NOTICE OF MEETING

CABINET

Tuesday, 9th July, 2019, 6.30 pm - Civic Centre, High Road, Wood Green, N22 8LE

Members: Councillors Joseph Ejiofor (Chair), Zena Brabazon (Vice-Chair), Charles Adje, Kaushika Amin, Mark Blake, Gideon Bull, Seema Chandwani, Kirsten Hearn, Emine Ibrahim and Sarah James

Quorum: 4

1. FILMING AT MEETINGS

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

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

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

2. APOLOGIES

To receive any apologies for absence.

3. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under Item 26 below. New items of exempt business will be dealt with at Item 36 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. NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE, ANY REPRESENTATIONS RECEIVED AND THE RESPONSE TO ANY SUCH REPRESENTATIONS

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

This agenda contains exempt items as set out at **Item** *[27]* **: Exclusion of the Press and Public.** No representations with regard to these have been received.

This is the formal 5 clear day notice under the Regulations to confirm that this Cabinet meeting will be partly held in private for the reasons set out in this Agenda.

6. MINUTES (PAGES 1 - 32)

To confirm and sign the minutes of the meeting held on 18th June 2019 as a correct record.

7. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

8. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE - FIRE SAFETY SCRUTINY REVIEW (PAGES 33 - 72)

Cabinet to consider the Scrutiny Review of Fire Safety and consider the response to the Scrutiny recommendations.

Scrutiny Review to be introduced by Cllr das Neves - Chair of Overview and Scrutiny.

Response to the Scrutiny recommendations – Cllr Ibrahim - Cabinet Member for Housing and Estate Renewal.

9. BOROUGH PLAN 2019-2023 YEAR 1 DELIVERY PLAN (PAGES 73 - 144)

[Report of the Interim Assistant Director for Strategy and Communications. To be introduced by the Leader of the Council.]

Plan setting out actions for 2019-20 to deliver Borough Plan objectives.

10. LGA CORPORATE PEER CHALLENGE RESPONSE TO RECOMMENDATIONS (PAGES 145 - 168)

[Report of the Interim Assistant Director for Strategy and Communications. To be introduced by the Leader of the Council.]

Response to recommendations from the LGA Corporate Peer Challenge that took place in February 2019.

11. COUNCIL OWNED SITES IN WOOD GREEN (PAGES 169 - 188)

[Report of the Director for Customers, Transformation and Resources. To be introduced by the Cabinet Member for Cabinet Member for Finance and Strategic Regeneration.]

Update and recommendations on the Council Accommodation Strategy.

12. RESULTS OF THE NON-STATUTORY CONSULTATION ON THE OPTIONS FOR THE FUTURE OF STAMFORD HILL PRIMARY SCHOOL AND ITS POSSIBLE AMALGAMATION WITH TIVERTON PRIMARY SCHOOL (PAGES 189 - 260)

[Report of the Assistant Director for Schools and Learning. To be introduced by the Cabinet Member for Children and Families.]

Reporting to Cabinet on the results of the non-statutory consultation on the options for the future of Stamford Hill Primary School and to seek agreement for any next steps, including whether or not to proceed to a statutory consultation phase.

13. OSBORNE GROVE NURSING HOME FEASIBILITY STUDY (PAGES 261 - 300)

[Report of the Assistant Director for Commissioning. To be introduced by the Cabinet Member for Adults and Health.]

Appraisal of development options for Osborne Grove Nursing Home.

14. BUDGET REPORT & MTFS UPDATE (PAGES 301 - 332)

[Report of the Director of Finance. To be introduced by the Cabinet Member for Finance and Strategic Regeneration.]

This report provides an update on the budget and Medium Term Financial Strategy (MTFS) as well as on the National economic picture and local authority funding. The report seeks agreement to Invest to Save proposals in respect of Children's Services and a number of other changes to the Budget and MTFS, and makes recommendations relating to potential changes to the Council's financial support to Alexandra Palace (APPCCT).

15. UPDATE ON THE COUNCIL HOUSING DELIVERY PROGRAMME (PAGES 333 - 350)

[Report of the Director for Housing, Planning and Regeneration. To be introduced by the Cabinet Member for Housing and Estate Renewal.]

A report to provide an update on progress towards the Council's aim to deliver 1,000 Council homes.

The report will also seek Cabinet approval:

• On a list of development sites to be included in the Council's housing delivery programme.

• The acquisition of 11 s106 units at Hornsey Town Hall

• Variation to the total cost of land assembly at Cranwood at the corner of Woodside Avenue and Muswell Hill Road

• To enter into a funding agreement with the GLA to accept revenue funding to support the Council housing delivery programme

16. LOCAL FLOOD RISK MANAGEMENT STRATEGY (LFRMS) (PAGES 351 - 366)

[Report of the Director for Environment and Neighbourhoods. To be introduced by the Cabinet Member for Climate Change and Sustainability.]

To adopt the Haringey's Local Flood Risk Management Strategy.

17. EXPANSION OF CAR CLUBS (PAGES 367 - 380)

[Report of the Assistant Director for Planning. To be introduced by the Cabinet Member for Climate Change and Sustainability.]

Following a successful trial with DriveNow, the car club trial is proposed to be extended and expanded to include other operators.

18. ADOPTION OF CONSERVATION AREA APPRAISAL AND MANAGEMENT PLANS FOR BRUCE CASTLE, TOTTENHAM CEMETERY, TOWER GARDENS AND PEABODY COTTAGES (PAGES 381 - 642)

[Report of the Assistant Director for Planning. To be introduced by the Cabinet Member for Climate Change and Sustainability.]

This report seeks approval for the adoption of four Conservation Area Appraisal and Management Plans covering conservation areas in Tottenham, and for the boundaries of Bruce Castle and Tottenham Cemetery Conservation Areas to be amended in line with recommendations in the appraisal documents. The appraisal documents have been revised having regard to comments received during a six week public consultation.

19. ESTATE CONTROLLED PARKING SCHEME RENEWAL - APPROVAL TO UNDERTAKE FORMAL CONSULTATION (PAGES 643 - 662)

[Report of the Director for Housing, Regeneration and Planning. To be introduced by the Cabinet Member for Housing and Estate Renewal.]

This report describes the issues with the current out-sourced Estate Controlled Parking Scheme and the plans to replace the scheme with a new more effective in-sourced solution. The report seeks permission to consult residents on the proposal.

20. BED BASED INTERMEDIATE CARE NURSING HOME BEDS (PAGES 663 - 672)

[Report of the Assistant Director for Commissioning. To be introduced by the Cabinet Member for Adults and Health.]

Request award of contract for Intermediate Nursing Care bed block contract with in borough Nursing home.

21. TEMPLETON HALL & GARAGE SITE REDEVELOPMENT - CONSTRUCTION CONTRACT AWARD TO DEVELOP 11 COUNCIL RENTED HOMES (PAGES 673 - 678)

[Report of the Head of Housing Strategy and Commissioning. To be introduced by the Cabinet Member for Housing and Estate Renewal.]

Decision to award contract to the successful tenderer for the construction of 11 social rent flats at Templeton Road.

22. RED HOUSE YARD, 432 WEST GREEN RD, N15 3PJ (PAGES 679 - 694)

[Report of the Interim Assistant Director for Economic Development and Growth. To be introduced by the Cabinet Member for Finance and Strategic Regeneration.]

To revise the terms previously agreed by Cabinet in February 2013 and February 2015 for a disposal of the Red House site, 423 West Green Road, N15, to Paul Simon Magic Homes in order to enable the acquisition by the Council of homes within the proposed redevelopment for retention as social rented Council housing, with the associated creation of public open space and enhanced community buildings on the site.

23. BUILDING AND PROPERTY MANAGEMENT (PAGES 695 - 702)

[Report of the Director for Environment and Neighbourhoods. To be introduced by the Leader of the Council.]

This report will review options for the future of the facilities management, and ask Cabinet to approve the preferred option for future service provision and the timescales for service transformation.

24. HIGHWAY AND STREET LIGHTING TERM CONTRACTS (PAGES 703 - 712)

[Report of the Director for Environment and Neighbourhoods. To be introduced by the Cabinet Member for Neighbourhoods.]

Award of Highway and Street Lighting Term Contracts.

25. LINDEN HOUSE ASSISTED LIVING ACCOMMODATION REFURBISHMENT - CONSTRUCTION CONTRACT AWARD (PAGES 713 - 728)

[Assistant Director for Commissioning . To be introduced by the Cabinet Member for Adults and Health.]

Award of contract for the refurbishment of Linden House

26. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at Item 3 above.

27. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Acting Democratic Services & Scrutiny Manager

Items 28, 29, 30, 31, 32, 33, 34, 35 and 36,allow for consideration of exempt information in relation to items 14, 20, 21, 22, 23, 24, 25 and 3.

TO RESOLVE

That the press and public be excluded from the remainder of the meeting as the items below contain exempt information, as defined under paragraph 3 and 5, Part 1, schedule 12A of the Local Government Act.

Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

28. BUDGET REPORT & MTFS UPDATE (PAGES 729 - 736)

As per item 14.

29. BED BASED INTERMEDIATE CARE NURSING HOME BEDS (PAGES 737 - 738)

As per item 20.

30. TEMPLETON HALL & GARAGE SITE REDEVELOPMENT - CONSTRUCTION CONTRACT AWARD TO DEVELOP 11 COUNCIL RENTED HOMES (PAGES 739 - 740)

As per item 21.

31. RED HOUSE YARD, 432 WEST GREEN RD, N15 3PJ (PAGES 741 - 754)

As per item 22.

32. BUILDING AND PROPERTY MANAGEMENT (PAGES 755 - 842)

As per item 23.

33. HIGHWAY AND STREET LIGHTING TERM CONTRACTS (PAGES 843 - 854)

As per item 24.

34. LINDEN HOUSE ASSISTED LIVING ACCOMMODATION REFURBISHMENT - CONSTRUCTION CONTRACT AWARD (PAGES 855 - 856)

As per item 25.

35. EXEMPT CABINET MINUTES (PAGES 857 - 858)

To agree the Exempt cabinet minutes for the meeting held on the 18th of June 2019.

36. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at Item 3 above.

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River Park House, 225 High Road, Wood Green, N22 8HQ

Monday, 01 July 2019

Agenda Item 6

MINUTES OF THE MEETING OF THE CABINET HELD ON TUESDAY, 18TH JUNE, 2019,6.30pm

PRESENT:

Councillors: Joseph Ejiofor (Chair), Zena Brabazon (Vice-Chair), Charles Adje, Kaushika Amin, Mark Blake, Gideon Bull, Seema Chandwani and Sarah James

Also Present – Councillors: das Neves, Cawley- Harrison

142. FILMING AT MEETINGS

The Leader referred to agenda item 1, as shown on the agenda in respect of filming at meetings and Members noted this information.

The Leader welcomed Cllr Brabazon and Cllr Chandwani to the Cabinet.

The Leader proposed to vary the agenda to enable the items for the Corporate and Civic Cabinet Member portfolio to be considered at the start of the meeting as Cllr Amin had a significant external meeting to attend. It was agreed to consider agenda items 11, 18, 19 after item 8.

[Cllr Amin left the meeting after consideration of item 152]

143. APOLOGIES

Apologies for absence were received from Cllr Ibrahim and Cllr Hearn.

144. URGENT BUSINESS

The Leader outlined that there was one item of late business to consider relating to item 9, the Community Safety Strategy, on the agenda, which he had accepted as urgent business.

The Leader outlined that the Community Safety Strategy was a Policy Framework Strategy, and as set out in the supplementary pack, Scrutiny and Cabinet develop budget and policy framework proposals and recommend these to full Council for adoption.

The Environment and Community Safety Scrutiny Panel had met on 11th of June 2019 to consider and comment on this strategy, which was after the publication of the Cabinet agenda. Therefore, these comments could not have been available at the time of the Cabinet agenda publication. They were now included in the supplementary

pack as Appendix 4 to the report, and were to be considered with recommendation 3.1a)

145. DECLARATIONS OF INTEREST

There were no declaration of interest put forward.

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

There were no representations received at the agenda publication stage in relation to the exempt items on the agenda.

147. MINUTES

The minutes of the Cabinet meeting held on the 2nd of April were agreed as a correct record of the meeting.

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

There were no Overview and Scrutiny matters for consideration by Cabinet.

149. DEPUTATIONS/PETITIONS/QUESTIONS

There were no deputations, petitions and questions for consideration at Cabinet.

150. PHYSICAL ACTIVITY AND SPORTS STRATEGY 2019-23

The Cabinet Member for Corporate and Civic Services introduced the report which sought approval to the Haringey Physical Activity and Sport Strategy 2019 – 2023. The Cabinet Member summarised that the strategy set out the borough's vision, mission, aims and objectives for increasing rates of physical activity over the next four years.

The Cabinet Member continued to seek support for the strategy which built on the Council's partnership work over many years to create a culture of activity, further echoed in the Borough Plan which also strives to increase activity rates. Essentially, the vision was to create and embed a culture of activity and aspiration, becoming the best borough in London for activity. The far reaching benefits of increased physical activity were outlined such as good mental health and inclusion in the community.

In response to questions from Councillors: Bull, M Blake, das Neves and Cawley-Harrison, the following information was noted:

- The Cabinet Member would be working with Cabinet colleagues to ensure that there was a joined up approach to considering both diet and activity to support increased health benefits. Health sector colleagues were already a key partner in the compilation of the strategy.

- In relation to the provision of sporting activity for diverting young people into positive activity and involving Fusion with the increase in the take up activities after school time, the Cabinet Member for Corporate and Civic Services was happy to work with the Cabinet Member for Communities and Equalities on this issue, noting that Fusion already offer a significant programme of after school leisure activities for children and young people.

- With regards to the level of aspiration being taken forward with the target of 2% improvement, this required realistic consideration in light of the level of persuasion involved in advocating lifestyle changes. This often involved increasing the number of small changes to have an impact.

- The Cabinet Member provided assurance that this was a joined up strategy which had been compiled with the different areas of the Council connected with supporting physical activity such as transport.

- The Cabinet Member agreed that active travel with schools and introducing school streets around the borough would help tackle inactivity and this connected with the wider aim of the strategy to increase activity.

- In relation to the charges for use of some park facilities , this was a small charge in what were challenging times for the budget of the local authority and the priority was to ensure that parks remained accessible to residents.

RESOLVED

1. To approve the Physical Activity and Sport Strategy 2019 – 2023 as set out in Appendix 1;
2. To approve the two supporting facility strategies; The Outdoor Sports and Play Facilities Framework 2016 – 2026 and the Indoor Sports Facility Strategy 2018 – 2028 as set out in Appendix 2 and Appendix 3;
3. To approve the governance arrangements detailed in 6.24 and 6.25.

Reasons for decision

In approving the Physical Activity and Sport Strategy the Council sets out a positive vision and clear way forward to achieve much improved rates of physical activity amongst our residents.

Currently Haringey experiences average rates of physical activity compared to the rest of London. According to Sport England’s annual Active Lives Survey rates of activity have improved since the development of the 2015 -19 strategy. However, we can do better, particularly in the east of the borough where rates tend to be much lower.

The clear correlation between meeting physical activity recommendations (a minimum of 150 minutes of moderate intensity physical activity weekly, along with strengthening activities) and good health cannot be emphasised enough. Not meeting physical activity recommendations increases an individual's chances of having a major long term condition and an early death.

Physical inactivity is the 4th leading risk factor for death in the world, according to the Lancet and recent scholarly articles have demonstrated evidence that it may be as dangerous as smoking. At present, over one fifth of Haringey adults are *inactive*, meaning they do less than 30 minutes of weekly activity at moderate intensity each week. It's critical that, as a borough and a place to live, we provide an offer that encourages and enables this cohort to build activity into their daily lives.

On the positive side if someone is physically active the benefits include improved academic achievement and a reduction in:

- The risk of Coronary Heart Disease and Stroke by 35%;
- The risk of diabetes by 50%;
- The risk of developing mental health conditions and dementia by 30%;
- The likelihood of loneliness and social isolation;
- Involvement in anti-social behaviour and crime.

Alongside having happier healthier residents, if physical activity increases, there is a substantial knock on to the public purse. It is estimated that the annual cost of physical inactivity in Haringey, related to just four long term health conditions, is £3.8M.

Placing physical activity at the heart of place shaping leads to safer more engaged communities. This can be achieved through ensuring people feel safe in public spaces through good design and open space activation as well as using sport as a positive diversionary tool amongst people vulnerable to risky behaviours through targeted interventions.

Sport England's 'Economic Model' demonstrates that physical activity and sport contribute significantly to our local economy through the 'Gross Value Added' measure. This measure, calculated in 2013, concluded that £87.5m per annum was added to economy through sports related activity. Included in this figure is the value of around 2,500 sport related jobs in Haringey and sports volunteering which contributes £42.7m to the Haringey economy.

Increasing physical activity also has direct benefits for the local environment. For example, increasing the number of journeys taken on foot and by bicycle will lead to reduced traffic and an improvement in air quality and the overall environment.

The overall refreshed strategy is the underlying document that supports the two facility strategies. All three documents need to be adopted to give visibility for residents and external funders to have confidence in the borough's ability to work collaboratively in a range of ways to increase physical activity.

The two supporting documents provide a sound policy and evidence base from which the borough can plan for and provide new and refurbished sport and play facilities over the next 5 to 10 years.

The Outdoor Sport and Play Facilities Framework and the Indoor Sports Facility Strategy also both substantially assist the borough to provide an evidence base to unlock external funding for facility developments. Indeed, without these documents, many external funding routes such as Sport England, would be closed to the Council and to community partners such as sports clubs.

