery / everyday food, healthy food etc) as well as non-food (vintage, maker / artisan, arts & collectibles, circular economy, new traders) and so on.

And these markets could be delivered across the Borough, including Wood Green, Muswell Hill, Crouch End, Bruce Grove and if a host location could be found, in Green Lanes.

Operating these markets itself would be a significant burden for the Council, given the lack of structure, staff and skills shortage currently. It would also require a dedicated head count of at least 20 staff, and an estimated operating budget in excess of £1m, to provide for circa 800 stall trading days per week e.g. one market of 100 stalls trading 5 markets per week and a further 3 markets of 50 stalls trading twice per week.

There is however a much more cost effective and sustainable way for the Council to facilitate these additional markets through harnessing existing groups, networks and specialist providers of markets.

We conclude that the best option for Haringey Council to encourage more markets is as a strategic enabler, curator, facilitator and promoter of markets, not necessarily as operators of them.

Under this regime, the Council's role would be to encourage existing groups and market operators to continue to provide and improve existing markets, but also look at the opportunity of creating additional or more frequent markets in the same location or centre and / or other similar locations across the Borough.

Other new market opportunities can be defined, created and tendered, with the Council licensing them and clearly setting the standard required in regards the quality, format and mix of the new market that operators will need to meet and exceed. The Council should appoint the operator via a competitive tender exercise alongside a relevant stakeholder/resident group (as it has done previously with Tottenham Green Market). The operator should ideally not be a local provider (as we have that legal standards are not always being met or understood), but rather a recognised operator via NABMA and/or NMTF, with a firm commitment to ensuring that at least 40% of traders come from the local area and can ensure that price points of their traders remains affordable for Haringey residents. It will be important that the Council has the processes and systems in place to help and guide would-be market operators across the Borough; be they local community groups or residents. The Council will need to play a much stronger role in coordinating and widely promoting the markets provision, both to consumers as well as to traders.

Haringey Markets Strategy

9.0 Study Conclusions

9.11 Implications of charter markets

Market Charters give the holder (typically a local authority or a charity) the rights to hold markets in a specific place without 'disturbance'. The rights extend for 6 and 2/3 miles in all directions (this being the distance a trader could walk carrying their goods).

The aim is to enable markets to operate without undue competition, something the modern legislation may contradict given laws preventing anti-competitive rights. The charter prevents other Local Authorities from operating markets, not a blanket prevention on other markets.

There are many examples in London of markets operating well within the Charter exclusion distance. Following on the recommendations arising from elsewhere in this report conversations should be held with neighbouring Charter Market boroughs about proposals to introduce more markets in Haringey and any restrictions to this due to Charter Market rights where applicable.

Having said that, private markets on private land can and are operated within the exclusion distance, as many Councils existing markets already do. More so under the Food Act. As with all legal matters, interpretation is key. It is possible to ask for Charter holders to grant licenses, which may require a fee payment.

It is not expected that Charter Rights will be a major obstacle to having more specialist and locally operated markets in Haringey, particularly if they are privately operated and / or are on private land.

9.11 Financial Implications and Strategic Risks

In regards the optimum route for the Council to deliver its optimum future markets offer in Haringey, there are four main options ...

Option A - Carry on as is

At the moment, markets within the Borough are solely delivered by private operators, mainly on private sites. There are a small number of markets regulated by the Council, typically by non-professional market operators.

The financial implications of this is that the Council is losing significant amounts of potential income yet accruing high levels of additional cost and admin burden incurred through having to regulate the privately run markets.

The strategic risks of this are simply considerable lost potential income as well as lost expenditure from residents visiting and spending at markets out of Borough.

It could also result in declining performance of existing markets, as existing operators don't implement the required improvements needed to ensure existing markets thrive.

Haringey Markets Strategy

9.0 Study Conclusions

9.11 Financial Implications and Strategic Risks

Option B - More markets in private locations

Encouraging more privately operated markets in private sites will indeed create more markets for people to use locally, thus improving employment opportunities, community wealth building and enhanced place making benefits.

The financial implications of this are that more expenditure is retained within the Borough, and potentially more local residents that are also market traders could generate additional income.

The risks of this option are that the Council continues to miss out on potential expenditure, plus nearby centres and places don't benefit as typically most of the private markets on private land are currently not in core areas of existing centres.

Option C – More markets by specialist operators on public highway

This is our recommendation on where to concentrate efforts, funding and resources. Under this option the Council would encourage dedicated and specialist operators to run markets on the public highway. The key difference from the current regime is that the operators will carry a greater burden to shoulder most of the admin involved, within agreed advance timescales, e.g. operator to supply list of confirmed attendees, along with their licence fees, insurance and food certificates for all traders 7 or 10 days in advance.

Option C – More markets by specialist operators on public highway cont'd.

Under this process, the Licensing Team is likely to require incremental resource to process the additional market licence applications.

The financial implications of this scenario are a limited net positive contribution to the Council, more expenditure retained within the Borough (through reduced out of Borough expenditure, more linked expenditure in established retail centres and more residents potentially becoming market traders).

The strategic risks of this scenario are primarily potential lost opportunities, i.e. less income for the Council, less money expenditure retained in the Borough and less spend in local centres. This is of course assuming appropriate and capable operators are appointed to operate markets.

A further risk would be greater workload for the Licensing Team if operators do not take up the slack of the admin burden in having markets on the public highway.

A final risk would be new markets failing if the wrong operators are chosen to deliver the markets, or that operators don't deliver the right market mix, e.g. an over focus on hobbyist traders, thereby causing apathy and disengagement from local residents. Within this regard, a robust commissioning framework should be followed, and an experienced operator to be appointed, who can deliver one market or several, on behalf of the Council.