These strategic documents are a requirement of the governments National Planning Policy Framework Paragraph 73 which states: ‘Access to high quality open spaces and opportunities for sport and recreation can make an important contribution to the health and well-being of communities. Planning policies should be based on robust and up-to-date assessments of the needs for open space, sports and recreation facilities and opportunities for new provision. The assessments should identify specific needs and quantitative or qualitative deficits or surpluses of open space, sports and recreational facilities in the local area. Information gained from the assessments should be used to determine what open space, sports and recreational provision is required’.

Alternative options considered

Do nothing

The only alternative option considered was not to have a Physical Activity and Sport Strategy and the accompanying documents. If this option was pursued, the borough would suffer from not having a clearly articulated strategic position around increasing physical activity.

Without this strategy and the accompanying documents the borough would also struggle to lever in external funding. For many external funders, such as Sport England and national governing bodies of sport, having a clear strategic position, evidence base and priority lists of facility projects that contribute to increasing physical activity, is a fundamental prerequisite before funding applications will be considered.

While there is no magic bullet to improving rates of physical activity, we can be certain that without a policy to give direction to the Council, partners and stakeholders, activity rates will not increase and indeed are likely to worsen.

As detailed in section 4, increasing physical activity delivers a multitude of health, social, environment and economic benefits and it is therefore imperative that the borough approaches this challenge in a robust and coordinated manner.

151. APPROVAL TO APPOINT A CONTRACTOR FOR THE IMPLEMENTATION AND MAINTENANCE OF A NEW HOUSING MANAGEMENT IT SYSTEM

The Cabinet Member for Corporate and Civic Services introduced the report which sought approval to award a contract for the provision of Housing software, and support and maintenance services. The Cabinet Member outlined that the Housing Management IT System was a crucial business system used in the effective management of the Council's Housing Services, including, homelessness (incl. HRA), allocations, lettings, rents and income collection, housing management, voids and repairs, management of temporary accommodation and non-residential units, estate services, reporting and performance monitoring. Therefore, the system needed to be inclusive and the CCS framework provided the framework for the management of 25000 properties in the borough. The new housing management system was further expected to be modern, intuitive, focused on customer services and reducing service failure. It was also used by neighbouring boroughs.

In response to questions from Cllr Cawley – Harrison, it was noted that this was a more user-friendly system for residents and staff were being trained to use this system well. It was further reiterated that this was a modern system and the Council had been working with Camden and Islington, as former partners in the shared digital service, and sharing their learning from prior implementation of this system. The Director for Customers, Transformation and Resources emphasised that this was a more intuitive system for service users and widely used by other boroughs.

In response to the query about the timing of the decision given the expiry date of the present contact, it was explained that this was actually the start of the procurement process as deemed an upgrade to the current IT system.

Following consideration of the exempt information at item 26,

RESOLVED

1. To approve, in accordance with Contract Standing Order 9.07.1(d), the award of a contract to the supplier named in paragraph 1 of Part B: Exempt report, for the provision of the Housing software and support and maintenance services for a period of 5 years at a contract value of £1,006,950 (Including implementation and support) with an option to extend for up to a further 2 years at a total maximum contract value of £1,247,152.

2. To note that this contract includes the provision of software licences, hardware, replacement and new modules, support and maintenance together with migration to the new system.

Reasons for decision

The Council's current contract expires in October 2019 and a procurement process has been undertaken to ensure a new contract can be placed that meets the Council's current requirements.

The new contract will feature migration to the more modern housing system and allow the service to realise savings of around £1,327K over the maximum 7-year contract period with scope for future savings.

Alternative Options Considered.

Do Nothing

This is not a viable option as the current contract for the existing housing management system expires on 31st October 2019.

Renew existing contract

The existing contract could not be further renewed without running an EU compliant procurement.

In addition, the existing software (OHMS) cannot support the new customer focus identified in the 2018-2023 Business Plan for Homes for Haringey and therefore the Priority 5 Housing objectives of the Council.

It is also unable to support the release of savings of £1.3 million identified in the outline business case.

Undertake a full OJEU procurement

The option to undertake a full EU tender had been considered. However, it was deemed that the level of Authority's resources and time required to complete an EU tender process was not justified when suitable EU compliant Framework Agreements were available.

In addition, the framework provides additional benefits as it enables us access to Government favourable terms and conditions using the new Public Sector Contract (PSC).

Further, the housing application market has shrunk considerably over recent years and there are only two or three potential alternate suppliers for a Council with a housing stock of our size and aspirations to increase this.

152. AWARD OF CONTRACT FOR HORNSEY LIBRARY

The Cabinet Member for Corporate and Civic Services introduced the report, which set out approval to appoint the recommended contractor, Contractor C, to deliver adaptation, and refurbishment works at Hornsey Library for the total contract cost of £2,300,370.

The Cabinet Member emphasised the value of Haringey's libraries and the Council recognised that they provide a valuable service to the borough. For Hornsey Library, this investment would enhance its integral role within the local community for years to come.

In response to questions from Cllr Cawley- Harrison, the following was noted:

- It was hoped that there would be little impact in terms of connection with the library for the community. The library would not be closed for the refurbishment period as the contract for the works had been organised to allow use of the library and works to be completed at the same time. This did add extra cost but

allowed library users to continue to use the building. This was also another reason for the delayed procurement works.

- Background information on the original scope of the works was provided. This had led to the discovery of major unavoidable works being required to the walls of the library. As the refurbishment continued, the costs had further increased due to the listed building status of the library.

Following consideration of the exempt information at item 26,

RESOLVED

To approve the appointment of Contractor C to deliver refurbishment and enhancement works to Hornsey Library for a contract sum of £2,300,370; and 3.2. To approve the issue of a letter of intent prior to the formal contract signature for £230,037 being 10% of the contract sum

Reasons for decision

To award a contract which will enable the timely mobilisation and construction of works to Hornsey Library.

Alternative options considered

The authority procured the contractor through the London Construction Programme (LCP) Major Works 2014 Framework Agreement. The authority considered use of the Southern Construction Framework for award of this contract. Upon consideration, the SCF framework was considered not suitable for this size of project.

153. COMMUNITY SAFETY STRATEGY

The Cabinet Member for Communities and Equalities introduced the report, which set out the partnership approach and priorities to achieving a reduction in crime and anti-social behaviour in Haringey up to 2023.

The Cabinet Member stressed that the corporate response was at the heart of the strategy, which considered all of the Council's areas of powers in order to achieve the priorities. This involved considering ways of planning out crime including particular trades and licenses and working with wider partners such as health, education and police. The Cabinet Member underlined the importance of having a civic community response to tackling crime and in particular youth violence.

The Cabinet Member continued to outline the six outcome areas to be focused on, in the strategy, and provided comments on the activities to be taken forward, which were as follows:

- Targeting police resources at violent hotspots - this had received a positive reception from the new community borough commander and work was

underway to ensure that there was a visible police presence in these areas at key times on the day.

- Stafford Scott would be commissioned to take forward a mediation role with young people potentially involved in gang retribution. A scoping paper was being compiled on this planned role and it was likely that the mediation work would take place at a local community centre.
- Increasing the confidence of young women to report sexual offences. This needed a greater focus on attitudes and behaviour of young men.
- There would be a seminar in the autumn on exploitation and reducing the criminalisation of children.

The Cabinet Member acknowledged the concerns from scrutiny panel on current levels of public confidence for the borough tackling crime; this needed to be addressed but there would not be overnight change. Assurance was provided that the Council and partners were focused on increasing public confidence together with acknowledging the issues behind the survey findings such as the historical negative experiences in the community with stop and search. The Cabinet Member would be taking forward a themed meeting with officers going through the data, looking at how policy changes have been implemented and communicated across the borough.

The Cabinet Member concluded by expressing the ongoing need to tackle anti -social behaviour which was a battle with the reduction of resources, and reducing re – offending by supporting initiatives that work. He highlighted that the UK had the worst record in Western Europe on re- offending which demonstrated the urgent need for better support when prisoners were leaving prison. There was some good working initiatives to replicate for offenders leaving prison. Finally, the Cabinet Member welcomed the Home Office decision to bring the Probation service back in house.

In response to questions from Cllr Bull, Brabazon, das Neves and Cawley- Harrison, the following information was noted:

- The Cabinet Member agreed that there was an issue to tackle with under age sale of alcohol in the borough and its connection to crime. The Assistant Director for Stronger Communities referred to the number of other strategies, including enforcement, which would be contributing to the delivering the priorities of the Community Safety Strategy. There was also a Haringey Stat meeting being organised to explore the impact of alcohol on offending.

- The Cabinet Member did not fully concur with the current national stance on tackling knife crime, which was having more ‘stop and search’. He outlined that this was not the full answer to this issue and austerity had had an impact on the recent increases of knife crime. At regional level there has some engagement at City Hall and he would take forward the recommendation from the Scrutiny Panel to meet with the Deputy Mayor for Policing and Crime, as well as with the Head of the Violence Reduction Unit (VRU) at MOPAC.

- Responding to the ‘badge of honour’ reason for young people getting involved with violent crime, the Cabinet Member reflected that often young people were drawn into this situation through fear and cohesion and there were more

ruthless methods at play. He outlined how staff in Children's services had been to coastal towns and were seeing these issues, first hand, where young vulnerable people were being targeted. In the main, poverty and ruthless criminals working in more organised crime drove this situation occurring. The AD for Stronger Communities added, that it would be useful to refer to the Young People at Risk strategy which focussed on the complex issues around stabbings and the complicated menu of issues at play when these situations occurred.

- In relation to performance monitoring, the Community Safety Partnership would monitor the strategy on a yearly basis.

- The Cabinet Member welcomed Scrutiny's input and would further welcome a future review of the strategy.

- Noted that schools had a critical role to play in tackling exclusions .The safety net provided by schools in terms of pastoral support and after school care was suffering following the consistent funding cuts to schools.

- The Cabinet Member concurred with the view that too many women were imprisoned and this situation had not improved over the last 10 years. There was a link between the care system and people going into care and big impact locally.

- Responding to the question on the sustainability of funding, there was a need for properly funded services to support initiatives and there was, currently, not the level of resource funding from the government that was required. There had been a lot of focus enforcement related activities but there equally needed to be prevention services funded by government as ultimately these services would save the local authorities money in the long run,

- Accountability between partners was a strong priority and there was a good culture of challenge. In terms of getting wider trust from the community, this included getting community organisations involved and, crucially, community advocacy working with young people and families and advocating on their behalf, as this will support better outcomes.

- There were monthly monitoring meetings with partners considering current data on criminal activities where ward and area specific issues were looked at.

- In relation to the increase in notifiable offences and the levels of community confidence in policing, this was noted to be part of the London pattern and not Haringey specific issues. There had also been regional discussion on this. In was also noted that the significant reductions in safer neighbourhood policing and the lack of more visible policing on the street was a factor. The Council and partners would be working hard to address this issue.

- With regards to ensuring achievement of the strategy outcomes, this could only be achieved through as a whole system approach with partners to tackle the response.

- Agreed that hate crime had to be addressed and at the last meeting with the borough commander there had been consideration of case studies to understand some current issues and challenge the process. The Council were further working with partners in a specific hate crime delivery group police, which included strategic lead and Homes for Haringey and senior police officers.

- The increase in the reporting of crime should not be seen fully in a negative light, as it was important for crimes to be reported so that appropriate resources and focus in a policy area could be taken forward.

RESOLVED

1. To note the comments of the Environment and Community Safety Scrutiny Review Panel at appendix 4.
2. To note the Community Safety Action Plan attached at Appendix 2
3. To recommend to Full Council Approval of the Community Safety Strategy 2019-23 attached at Appendix 1, having regard to the Community Safety Strategy Equality Impact Assessment at Appendix 3.

Reasons for decision

Community Safety Partnerships are required under the Crime and Disorder Act to put in place a strategic assessment and strategy. As a partnership document listed in the Constitution, full Council subject to prior approval by Cabinet reserves the Community Safety Strategy for final decision.

The Community Safety Strategy 2013-17 was extended to 2019 to allow alignment with the Borough Plan 2019-23. The Community Safety Strategy 2019-23 aligns fully with the Borough Plan, and like the Borough Plan, it is a partnership plan that reflects the outcomes that partners and communities across Haringey wish to achieve.

This Community Safety Strategy represents a significant commitment by partners including the Council, Police, Fire, Probation and Health authorities as well as local voluntary groups to working together to improve the lives of Haringey residents.

The Community Safety Partnership has a clear vision: to make Haringey one of the safest boroughs in London. We want Haringey to be a safe borough for everyone who lives and works here and to remain a safe and pleasant environment for all. The Community Safety Strategy provides the partnership with an opportunity to set out how it will achieve that vision by ensuring that:

- Levels of crime and antisocial behaviour are reduced
- Children, young people, families, vulnerable adults, and residents feel safe in their homes and in public spaces
- Those committing crime do not continue to reoffend
- The public has confidence in all members of the Community Safety Partnership, particularly the Police and local authority.

The Community Safety Strategy 2019-23 represents a significant contribution to the collective effort across Haringey to achieve the visions of the People and Place priorities in the Borough Plan 2019-23:

- Place – Stronger, connected communities where together we improve our environment by making it safer, cleaner and greener.
- People – A Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential

A comprehensive overview of the alignment of the Community Safety Strategy 2019-23 with the Borough Plan 2019-23 is set out in para.7.1.

As well as the high profile issues around serious violence this Strategy also addresses crime, disorder and anti-social behaviour that are less well reported but impact the lives of many people including all forms of violence against women and girls and issues of exploitation including child sexual exploitation, County Lines, extremism and hate crime.

The Community Safety Strategy aims to improve the quality of life in the borough by focussing partnership action on six outcome areas:

1. Violence and high harm crimes
2. Violence against women and girls
3. Exploitation (including child sexual exploitation, child criminal exploitation, County Lines, trafficking, extremism, and modern slavery)
4. Public confidence
5. Victims of crime and anti-social behaviour
6. Reoffending

An Action Plan, attached at Appendix 2, sets out the specific actions that community safety partners will take forward in order to address the issues identified in the strategy corresponding to the six outcome areas.

Alternative options considered

Do nothing

The Community Safety Strategy is a statutorily required document so this option has been discounted.

154. NEW SAFEGUARDING PARTNERS ARRANGEMENTS (MASA)

The Cabinet Member for Children and Families introduced the report, emphasising that safeguarding children is the highest priority of a Council and seeking approval to the proposed new local multi-agency safeguarding arrangements to promote the welfare of children in the borough and to be referred to as “Haringey Safeguarding Children’s Partnership,

In considering the new safeguarding arrangements outlined in the report, it was noted that these were developed as a consequence of the 2016 Wood review and publication of Working Together to Safeguard Children 2018. There was a requirement to replace LSCBs with new local multi-agency safeguarding arrangements to be determined by the local authority, CCG and the police. The arrangements, critically, required the three statutory partners of the Council, Police and Health working together to develop ways of working to safeguard children. All three partners were equal partners and would act as a strategic leadership group to ensure safeguarding arrangements were robust and working effectively.

The Cabinet noted the arrangement proposals included maintaining the role of the chair of LSCB and contained details about improving the review of a child's death process, making this more robust. This was to support better learning from child deaths in order to improve care and outcomes, recognising that while the current process has its origin in safeguarding guidance, most preventable child deaths are not connected to safeguarding but largely medical in nature.

Cabinet further noted that, once the arrangements were agreed and published, they would be applicable across the north London boroughs.

In response to questions from Cllr Cawley – Harrison, the following information was noted:

- In line with the core element of the report, which was strengthening the arrangements in place for safeguarding, the three statutory partners would share the responsibility of communication rather than the local authority always being the focus when a communications failure was identified. The Director for Children's services echoed this and added that there would also be a separate communications strategy for the strengthened arrangements, ensuring these were fully understood across all the staffing levels of the partner organisations.

- In response to concerns about the low number of schools attending the leadership meetings, the mechanism and pathways for all schools and relevant agencies accessing the arrangements and reporting safeguarding concerns was outlined. However, on a practical level, it was not possible to involve a higher number of schools at the leadership group meetings. The Assistant Director for Schools and Learning was a member of the group and would be the contact point, responsible for engaging with the schools and reporting concerns to the leadership group.

- Responding to the question about how safeguarding arrangements were applied to children and young people outside of the education system, there was a process in place to be informed of home-educated children. The local authority was able to make contact but powers were limited. There was also a robust process available through community safety procedures for children and young people moving through different boroughs. Over and above these pathways, there would be some children and young people that the Council and partners did not know about and this was when the strategy of 'safeguarding is everyone's responsibility' was key. This relies upon the wider

Council, partner agencies and community reporting concerns. Assurance was given that once agencies were informed of a safeguarding issue then there are set processes that can be enacted.

RESOLVED

1. To approve for publication and implementation the proposed local arrangement for safeguarding and promoting the welfare of children in the borough to be referred to as "Haringey Safeguarding Children's Partnership" and which is attached as Appendix 1.

2. Subject to any further amendments to be made, to approve for publication and implementation the proposed combined arrangement for child death reviews to be referred to as 'North Central London Child Death Overview Partners and this is attached at appendix 2. The combined agreement consists of the geographical areas of Barnet, Camden, Enfield, Haringey and Islington.

3. To give delegated authority to the Director of Children Services to agree the final details of the proposed combined arrangement for child death reviews.

Reasons for decision

Under the Children and Social Work Act 2017, Haringey LSCB is due to be abolished and replaced. The Council, Haringey CCG and Police are required to make new local arrangements for safeguarding and promoting the welfare of children in their area. They have equal and joint responsibility and have greater flexibility and autonomy to determine the local approach to safeguarding children.

The Council and Haringey CCG must also make arrangements for the review of each child death in its area and for the analysis of information about deaths reviewed.

The new safeguarding and child death review arrangements must be published by 29 June 2019 and implemented by 29 September 2019.

Alternative options considered

In respect of the new safeguarding arrangement, the Council and its safeguarding partners considered the option of a joint arrangement with another area and including Haringey Adult Safeguarding Board and the Community Safety Partnership Board within the new multi-agency partnership arrangements. However, at this stage, it was felt beneficial to retain a strong focus on safeguarding children and minimise the risks inherent in a further change.

155. SUSTAINABLE TRANSPORT WORKS PLAN 2019/20

The Cabinet Member for Neighbourhoods introduced the report which sought approval of the Sustainable Transport Works Plan for 2019/20 and would lead to reinvesting over £14.4m into a range of highways improvement schemes, making streets safer, identifying and improving locations with high accident levels, improving the overall quality of our road network and encouraging walking and cycling.

In response to questions from Cllr Brabazon, Cllr Bull and Cllr Cawley – Harrison, the following information was noted:

- Officers would be exploring the potential for increasing the replacement of lamppost white lighting with LED lighting for the coming financial year.

- In relation to drainage concerns outlined, the attached budget was focused on making the drainage network across the borough more resilient and ensuring crisis points could be mitigated. The service were currently looking at where the problems are occurring. The Cabinet Member agreed to facilitate the provision of appropriate information being supplied to all Councillors about the plans for dealing with flooding issues.

- The Cabinet Member had been on an event day parking tour, considering the parking issues around event day parking. The attached report provided a high-level response on event day planning and CPZ operations. During the pre – season period, the Cabinet Member would be meeting with officers to discuss the CPZ and review of event day management day and parking.

- It was noted that £70k of capital funding would provide for 14 bike hangers in the borough. These were supplied on a demand led basis. The Cabinet Member indicated that she would like to increase numbers to meet the demand. However, the cost of maintenance had to be borne in mind and ensuring that the hangers already in place were fully utilised.

- In response to a suggestion to place bike hangers on housing estates, this would need further exploratory work and would require discussion with the Cabinet Member for Housing and Estate Renewal.

- It was noted that the local safety scheme in Crouch End was a multi-year project. The money which was available for development of the project, this year, would be rolled into the liveable neighbourhood project. It was confirmed that the outcomes of the liveable neighbourhood project would define what the Ferme Park road budget becomes. Therefore, both projects will be developed in parallel and would complement each other.

- With regards to school streets, there was £40k allocated and although this was not explicitly referred to in the report, it was included as part of the school travel improvements. In terms of the use of the £40k funding, there would be a review of the Lordship Lane school streets pilot scheme, with a traffic survey and then smart travel plan work. As the Sustainable Transport Works Plan was updated and agreed annually; it allowed learning from schemes such as this to be taken forward in later years. The Cabinet Member agreed to explore whether the

Sustainable Transport Works Plan could be updated to make more explicit the reference to funding of 'School Streets'.

- The Cabinet Member noted that the funding for bike hangers had consistently remained the same despite the increased demand in applications and she would explore this further with officers. It maybe that the hangers applied for were not in suitable locations.

- In relation to the specific running cost of bike hangers and addressing the sustainability of the scheme going forward, £65 was allocated to maintenance of the hanger and half of this cost was paid by the resident and the remaining half-subsidised by the Council for the first three years. Currently, an external partner provided the maintenance and the transport team were looking at options for this service, including bringing this facility in house to improve on costs given the likely continuing increase in demand.

RESOLVED

1. To approve the Sustainable Transport Works Plan for 2019/20 financial year as set out in the attached Appendix 1 – Ward by Ward breakdown:

2. To authorise the Head of Operations to consider any objections and representations to statutory consultation on schemes and to report back to the Cabinet Member for Environment if there are significant or substantial objections or concerns raised:

3. To delegate decisions relating to scheme design to the Head of Operations.

Reasons for Decision

The annual STWP sets out the Council's Highways, Traffic and Parking projects for the coming financial year and how they align with the Council's strategic objectives.

The report provides detail of the funding arrangements for the various projects and programmes and seeks authority to proceed with the development and delivery of these projects subject to appropriate consultation.

Alternative options considered

There are no other relevant options as the Council has a statutory obligation to maintain the public highway network. The 2019/20 work plan has been informed by engagement undertaken by Transport Planning with Members and other key stakeholders through the development of LIP3; highway condition surveys & visual highways inspections, and concerns raised by members of the wider community.

The programme includes transport schemes previously agreed by Cabinet in November 2018 via the LIP3 and Annual Spending Submission and funded by Transport for London (TfL).

Cabinet approved Council funded capital projects included within the programme on the 20th February 2019 as part of the Capital Strategy and 10-year Capital Programme.

156. CPO - 44 COBHAM ROAD AND 29 FAIRFIELD ROAD

The Leader of the Council introduced the report which sought approval from Cabinet to present to the Secretary of State the case to CPO 44 Cobham Road N22 and 29 Fairfield Road N8. If the Secretary of State agrees, an Order would be issued, the properties / land will be purchased and then sold on the open market.

The Leader described the interventions and communications taken forward once long term empty homes was identified and the evidence required to instigate a CPO process. It was clear from the report that the authority had made every effort to work with the owners of the empty homes and had failed to obtain a satisfactory response.

The Leader further commented that taking the CPO action outlined in the report will also prevent damage to adjoining properties and nuisance to the local community that could be caused if they remain empty with no maintenance.

Further to considering exempt information at item 23,

RESOLVED

1. To authorise the submission of 44 Cobham Road N22 and 29 Fairfield Road N8 to the Secretary of State for Communities and Local Government for a confirmed Order, under Compulsory Purchase powers;

2. To authorise the Assistant Director of Corporate Governance to:

   (a) Make and seal the Orders for submission to the Secretary of State for consideration and approval (including the service of any requisition notices necessary to establish interests in the property) and to carry out the statutory notification required;

   (b) Confirm the Compulsory Purchase Order in the event of the Secretary of State returning the Order authorising the Council to do so;

   (c) Prepare for, and represent the Council at, any public inquiry held following submission of the Order to the Secretary of State;

   (d) Upon confirmation of the Compulsory Purchase Order proceed with acquisition of the property;

   (e) In the event that any of the owner(s) undertakes in the form of a legally enforceable cross undertaking to bring the relevant property back into residential occupation and use within a reasonable timescale, to authorise the Head of Legal Services in consultation with the Director of Environment & Neighbourhoods

to enter into and enforce such an undertaking instead of proceeding with the CPO for the property in question; and

(f) Act in relation to any other procedural matters that may arise in the normal course of the CPO process.

3. To approve (subject to the confirmation of the CPO by the Secretary of State) the disposal of the property to a Registered Provider where possible, or to an individual or private developer, with covenants to bring the property back into use as soon as practicable.

4. To authorise the costs of the CPO to be met from the capital programme; and

5. To approve the recycling of the receipt from the disposal back to the capital programme budget for the continued private sector housing CPO programme.

Reasons for decision

44 Cobham Road N22 has been through the CPO procedure and all avenues of informal and formal engagement with the owners of the property have been undertaken. The property continues to cause problems for the local community and the Police due to it being squatted, it is a constant source of complaints from local residents in relation to anti-social behaviour. The property has been the subject of a huge amount of Police and Council officer time dealing with the illegal occupants and their illegal activities. The property has once again become squatted.

29 Fairfield Road N8 in our view has been abandoned by its owner who has not been there for over 10 years. Its dangerous state is a cause of concern to residents and the public, the deterioration of the structure may cause it to collapse into either a communal alleyway or a rear garden of a neighbouring property.

There is no reasonable prospect of bringing the properties back into use without using CPO powers.

Alternative options considered

The CPO procedure is prescribed, comprehensive and lengthy, the ultimate aim is always to try and bring a property back into use with the involvement of its owner. The process follows several stages of intervention which are the steps we take before CPO is considered.

- IDENTIFYING THE OWNER.
- Initial engagement, advice and guidance.
- Supervision of progress.
- A series of 5 letters are sent each letter building up to a final warning of the Council's intentions to enforce. These letters can be withheld at any point if owners engage but are proceeded again if works stop.
- Enforcement action against any nuisance such as pests etc.
- In many cases boarding and or securing the property to make it secure from intruders.

- Engagement with Council tax on debt owed and any possible enforced sale action.
- Valuation of the property for the purposes of decision making, feasibility and market etc.[details contained in the exempt appendix 2]
- Final communication with the owner outlining next steps regarding the CPO approval.

All alternative options as stated in paragraph 5.1 have been used to try and bring these properties back into use. It is due to the lack of engagement throughout a lengthy CPO process that the Council officer has been left with no alternative than to take possession of the property, in order to tackle the ongoing issues that the properties pose. CPO is the last resort and is used when all other efforts have failed.

157. 2019/20 PROVISIONAL FINANCIAL OUTTURN

The Cabinet Member for Finance and Strategic Regeneration introduced the report, which set out the Council's provisional budget outturn for the year ended 31 March 2019. The report further contained the draft revenue outturn for the General Fund (GF), the Housing Revenue Accounts (HRA) the Dedicated Schools Grant (DSG) and Capital Programme compared to budget. Cabinet considered the explanations of significant under/overspends and proposed movements in reserves.

The Cabinet Member was pleased to report a balanced position with the overspend against service budgets of £9.1m offset by corporate interventions as previously forecast in the quarter 3 budget report in March. Whilst the 2019/20 budget and 2019/20-2023/24 MTFS sought to rebalance some of the budget pressures in Children's and Adults, and unachievable savings had been written out, the overall budget gap remaining for 2020/21 and beyond was a challenging one. There were presentation sessions open to all Members on context of the budget before the detailed review began, in the autumn, in preparation for the budget.

In response to questions from Cllr Brabazon and Cllr Cawley- Harrison, the following information was noted:

- The capital budget variances of £34m relating to developer contribution was set out at the foot of table 5, paragraph 8.13 of the attached report. This contained the information on the variation between the budgeted use for funding and the actual use of the funds. Within that, there was an explanation about developer contributions being under budget. Essentially, this information related to delivery of certain schemes and provided a list of explanations regarding delays and other changes to the authority's intended plans.

- In response to a query regarding the PFI lifecycle reserve, it was normal practice for any organisation, that have been subject to PFI, to receive an ongoing stream of revenue grants from government that actually in early years

exceeds PFI payments .The excess received was placed into a reserve to meet the contractor payments once the grant funding stops.

- With regards to decommissioning the community infrastructure reserve, it was good practice to complete an annual review of reserve holdings to ascertain if still required and to understand the purpose for which it has been put aside is still applicable. It was noted that this particular reserve allocation had no back-story that could be located. Rather than leave this reserve standing unused, it was proposed to re -purpose this fund to part finance the change agenda of the authority, allowing increased funding for transformation ICT spend and to manage the delivery risk associated with the DSG overspend.

- Responding to the question on Local Implementation Plan funding from TFL, it was noted that the authority was facing significant financial challenges and the Council understood from previous experience, tackling this requires investment in change to enable required transformation to meet future financial conditions. This reserve had been run down and was previously at a higher level. The change in funding of the LIP highways funded works presented an opportunity to create some more financial capacity to go into the transformation reserve. This did consequently require it to be funded in different way so instead of using the LIP grant, it would be funded from borrowing and this would increase the borrowing costs for the local authority. This was not a solution proposed every year but was one proposed for this year in order to create the capacity for change in the coming year.

- There was no loss of resources expected because of slippage in capital funding. This use of capital in years 2018/19, in comparison to previous years, was set out at paragraph 8.1. The Council would want to see a higher level of spend on capital than have seen previously, although spend in 18/19 had increased from 46 % to 53%. The narrative around the 53% spend set out why a higher amount spend was not achieved. The revenue implications were that, as a consequence of this lower capital spend, the Council has lower interest costs, and this had provided one of the means for the corporate offset of some of the unachieved savings in 2018/19.

- With regards to the housing delivery underspend and loss of revenue income, the Section 151 officer outlined that certain schemes would have a revenue detriment and the local authority was endeavouring to process these now and the acquisitions for those schemes were being agreed. This was being factored in the temporary accommodation revenue planning and was a current priority.

RESOLVED

1. To note the provisional revenue and capital outturn for 2018/19 as detailed in the report;
2. To approve the capital carry forwards at Appendix 3;
3. To approve the appropriations to/from reserves at Appendix 4;
4. To approve the budget virements as set out in Appendix 5

Reasons for decision

A strong financial management framework, including oversight by Members and senior management, is an essential part of delivering the Council's objectives.

Alternative Option considered

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

158. ADULTS AND HEALTH MTFS PROPOSAL: CHARGING FOR MANAGED ACCOUNTS: PUBLIC CONSULTATION

The Cabinet Member for Adults and Health introduced the report which sought agreement to a period of consultation on the introduction of fees for the administration by the Council of accounts for clients who are self-funders and those for whom the Council has appointee-ship. As part of ensuring the long-term sustainability of administrative support to these clients, these measures were being consulted on before Cabinet takes a view as to whether they should be implemented. The Cabinet Member encouraged stakeholders to respond to the consultation to inform Cabinet's decision on the outcome of the consultation findings.

Further to a question from Cllr Cawley- Harrison on the impact of the proposals on residents with protected equalities characteristics of age, disability and ethnicity, it was noted that the Council were not happy about putting these proposals forward but would endeavour to put in mitigations to prevent financial harm or ensure that this was minimised. The Council would be asking people affected by the proposals to provide their comments in the consultation period.

The proposal was also enshrined as part of Fairer Charging policy so the Council were looking to ensure that anyone affected by the policy was able to pay and Council would need to be aware if they were disadvantaging anyone through this process. The mitigations would also be set out in the final proposals to Cabinet.

RESOLVED

1. To approve for consultation with service users, carers and other stakeholders the proposal to introduce administration fees for self-funders and the management of Department of Work and Pensions (DWP) appointeeship clients.
2. To agree that a report on the findings of the consultation and the proposed recommendation be brought back to Cabinet for a decision.

Reasons for decision

As part of the MTFS [Medium Term Financial Strategy] for 2019/20 the Council has recommended to take forward the proposals made to introduce a fee for the administration of accounts, which would generate income of approximately £120K p.a. in relation to self-funders and the management of Department for Work and Pension

(DWP) appointee-ship clients. In order to take forward these proposals, a period of consultation with users, carers and other stakeholders is required to inform a Cabinet decision on any proposal to implement.

Alternative options considered

The Council has a statutory duty to consult on these proposals and there is therefore no alternative to the proposals to consult set out here.

159. TOTTENHAM HALE STRATEGIC DEVELOPMENT PARTNERSHIP - DRAW DOWN OF SITES AND DEVELOPMENT AGREEMENT VARIATION

The Leader of the Council introduced the report which sought approval to waive the Building Contract Condition for sites 3 – Ashley Road West and 4 – Ashley Road East (the Building Contract Condition would remain in respect of site 2 – Welbourne).

The Leader continued to remind Cabinet of the overall aim of the Strategic Development Partnership between Haringey Council and Argent Related which was to create a new town centre for Tottenham Hale, including the delivery of new homes, workspace and a much-needed new health centre.

The Council had worked with Argent Related to change their planning application in November 2018 to include 131 Council homes on the Welbourne site. This represented 13% of the Council's 1,000 Council homes target.

The Leader looked forward to seeing this development move forward into construction stage in the autumn, as a tangible example of the Council using all the tools at its disposal to secure the delivery of Council homes.

The Leader commended the recommendations for approval to ensure that this delivery happened immediately, securing the Council homes, and just as importantly the district healthcare facility.

In response to questions from Cllr Cawley- Harrison, the following was noted:

- The Leader disagreed with the assertion that the Council were conceding on the previously agreed delivery timelines and were creating a precedent for other developers to follow. The Leader reiterated that this proposal was ultimately in the best interest of the Council due to the urgent need to provide people in Haringey with social housing. There was a judgement to be made on whether the re- evaluation of land would benefit the Council or the developer Therefore, on balance, it was felt that, if the land was re-valued, it would not benefit the Council and hence the Cabinet were considering this report in order to take a decision, at the present time, to make more money for the land and retain the opportunity to get housing onsite.

- The Assistant Director for Regeneration further outlined that, on arrival of the new administration in May 2018, there had been re-negotiation on the nature of the homes to be contained on the Welbourne site. This had taken some time and the developer had facilitated this. Therefore, this had cost the Council a short time on the original process, However, what this facilitated, which the

Council only missed by a few months, and not years, was a continuing regeneration with increased social housing. The Council did hold developers to account for timescales but when the Council were part of the factors to the change in the timings, this should also be recognised in the development agreement.

Further to considering the exempt information at item 24,

RESOLVED

1. To waive the Building Contract Condition in respect of site 3 – Ashley Road West and site 4 - Ashley Road East contained in clause 9.5 of the Development Agreement dated 21st March 2017 for the reasons set out in section 4 of this report to allow these sites to be transferred prior to the end of the Initial Period, on the condition that the developer complies with all the conditions precedent in respect of site 2 – Welbourne and that this site is drawn down prior to site 3 and site 4.

2. To an extension of the Construction Commencement Date as defined in the Development Agreement dated 21st March 2017, for site 3 and site 4 from six months to twelve months; and to an extension of the Construction Commencement Longstop Date contained in Schedule 3 (Landlord's Right to Break) of the Lease to be granted for site 3 and site 4 from six months to twelve months.

3. To give delegated authority to the Director for Housing, Regeneration and Planning to agree any further non-material amendments to the Development Agreement dated 21st March 2017 after consultation with the Cabinet Member for Regeneration, the Assistant Director of Corporate Governance and the S151 Officer.

Reasons for decision

The Building Contract Condition is included in the Development Agreement in order to limit the time between transfer of land to the Developer and the commencement of the development on site, and to evidence the Developer's commitment to that commencement.

In considering the recommendation to waive the Building Contract Condition and to subsequently vary the Construction Commencement Date and the Construction Commencement Longstop Date in respect of sites 3 and 4, the Council has sought advice from Avison Young (contained in full at Appendix B) on the risk that this poses of the commencement of development stalling. Avison Young concluded that 'the extent of the Developer's investment in this development to date would appear to be strong evidence that they will indeed progress development with as little delay as possible and that the risk of sites stalling, whether transferred early or not, is small.'