Haringey Markets Strategy

9.0 Study Conclusions

9.11 Financial Implications and Strategic Risks cont'd.

Option D – New Council operated markets

Under this option the Council would create a markets team tasked with the establishment and operation of new Council run markets. This will need to include the appointment specialist market managers, operations staff, cleansing staff, admin and additional licensing staff.

The financial implications of this scenario are considerable, in so much it likely to require the appointment of at least 20 people, and need an operating budget in excess of £1m. The income from markets is likely to be significantly less than this, as it will take a number of years for the markets to achieve trading maturity and potential operating parity.

The risk of this scenario are significant lost revenue, under-performing markets, difficulty in finding and retaining appropriate skilled staff and a large senior management focus in trying to create and sustainable markets offer.

We would therefore not recommend this as an option in the short-term, until/if the Council has the necessary resource, funding, appetite, and food Act in place.

In conclusion, we believe Option C within this market strategy to be the most beneficial, deliverable and sustainable. We would also strongly recommend that Option B is also pursued to encourage additional privately operated markets within the borough, once town centre based markets have been firmly established.

For clarity, this will include keeping and improve the existing markets, encouraging more well delivered private markets on private land and curating more privately operated markets delivered by professional operators on the public highway in established centres.

Future Strategy & Action Plan

Haringey Markets Strategy

10.0 Future Strategy and Action Plan

10.1 Introduction

The Haringey Market Strategy and Action Plan is made up of three components:

- A statement of the future strategy and goals - in effect the vision for Haringey Markets, which will enable the Borough to provide a future sustainable markets offer in tune with the needs of residents, shoppers and businesses.
- The core strategic themes / objectives that will need to be completed to deliver the future market strategy.
- Finally, we take each strategic theme / objective and identify a series of recommended actions and initiatives which when delivered, will enable the strategy and required project outcomes and deliverables to be satisfied.

Together, the recommended actions, objectives and vision form the future strategy for Haringey Markets.

The recommended actions and delivery of the strategic themes will need to be completed by a combination of the Council, existing and new market operators as well as other stakeholder groups such as BIDs, community groups, arts organisations and private landlords / owners.

The Council will have a variety of roles in regard to all the identified actions; from facilitating, enabling and overseeing to curating, promoting and instigating.

At this stage, the study has not defined any individual delivery responsibilities. This would normally be completed as part of a follow-on Implementation Action Plan and is outside the remit of this report. We do however strongly recommend that such a plan is prepared as it will be fundamental in delivering the priority actions needed in the short term, as well as the appropriate chronological order in which to deliver them in order that the strategy can be delivered.

Haringey Markets Strategy

10.0 Future Strategy and Action Plan

10.2 Strategic Goals

The recommended strategic goals for Haringey Council in regards its future markets offer can be summarised as:

- To provide a range of markets throughout the Borough that enhances the experience of the main centres and places, provides additional reasons to use and visit the centres, provides opportunities and employment for residents of all ages and ethnicities.
- To become recognised as a market friendly Borough, which welcomes new markets, more markets, and specialist markets and market traders for the benefit of residents, businesses and local communities.
- To double the number of active trading market stall days ⁽¹⁾, operating within markets within the next 15 years, on a cost neutral basis. This will be achieved through improving the existing market offer, with a focus on more local starter businesses, and through the creation of new markets, in new or existing locations, with the associated number of new local businesses and start up traders.

⁽¹⁾ A common industry measure of trading capacity / size

10.3 Strategic Objectives

To deliver the recommended strategy and goals for the future markets provision, there are a series of strategic recommendations that will need to be delivered. These include ...

1. Work with market operators to nurture and improve the existing and future markets provision.
2. Make it easier to create, launch and operate markets in the Borough.
3. Make it easier for residents to become market traders.
4. Create the right systems, operating / financial models (and objectives) and infrastructure to deliver an improved markets offer, that is aligned with resident need and adding value to the borough centres and places.
5. Promote the future markets provisions to consumers, traders and operators.

Several of the identified actions within the five strategic themes are relevant to more than one theme, however they have only been listed once.

The actions are also designated as short term (S) – recommended delivery within 6 months, medium (M) – 6 to 18 months and long term (L) – 18 months plus. As an absolute priority however, the Council needs to decide which of the recommended actions it wishes to action, in what order, by whom, all clearly communicated as part of a Strategy Implementation Action Plan.

Haringey Markets Strategy

10.0 Future Strategy and Action Plan

10.4 Work with market operators to improve the existing and future markets provision

10.4.1 Support the existing market operators to help improve the existing markets (S). Indeed, Myddleton Road and Tottenham Green Markets are the priority markets to focus on in the short term.

In terms of specific improvements needs, the current operator of **Myddleton Road** would benefit from business development / market growth support, to include implementing effective admin processes, delivering high quality visual impact, raising the bar of trader standards and also recruiting new capable traders. An operating agreement is needed urgently too, with clarity on delivery obligations and standards needed from the operator as well as from traders. It would also benefit from capital investment in new stalls as well as the infrastructure provided.

In regards **Tottenham Green Market**, The Spring test market had too many hobbyist traders and not enough professional / exemplar traders. The young / youth traders will need targeted support and skills development to be able to trade effectively alongside exemplar / high quality traders. The operator also needs market development support, with help in securing more capable traders. There was no evidence of this upon our visit, and is a key outcome for the Council to facilitate.

Capable traders are those that have excellent display standards, bring stall signage, are great self-promoters, bring their own card readers tethered to their own phones, bring their own merchandise equipment and are skilled at interacting with consumers and 'closing the sale'.