Further to this, in bringing the transfer of land forwards ahead of 31st October the land value the Council will receive will be as per the agreed deal. From a Best

Consideration perspective, the value will also still be reflective of the original deal and the approvals obtained in entering it at the time.

The risks of the Council not taking the recommended course of action are set out below.

Programme risk

- If a mechanism cannot be agreed to enable the transfer of sites before the end of the Initial Period and therefore at the indexed values as originally envisaged in the DA, the Developer has indicated that they would delay the transfer of any single site until all the sites were ready, which would be after the Initial Period.
- This would cause significant delays to the construction programme for sites 2, 3 and 4. The extent of this delay is currently estimated to be about 6 months. This would likely push the delivery of the 131 Council homes beyond the term of this Council.

Outcomes risk

- Delay to the start on site date for construction of the Welbourne development could put at risk the GLA grant funding for 131 Council homes at Council rent on the site and NHS England funding for the Welbourne health centre

Liabilities risk

- The Welbourne site, Ashley Road West and Ashley Road East are currently the responsibility of the Council to manage and have been vacated in order to enable predevelopment surveys to be carried out and to allow the developer to set up their marketing suite.
- The developer currently occupies the sites under a license arrangement and has no responsibility for security when they are not in attendance.
- Welbourne and Ashley Road East have both been occupied by trespassers over the last six months which has taken a significant amount of officer time to resolve and has incurred costs to the Council of an estimated £100,000 for site security and clearance of fly-tipped material.
- The ongoing costs of security of these sites are being borne by the Council until the sites are transferred to the developer. These costs are estimated at £2,900 per week.
- The timely transfer of the land will relieve the Council of the significant burden of security and management and transfer the risk and cost of security to the Developer.

Financial risk

- Advice that the Council has received from Avison Young asserts that the market is currently facing unprecedented levels of uncertainty, as will remain the case in October.
- This means that the value of the sites if left to a revaluation is far from certain and could be higher or lower than that which the Council will receive on an indexed basis if transferring before October.

As described above, the risks associated with waiving the Building Contract Condition and varying the Construction Commencement Longstop Date in respect of sites 3 and

4 (the proposed mechanism) are significantly less than the alternative scenario of delaying transfer until after the end of the Initial Period.

Alternative options considered

Building Contact Condition - proposed option

Waive the Building Contract Condition in the Development Agreement between the Developer and the Council in respect of the Ashley Road West and Ashley Road East sites (labelled 10 and 2, 3 ,4 in Appendix A) to allow these sites to be transferred prior to the end of the Initial Period.

Building Contact Condition - alternative option: do nothing

Under this option, the transfer of all sites would be delayed until after the end of the Initial Period to allow for the sites to be revalued together. This would require the parties to agree the form of appraisal that will be used to re-value the land in the whole Development Agreement, including agreeing to all the inputs such as values, cost and developer return. This is likely to be a time consuming, costly and risky process for the Council for the reasons set out in this report. For these reasons this option has been rejected.

Vary the Construction Commencement Date and Construction Commencement Longstop Date - proposed option

Should the recommendation to waive the Building Contract Condition in respect of Sites 3 and 4 be approved, it follows that the Construction Commencement Date and Construction Commencement Longstop Date would need to be varied to account for the date of transfer being brought forward prior to the building contracts for each site being agreed.

Construction Commencement Date and Construction Commencement Longstop Date - alternative option: do nothing

Should the recommendation to waive the Building Contract Condition be approved but the Construction Commencement Date and Construction Commencement Longstop Date not be varied, the developer would then have a six month period from the date of the transfers in which to negotiate the building contracts and commence construction on all three sites (site 2 – Welbourne, site 3 – Ashley Road West and site 4 – Ashley Road East). Based on the current estimated programme (paragraph 6.7.3), it is acknowledged that this timescale is unlikely to be achievable and as a result this option has been discounted as unrealistic.

160. SHORT BREAKS SERVICES

The Cabinet Member for Children and Families introduced the report, which sought approval from Cabinet to establish an open framework for the provision of short break services for children and young people with disabilities, and award framework agreements with the eight providers identified in appendix 1 of the attached report, as allowed under Contract Standing Order 9.07.1(d).

The Cabinet Member advocated this improved framework for commissioning placements for some of the most disadvantaged children and young people with disabilities in the borough.

It was important for the Council to promote inclusion of children with special needs at every juncture. It was a statutory responsibility to provide short breaks for children with disabilities, required under Children's act 1999; the policy framework offered a more organised approach, moving from a spot purchasing system to a framework with providers commissioned through a robust process. These providers were largely charitable organisations. In summary, the report demonstrated a positive approach to improving this service. The Cabinet Member was pleased that a consultation process with families had been undertaken and had allowed them to set out their priorities and say, what they thought was important to assist them supporting their children.

Around 200 children would access this service and the outcomes devised with families who were in the best position to advise on the type of breaks for their children.

In response to questions from Cllr Mark Blake and Cllr Cawley- Harrison, the following was noted:

- The Cabinet Member, personally, felt that Pendarren could be used all year round and would work with officers to explore this potential.
- The Cabinet Member agreed that quality of service was a critical issue and it was noted that the key driving factor was the views of parents of disabled children and this provided a core specification on which to judge the quality. The service had asked providers to submit method statements against specified criteria for scoring. There was transparency within these four bidders and how the scoring had been taken forward. In terms of future review, the ambition behind this was evident, in that it was an open review. Therefore, if parents felt there was a gap in the services, officers can review concerns and could add to the framework to meet the need. The key driver was making the difference in the lives of children and young people with SEND.
- It was noted that the Commissioning Service followed the procurement public sector regulations to make an award of this type.
- In terms of access to the scores from the adjudicators on how the points were awarded. This was exempt information but the service could publish the method statements and criteria applied but not the detailed information on the scoring. The Assistant Monitoring Officer concurred with this response and added that a 'need to know' statement would need to be provided through the member enquiries process in order to access this exempt information.

Further to considering exempt information at item 25,

RESOLVED

1. To establish an open framework for the provision of short break services for children and young people with disabilities for an initial period of three years commencing on 29th July 2019, with the option to extend for a further period of one year with a total estimated value of £1,140,000;

2. To award framework agreements for the provision of short break services for children and young people with disabilities to the eight providers identified in appendix 1 of this report as allowed under Contract Standing Order 9.07.1(d) for a duration of three years commencing on 29th July 2019, with the option to extend for a further period of up to one year;

3. To give delegated authority to the Assistant Director of Commissioning to award framework agreements to successful providers on each occasion that the framework for the provision of short break services for children and young people with disabilities reopens, where award of the framework agreements to the successful providers will not result in an increase to the total estimated value of the framework.

Reasons for decision

Haringey Council has a statutory duty to provide short break services for disabled children and young people and their carers, in line with the Children Act 1989 and Children and Families Act 2014 and their associated regulations and guidance.

The Council currently provides short break services through spot purchasing. The new framework will ensure that Haringey Council has robust contractual arrangements in place with high quality providers who are able to meet the needs of disabled children and young people.

A full tender process was conducted in accordance with the Council's Contract Standing Orders and the recommendations to establish an open framework and to appoint providers to that new framework is made following the completion of tender evaluations.

Alternative options considered

Keep current model of service delivery:

Haringey Council currently spot purchases short breaks services for children and young people with managed personal budgets, as allocated by the Disabled Children's Team.

This option was considered and rejected for the following reasons:

- Haringey Council should ensure that robust contractual arrangements are in place.
- A new framework would increase the Council's oversight of pricing and support robust, formal monitoring arrangements.
- Introducing a new framework for short breaks services will enable Haringey Council to increase the range and number of short breaks services available to Haringey families.

In- house provision

This option was considered and rejected for the following reasons:

- A directly delivered short breaks service could limit family choice, compared to the range of specialist services that families can access from external providers. Haringey families have consistently told us that it is very important to be able to choose from a range of short breaks services. This is key to supporting personalisation and choice in line with the Children and Families Act 2014.
- The Council does not currently have the significant level of resources that would be required to deliver the service in house. This option would require substantial investment to establish an in-house short breaks service.
- Haringey Council has not been able to directly deliver consistently high quality short breaks services in the past, as highlighted in previous 'Requires Improvement' Ofsted judgements of the Haslemere Road Respite Centre. This resulted from challenges surrounding management capacity, staffing recruitment and workforce skills. There is a risk that these operational challenges would reoccur, should Haringey pursue an in-house short breaks provision.

A full options appraisal was conducted for the route to market, which resulted in the decision to establish an Open Framework Agreement. Alternative contract models included:

- *Block contracts:*
  This option was rejected on the grounds that block contracts are not sufficiently flexible to support family choice and adapt to changing demand for short breaks services.
- *Closed Framework:*
  Whilst this option would enable a more flexible approach to purchasing short breaks services, the risk of restricted entry to a Framework Agreement could result in not having enough approved providers to meet demand.
- *Dynamic Purchasing System:*
  This option was rejected on the grounds that the volume and spend for short breaks services was not sufficiently high to require a Dynamic Purchasing System, particularly as take-up of direct payments increases.

161. ESTABLISHMENT OF CABINET SUB COMMITTEES

The Leader of the Council introduced the report which sought approval to establish the Corporate Parenting Advisory Committee, and appoint Cabinet Members to the LHC and the Community Safety Partnership.

RESOLVED

1. To establish the Corporate Parenting Advisory Committee, and that the terms of reference for this advisory subcommittee, attached at appendix A be noted;

2. To note the Community Safety Partnership membership and terms of reference attached at Appendix B;
3. To note the LHC Constitution, set out in Appendix C.
4. To appoint the Members, indicated below, to serve on the Corporate Parenting Advisory Committee, and the LHC and Community Safety Partnership

   Corporate Parenting Advisory Committee
   Chaired by the Cabinet Member for Children and Families –
   Councillor Brabazon
   Cllr Ahmet
   Cllr Dogan
   Cllr Culverwell
   Cllr Davies
   Cllr Chenot
   Cllr Palmer

   LHC
   X2 – Cllr Bull Cabinet Member for Local Investment and Economic Growth and one non Cabinet Member -Cllr John Bevan. These appointments are for a term of 4 years, which started from [2018/19] in accordance with the LHC constitution.

   Community Safety Partnership
   Cabinet Member for Communities, Safety and Engagement
   Cabinet Member for Children, Education and Families
   Councillor Ogiehor

Reasons for decision

Establishing a Corporate Parenting Advisory Committee ensures that there is an overview of the Councillors statutory role as a corporate parent, assisting the Council to deliver its duties to children in care and young people leaving care.

The Council currently uses LHC frameworks as an efficient way of procuring technically complex products and services for its building refurbishment and maintenance programmes.

By becoming a Constituent Member of LHC the Council will benefit from: influencing the future direction of LHC including the identification of new products and services which could be beneficial to the Council; increased learning of procurement practices and technical know-how for use by the Council's officers in carrying out its own procurement programmes, and share of the LHC annual surplus.

The LHC Committee agreed, in June 2016, to amend their constitution to allow members to nominate for a term of office of four years duration, from 2018, to coincide with the local Council elections. They agreed that the Joint Committee shall comprise

two members from each of the Authorities. Each Authority's representatives on the Joint Committee shall be appointed by the Authority's executive, a member of the executive or a committee of the executive, as appropriate and be appointed to serve for a term of four years.

The LHC agreed that the Joint Committee shall elect a chairperson of the Joint Committee and a Vice Chairperson of the Joint Committee from among the members of the Joint Committee to serve for a term of four years.

Appointments from Cabinet are required to the Community Safety Partnership to reflect statutory duties and enable high level, accountable, strategic, oversight of issues relating community safety.

Alternative options considered

The Constitution advises that all Advisory or Consultative Committees will continue in operation only until the first meeting of the Cabinet, in the next municipal year following their establishment, when they must be expressly renewed or they cease to exist. Therefore, the alternative option would be for the Corporate Parenting Advisory Committee to cease and this would mean that there is not a scheduled opportunity for members and officers to meet and discuss the wellbeing of children in care and to ensure that the Council is meeting its corporate parenting obligations. This Committee is different to the Children and Young People's Scrutiny Panel as it concentrates on Looked after Children and care leavers and reports directly to the Cabinet.

Haringey has been a member of the LHC, formerly the London Housing Consortium, for forty years. In February 2012 the Haringey Cabinet approved a recommendation to remain in the LHC Joint Committee and leaving this consortium would affect accessing some shared procurement expertise and support on compliance.

The Community Safety Partnership is a statutory partnership body and therefore not appointing Cabinet Members to this body is not an option.

162. NEW ITEMS OF URGENT BUSINESS

There were no new items of urgent business.

163. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the remainder of the meeting as the items below contain exempt information, as defined under paragraph 3 and 5, Part 1, schedule 12A of the Local Government Act.

164. CPO - 44 COBHAM ROAD AND 29 FAIRFIELD ROAD

As per item 156.

165. TOTTENHAM HALE STRATEGIC DEVELOPMENT PARTNERSHIP - DRAW DOWN OF SITES AND DEVELOPMENT AGREEMENT VARIATION

As per item 159.

166. SHORT BREAK SERVICES

As per item 160.

167. APPROVAL TO APPOINT A CONTRACTOR FOR THE IMPLEMENTATION AND MAINTENANCE OF A NEW HOUSING MANAGEMENT IT SYSTEM

As per item 151.

168. AWARD OF CONTRACT FOR HORNSEY LIBRARY

As per item 152.

169. EXEMPT MINUTES

RESOLVED

To agree the exempt minutes for the meeting held on the 2nd of April 2019.

170. NEW ITEMS OF EXEMPT URGENT BUSINESS

None

CHAIR: Councillor Joseph Ejiofor

Signed by Chair ……..

Date ……

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Report for: Cabinet 9 July 2019

Title: Fire Safety in High Rise Blocks Report
Cabinet response to the Scrutiny Panel recommendations

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

Lead Officer: Alan Benson**,** Head of Housing, Strategy and Commissioning

Ward(s) affected: All

Report for Key/ Non Key Decision: Key

1. Describe the issue under consideration

1.1 The report sets out the proposed Cabinet response to the recommendations of the Overview and Scrutiny Committee on Fire Safety in High Rise blocks as proposed by the Overview and Scrutiny Panel, attached as Appendix 1 to this report.

2. Cabinet Member Introduction

2.1 I welcome the input of the Overview and Scrutiny Committee in helping the development of housing fire safety policy in the aftermath of the Grenfell Tower fire. I note that we have just passed the second anniversary of that tragic event and now, as then, our first thoughts are with the victims. In the light of that event it is right that ensuring the safety of our residents in their homes is a critical part of our Borough Plan commitment to drive up the quality of housing for all.

2.2 I look forward to working closely with my fellow members in scrutiny, as the Committee moves on to the next phase of its review: namely to consider the implications for the Council, once the implementation plans for recommendations of the Hackitt review are known.

3. Recommendations

Cabinet is asked:

3.1 To consider the Overview and Scrutiny Review of Fire Safety in High Rise Blocks (attached as Appendix 1).

3.2 To agree the responses to the Overview and Scrutiny report recommendations (attached as Appendix 2).

4. Reasons for decision

4.1 On 25 March 2019, Overview and Scrutiny Committee approved the Scrutiny Panel Review of fire safety in high rise blocks.

4.2 In developing its report, the Panel held a number of evidence gathering sessions and took evidence from Council officers as well as a range of experts and local stakeholders. The Panel then made a number of recommendations, which were adopted by the Overview and Scrutiny Committee on 25 March 2019.

4.3 The recommendations made in the report can be used to help guide the ongoing development of fire safety policy for the Council's housing stock, particularly in respect of the 54 high rise blocks. While the report does not set out a detailed list of explicit objectives to be delivered to a given timescale, many of the recommendations are either currently being incorporated into the Council's approach to fire safety in housing, or will be considered once proposals for implementing the recommendation of the Hackitt review and Grenfell Inquiry, are known. Specific reasons for each recommendation response are given in Appendix 2; the draft responses to recommendations.

5. Alternative options considered

5.1 To refuse to accept the recommendations. This option was rejected because the recommendations are clearly of benefit to residents and will provide helpful guidance in putting in place plans to ensure that Council homes are safe.

6. Background information

6.1 The Overview and Scrutiny Panel (OSP) produced a report on Fire Safety in High Rise blocks which was approved by Overview and Scrutiny Committee (OSC) on 25th March 2019. The review project was set up in the aftermath of the Grenfell Tower fire in 2017. The OSP sought to review the response that was made to the fire in Haringey as well as looking at how other local authorities had responded for the purpose of learning. Further detail on the implementation plans for the recommendations of the Hackitt Review is awaited, and the Public Inquiry on the fire is still ongoing. In view of this, the report is interim. Once these outcomes are known, a report will be submitted to the Overview and Scrutiny Committee on their implications for the Council and partners.

7. Contribution to strategic outcomes

7.1 The new Borough Plan sets out housing as its first priority. Within that priority the third key aim is to '*drive up the quality of housing"* and in particular to '*ensure safety in housing of all tenures across the borough, responding to any new regulations as they emerge'*. The recommendations and responses made will guide the Council's actions towards delivering on this aim.

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

Finance

8.1 This report sets out recommendations to help guide the ongoing development of a comprehensive fire safety policy for the Council's housing stock, with focus on the high-rise blocks in the borough.

8.2 The implementation of most of the agreed recommendations in this report will be contained within the existing resources.

8.3 Retrofitting of sprinklers will be funded from the HRA capital programme budget carry forward. Attraction and retention of professional and technical staff has been factored into the existing MTFS.

8.4 The council will ensure that its capital programme for housing stock can facilitate the necessary works to meet the council's legal obligations.

Legal

8.5 Under Section 9F Local Government Act 2000 ("The Act"), Overview and Scrutiny Committee have the powers to review or scrutinise decisions made or other action taken in connection with the discharge of any executive and non-executive functions and to make reports or recommendations to the executive or to the authority with respect to the discharge of those functions. Overview and Scrutiny Committee also have the powers to make reports or recommendations to the executive or to the authority on matters which affect the authority's area or the inhabitants of its area.

8.6 Pursuant to the above provision, Overview and Scrutiny Committee has conducted a review of Fire Safety in High Rise Blocks and made a number of recommendations to Cabinet. Overview and Scrutiny Committee must by notice in writing require Cabinet to consider the report and recommendations. Once approved, the report and recommendations should be presented to the next available Cabinet meeting together with an officer report where appropriate.

8.7 Under Section 9FE of the LGA, there is a duty on Cabinet to respond to the Report, indicating what (if any) action Cabinet proposes to take, within 2 months of receiving the report and recommendations.

Equalities

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

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

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

8.9 The Scrutiny Report recommendations aim to improve the quality of housing for Council tenants in Haringey. Women, BAME communities, and individuals with disabilities and/or long-term health conditions are over-represented among social housing tenants in Haringey. Although no data is available on single parents in Haringey social housing, single female parent households are overrepresented among those in temporary accommodation and are therefore likely to be overrepresented among social tenants. Where the recommendations of the Scrutiny Report are incorporated into the Council's approach, it can be anticipated that they will have a positive impact for social tenants with protected characteristics.

9. Use of Appendices

Appendix 1: Fire Safety in High Rise Blocks (including appendices)

Appendix 2: Draft response to recommendations

10. Local Government (Access to Information) Act 1985

10.1 Draft minutes of the Overview & Scrutiny Committee meeting held on 25 March 2019 are available on the Haringey Council website at this link.

Scrutiny Review: Fire Safety in High Rise Blocks

A Review by the Overview and Scrutiny Committee

2018/19

Committee Membership	Cllr Lucia das Neves (Chair)
	Cllr Pippa Connor
	Cllr Mahir Demir
	Cllr Ruth Gordon
	Cllr Adam Jogee
	Yvonne Denny (Co-opted Member)
	Mark Chapman (Parent Governor representative)
	Luci Davin (Parent Governor representative)

Support Officer: Robert Mack, Principal Scrutiny Support Officer
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Haringey LONDON

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CHAIR'S FOREWORD AND SUMMARY

This review was set up in the aftermath of the Grenfell Tower fire. Many local authorities have high rise blocks and there was understandable serious concern that many of the issues that led to the tragedy might not be unique to Grenfell Tower. The Committee is pleased by the level of response that was made to the fire in Haringey, particularly by Homes for Haringey. The review nevertheless performed the important function of closely examining the response as well as looking how other local authorities had responded for the purpose of learning. It identified a number of areas where it felt that additional action was necessary or improvements required. The review was also able to contribute to the development of the response to Grenfell as it went along and we found Homes for Haringey and other parties keen to take on board our feedback

There is unlikely to be anything approaching complete clarity on all of the causes of the fire and the resulting loss of life until the Public Inquiry is able to report. The Hackitt review of the building regulations has already reported, although detail on the plans for implementation of the recommendations are still awaited. It is important that the Council and its partners are kept informed of further developments and make sure that any new guidance is acted on. It is clear that it will be necessary to continue to have sufficient qualified building control officers within the Council to facilitate this and plans will need to be made to guarantee this.

It is essential that it is easy for fire safety concerns to be raised in a timely manner by residents. In addition, there should also be a clear and transparent process for responding to them as well as informing them of progress. Communication and engagement with residents should also continue to be a priority. In particular, all residents need to be appraised of fire safety arrangements. The fact that 39% of flats owned leaseholders are sub-let can make this process more complicated and, in addition, make it more difficult to identify all residents that might need specific assistance in the event of a fire or pose a specific risk, such as hoarders.

A "stay put" policy is very effective provided it is possible to contain fires within individual flats. This is dependent on the compartmentation of flats. However, this can be compromised by refurbishments and some improvements undertaken previously by tenants. The Committee welcomes the more intrusive fire risk assessments that are being undertaken by Homes for Haringey to determine whether compartmentation continues to be sound. The outcome of these needs to be monitored though to ensure that any concerns are acted on.

There are conflicting views on the benefits of the retrofitting of sprinklers. Even if it is accepted that there is clear benefit in installing them, the costs would need to be addressed as well as the issue of whether installation could affect containment of fire. It is likely to be an issue that is covered in either the implementation plans for the Hackitt review or the Public Inquiry and it would therefore probably be best to return to this matter at the appropriate time.

The Committee recognises that all of the issues arising from the Grenfell fire are still not fully established. It is for this reason that the Committee will be considering the issue further in due course and that this is an interim report.

Cllr Lucia das Neves
Chair – Overview and Scrutiny Committee

RECOMMENDATIONS

1. That, when proposals for the implementation of the recommendations of the Hackitt review are developed, a report be submitted to the Overview and Scrutiny Committee on their implications for the Council and partners. (Recommendation 2.12)

2. That a working group be set up to consider how to most effectively address the shortage of professional and technical staff within the Council through developing pathways to train and develop new staff as well as incentives to attract suitable individuals. *(2.23)*

3. The Homes for Haringey (HfH) approach Local Authority Building Control to explore the possibility of them providing fire risk assessors for Homes for Haringey as and when required. *(2.30)*

4. That additional information by HfH for residents on Fire Risk Assessments be included on the relevant web page by providing the date of the last inspection and when the next one is due. *(2.31)*

5. That the Council's Communications Team be used to publicise LFB Fire Safety Days for HfH residents and that, in addition, consideration be given to using local schools to promote them. *(3.17)*

6. That a written communication strategy be developed by HfH and shared with the Committee outlining how residents will be engaged with on fire safety issues and involving the Council, LFB and schools. (*3.22)*

7. That further consideration be given to how fire safety concerns could best be brought to the attention of HfH by residents in order to encourage timely reporting, with the setting up of a dedicated telephone number considered as an option. (*3.26)*

8. That HfH publishes how fire safety concerns and issues are managed and reported on through its governance structures. *(3.26)*

9. That strategic engagement by HfH with residents be included within the work plan for the Housing and Regeneration Scrutiny Panel. (*3.28)*

10. That an update on outcome of the programme of more intrusive fire risk assessments that are currently taking place be submitted to the Housing and Regeneration Scrutiny Panel and, in particular, the soundness of compartmentation of where assessments have taken place. *(4.4)*

11. That the issue of the retrofitting of sprinklers be considered further by the Committee when there is greater clarity on the implementation plans for the recommendations of the Hackitt review and/or the recommendations of the Grenfell Inquiry. *(4.11)*

12. That the Commissioning Service:
    - Seeks to ensure that residential care homes are complying with relevant statutory guidance and making fire safety information available to residents and visitors; and
    - Encourages all residential care providers to publish FRAs on their websites, with any improvements indicated and the time frame for these to happen. *(4.35)*

13. That commissioners require all care home providers to confirm that individuals undertaking FRAs on their behalf are appropriately accredited. *(4.37)*

14. That the Council's Commissioning Service consider the feasibility of relevant FRAs being reported to the Adults Safeguarding Board. *(4.38)*

1. BACKGROUND

1.1 The review was set up in response to the fire at Grenfell Tower that took place on 14 June 2017 and was the cause of 72 deaths and over 70 injuries. Over 200 people also lost their homes and possessions. It was the deadliest fire in the UK since the 1988 Piper Alpha disaster and the worst residential fire since the Second World War.

1.2 The initial evidence sessions for the review took place in 2017-18. Further evidence sessions took place in 2018-19 following the local government elections, which also led to a change in the membership of the Committee. Further detail on the implementation plans for the recommendations of the Hackitt Review is awaited and, in addition, the Public Inquiry on the fire is continuing. In the light of these, this in an interim report.

Terms of Reference

1.3 The review focussed on the 54 high rise blocks and over six storeys that are owned by the Council and managed by Homes for Haringey (HfH). In addition, it also looked at housing association housing and privately owned homes where the Council has responsibility for building control.

1.4 The review considered the following matters, as outlined in its terms of reference:

- "Building Safety:
    - How has the Council satisfied itself that its buildings and high-rise buildings in the Borough are safe from fire, including construction materials, containment, ventilation, and evacuation routes, safety systems (e.g. sprinklers and alarms)?
    - What action has been identified and taken to date in response to Grenfell?
    - How is building safety monitored, including housing management policies and procedures?
    - How is fire safety for high rise blocks featured in the Council's planning policy and building control responsibilities?
    - What is the Council and ALMO's assessment of the effectiveness and application of current building regulations? Are there sufficient resources for enforcement?
- Engagement – How are residents engaged with in relation to fire safety, including awareness of procedures in the event of a fire and responding to concerns about fire safety?
- Access – Are the needs of residents with disabilities known and how are they reflected in fire safety arrangements and evacuation procedures?
- Procurement – what weight is attached to safety against other considerations in considering tenders for building works?
- Emergency Planning – how prepared is the Borough to coordinate the response to a major incident?
- Governance – are the current decision-making and accountability arrangements for the ALMO adequately considering issues of fire safety?"

Sources of Evidence

1.5 In undertaking this review, the Panel received evidence from the following sources:

- Research documentation and relevant local and national guidance;
- Interviews with key stakeholders and local organisations;

1.6 A full list of documentation considered and all those who provided evidence as Appendices A and B.

Membership

1.7 The membership of the Panel was as follows:

2017-18: Councillors Charles Wright (Chair), Pippa Connor, Tim Gallagher, Kirsten Hearn and Emine Ibrahim).
Co-optees/Non Voting Members: Luci Davin (Parent Governor representative), Yvonne Denny (Co-opted Member - Church Representative (CofE)) and Uzma Naseer (Parent Governor Representative)

2018-19: Councillors: Cllr Lucia das Neves (Chair), Cllr Pippa Connor, Cllr Mahir Demir, Cllr Ruth Gordon and Cllr Adam Jogee.
Co-opted Member: Ms Y Denny (Church representative).

2. THE REGULATORY FRAMEWORK

Fire Safety Regulations

2.1 Fire safety regulations relating to buildings depend on the stage in their life. At planning stage, fire safety is currently not a material consideration so the ability of local authorities to create policies that incorporate fire safety measures or collect relevant information is limited. The insulation used and fire safety measures are not necessarily presented as part of planning applications but some developers are now providing more information for assurance. There are specific regulatory requirements for buildings over 10 stories, including the provision of evacuation routes and signage. If these requirements change, there could be some implications for buildings given planning consent but not constructed yet.

2.2 Building works are subject to the Building Regulations 2010 and their supporting guidance. Approval for works can be obtained either through the local authority building control department or by an approved inspector. Consultation should take place with the local Fire and Rescue Authority before building control approval is granted. Once the building is occupied, the Regulatory Reform (Fire Safety) Order 2005 applies. This places responsibility on the "Responsible Person" to manage fire risk by carrying out regular assessments of common areas. The "Responsible Person" (RP) in the case of a block of flats will be the person or organisation who has overall control of the premises, which is usually the owner or managing company working for the owner. The RP is only liable for the common arears, such as corridors, passages, landings and stairwells

2.3 The Housing Act 2004 and the Housing Health and Safety Rating System Regulations 2005 confers powers on local authorities to ensure fire safety in occupied buildings. Under the Housing Health and Safety Rating System, local authority Environmental Health officers check for 29 potential hazards, including fire, to determine the likelihood of harm occurring and can issue sanctions to building owners where remedial action is not taken.

2.4 The local Fire and Rescue Authority plays a key role in fire prevention by inspecting premises to audit fire safety standards and become familiar with the building's fire safety features and equipment. The Fire and Rescue Authority will advise the "Responsible Person" on how to comply with their obligations and can, if necessary, enforce fire safety standards. When a building is refurbished, works are subject to the Building Regulations in the same way as in the design and construction phase.

2.5 The London Fire Brigade (LFB) is London's Fire and Rescue Authority. The Committee heard from them how fire safety responsibilities are organised across London and locally to fulfil requirements of Regulatory Reform (Fire Safety) Order 2005. The LFB has 350 Fire Inspection Officers who give advice and undertake post-fire audits across London. These officers are regularly trained to ensure they are appraised of new issues or changes to requirements.

2.6 When considering the fire safety of a building, the following are considered:

- The number of means of escape;
- Ventilation systems (including smoke control systems); and
- The maintenance of corridors to ensure that they are kept clear.

2.7 The LFB do not undertake regular inspections or certify the fire safeness of a building as a matter of course. The building manager is responsible for fire safety and the LFB decides whether a building requires inspection based on its management information and maintenance record, as provided by a qualified assessor. The provision of quality information is a statutory requirement and crucial for the LFB to be able to prioritise its work and pinpoint where inspection is required. If there are significant matters to be addressed following an inspection, there can be enforcement issues or the LFB can prohibit the use of the building.

Post Grenfell Reviews

2.8 Following the Grenfell fire, a number of national reviews into fire safety were set up by the government, which focused primarily on residential high rise buildings. Not all of these reviews have been completed but their conclusions are likely to have a significant impact on the future regulatory framework around fire safety and shape best practice in the long term. Of particular note are the Public Inquiry and the Hackett Review.

Public Inquiry

2.9 The Public Inquiry began its work on 14 September 2017. Its terms of reference are as follows:

1. "To examine the circumstances surrounding the fire at Grenfell Tower on 14 June 2017, including:
   (a) the immediate cause or causes of the fire and the means by which it spread to the whole of the building;
   (b) the design and construction of the building and the decisions relating to its modification, refurbishment and management;
   (c) the scope and adequacy of building regulations, fire regulations and other legislation, guidance and industry practice relating to the design, construction, equipping and management of high-rise residential buildings;
   (d) whether such regulations, legislation, guidance and industry practice were complied with in the case of Grenfell Tower and the fire safety measures adopted in relation to it;
   (e) the arrangements made by the local authority or other responsible bodies for receiving and acting upon information either obtained from local residents or available from other sources (including information derived from fires in other buildings) relating to the risk of fire at Grenfell Tower, and the action taken in response to such information;
   (f) the fire prevention and fire safety measures in place at Grenfell Tower on 14 June 2017;
   (g) the response of the London Fire Brigade to the fire; and
   (h) the response of central and local government in the days immediately following the fire;

and

2. To report its findings to the Prime Minister as soon as possible and to make recommendations

2.10 Phase one of the inquiry finished in November 2018. This did not consider decisions made about the refurbishment of the tower, Kensington and Chelsea's interaction with residents or the governance and management of the block, which will be tackled in a second phase. This is expected to take the inquiry into 2020.

Hackitt Review

2.11 The government also asked Dame Judith Hackitt to carry out a review of building regulations and fire safety. Interim findings were published in December 2017 and the final report published on 17 May 2018. This recommendations include the following:

- An "outcomes-based approach" to the regulatory approach, to be overseen by a new regulator;
- Clearer roles and responsibilities throughout the design and construction process, as well as during a building's occupation;
- Residents to be consulted over decisions affecting the safety of their home;
- A more rigorous and transparent product testing regime; and
- Industry to lead strengthening competence of those involved in building work and to establish an oversight body.

2.12 The Committee noted that a number of working groups have been set up to take forward the recommendations of the Hackitt review. These will be reporting back in due course. It is currently not clear when proposals for the implementation of the recommendations will emerge but it is the intention that they will before the anniversary of the publication of the report.

Recommendation:
That, when proposals for the implementation of the recommendations of the Hackitt review are developed, a report be submitted to the Overview and Scrutiny Committee on their implications for the Council and partners.

Building Control

2.13 The Committee heard that fire safety issues for building control are dependent on the trends of building design and the risks associated with materials used. Whilst the issues arising directly from Grenfell are not yet fully known, they are not the only matters relating to building control that are of potential concern. In particular, the Grenfell fire has brought home the need to ensure transparency by developers.

2.14 The privatisation of building control in the 1980s meant that there was more choice for developers and competition for building control inspections.

However, private operators cannot undertake enforcement action and have to refer such action to the local authority. Haringey's Building Control team is very well regarded and competitive, having won awards, but they cannot generate profit from their building control services. It provides about half the building control services in the borough and there is rising demand for the services of the team.

2.15 The Hackitt review has recommended the setting up of a new Joint Competent Authority (JCA) comprising local authority building standards, fire and rescue authorities and the Health and Safety Executive (HSE) to oversee management of safety risks in high-rise residential buildings. This would mean that approved inspectors could no longer be used in such instances. All changes would need to go through the JCA and approval would be necessary before work commenced. The JCA would also probably need to be involved at design stage.

2.16 The Building Control Service is recruiting surveyors but faces stiff competition from approved inspectors who are able to offer considerably higher salaries. Local authorities, including Haringey, have trained inspectors in the past. The service is now down to its bare bones though and it is therefore not possible to offer training to new staff any more. It also has an ageing workforce. In some cases, it has been necessary to use agency staff or staff from other authorities. If there are further problems, it might be necessary to consider recruitment and retention packages. Efforts are now being made to develop current staff though.

2.17 The Committee noted that there are currently six surveyors and five of these trained at Haringey, although this was some time ago. There is already co-operation between boroughs and Haringey undertakes some work on behalf of others. If the recommendation to establish a JCA is implemented, additional resources may be required for the service.

2.18 The Committee heard that Tower Hamlets also have an ageing building control workforce. They had been forced, on occasion, to bring inspectors out of retirement to fulfil their duties. Apprenticeships have been considered by them as one way of refreshing the workforce and bringing in younger people.

2.19 Bob McIver, the Head of Building Control reported that there was now a lot more training of professional staff taking place in local authorities and apprentices were being taken on. However, it will take time for individuals to become fully qualified and experienced and there is always the risk that they will be poached by private companies.

2.20 Local Authority Building Control (LABC), which is a consortium of local authorities, is at the forefront of work to develop new building control officers. Colleges and universities had stopped running courses due to the lack of students though but they were now having to re-start them. The Committee noted that individuals can be sponsored and that the Apprenticeship Levy can be used for this purpose.