In regards **Lymington Avenue Market**, the test market held just before Christmas 2023 had too many hobbyist traders, delivering a basic market offer, from a poor physical trading environment, poor facilities, without an effective signage package in place. A site specific market strategy and plan is urgently needed, to include procurement of optimum operator and management model, site survey, market plan, market mix positioning and provision of suitable customer facilities and improved infrastructure for delivery of the ambition. We recommend that the Wood Green BID is supported by the Council to enable a Love Wimbledon BID delivery model.



Myddleton Road Market would benefit from some more (but not all) professional traders



Lymington Avenue Market needs a clear plan

Haringey Markets Strategy

10.0 Future Strategy and Action Plan

10.4 Work with market operators to improve the existing and future markets provision

10.4.2 Recommended locations for improvements to existing markets as well as new markets (Short Term - Phase 1)

Location / Centre	Type of Market	Frequency	Operator	Delivery Timescale
Lymington Avenue, Wood Green	Multiple themes	At least monthly themed market offer, possibly rolling 4 themes per month	Private operator – experienced operator, possibly Wood Green BID oversight	Short Term- Phase 1
Myddleton Road (improvements to existing market)	Food, makers, creatives, events	Monthly	Private operator (existing)	Short-term- Phase 1
Hornsey Town Hall Square	Food / artisan / maker	Monthly initially / weekly longer term	Private – local traders / residents / makers	Short Term – Phase 1
Tottenham Green (improvement of infrastructure and expansion of existing monthly market)	Food, makers, creatives, events	Monthly	Private operator (existing)	Short Term – Phase 1

Haringey Markets Strategy

10.0 Future Strategy and Action Plan

10.4 Work with market operators to improve the existing and future markets provision cont'd.

10.4.2 Recommended locations for improvements to curating new markets (Medium term – Phase 2).

Location / Centre	Type of Market	Frequency	Operator	Delivery Timescale
Muswell Hill, on extended pavement by Planet Organic round to Everyman Cinema	Farmers market / street food / Vintage	Monthly initially / weekly longer term	Private – local traders / residents / makers	Medium term- Phase 2
Scotland Green (Bruce Grove, Tottenham)	Everyday products, produce, clothing and general goods, and monthly themed markets	Monthly	Private	Medium Term – Phase 2
Schools and colleges adjacent to local district centres	Replica of Stroud Green School Market adapted to meet local customer demographics	Monthly, possibly fortnightly	Private – existing operators, local traders / residents / makers	Medium - Long Term Phase 2

Haringey Markets Strategy

10.0 Future Strategy and Action Plan

10.4 Work with market operators to improve the existing and future markets provision cont'd.

- 10.4.3 Encourage existing operators to prioritise market trading places for Borough residents (S).
- 10.4.4 Create the Haringey Markets Operator Forums. Then ask operators to identify any factors inhibiting performance and or growth (S).
- 10.4.5 Ask operators to identify new / additional market opportunities (to be explored in separate workstream) (S).
- 10.4.6 Share findings of business and trader survey regarding improvement opportunities (S).
- 10.4.7 Increase Council promotion of existing markets (S).
- 10.4.8 Identify opportunities for Haringey Council to support existing markets – particularly through 'no-cost' actions, and / or with re-allocation of available budgets (S).
- 10.4.9 Develop a dedicated Haringey Markets Website, to include a calendar of forthcoming events (M).
- 10.4.10 Create the Haringey Market Standards Charter (see the 2023 Hackney Markets Strategy) (M).
- 10.4.11 Create and empower a new focussed markets lead person / team (circa 1 F/T and 3 P/T) to engage with all existing market operators and complete initial market growth discussions (some operators only have slight contact currently with Licensing) (M).
- 10.4.12 Encourage the addition of themed visiting markets to existing markets, space and facilities providing, or the option for a market to 'visit' another location (M).



Stroud Green Market, replicate and adapt



Additional themes and topics added to existing markets / locations

Haringey Markets Strategy

10.0 Future Strategy and Action Plan

10.5 Make it easier to create, launch and operate markets in the Borough

- 10.5.1 Create a market operators' checklist to help would be operators to prepare for operating a market in Haringey, example drafted – (also relevant to 10.4 strategic theme) (S).
- 10.5.2 Work with the local regen and planning teams to help improve the existing markets, with a short term priority focus on Myddleton Road, Tottenham Green, and Lymington Av. Lymington Av in particular needs an urgent site survey to identify the physical improvements needed for it to accommodate regular markets (S).
- 10.5.3 Create a guide to operating markets in Haringey, including different sizes / types of markets, regular weekly / monthly, periodic, annual, community (M).
- 10.5.4 Promote identified opportunity locations to existing Haringey market operators and then other operators (M). 10.5.5 Contact existing groups, communities, societies to consider developing their own market proposals, e.g. resident / community groups, school PTA's, trading associations, etc (M).
- 10.5.6 Undertake preliminary feasibility assessments for each location to determine likely number of stalls / traders (see list overleaf) (M).
- 10.5.7 Define the financial and social priorities for new markets - are they a facility and part of delivering improved experiences and services to local residents? Or are they a future revenue stream for the Council? Or do they help to provide indirect revenue streams, parking, business rates from improved occupancy. Are markets a 'zero' cost area, as in the revenues need only fund a small team, and a permitted use monitoring function (M).
- 10.5.8 Develop procedures to assess different types of markets relatively, e.g. light touch for community events, more stringent for large professional markets. This assessment process will need to include stakeholders from a wide variety of Council services (M).



Integrate markets with the wider offer and future planning for centres



Community markets are a positive place addition

Haringey Markets Strategy

10.0 Future Strategy and Action Plan

10.6 Make it easier for residents to become market traders

- 10.6.1 Encourage operators to feature / promote new 'local' traders (S).
- 10.6.2 Feature new young and other starter traders in newsletters and business support correspondence (S).
- 10.6.3 Create a dedicated page on new Council Markets website on the benefits of and process to be becoming a market trader in Haringey - provide links to existing operators for trading opportunities (S).
- 10.6.4 Engage with NMTF to nurture / accommodate new young traders (S).
- 10.6.5 Provide trader training sessions and new trader support packs / mentors (S).
- 10.6.6 Provide new trader checklist and business starter packs, outlining all relevant Council teams, support, insurances, food hygiene etc. (S).
- 10.6.7 Hold new trader market events, on markets, at market locations (S-M).
- 10.6.8 Develop a new trader programme with rental subsidies / grants for first three months of trading (M).
- 10.6.9 Make it a condition of having a Haringey Market Operator License that local traders (residents / businesses of the Borough) are pro-actively welcomed / prioritised on markets (M).
- 10.6.10 Develop student markets, with locations close to colleges and 'high streets' (M).
- 10.6.11 Provide trading facilities on free / loan basis to starters (M).



Young Market Trader finalist in Stratford



New mobile start up business, at home on a market

Haringey Markets Strategy

10.0 Future Strategy and Action Plan

10.7 Create the right systems, operating / financial models (and objectives) and infrastructure to deliver an improved markets offer

- 10.7.1 Create a new market location checklist – see adjacent draft example – location checklist to be shared with local regen teams, community groups, business groups with a call to assess each local district centre (S).
- 10.7.2 Encourage market operators to shoulder more of the admin burden from the Council in regards licencing paperwork and protocols (S).
- 10.7.3 Create easy to understand leaflet on market trading fees and charges / costing grid for new operators and local community groups (S).
- 10.7.4 Agree primary aims and objectives for expanded markets offer, then set up financial models accordingly - zero cost, nominal income generating, full income generating (S-M).
- 10.7.5 Create a single point of call / contact for all market enquiries – distinct from Licensing (M).
- 10.7.6 Introduce a new approved 'Haringey Market Traders status which will then assist in future License applications, speed up process and reduce workload for Licensing (M).
- 10.7.7 Create a suitably sized resource for a markets facilitating / enabling function (M).
- 10.7.8 Review IT systems requirement (already a requirement to improve existing Licensing IT) (M-L).
- 10.7.9 Review undertaking Economic Impact Assessments of the existing and new markets to quantify the benefits of markets, including those privately operated markets on private land versus those operated privately on the public highway.

Haringey Market Location Suitability Checklist		Yes	No
1	Has a market traded here before?		
2	Is there existing good levels of footfall?		
3	Is the location busy during the day?		
4	Are there existing attractors / visit drivers?		
5	Is there space for at least 20 stalls		
6	Will the market be seen / visible		
7	Will the market be noticeable / have impact		
8	Is the market adjacent to existing shops and cafes		
9	Is there space for trader vehicles to unload		
10	Is there space for trader parking nearby		
11	Is there room for tables and chairs		
12	Is there space for additional facilities / entertainment		
13	Are local businesses supportive of a market		
14	Are there local promotional opportunities		
15	Have you interest from traders for this location		
4 or more No responses indicates lack of suitability			

Page 160

Indicative Haringey Market Location Checklist

Haringey Markets Strategy

10.0 Future Strategy and Action Plan

10.8 Promote the future markets provisions to consumers, traders and operators

- 10.8.1 Create new 'Haringey Markets' new umbrella brand that can be used by all independent operators providing markets in Haringey (S).
- 10.8.2 Include promotion of markets in wider Council newsletters and publications – make more noise about Haringey Markets (S).
- 10.8.3 Liaise with and encourage local partners and stakeholders for them to publicise upcoming markets to their network of consumers, residents, businesses (S).
- 10.8.4 Create and publish annual Markets Calendar – with rolling updates (S-M).
- 10.8.5 Include clear reference to 'Upcoming market activity' in the new website (S-M).
- 10.8.6 Engage with existing traders in relation to existing and new markets – encourage them to take stalls in additional sites, or at the very least promote the new markets on their social media when they are trading (S-M).
- 10.8.7 Work with / support operators and traders by enabling them to be included in wider council promotion of activities and events, include trader promotion and stories in Council publications – include operator promotion and stories (S-M).
- 10.8.8 Include clear reference to markets within policy documents – promotion of Haringey interest and commitment to markets (S-L).
- 10.8.9 Include market promotion guidelines within market operators' checklist, guidelines and license requirements (M).



Clear strong promotional messages by theme



Themed promotions for all markets in Borough

Haringey Markets Strategy

10.0 Future Strategy and Action Plan

Final thoughts on future management / operating models

It is clear from the research findings and the evidence base captured for this project, that Haringey has the potential and the opportunity to sustain a larger number of markets across the Borough. The opportunities range from expanding the existing markets offer where possible, through to replicating a number of the successful models in more places, and on to creating new market formats in different places.

It is also clear that the Council does not currently have the team or structure to support and achieve the growth in the markets offer, indeed some of the existing teams / departments are already overloaded with supporting the existing markets offer, most of which has limited contact with the Council. Given existing and future likely budget pressures, the optimum route for the Council in achieving the growth and all of the wider benefits that growth would bring is to provide the role of facilitator, enabler, coordinator and even curator (on a Borough wide perspective).

That said, some fundamental questions exist for the Council to address at the outset of the market growth initiative, particularly in relation to the aims for markets in the Borough. This will determine the wider levels of fees and charges, income generation and self-financing of even a small market focused team, as described earlier. The Council needs to decide on its priorities, aspirations and deliverables for markets, as this will also determine the optimum format, size, mix and delivery partner needed in each centre or location.

Creating an Action Implementation Plan, with support from specialist market development consultants is an absolute priority. This is a fundamental step in delivering the Future Market Vision mapped out in this report.