2.21 The Council currently takes part in the national local government graduate development programme but those who come through this scheme are focussed on strategic management roles rather than technical and professional ones. There are a range of areas besides Building Control where it is also difficult to recruit appropriately qualified and experienced staff and which have an ageing workforce. Examples of such roles are environmental health, planning policy and legal officers.

2.22 The Committee is of the view that links need to be developed with schools, colleges and universities to attract suitable candidates. In addition, training and professional development programmes need to be reinstated so that the Council is better able to develop its own staff rather than just relying on recruiting staff that are already qualified and experienced. There will always be the danger that such staff are enticed away by other employers but those who benefit from technical and professional training and development can be tied to the Council for a period of time.

2.23 The Committee recommends that a working group be set up to consider how to address the shortage of professional and technical staff in many areas through developing pathways to train and develop new staff as well as incentives to attract suitable individuals.

Recommendation:
That a working group be set up to consider how to most effectively address the shortage of professional and technical staff within the Council through developing pathways to train and develop new staff as well as incentives to attract suitable individuals.

Governance of Fire Safety

2.24 HfH has monthly fire safety meetings which are chaired by the Managing Director of Homes for Haringey and feeds into its Health and Safety Board. It also reports on a bi-monthly basis to meetings of the HfH Audit and Risk Committee. Amongst other things, the fire safety meeting considers Fire Risk Assessments (FRAs) and fire safety actions. Ahead of each monthly meeting, meetings take place with the senior managers responsible for each action and they provide an update on progress. For ease of reference, a highlight report of any red or amber actions is produced and presented to the meeting, where any outstanding issues are raised. An action plan is maintained which is revised and updated after each meeting. The action plan is the main audit trail and contains all the detail.

2.25 HfH has an annual budget of approximately £3m for fire safety. All their procedures were reviewed following the Grenfell fire and they are now all in line with LFB guidance. The general policy of HfH is that the frequency of fire risk assessments is determined by the risks identified at each inspection. For instance, high risk buildings are inspected on a six monthly basis, medium risk buildings annually and low risk every two years. This is a visual inspection

rather than a more disruptive type. Estate Services staff do weekly inspections are expected to report any work required between fire risk assessments. This also acts as a post inspection to show that the recommendations have been acted on.

2.26 Chris Liffen from HfH stated that he was comfortable with the current division of responsibilities and was confident that HfH's internal systems, such as audit and capability of staff, meant that the many areas of compliance are managed effectively. Future challenges would be:

- Ensuring the recruitment and retention of capable staff, with growing competition for them meaning pay rates were rising in a challenging way;
- Operating without as complete a set of records as would be desirable; and
- The need to retain institutional knowledge – for example, if HfH's relationship with the Council changed.

Fire Risk Assessments

2.27 Weekly fire risk assessments are completed on all HfH properties. Full assessments take place periodically, with their frequency dependent on the level of risk. Fire risk assessors are directly employed and report to the Head of Health and Safety. Any issues that need to be dealt with, such as repairs, are raised with services.

2.28 Action is being taken to employ additional fire risk assessors in order that detailed assessments can be undertaken more frequently. Such assessments are more intrusive and can involve, for example, opening ducts. It is anticipated such regular detailed assessments will become a specific requirement.

2.29 The Committee noted that there was no national standard for qualification as a fire risk assessor. A LFB representative who had given evidence to the review undertaken by Islington Council emphasised the importance of fire risk assessments being completed by a suitably qualified and competent person and suggested that local authorities may wish for their fire risks to be assessed by a fire engineer. These hold professional qualifications to at least degree level and are accredited by the Institution of Fire Engineers. Islington has recommended that consideration be given to supplementing the work of Islington's in-house assessors with reference to a suitably qualified Fire Engineer. All fire risk assessors at HfH are appropriately qualified and members of the Institute of Fire Safety Managers.

2.30 HfH faces difficulties in recruiting and further efforts are being made. Fire Risk Assessors were currently attracting salaries of £55-60,000 per annum and HfH can currently only offer £38,000. HfH has been looking to agree a contract with a company to provide cover should it be required, with payment being per assessment undertaken. Bob McIver, Head of Building Control, reported that Local Authority Building Control (LABC) can provide fire risk assessors if required. They are a consortium of local authorities who could compete with private sector organisations for such work. Mr Liffen agreed to investigate this option.

Recommendation:
The Homes for Haringey be requested to approach Local Authority Building Control to explore the possibility of them providing fire risk assessors for Homes for Haringey as and when required.

2.31 The Committee noted that HfH now publish details of their FRAs on the HfH website and tenants can request copies via a dedicated e-mail address. This was implemented from June 2018. The full versions of assessments are not published as sections of these are of a technical nature and, in addition, they are updated on a regular basis. No requests for copies have been received so far. The Committee suggests that additional information for residents be included on the relevant web page by providing details of the date of the last inspection and when the next one is due.

Recommendation:
That additional information by HfH for residents on Fire Risk Assessments be included on the relevant web page by providing the date of the last inspection and when the next one is due.

3. POST GRENFELL RESPONSE

Introduction

3.1 The Committee looked at the response that was made to the immediate issues that became known following the Grenfell fire and the actions that were taken to address them.

Aluminium Composite Material (ACM)

3.2 Following the Grenfell fire, high-rise buildings with the same ACM cladding as Grenfell Tower were identified and the cladding sent for testing. In their second round of testing, the Ministry for Housing, Communities and Local Government (MHCLG) found that approximately two thirds of buildings were non-compliant with fire safety requirements and therefore required further audits. There were 188 such buildings in London and data was gathered on the type and size of these to enable a risk assessment to be drafted before deciding which required further inspection.

3.3 The LFB has statutory powers to require corrective work to be undertaken if identified by fire safety audits. In the past, cladding was not something that could be included as requiring change. As an external feature, it is not within the remit of the Regulatory Reform (Fire Safety) Order 2005 but the LFB can recommend that its removal be considered.

Homes for Haringey

3.4 The Committee heard that there are 54 blocks in Haringey over 18 metres tall (approximately 6 floors) and 3337 dwellings. No Homes for Haringey (HfH) properties were found to have ACM cladding. 26 of the 54 blocks have only a single stairwell escape route. The remainder all have at least two exits. All buildings above 18 metres have wet risers and these are inspected every six months. A wet riser is a supply system intended to distribute water to multiple levels or compartments of a building, as a component of its fire fighting systems.

3.5 Although the onus for ensuring fire safety compliance is with HfH, the LFB provides support where asked and often visits blocks to ensure familiarity in case of having to tackle a fire there. The LFB has undertaken one recent audit in a HfH building.

3.6 HfH reviewed the safety of its buildings in line with guidance that it received from the MHCLG and the LFB. There have been a number of workstreams arising from this:

- A risk assessment of integrated window panels has been completed and HfH is now looking at replacing the majority of these. This work will be prioritised and take place over the next 24 months. The costs of this had not yet been established. The works will have a knock on effect on other areas of work.

- Work has also taken place to review all stock investment work where compartmentation may have been breached when new rising services were installed. All work where HfH have complete records (since 2006) had been reviewed and HfH were now reviewing all pre 2006 investment works;
- HfH have completed intrusive surveys of one of their seven timber framed buildings and whilst, they were satisfied that the building was constructed in line with building regulations, it was possible that resident alterations could have breached compartmentation. They were developing communications for residents and prioritising automatic fire detection in these blocks;
- Historically landlords have only completed type 1-2 risk assessments, which are non-intrusive communal area surveys. HfH is to start type 3-4 fire risk assessments, which include intrusive surveys in communal areas and within properties. These risk assessments would help to identify breaches in compartmentation on vertical risers;
- Fire risk assessments of street properties have been completed and action is being taken to install automatic fire detectors within all of them. This will be completed within the next two years, cost £4 million and involve 528 individual houses. In the event of fire, properties will be evacuated so sprinklers were not required. The alarms will be linked and not individual as they are at the moment. Full training on the new system will be given to residents;
- The positioning of rubbish chutes and bin stores has been reviewed and remedial action taken if required; and
- There is a sign replacement and installation programme.

Housing Associations and Private Residential Blocks

3.7 Following the Grenfell fire, the Council was requested to provide information to the Government on use of cladding in private buildings and housing association buildings. As building developers can use private building control inspectors instead of the Council's service, the level of information held by the Council was limited.

3.8 A number of blocks owned by a housing provider in Tottenham were nevertheless found to have at least some ACM cladding. However, those that are modern buildings have a number of fire safety systems, including a sprinkler system, wet riser, a firefighter's lift and smoke evacuation valves. The provider committed to remove and replace the ACM cladding as soon as it was found to have failed safety tests and the work is expected to be completed by July. A block in Hornsey was also found to be partly clad with ACM. The relevant housing provider have also committed to remove this cladding.

3.9 There were no private blocks over six storeys which were found to have ACM cladding. In July 2018, the Council was informed by MHCLG that they had been notified that a hotel in Tottenham had ACM cladding. The Council had previously asked the business owner about this hotel but they had not declared the issue. The owner considered this to be low risk on the basis that the hotel has a range of fire safety measures including 24 hour staffing, an evacuation procedure and two staircases to allow evacuation of the hotel.

Emergency Planning

3.10 A key area that came under focus following the Grenfell fire was Emergency Planning. The Committee heard that the Council's emergency plans are regularly reviewed and tested as part of the Haringey Resilience Forum, which is a statutory partnership body. Following the Grenfell fire, the Council undertook a local review of the lessons learnt. A number of staff were also deployed to assist in the response with Kensington and Chelsea. In addition, the Chief Executives of London Councils commissioned a peer review of London local authority resilience arrangements. A further multi-agency review was also undertaken following the peer review.

3.11 Key actions resulting from these were as follows:

- The Council has developed its mobilisation plan and put in place arrangements to ensure that there are enough people in Emergency Response roles in order mobilise staff effectively;
- A workshop was held with voluntary, community and faith groups to help them understand how the response to a major incident worked;
- The Council has taken steps to ensure that staff will be visible in the eventuality that the Council has to respond at scale;
- Long standing mutual aid relationships exist with other London boroughs. A piece of work was underway as part of the London-wide Resilience Forum to standardise the emergency plans for each London borough so they structured in the same way; and
- A London-wide Memorandum of Understanding had been put in place with the British Red Cross.

3.12 The London Resilience Forum are responsible for co-ordinating emergency planning and resilience arrangements across London. Sitting underneath this forum are a number of sector panels, one of which was the local authorities sector panel which was responsible for the standardisation of emergency plans.

3.13 The Committee noted that it may not be possible to find suitable accommodation within the Borough to re-house people in the event of a major incident, given the housing shortage. On a pan London basis, the number of void-properties held by any individual authority is constantly changing and the exact figure at that point in time would be required to determine what capacity there was. Andrew Meek, the Council's Head of Organisational Resilience, emphasised that that having joint arrangements in place with the other London local authorities was crucial and would allow an accurate assessment to be undertaken quickly.

3.14 A voluntary sector capabilities assessment is being developed to determine the capacity of the voluntary and community sector to assist in emergency control response. This has involved a questionnaire being sent out to each of the voluntary/community/faith, groups in order to establish their relative capabilities in being able to respond to an emergency and establish which particular group/s they have links with. The Committee noted that HfH have their own emergency

plan. Systems have been tested twice in recent months and had been found to work well.

Communication

3.15 All residents of blocks over six floors were either written to or visited following the Grenfell Tower fire to outline action that was to be taken in response to it. Information has also been made available to leaseholders. All communications are available in community languages.

3.16 The HfH Letting Team go through fire safety issues with all new tenants and details are also included within their Welcome Pack. In addition, six monthly visits are made to residents. Support staff are available on site and support plans could be developed with residents if required. Staff look to see if people are heavy smokers or hoarders and the LFB can visit in such circumstances.

3.17 HfH has held fire safety days with the LFB but these have met with mixed levels of success. Residents associations have been used to publicise them and there is also regular communication with leaseholder organisations. The Committee feels that the Council's Communications Team could be used to publicise LFB Fire Safety Days for residents and that, in addition, schools could have a role in promoting them.

Recommendation:
That the Council's Communications Team be used to publicise LFB Fire Safety Days for HfH residents and that, in addition, consideration be given to using local schools to promote them.

The "Stay Put" Policy

3.18 The "Stay Put" policy that was in operation at Grenfell Tower is based on the principle that the LFB should be able to extinguish any fire within an individual property without it spreading externally. It is dependent on the effective compartmentation of individual flats to prevent fire spreading to other properties. The Committee noted evidence from the LFB that the policy will almost certainly be considered by the Public Inquiry. In the meantime, it remains in place for relevant high rise blocks.

3.19 The Grenfell fire is likely to have diminished the confidence that residents and the public have in the policy. In Haringey, the policy has been reinforced by HfH through its magazine and website. The Committee noted that there had been a small fire in a tower block in Islington shortly following the Grenfell fire and this had led to panic. Following this, letters had been sent out to all tenants clarifying the policy in respect of their property and signage had been addressed.

3.20 There was a fire in a block in Islington more recently though and the compartmentation of flats had worked very well and enabled the fire to be

contained. The “stay put” policy is flexible though and can be overridden if required. Mr Liffen stated that initially after the Grenfell fire, there were significant concerns raised by residents about the stay put policy and confidence was low that residents would adhere to the policy. A change in this feedback had been detected over the last 12 months.

3.21 The Committee is of the view that guidance from the LFB tends to have more impact than that issued by local authorities. It was for this reason that Tower Hamlets recommended that there be joint communication on fire safety issues. However, Mr Liffen reported that it has become more difficult to get the LFB to agree to the use of their logo in publicity and communications over the last 12 months.

3.22 The Committee is of the view that it is essential that there is effective communication with residents to ensure that there is clarity about fire safety arrangements, particularly the “stay put” policy. It therefore recommends that a written communication strategy be developed by HfH and that this also includes measures to involve Council services and schools.

Recommendation:
That a written communication strategy be developed by HfH and shared with the Committee outlining how residents will be engaged with and involving the Council, LFB and schools.

Reporting of Fire Safety Concerns

3.23 One particular issue arising from the Grenfell fire was the fact that, prior to the fire, residents had continually raised concerns about fire safety which had not been responded to adequately or effectively. It is therefore of importance to ensure that residents are able to raise concerns and that these are followed up in a timely and effective manner. In addition, this also needs to be communicated back to residents so it is clear that concerns have been acted on.

3.24 Mr Liffen reported that the reporting of fire safety concerns by residents was encouraged when undertaking Fire Risk Assessments. Assessors talk to residents as part of this process. Routine issues can be reported via the HfH Contact Centre. The repairs team review the prioritisation of reports and fire safety concerns were channelled through the health and safety process. There is also an e-mail address for reporting and action is taken to ensure it was widely publicised.

3.25 Committee Members expressed concern that delays in getting through to the Contact Centre could discourage people from reporting fire safety issues. They also felt that consideration should be given to how fire safety concerns could best be categorised in order to encourage timely reporting, with the setting up of a dedicated telephone number as an option.

3.26 The Committee is of the view that it is essential that there is clarity on how residents. It therefore recommends that HfH publishes this information on its website

Recommendations:

- **That further consideration be given to how fire safety concerns could best be brought to the attention of HfH by residents in order to encourage timely reporting, with the setting up of a dedicated telephone number considered as an option; and**
- **That HfH publishes how fire safety concerns and issues are managed and reported on through its governance structures.**

Feedback from Residents

3.27 The Chair visited a meeting of the HfH's Resident Scrutiny Panel to obtain their views regarding current fire safety issues. The following matters were raised:

- Clear and informed communication with residents is important so that they have the time and the information to understand fully the reasoning behind decision-making;
- One member who had attended the advice workshops around fire safety provided by the Borough Fire Commander regarding the 'stay put' policy stated that it was not really known by those in sheltered housing or those with disabilities living in general needs housing;
- A question was raised about the advice and procedures being offered to disabled residents and if there was any change because no communication had been received;
- There was a question around whether leaseholders had anything in their leasehold agreements or other specific information provided covering fire safety;
- Concern was raised regarding tenants renting from leaseholders and what fire safety information is provided;
- There was a discussion around fire safety notices being required in communal foyers and assurance was given that this was work in progress. Resident Panel members confirmed that they felt that the use of notices was very poor, with many out of date or non-existent. It was felt that street properties were not being given the fire safety consideration that they should have and this should be addressed, looking at equality regardless of building type and tenure;
- There needed to be clarity about who was responsible for fire alarms, monitors and exit strategy and carrying out random testing;
- Members reported that the facility of fire buckets and fire extinguishers had been stopped. It was confirmed that this was a direct result of changing the strategy from attacking/fighting the fire and using CO2 to safely evacuating and calling the emergency services. This again showed that information needed to be shared widely and maybe should be cascaded through resident associations, estate monitors and advocates;

- Fire doors were often wedged open and this was putting residents at risk. It was suggested that clearer notices could be put up making it clear that it was a breach of the tenancy agreement. The possible use of door sensors was raised but this might be too expensive but could be trialled where persistent problems are found. It was felt that this should be recorded in both tenant and leasehold agreements so that action can be taken where continuous action takes place that adversely affects the safety of all residents;
- A number of Resident Panel members felt that no priority was given to dealing with faulty or broken fire doors and that this needed to be changed. Many reported that it can take months to get fire doors fixed and this should have an emergency priority;
- It was suggested that more focused resident events actions should be held including:
    - Information leaflet put through every home;
    - More information in Home Zone;
    - Recruit resident fire safety wardens to report and talk with residents;
    - Make Chairs of TRA's responsible for ensuring that briefings for residents are timely and planned on a regular basis;
    - Ensure that sheltered scheme managers update and inform their residents on fire safety and make this an activity that is recorded as part of their appraisal. Ensure that fire safety criteria are included in residents support plans; and
    - Ensure that building fire risk assessments are published and are accessible to all residents.