We recommend in the short term the Council works with the existing operators of markets in the Borough to improve and extend the existing markets in the Borough, particularly Myddleton Road, Tottenham Green and Lymington Avenue (new market) and to ensure that they are appropriately presented, promoted, curated, and have the relevant infrastructure in place.

In the medium term (and will link into the delivery of the aforementioned markets upon contract expiry), the Council should adopt the other identified sites in the town centres to deliver new markets. As part of this exercise, the Council should seek to appoint an experienced operator(s) that are recognised by NABMA and/or NMTF, with a firm commitment to ensuring that at least 40% of traders come from the local area and can ensure that price points of their traders remains affordable for Haringey residents.

Haringey Markets Strategy

10.0 Future Strategy and Action Plan

Final thoughts on future management / operating models

We also recommend that the Council engages with existing and new private operators to deliver more privately operated markets on private land such as schools, offices and community centres, i.e.. at least 3 or 4 new markets within the next 18 months. These will generate lots of community cohesion and placemaking benefits, although will be unlikely to generate much income for the Council. Furthermore, we recommend in the short term that the Council works with and encourages professional and well organised market operators to run one or two additional markets on the public highway, but only those that will shoulder much of the admin role from the Council.

Currently, the existing target of active market stall trading days per location is once per month. Within the next 18 months, we recommend that the markets attain at least twice monthly, so that residents have a larger reason to visit town centres, so that the reach of the markets across the borough strengthen and improve, and so that an improved economic - and socio-economic - uplift to the town centres can be realised.

And finally, the longer-term consideration for the Council, could be to assess the benefits and risks of the potential adoption of the Food Act to curate its markets, after the existing markets have been improved and after the additional markets highlighted above have been delivered.

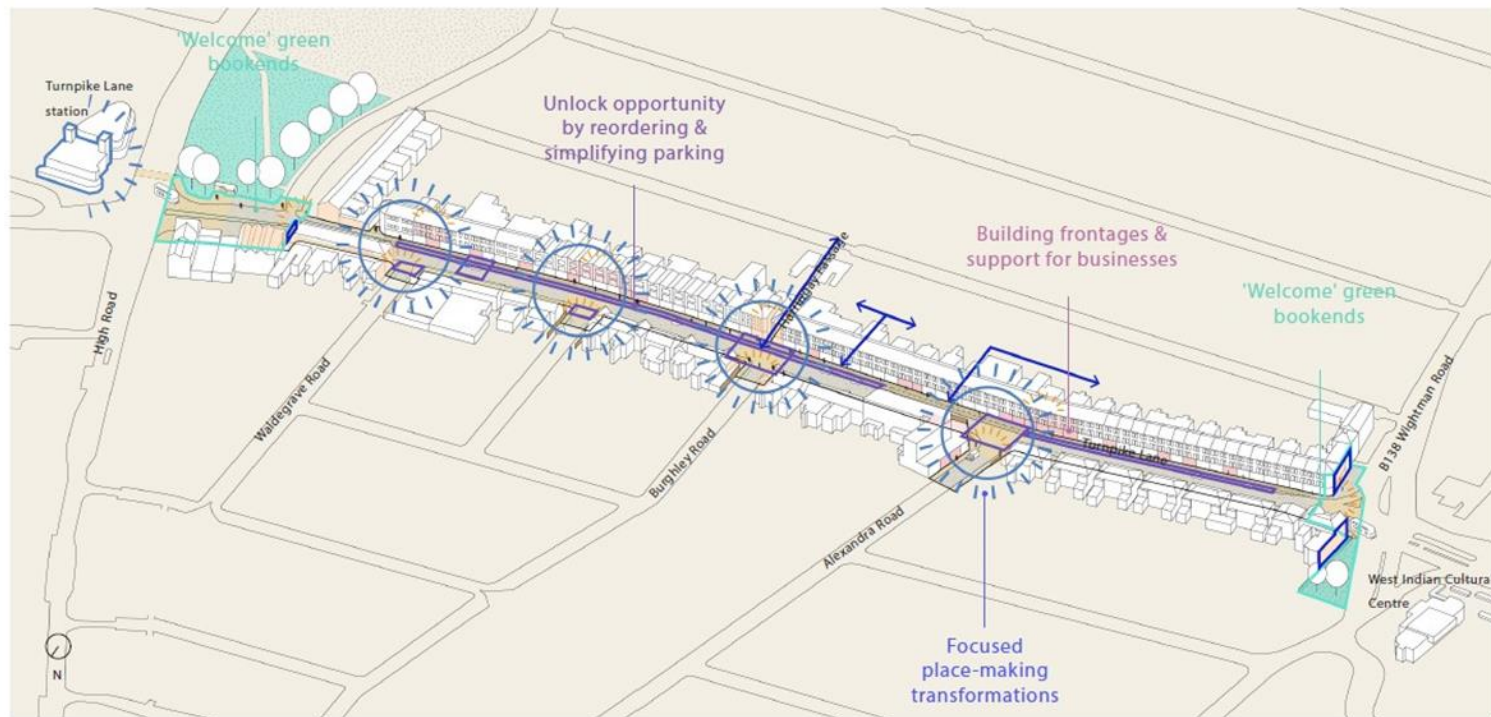
Appendix I

Site Analysis Case Study- Turnpike Lane

Appendix 1 - Site Analysis Case Study - Turnpike Lane Case

We Made That Stage 3 Design Proposals for Alexandra Road/Turnpike Lane Junction- Incorporating Events Space

Turnpike Lane stretches from Turnpike Lane Tube Station to Wightman Road. It is a two-way main vehicular and bus route. As highlighted, it is not suitable for hosting a regular market as the levels of footfall needed there is insufficient to sustain a viable regular market, which will need a minimum of 25 stalls to ensure commercial viability. Options for one-off events have been looked at and Alexandra Road offers the best option as it is a one-way street. Regeneration proposals have been developed for activation of the junction of Alexandra Road and Turnpike Lane incorporating rain gardens, cycle pathways and designated space for occasional events.



Appendix 1 - Site Analysis Case Study - Turnpike Lane Case

We Made That Stage 3 Design Proposals for Alexandra Road/Turnpike Lane Junction- Incorporating Events Space

4. Alexandra Road Proposed Plan (B)

Option B - 'Do most' ('events mode')

1. Continuous material-use over junction to suggest pedestrian-priority zone
2. Spill-out space to Orange Cafe
3. High-level lettering to top of unit
4. Maximum flexibility 'Amenity' strip containing: rainwater gardens, bin store and spill-out space
5. Cycle racks
6. North-bound contra-flow cycle lane
7. Advanced Stop Line
8. Advisory cycle feeder lane
9. Changes to signals due to junction and re-configuration works
10. New road-markings to Turnpike Lane due to junction and re-configuration works
11. Flexible event space with thermoplastic artwork (star anise + cardamom)
12. Pop-up power point
13. Shopfront improvements and awning to corner unit

This option provides a scheme that is great for 'events mode' as well as everyday mode - by providing pop-up power infrastructure in the amenity strip to support events and activity for temporary road closures. This was an express desire of the TPL stakeholder group.

We Made That



Separate PDFs:

Appendix II - Business and Trader Survey Questionnaire

Appendix III - Resident Survey

Appendix IV - Stakeholder Questionnaire



informed solutions

The Retail Group

Informed Solutions

Dunnings Oak Offices
Dunnings Road
East Grinstead
West Sussex, RH19 4AT

Web. www.theretailgroup.co.uk
Email. info@theretailgroup.co.uk

Report for: Overview and Scrutiny Committee – 27 March 2025

Title: Overview and Scrutiny Committee and Scrutiny Panel Work Programme

Report authorised by: Ayshe Simsek, Democratic Services and Scrutiny Manager

Lead Officer: Dominic O'Brien, Principal Scrutiny Officer
Tel: 020 8489 5896, E-mail: dominic.obrien@haringey.gov.uk

Ward(s) affected: N/A

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

1. Describe the issue under consideration

- 1.1 This report provides an update on the work plan for 2024-26 for the Overview & Scrutiny Committee.

2. Recommendations

- 2.1 To note the current work programme for the Overview & Scrutiny Committee and agree any amendments, as appropriate.
- 2.2 That the Committee give consideration to possible agenda items and reports required for its meetings in 2025/26.
- 2.3 That the Committee consider and approve the draft scope and terms of reference for a Scrutiny Review by the Housing, Planning & Development Scrutiny Panel on TA Allocations and PRS Discharge Policies with any appropriate amendments and/or additions.

3. Reasons for decision

- 3.1 The Overview and Scrutiny Committee (OSC) is responsible for developing an overall work plan, including work for its standing Scrutiny Panels. In putting this together, the Committee will need to have regard to their capacity to deliver the programme and officers' capacity to support them in that task.

4. Background

- 4.1 The Committee's current draft iteration of the Committee's work plan for 2024-26 is provided as **APPENDIX A**.
- 4.2 The current Overview & Scrutiny Work Programme specifies that the meeting scheduled to be held on 8th April 2025 will include:

- Finance Update – Q3
- Performance Update – Q3

4.3 The Committee should give consideration to the items for the next meeting and any amendments that it wishes to make to the Work Programme for the meetings scheduled in 2025/26.

4.4 The draft scope and terms of reference for a Scrutiny Review on TA Allocations and PRS Discharge Policies is provided as **APPENDIX B**.

5. Effective Scrutiny Work Programmes

5.1 An effective scrutiny work programme should reflect a balance of activities:

- Holding the Executive to account;
- Policy review and development – reviews to assess the effectiveness of existing policies or to inform the development of new strategies;
- Performance management – identifying under-performing services, investigating and making recommendations for improvement;
- External scrutiny – scrutinising and holding to account partners and other local agencies providing key services to the public;
- Public and community engagement – engaging and involving local communities in scrutiny activities and scrutinising those issues which are of concern to the local community.

5.2 Key features of an effective work programme:

- A member led process, short listing and prioritising topics – with support from officers – that;
 - reflects local needs and priorities – issues of community concern as well as Borough Plan and Medium Term Financial Strategy priorities
 - prioritises topics for scrutiny that have most impact or benefit
 - involves local stakeholders
 - is flexible enough to respond to new or urgent issues

5.3 Depending on the selected topic and planned outcomes, scrutiny work will be carried out in a variety of ways, using various formats. This will include a variety of one-off reports. In accordance with the scrutiny protocol, the OSC and Scrutiny Panels will draw from the following to inform their work:

- Performance Reports;
- One off reports on matters of national or local interest or concern;
- Issues arising out of internal and external assessment (e.g. Ofsted, Care Quality Commission);
- Reports on strategies and policies under development or other issues on which the Cabinet or officers would like scrutiny views or support;
- Progress reports on implementing previous scrutiny recommendations accepted by the Cabinet or appropriate Executive body.

5.4 In addition, in-depth scrutiny work, including task and finish projects, are an important aspect of Overview and Scrutiny and provide opportunities to

thoroughly investigate topics and to make improvements. Through the gathering and consideration of evidence from a wider range of sources, this type of work enables more robust and effective challenge as well as an increased likelihood of delivering positive outcomes. In depth reviews should also help engage the public and provide greater transparency and accountability.

- 5.5 It is nevertheless important that there is a balance between depth and breadth of work undertaken so that resources can be used to their greatest effect.

6. Contribution to strategic outcomes

- 6.1 The contribution of scrutiny to the corporate priorities will be considered routinely as part of the OSC's work.