3.28 Strategic engagement is being considered by the HfH Board and the intention was to increase the amount that took place. The Committee agreed that the issue be included in the work plan for the Housing and Regeneration Scrutiny Panel.

Recommendation:
That strategic engagement by HfH with residents be included within the work plan for the Housing and Regeneration Scrutiny Panel.

4. ADDITIONAL FIRE SAFETY MEASURES

Introduction

4.1 In the light of the Grenfell fire, various additional fire safety measures for high rise blocks have been considered. Some of these may be required because of the outcomes of the public inquiry and the implementation of the recommendations of the Hackitt review. Newer high rise blocks have dry risers, vented lobbies and sprinklers and are therefore safer. HfH has looked at the cost implications of various fire safety measures, including the use of sprinklers and alarms. However, the Committee noted that the efficacy of fire safety measures needs to be balanced against their cost and there is not a straightforward response to the issues.

4.2 Particular problems can arise when residents compromise the fire safety infrastructure. This can include changing fire doors, removing, damaging self-closing mechanisms, or obstructing corridors with bikes, pushchairs or mobility scooters. Fire door repairs and accompanying fire-safety mechanisms are one of the larger maintenance demands for HfH and it can sometimes be difficult to ensure residents' support. For example, seven fire doors were repaired in one tower block, of which four were found broken again within days.

4.3 Mr Liffen reported that some refurbishments had caused compartmentation to be lost and work had been undertaken to reinstate it where this had been found to have happened. It was not possible to completely sure that properties were still compartmented as there was a lack of comprehensive records, which was why more detailed assessments were now being undertaken.

4.4 The Committee is concerned that it is not currently known for certain if all compartmentation is still sound as this may have implications for residents where the "stay put" policy is in operation. It would therefore request that an update on this issue be submitted to the Housing and Regeneration Scrutiny Panel on the outcome of the more detailed assessments that are now being undertaken.

Recommendation:
That an update on outcome of the programme of more intrusive fire risk assessments that are currently taking place be submitted to the Housing and Regeneration Scrutiny Panel and, in particular, the soundness of compartmentation of where assessments have taken place.

Sprinklers

4.5 Since sprinklers were made compulsory for properties over six floors in Scotland, there have been no fatal fires in high-rise blocks. It can take 20 minutes for the LFB to attend a fire but sprinklers can be activated in around 30 seconds. The LFB stated that sprinklers could be helpful in suppressing fire and as a mitigating measure but felt that they were not a panacea. This was

reflected in the different regimes across the UK in relation to requirements for sprinklers.

4.6 Mr Liffen stated that, whilst there was nothing in the Hackett report that would require sprinklers to be fitted retrospectively, it was possible to consider them as part of risk assessments. However, he did not think retrofitting was always practical. The installation of sprinklers needed to be considered carefully given other housing management issues and as they can be set off accidently. Flats had not been designed to accommodate sprinklers and fitting them could breach current compartmentation, which prevents the spread of fire.

4.7 Another consideration is potential water damage from situations when sprinklers are activated in error. Some residents do not have contents insurance and would be adversely affected in such circumstances. Mr Liffen stated that consideration needs to be given to whether high rise blocks should be prioritised for any retrofitting of sprinklers first as it could be argued that supported housing had a greater need, particular where residents had restricted mobility or smoked heavily. HfH have eight portable misting devices and two of these were currently in use to assist vulnerable residents.

4.8 The Committee noted evidence from a scrutiny review that Islington Council had undertaken on fire safety that the existing internal plumbing system within flats could be used and it was possible to install them in a way that did not compromise the compartmentalisation of flats. Although the Islington review had been in favour of retrofitting sprinklers, it recognised that the cost was likely to be prohibitive as it would cost £97 million to retrofit sprinklers in all 10 storey plus properties in Islington. They had therefore recommended that representations be made to the government regarding the cost.

4.9 A similar scrutiny review by Tower Hamlets also considered the cost of retrofitting sprinklers. They recommended that the feasibility of retrofitting be looked at in detail, with priority being given to properties that posed the highest risk. The Committee noted that sprinklers could be used to deal with instances where individuals had been identified as hoarders and that it was possible to install mobile systems where people were considered to be high risk.

4.10 The London Assembly published a report on sprinklers in March 2018. It did not recommend them being installed in all existing building as they felt that this was not immediately feasible due to the considerable cost. It instead recommended that buildings where the most vulnerable people live are prioritised and that the Mayor should establish a specific fund to finance this in 200 high risk buildings over the next five years.

4.11 The Committee noted that the costs of retrofitting of sprinklers were likely to be very heavy though and felt that, with a limited budget, it would be necessary to prioritise installation if it was required. It was agreed that the issue would be considered further when there was greater clarity on what might be required by Hackitt and/or the recommendations of the Grenfell Inquiry.

Recommendation:
That the issue of the retrofitting of sprinklers be considered further by the Committee when there is greater clarity on the implementation plans for the recommendations of the Hackitt review and/or the recommendations of the Grenfell Inquiry.

Composite Fire Doors

4.12 Traditional fire doors have cores that are made either of timber or of metal, such as aluminium. The main feature of composite fire doors is that they have fireproof cores that are made from materials that are strong, light and fire resistant. Composite fire doors are only normally used for front doors. It was found that the composite fire doors used at Grenfell Tower did not provide the 30 minute fire protection required and had failed tests. They are not currently being produced, pending evidence that they are fire resistant on both sides. HfH has 6,400 of these and were awaiting test results before deciding what action to take. If they all failed, the cost of replacing them will be circa £7 million and take two years to undertake.

4.13 The Committee heard that HfH are in constant dialogue with the LFB, who had indicated that no immediate action is necessary on the doors. The HfH Commercial Team were looking at possible contractual recourse if the doors failed tests. However, action by organisations that bought the doors could lead to the manufacturers becoming insolvent and, in addition, some manufacturers were no longer in existence. Leaseholders would not be charged for replacement of the doors, if this was required.

4.14 The Committee noted that leaseholders were required to obtain consent for replacing doors. Details are looked at by a surveyor and, in addition, a certificate has to be provided when the door is fitted. Instances where changes have been made without consent were identified when fire risk assessments took place. Leaseholders could be asked to replace the doors if necessary. Mr McIver reported that it was required that changes be referred to building control.

Communal Areas

4.15 The Committee noted the importance of having clear communal areas so that residents escape routes in the event of fire were not obstructed. In response to this, some housing providers have a zero tolerance policy on keeping communal areas clear.

4.16 HfH has undertaken a Clear Communal Area pilot scheme in four areas. In these areas, any obstructions in communal areas are automatically moved. Previously, warning had been given. Penalties and charges can be incurred, if appropriate. The Committee noted that the pilot had been very successful and will be rolled out across the borough in June. Signs informing tenants of the new rule will be going up soon. Work had also been undertaken with residents to help them relocate items. In addition, additional storage facilities had been provided.

4.17 In respect of the lack of fire extinguishers in communal areas and of fire marshals in HfH properties, the Committee noted that the Local Government Association's "Fire Safety in Purpose Built Flats" Guidance ("the LGA Guidance") states that it is not normally considered necessary to provide fire extinguishers or hose reels in the communal areas in general needs purpose built blocks of flats. Such equipment should only be used by those trained in its use. It is not considered appropriate or practicable for residents in a block of flats to receive such training.

4.18 If a fire occurs in a flat, the provision of fire extinguishing appliances in the communal areas might encourage the occupants of the flat to enter the common parts to obtain an appliance and return to their flat to fight the fire. LFB advice to residents is that they should not tackle fires themselves and that this should be left to the professional fire fighters. HfH have provisions in place to support fire fighting in general needs purpose built blocks of flats, which include dry risers and premises information boxes in high rise blocks, fire action notices, and signage.

4.19 Fire drills and practice evacuations with fire marshals are normally used in buildings such as offices to reinforce fire awareness training. It is not felt either practical nor necessary to carry them out in purpose built blocks of flats where a “stay put” policy is in operation. Most blocks are designed for this policy.

Vulnerable Residents

4.20 Ensuring the occupancy of each property was known and whether they had any vulnerabilities was a priority for HfH after the Grenfell fire. This data can be shared with the LFB if needed. However, it is sometimes difficult to reconcile residents’ willingness to be forthcoming with the need to prevent fraud. HfH is continually trying to keep up to date with who is was residing in their properties but there are issues in identifying leaseholders and with illegally sub-let properties.

4.21 The scrutiny review undertaken by Islington recommended that there should be personal evacuation plans for all vulnerable people who lived in high-rise blocks. In particular, it is important that the LFB can find out quickly where such people are located. However, they also found that it can be difficult to determine who is living in blocks due to the number of leaseholders and sub-letting. Tower Hamlets found that 57% of leaseholders were sub-letting their properties. They also found that there were likely to be properties in multiple occupation as well as overcrowded.

4.22 Some properties have information boxes on site that the LFB can access in emergency. Islington’s review recommended that up-to-date information on vulnerable tenants be kept by housing management with details kept on site in an information box that could be accessed by the LFB. The LFB would welcome such a system and are particularly interested in knowing the location of tenants with oxygen cylinders, which could pose a very serious risk in the event of a fire.

4.23 In Haringey, the Committee noted that HfH have support staff who are available on site and that personal plans for evacuation can be developed for vulnerable residents if required. Staff looked to see if people were heavy smokers or hoarders and the LFB could visit in such circumstances. There is a vulnerability register that is shared with the LFB

Residential Care Homes and Sheltered and Hostel Accommodation

4.24 Vulnerable residents may be at particular risk from fire due to, amongst other things, age and infirmity. There are specific fire safety regulations covering those that live in residential care homes. These are intended to provide a framework for effective fire safety strategies for staff and residents.

4.25 The Care Home Regulations Act 2001 (amended in 2003) includes specific regulations on fire safety. The Act states that a "registered person" should:

- Consult with a fire authority for advice;
- Take adequate precautions against fire risk;
- Make arrangements for the detection, containment and extinguishment of fires through provision of recommended fire safety equipment;
- Ensure the regular maintenance of fire safety equipment;
- Be responsible for the training of care home staff, and the appointment of competent fire wardens for the premises; and
- Organise regular fire drills to practice evacuation procedures. All drills must be recorded, as should any equipment testing.

4.26 In addition, nursing and residential homes are covered by the specific fire safety standards for non-domestic premises within the Regulatory Reform (Fire Safety) Order 2005. This includes matters such as fire risk assessments, fire detection, risk reduction, training, enforcement and duties of staff.

4.27 Statutory guidance was published to support the 2005 Order and this included a specific guide for residential care premises on undertaking FRAs. This stated:

- All staff should be given information and instruction on fire safety as soon as possible after they are appointed and regularly after that;
- All other relevant persons should be given information about the fire safety arrangements as soon as possible e.g. residents when they take up residency;
- Information should be provided for visitors;
- Information and instructions must be in a form that can be used and understood and take account of those with disabilities, such as hearing or sight impairment, those with learning difficulties and those who do not use English as their first language;
- Information and instructions should be based on emergency plans and must include:
    - Significant findings from FRAs;
    - Measures put in place to reduce risks;
    - What staff should do if there is a fire;
    - The identity of people with responsibilities for fire safety;

- The importance of closed doors; and
- Any special arrangements for serious and imminent danger to persons from fire.

4.28 Enforcement action can be taken by the local fire authority if required. In addition, the Care Quality Commission (CQC) monitor compliance with the care home regulations and fire safety is a key feature of their regular inspections.

4.29 The Committee noted that the LFB has a specific project group of five Inspecting Officers who had recently undertaken a sample of care homes across London and were applying a more robust approach to inspection. This included scrutinising the compartmentation within buildings and how well this supported a stay put strategy and progressive horizontal evacuation. From 177 premises sampled, 50% had resulted in a level of enforcement action.

4.30 The Committee received a briefing on fire safety in residential care homes, sheltered accommodation and hostel accommodation that is commissioned by the Council. The Commissioning Service has worked closely with the LFB to reduce the risk of deaths from fire for vulnerable residents. There have been a number of these in recent years, particularly where residents smoke. A summary document and person centred risk assessment checklist from the LFB was forwarded to all care providers highlighting the importance of identifying risks with regard to service users who smoke, are bed bound or use equipment such as air mattresses or emollients to protect skin, all of which increase the risk of a fire spreading. In response, providers have identified staff training needs and been working to ensure that all the most recent information is incorporated in fire safety policies. Some providers have been working directly with the LFB to carry out audits of practice to ensure full compliance.

4.31 Following the Grenfell fire, the Provider Forum, which is well attended by all providers operating in and on behalf of the borough, discussed fire issues a number of times. Assurances were sought from care and support providers that fire safety was reflected in their policies and practice and was important to them in their service delivery. Wider issues about fire awareness and safety were also raised.

4.32 In addition to sheltered housing provided by HfH, the Council commissions a range of providers to deliver supported housing and floating support in people's own homes. A survey was carried out with all housing related support providers. All providers responded and the results of the survey were risk rated, using a RAG system. There were no providers who accommodated their service users in tower blocks or used cladding. Commissioning officers now raise fire safety with all providers at regular contract monitoring meetings, covering not just the fabric of the building and evacuation procedures but also wider issues of fire safety awareness amongst staff providing support.

4.33 The Commissioning Service has also contacted all residential care home providers in Haringey and those out of borough supporting Haringey residents to raise awareness about fire safety. No care home provider operates from a block or building where cladding does not reach current standards. All providers

have fire safety policies and certificates in place and regularly carry out fire evacuation drills with the input of the LFB. For those Haringey residents receiving care in their own homes, issues relate to the awareness of fire safety amongst front line care staff and their ability to raise concerns in a timely fashion where risks have been identified.

4.34 In addition to contract monitoring, the Commissioning Service undertakes an annual quality assurance process of providers. This includes reference to FRAs, fire safety awareness, policy and procedures and training. Any concerns can be referred to the LFB. Visits can either be arranged or unannounced if there are concerns.

4.35 The Committee is of the view that, as part of the annual quality assurance process, the Commissioning Service should seek to ensure that residential care home providers are making relevant fire safety information available to residents and visitors, as required by relevant statutory guidance. It also feels that residential care home providers should be encouraged to publish FRAs on their websites with any improvements indicated and the time frame for these to happen.

Recommendation:
That the Commissioning Service:

- **Seeks to ensure that residential care homes are complying with relevant statutory guidance and making fire safety information available to residents and visitors;**
- **Encourages all residential care home providers to publish FRAs on their websites, with any improvements indicated and the time frame for these to happen.**

4.36 Statutory responsibility for producing a FRA rests with the building owner, unless it is delegated under the terms of a lease. In practice, this typically means that it is the responsibility of the care home provider. In any event, a responsible provider should ensure that this is done as part of meeting their contractual and legal health and safety obligations. However, providers are not specifically required to provide formal training in undertaking FRAs. In respect of Osbourne Grove, it was noted that Amey, the Council's facilities management company, was responsible for managing the premises and that they had commissioned an external company to undertake FRAs.

4.37 The Committee is of the view that commissioners should require care home providers to confirm that all individuals undertaking FRAs on their behalf are appropriately accredited as way of increasing confidence that fire risks were being identified fully.

Recommendation:
That commissioners require all care home providers to confirm that all individuals undertaking FRAs on their behalf are appropriately accredited.

4.38 The Safeguarding Adult Board has also taken action to raise fire safety issues. Fire safety and compliance were identified both as a risk on the Board's Strategic Risk Register and as a priority on the Board's Strategic Plan, overseen by the Quality Assurance Sub-Group, comprising the Council and partners. The Board has been the conduit for wider dissemination of fire safety measures and has circulated the LFB's information pack and person centred risk assessment checklist mentioned above to all Board members. A collective Safeguarding Adult Review (SAR) learning event was also held, with partners and the LFB following the sad death of a local resident in a fire. This was a focused learning event to identify actions which could have been taken in response to this individual's needs. These include further training for all front line care workers led by the LFB and further consideration of the issues raised by the incident.

Recommendation:
That the Council's Commissioning Service consider the feasibility of relevant FRAs being reported to the Adults Safeguarding Board.

Appendix A

The Panel received evidence from the following:

- Adreena Parkin-Coates and Rebecca Burton - London Fire Brigade;
- Chris Liffen and Kim Graves – Homes for Haringey;
- Michael Westbrook – Housing and Growth;
- Emma Williamson – Planning;
- Bob McIver – Building Control;
- Charlotte Pomery – Commissioning;
- Homes for Haringey Residents Scrutiny Panel;
- Elizabeth Bailey – Tower Hamlets Council; and
- Councillor Mick O'Sullivan and Jonathan Moore – Islington Council.

Appendix B

List of documents submitted or considered as evidence:

Never Again: Sprinklers as the next step towards safer homes – London Assembly

Fire Safety Scrutiny Review Report – L. B. of Tower Hamlets Housing Scrutiny Sub-Committee

Fire Safety in Council Housing – L.B. of Islington Housing Scrutiny Committee

Independent Review of Building Regulations and Fire Safety: Final Report - Dame Judith Hackitt DBE FREng

Fire Risk Assessments; Residential Care Premises – Home Office Guidance (2006)

Appendix 2: Scrutiny Panel Review of Fire Safety in High Rise Blocks Report – Responses to Recommendations

Overall comments on the report
This report provides a useful set of recommendations to help guide the ongoing development of a comprehensive fire safety policy for the Council's housing stock; with its particular focus on the safety of residents living in the 54 high rise blocks. While it does not set out a detailed list of explicit objectives to be delivered to a given timescale, many of the recommendations are already being incorporated into the Council's approach, or will be considered when there is greater clarity on the implementation plans for the recommendations of the Hackitt review and/or the recommendations of the Grenfell Inquiry.