7. Statutory Officers comments

Finance and Procurement

- 7.1 There are no financial implications arising from the recommendations set out in this report. Should any of the work undertaken by Overview and Scrutiny generate recommendations with financial implications these will be highlighted at that time.

Legal

- 7.2 There are no immediate legal implications arising from the report.
- 7.3 In accordance with the Council's Constitution, the approval of the future scrutiny work programme falls within the remit of the OSC.
- 7.4 Under Section 21 (6) of the Local Government Act 2000, an OSC has the power to appoint one or more sub-committees to discharge any of its functions. In accordance with the Constitution, the appointment of Scrutiny Panels (to assist the scrutiny function) falls within the remit of the OSC.
- 7.5 Scrutiny Panels are non-decision making bodies and the work programme and any subsequent reports and recommendations that each scrutiny panel produces must be approved by the Overview and Scrutiny Committee. Such reports can then be referred to Cabinet or Council under agreed protocols.

Equality

- 7.6 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil

partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;

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

7.7 The Committee should ensure that it addresses these duties by considering them within its work plan and those of its panels, as well as individual pieces of work. This should include considering and clearly stating;

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

7.8 The Committee should ensure that equalities comments are based on evidence. Wherever possible this should include demographic and service level data and evidence of residents/service-users views gathered through consultation.

8. Use of Appendices

APPENDIX A – OSC Work plan 2024-26

APPENDIX B – TA Allocations - Scrutiny Review scoping draft

Overview and Scrutiny Committee

Draft Work Plan 2024-26

1. Scrutiny review projects; These are dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. Should there not be sufficient capacity to cover all these issues through in-depth pieces of work, they could instead be addressed through a “one-off” item at a scheduled meeting of the Panel. These issues will be subject to further development and scoping. It is proposed that the Committee consider issues that are “cross cutting” in nature for review by itself i.e. ones that cover the terms of reference of more than one of the panels.		
Project	Comments	Priority
Prevention of Violence Against Women & Girls (VAWG)	Terms of reference: To review the current arrangements for specific areas of VAWG prevention in Haringey under the remit of the Council’s VAWG Strategy 2016-26 including: - the Council’s approach to schools-based engagement on VAWG, including the progress of recent pilot projects, the likely future resource requirements, national policy/guidance and approaches to school-based engagement elsewhere in London and the UK that Haringey could potentially learn from. - the Council’s approach to community engagement on VAWG, including the progress of recent work in this area, the likely future resource requirements, national policy/guidance and approaches to community engagement elsewhere in London and the UK that Haringey could potentially learn from.	1 – Report expected to be published April/May 2025

Review of the Council's financial planning processes/budget scrutiny	To review the current arrangements for the short-term, medium-term and long-term scrutiny of the Council's finances, with particular reference to the schedule of scrutiny activity during the annual financial cycle.	2 – Initial draft of report available. Further evidence sessions TBC.
--	--	---

2. “One-off” Items; These will be dealt with at scheduled meetings of the Committee. The following are suggestions for when particular items may be scheduled.		
Date	Potential Items	Lead Officer/Witnesses
13 June 2024	Terms of Reference	Principal Scrutiny Officer
	Overview and Scrutiny Work Plan	Principal Scrutiny Officer
23 July 2024	Cabinet Member Questions - Leader of the Council	Leader and Chief Executive
	Agency Staff Contract Update	
	2023/24 Provisional Financial Outturn report	Director of Finance

14 October 2024	Finance update – Q1	Director of Finance
	Performance update – Q1	Head of Performance & Business Intelligence
25 November 2024	Budget Scrutiny – Culture, Strategy & Engagement	Cabinet Member and Officers
	Annual Feedback and Resolutions Report 2023-2024	Head of Feedback and Resolutions
12 December 2024	Finance update – Q2	Director of Finance
	MTFS Savings Tracker	Director of Finance
6 January 2025 (Call in)	Call-in: Borough Wide PSPO	
14 January 2025 (Call in)	Call-in: Review of Libraries Operating Hours	
20 January 2025 (Budget)	Budget Scrutiny; Panel feedback and recommendations. To consider panel's draft recommendations and agree input into Cabinet's final budget proposal discussions (Deputy Chair in the Chair)	Deputy Chair (in the Chair)

	Cabinet Member Questions	Cabinet Member and Officers
	Treasury Management Strategy Statement	Assistant Director - Finance
30 January 2025 (Budget)	Budget Scrutiny: Phase 2 savings proposals	Deputy Chair (in the Chair)
27 March 2025	Council Tax Collection, Support for Residents & Role of Enforcement Agents	
	Markets Strategy	Lead – Local Economy
8 April 2025	Finance update – Q3	Director of Finance
	Performance update – Q3	Head of Performance & Business Intelligence
2025/26		
Meeting 1	Cabinet Member Questions - Leader of the Council	Leader and Chief Executive
	Membership & Terms of Reference	Scrutiny Officer
	OSC Work Programme	Scrutiny Officer

Meeting 2	2024/25 Provisional Financial Outturn report	Director of Finance
Meeting 3		
Meeting 4		
Meeting 5	Budget Scrutiny – Culture, Strategy & Engagement	Cabinet Member and Officers
Meeting 6 (Budget)	Budget Scrutiny; Panel feedback and recommendations. To consider panel's draft recommendations and agree input into Cabinet's final budget proposal discussions (Deputy Chair in the Chair)	Deputy Chair (in the Chair)

Meeting 7		

Housing, Planning & Development Scrutiny Panel

Review on Haringey's TA Allocations and PRS Discharge policies (2024/2025); Scope and Terms of Reference

Review Topic	Review / Project Title
Rationale	As part of the work planning process for Scrutiny in 2024/25, we undertook an online scrutiny survey and an in-person Scrutiny Café event to engage with local community and resident groups, to seek their views about which areas Scrutiny should focus its attention upon for the next two years. As part of the feedback relevant to the Housing, Planning and Development Panel, one of the areas where most concern was raised was Temporary Accommodation and a lack of available social housing more generally, as well as the length of time that families had to wait on the housing register, before being allocated a council home. At the Housing, Planning & Development Scrutiny Panel meeting on 26th September 2024, the Panel received an update on the upcoming housing strategy and policy programme. During the meeting it was discussed that the TA Allocations and PRS Discharge policies were due to be revised over the following 6-9 months. The policies had last been updated in 2016. Since 2016 the level of demand and complexity of demand for local housing has changed significantly and a revised policy is needed to determine how different people or groups will be prioritised for Temporary Accommodation, given that the number of people on the waiting list far outstrips the number of homes available. In light of this, it is felt that a review on this area is timely and provides the Panel with an opportunity to have a tangible impact and contribute to improved outcomes for residents. The allocation or placement policy sets out how the organisation prioritises different types of households for local housing placements (and by extension which groups are not going to be prioritised). The PRS discharge policy relates to how the Council prioritises placing someone in an arrangement with a private sector landlord in order to discharge the Council's homelessness duty to that person. The two policies are currently separate but they could be combined into a single policy. The criteria used to prioritise someone for TA is likely to be fairly similar to how to prioritise someone for a PRS placement. One method used by some other local authorities to prioritise residents is to have bandings. Officers advise that these are not statutory and that there were other options for determining which groups or individuals should be prioritised for housing.

	The Panel propose to conduct a scrutiny review of the council's new TA Allocations and PRS discharge policies which are being developed over the next 6 months. We know there are many issues within the council's use of TA that are of interest and concern to everyone – how long people spend in TA, the quality of the accommodation, and how best to maximise our supply of the least harmful forms of TA. However, in order to make best use of a time-limited scrutiny review and to try to have a tangible impact, it is proposed to keep it focused on the TA allocations and PRS discharge policies. The Council has a limited amount of local housing stock for use as TA and the scrutiny panel would like to make sure that we have as robust and evidence-based framework as possible for making decisions about who is prioritised and who is not.
Objectives/Desired outcomes	To make recommendations to the Council's Cabinet in relation to the development of new TA allocations and PRS discharge policies
Key lines of enquiry	• Who should be prioritised for the different types of TA available? (Both in terms of its type e.g. a flat, B&B, nightly paid, and its location e.g. in borough, in London, outside of London?) Who should be a lower priority? • What criteria should be used to decide where someone falls in the prioritisation? • Who will be protected from certain types of accommodation? What are the red lines? E.g. children under a certain age will never be placed in X type of accommodation. • Who should be prioritised for placements into the PRS? Who is this not appropriate for? • How much choice should/can households feasibly have? • What are the most socially just choices and what are the most cost-effective?

Terms of Reference (Purpose of the Review/ Objectives)	To review the TA Allocations Policy and the PRS Discharge Policy and make recommendations for how these could be improved. In particular, the Panel want to understand what criteria should be used to decide when someone is given priority and who should be protected from certain types of accommodation. The Panel are keen to know what other local authorities doing around this and to understand best practice.
Scrutiny Membership	The Housing, Planning and Development Scrutiny Panel: Cllr Worrell (Chair), Cllr Diakides, Cllr Harrison-Mullane, Cllr Hymas, Cllr Barnes, Cllr Bevan & Cllr Moyeed
Timescales	• Approx 6. evidence sessions to take place March-early April. • Recommendation setting mid-April. • Write up late April. • Sign off on final draft early May.
Links to the Corporate Delivery Plan 2024-2026.	Homes for the future Outcome Areas: • Improving social housing and the private rented sector services • A reduction in temporary accommodation
Evidence Sources	These will include: • Guidance, research and policy documents;

	• Interviews with Cabinet Member, key officers – what is the current experience of applying existing policies and what is the current thinking on direction of travel for the new policies? • Interviews with NGOs and academics in this field • Other London boroughs
Methodology/Approach	A variety of methods will be used to gather evidence from the witnesses above, including: • Desk top research; • Evidence gathering sessions with witnesses; and • Visits
Witnesses	• Officers – Hannah Adler, Sara Sutton, Darren Fairclough • Cabinet Member for Housing and Planning • Haringey residents who have experience of having been through this process if we can find someone willing to engage • London Councils/LGA • Other London boroughs who have up-to-date TA allocations/PRS discharge policies • NGOs with expertise – Shelter, Crisis, Trust for London • Academics in this space – further research required
Equalities Implications	The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to: (1) Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act; (2) Advance equality of opportunity between people who share those protected characteristics and people who do not; (3) 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. In addition, marriage and civil partnership status applies to the first part of the duty.

	The Panel should ensure that it addresses these duties by considering them during final scoping, evidence gathering and final reporting. This should include considering and clearly stating: How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics; Whether the impact on particular groups is fair and proportionate; Whether there is equality of access to service and fair representation of all groups within Haringey; Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised. The Panel should ensure that equalities comments are based on evidence, when possible.
Date for completion	Cabinet – June 2025
Reporting arrangements	The Corporate Director of Adults, Housing and Health will coordinate a response to Cabinet to the recommendations of the panel's final report.
Publicity	The review will be publicised through the scrutiny website. The outcomes of the review will be similarly published once complete.
Constraints / Barriers / Risks	We aim to complete the draft report before the membership of the panel is updated for 2025/26. However, In order to achieve this, we need to keep the review short, specific and time focused. A failure to do so will undermine the timescales for this report and risk the report not being completed by late May.
Officer Support	Lead Officer; Philip, Scrutiny Officer, 0208 489 2957 philip.slawther2@haringey.gov.uk

This page is intentionally left blank