Panel Recommendation	**Response (Agreed/Not agreed/Partially agreed)**	**Lead Officer**
1. That, when proposals for the implementation of the recommendations of the Hackitt review are developed, a report be submitted to the Overview and Scrutiny Committee on their implications for the Council and partners. (2.2)	Noted and agreed.	Head of Housing Strategy and Commissioning, LBH
2. That a working group be set up to consider how to most effectively address the shortage of professional and technical staff within the Council through developing pathways to train and develop new staff as well as incentives to attract suitable individuals. (2.23)	Agreed. Working group to be established, which will comprise officers from the Council's Health & Safety team, Building Control, Learning and Development, and Homes for Haringey (HfH). When we look at training and developing staff for these roles we will look to support care leavers.	Head of Building Control, LBH, Executive Director of Property, HfH,
3. That Homes for Haringey (HfH) approach Local Authority Building Control (LABC) to explore the possibility of them providing fire risk assessors for Homes for Haringey as and when required. (2.30)	Agreed**.** HFH has approached Local Authority Building Control regarding the provision of fire risk assessors for use, as and when, required. HFH will be using the framework in place with BC to ensure resources are available.	Executive Director of Property, HfH

Panel Recommendation	Response (Agreed/Not agreed/Partially agreed)	Lead Officer
4. That additional information by HfH for residents on Fire Risk Assessments be included on the relevant web page by providing the date of the last inspection and when the next one is due. (2.31)	Agreed. Details of Fire Risk Assessment dates are now included on HfH's web site. https://www.homesforharingey.org/your-neighbourhood/fire-safety/fire-risk-assessments	Executive Director of Property, HfH
5. That the Council's Communications Team be used to publicise LFB Fire Safety Days for HfH residents and that, in addition, consideration be given to using local schools to promote them. (3.17)	Agreed. HfH is currently working with the LFB on a programme of visits for 2019/20, and once developed will work with the Council's communications team to publicise these widely. HfH is also developing a programme of school visits that will coincide with the stock investment programmes, to cover site safety and fire safety.	Executive Director of Property, HfH
6. That a written communication strategy be developed by HfH and shared with the Committee outlining how residents will be engaged with on fire safety issues and involving the Council, LFB and schools. (3.22)	Agreed. HfH is currently developing a written communications strategy for fire safety, which will be in place from July 2019. Once finalised, this will be shared with the Committee.	Executive Director of Property, HfH
7. That further consideration be given to how fire safety concerns could best be brought to the attention of HfH by residents in order to encourage timely reporting, with the setting up of a dedicated telephone number considered as an option. (3.26)	Agreed. HfH is currently reviewing the introduction of a dedicated phone line for fire safety issues and will feed back once it is understood how this may impact on the Council's customer services approach.	Executive Director of Property, HfH
8. That HfH publishes how fire safety concerns and issues are managed and reported on through its governance structures. (3.26)	Agreed. HfH will be publicising its governance arrangements on fire safety in July 2019.	Executive Director of Property, HfH
9. That strategic engagement by HfH with residents be included within the work plan for the Housing and Regeneration Scrutiny Panel work plan. (3.28)	Agreed and noted.	Executive Director of Property/HfH

Panel Recommendation	Response (Agreed/Not agreed/Partially agreed)	Lead Officer
10. That an update on outcome of the programme of more intrusive fire risk assessments that are currently taking place be submitted to the Housing and Regeneration Scrutiny Panel and, in particular, the soundness of compartmentation of where assessments have taken place. (4.4)	Agreed. HfH has commissioned a survey programme for more intrusive Type 3 and 4 fire risks assessments; starting with the high rise blocks. Any defective compartmentation (either by walls or doors) will be reinstated and would require formal Building Regulation applications. Due to the complex nature of these intrusive surveys, and unknown extent of any reinstatement works required, it is difficult, at this stage, to predict when the overall programme will complete. An update on progress will be provided to the Housing and Regeneration Scrutiny Panel.	Executive Director of Property, HfH
11. That the issue of the retrofitting of sprinklers be considered further by the Committee when there is greater clarity on the implementation plans for the recommendations of the Hackitt review and/or the recommendations of the Grenfell Inquiry. (4.11)	Agreed and noted.	Executive Director of Property/HfH

Panel Recommendation	Response (Agreed/Not agreed/Partially agreed)	Lead Officer
12. That the Commissioning Service: • Seeks to ensure that residential care homes are complying with relevant statutory guidance and making fire safety information available to residents and visitors; and • Encourages all residential care providers to publish FRAs on their websites, with any improvements indicated and the time frame for these to happen.	Partially agreed: As part of their inspection of care homes, the Care Quality Commission assesses whether providers are compliant with the relevant statutory guidance and making fire safety information available to residents and visitors. On quality assurance visits, the Commissioning Unit will identify any shortcomings in the fire safety information available to residents and visitors and confirm whether care homes are compliant. Agreed: the Commissioning Unit will share guidance on selecting competent Fire Risk Assessors and further guidance on how to carry out fire safety risk assessments in residential homes. The Commissioning Unit will encourage care providers to publish FRAs on their websites with improvements and timelines. However, it should be noted that the Commissioning Unit cannot legally or contractually enforce the publication of FRAs on care home websites.	Assistant Director of Commissioning, LBH
13. That commissioners require all care home providers to confirm that individuals undertaking FRAs on their behalf are appropriately accredited.	Agreed: the Commissioning Unit has already written to providers to confirm the same.	Assistant Director of Commissioning, LBH
14. That the Council's Commissioning Service consider the feasibility of relevant FRAs being reported to the Adults Safeguarding Board.	Agreed: the Commissioning Unit will consider how relevant FRAs may be reported to the Safeguarding Adults Board. Whilst the Unit is not qualified to audit FRAs, the Unit can use the CQC's monitoring of fire safety risk assessments in residential homes and information from London Fire Brigade visits to support the reporting of FRAs to SAB.	Assistant Director of Commissioning, LBH

Report for: The Cabinet, 9 July, 2019

Title: **Borough Plan 2019-2023 year 1 delivery plan**

Report authorised by : Richard Grice, Director for Customer, Transformation and Resources

Lead Officer: Joanna Sumner, Interim AD, Strategy & Communications

Ward(s) affected: All

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

1. Describe the issue under consideration

This report sets out the delivery plans for each priority in Haringey's Borough Plan 2019-23 for year 1, 2019-20.

2. Cabinet Member Introduction

2.1 The Borough Plan is the vehicle through which we set out our strategic vision that will shape the policies and decision-making over the course of the next three years.

2.2 As a new administration we rightly set out an aspirational Borough Plan that contained objectives across all council services. The LGA peer review team praised us for our ambition, but felt that we would have more success by focusing on a smaller number of key objectives.

2.3 This report sets out the key aims and delivery plans for year 1 of the Borough Plan. I am sure that it will provide a greater sense of shared purpose and increase our overall successes.

3. Recommendations

3.1 Cabinet is asked to note that one the highest priority recommendations from the recent Corporate Peer Challenge carried out in February 2019 by a team of local government peers, and facilitated by the Local Government Association, related to prioritisation within the Borough Plan. The peers suggested that the Council sets out an annual delivery plan for each year of the life of the Borough Plan 2019-23, and that these delivery plans are aligned to the Medium Term Financial Strategy.

3.2 Cabinet is asked to approve the year one delivery plans for each Borough Plan priority as set out in appendices 1 to 5, of this report.

3.3 Cabinet is asked to note that the delivery plans for year 2 of the Borough Plan will be considered alongside the Medium Term Financial Strategy and Budget reports in February 2020.

4. Reasons for decision

4.1 To agree delivery priorities for the year to provide context for related decisions, including on budget setting, engagement with residents, and management of staff.

5. Alternative options considered

5.1 The alternative options considered by Cabinet in February when considering the adoption of the Borough Plan 2019-23 were
a) Do not publish a new Plan; and
b) Extend the previous Corporate Plan.

It was not considered feasible to pursue option A, as the Council's Corporate Plan ended in 2018, which means a new Plan was needed. The Council is required to agree an overarching strategic document, which sets the parameters in which all other strategies operate. The Borough Plan plays this role, both for the Council and for the wider partnership.

It was not considered appropriate to extend the governance period of the previous Corporate Plan, as this did not reflect the administration's priorities; did not reflect of the strength of partnerships across the borough, which contribute to the delivery of the Plan's outcomes; and did not reflect changes to the political and financial operating context, including at local, regional and national level.

6. Background information

6.1 The Borough Plan 2019-23 was agreed by Cabinet in February 2019. The Plan was the result of extensive engagement with residents and partners over the course of a year, with a series of surveys, events and conferences contributing to its development. The priorities and objectives in it are also derived from the data in the State of the Borough report of July 2018, and the Residents' Survey the same year.

6.2 In the same month that the Borough Plan was agreed, February 2019, the Council took part in a Corporate Peer Challenge, organised by the Local Government Association (LGA). The Council's response to their final report is the subject of a separate report on this Cabinet agenda.

6.3 The Council asked the peer team to focus on the following question alongside the corporate themes that they consider for every peer challenge:

"The Council is agreeing its Borough Plan in February 2019 so is keen to focus on how well set up it is to deliver against the plan, especially in relation to the way it prioritises within the Borough Plan, and invites the peer team to reflect

particularly on how set we are to deliver the level of partnership working required to make the ambition of a Borough, rather than Corporate, plan a reality by the end of the plan period."

6.4 The peers said in their findings on "Understanding of the local place and prioritiy setting" that:

"The Borough Plan contains a large number of objectives and, though all relevant, a greater focus on a smaller number of key strategic priorities would be helpful to delivery. We suggest that objectives need prioritising early with an associated annual delivery plan with targets and financial information in support of the desired outcomes."

6.5 The peers added in their findings on "Leadership of Place":

"We picked up a sense from elected members that the borough plan whilst ambitious is not focussed due to a lack of prioritisation. Providing that focus is established it will then support conversations on budget setting, provide direction to staff and enable unambiguous conversations with communities."

6.6 The Delivery Plans have been developed from internal workshops with officers responsible for each priority.

7 Contribution to strategic outcomes

7.1 The response to the recommendations contributes to the "Your Council: the way the council works" priority in the Borough Plan, 2019-23.

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

Finance

8.1 There are no direct financial implications arising from the contents of this report.

8.2 It is broadly assumed that the year one delivery plans can be resourced within the constraints of the 2019/20 budget, which formed part of the 2019/20 Budget and Medium Term Financial Strategy 2019/20-2023/24, approved by Full Council on 25th February 2019.

8.3 Where the delivery plans identify a need for additional in-year resources these will be included in subsequent reports to Cabinet as required.

Legal

8.4 The Assistant Director of Corporate Governance has been consulted in the preparation of this report.

8.5 In formulating its proposals the Council must have regard to the Public Sector Equality Duty under the Equality Act 2010. Full EQIAs will be undertaken as

necessary when specific policy, strategy and service changes are consulted on and implemented.

Equality

8.6 The Council has a public sector equality duty under the Equality 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; and
- Foster good relations between people who share those characteristics and people who do not.

8.7 The Borough Plan sets the strategic direction for the Council's commitment to reduce inequality in the borough. A key theme of the Borough Plan is to promote fairness, this includes, but is not limited to, discharging the Council's duties under the Equality Act.

8.8 The Equality Principles and Objectives act as the strategic guidance for the development of individual policy changes for the duration of the Borough Plan period, 2019-23. The Equality Principles and Objectives positively impact individuals and groups with protected characteristics as they focus on ensuring that any decision taken by the Council aims to reduce inequality that exist in Haringey.

8.9 Where specific proposals arise, the Council will undertake appropriate Equality Impact Assessments to identify and address any potential equality implications of individual decisions.

9 Use of Appendices

Year 1 delivery plan for People Priority – Appendix 1
Year 1 delivery plan for Place Priority - Appendix 2
Year 1 delivery plan for Housing Priority - Appendix 3
Year 1 delivery plan for Economy Priority - Appendix 4
Year 1 delivery plan for Your Council Priority Appendix 5

10 Local Government (Access to Information) Act 1985

February Cabinet report on Borough Plan

Outcome 4: Best start in life: the first few years of every child's life will give them the long-term foundations to thrive

Objective a) All families will have a healthy start in life from a healthy pregnancy to healthy early years

Lead: AD Public Health, AD Early Help and AD Commissioning

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
1. Increase the reach and impact of the health visiting service.	Year 1: Improve the information flow between the two hospital maternity units and the health visiting services to increase the reach to families of the mandated ante-natal visit Year 1: Training programme for the Health Visiting Service providing basic tools and resources to support families in developing their children's speech and language	Department of Health training programme for speech and language funded for one year by Public Health England.	Continue to improve the service and improve integration with other services. Extend frontline practitioner speech and language training to children's centres and nurseries
2. Continue to embed the 0-5 year old Healthy Child Programme across the partnership (the council, local NHS providers, early years settings and the voluntary sector)	Year 1: refresh council webpage and raise awareness of the resources available to frontline practitioners Year 1: Launch 'Five to Thrive' in North Middlesex Hospital Midwifery Service		

Objective b) Every child is able to attend a high-quality early years setting			
Lead: AD Schools and Learning, AD Commissioning and AD Public Health (Early Help Partnership Board)			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
3. Improve outcomes for young children by maximise the early years workforce skillset to identify needs early and work with parents to offer targeted support	Year 1: Additional training and support to targeted early years settings		Year 2: Roll out and evaluation of universal early years approach

Objectives 4c and 5e) Families will be support by a community based multi-agency early help offer helping them to get the right information and help at the right time			
Lead: AD Early Help, AD Schools and Learning, AD Public Health and AD Commissioning (Early Help Partnership Board)			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
4. Produce a new early help strategy alongside partners to ensure that families receive effective support at the right time	Year 1: Work with partners to ensure the strategic approach to integrated early years provision delivers the outcomes in the Early Help Strategy Year 1: Explore an integrated early years delivery model in North Tottenham Year 1: Early Help Strategy developed and agreed Year 1: Review the Early Help Service Year 1: Produce guidance to assist practitioners to deliver effective support	Contributes to MTFS savings	Year 2: Monitoring the impact of the new arrangements

5. Develop a wider Haringey model of practice to support effective working alongside families who need support	Year 1: Development of our relationship based and trauma informed practice model the Haringey Way Year 1: Deliver programme to improve outcomes for children and families affected by alcohol abuse and ensure everyone knows how best to support families		Year 2: roll out and evaluation of impact
6. Ensuring we have an effective strategic partnership board that will drive implementation of the Early Help Strategy	Remodel the Early Help Strategic Board Establish an operational partnership group to support activity		Evaluate impact of the changed arrangements Act on any recommendations from the evaluation

Outcome 5: Happy childhood: all children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family, networks and communities

Objective a) All our schools will be outstanding or good and an increasing proportion will be rated as outstanding
Objective b) All children and young people, whatever their circumstance, will be achieve to the best of their abilities

Lead: AD Schools and Learning, AD Commissioning (Haringey Education Partnership and SEND Strategic Partnership)

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
7. Lead the BAME Attainment steering group to refocus concerted action with teachers and school improvement partners to drive up educational attainment and narrow/eradicate the attainment gap	Year 1: monitor effectiveness of the roll out of the 'vulnerability of underachievement toolkit' Year 1: Hold a BAME conference in July 2019 to engage Heads and Chairs of Governors in the work needed to erase attainment gaps across all settings;		Year 2: Continue to monitor the effectiveness of improvement plans

	Year 1: HEP and Haringey Council to support, challenge and hold to account, including reporting annually to Cabinet on the progress that is being made		
8. Work with partners to ensure we can meet the needs of children and young people especially those at risk of exclusion	Year 1: Deliver and approve the Alternative Provision Review Year 1: Implement the Review's priority recommendations that fall in year 1.		Year 2: Continue to implement the outstanding recommendations Year 2: Evaluate the Review's impact
9. Pilot and evaluate the provision of free school meals to children aged 5-11	Year 1: Develop a pilot	£50K investment Manifesto	Year 2: Evaluate the free school meal pilot
10. Work with partners and parents to develop an Improvement Plan for children and young people with special educational needs and disabilities	Year 1: Work with parents to develop co-design and co-production Year 1: Work with partners to agree the Improvement Plan and to deliver service improvements Year 1: Refresh the needs assessment and the Joint Commissioning Strategy Year 1: Review SEND Transportation	Contributes to MTFS savings	Year 2: Continue to implement Improvement Plan Year 2: Deliver changes as agreed to SEND Transportation
11. Work across the Council and with schools to ensure there is a programme of schools' estate maintenance and priorities	Year 1: Agree a children's services asset management strategy and plan Year 1: Identify the capital resources required for year 1 priorities	Capital investment will be required	Year 2: Continue the programme of improvement set out in the Asset Management Strategy

Objective c) Children and young people will be physically and mentally healthy and well
Lead: AD Public Health, AD Schools and Learning and AD Commissioning (Early Help Partnership Board)

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
12. Work with partners to develop an integrated 0-19 model for the Healthy Child Programme	Year 1: Complete new service design		Year 2: – 0-19 year old integrated service established
13. Reduce reinfections of sexually transmitted infections in young people 15-19	Year 1: Clinical pathway agreed with all service providers Year 1: Engage with young people and parents to build awareness of how they can best access services		Continue to monitor progress and test improvements to clinical pathway
14. Continue to work with partners to implement the Obesity Alliance priorities including roll out of sugar smart and development of an obesity clinical pathway	Year 1: Roll out of Sugar Smart		Identification and implementation of new obesity alliance priorities

Objective 5d) Children will grow up free from violence and fear of violence in the community wherever they live in the borough Objective 6c) Reduce the number of young people entering the criminal justice system			
Lead: AD Early Help with AD Schools and Learning, AD Stronger Communities, AD Public Health and AD Commissioning (Young People at Risk Group)			
Delivery priorities	**High level milestone(s)**	**Comments and budget considerations**	**Years 2-4**
15. Collaborate with partners to deliver the Young People at Risk Strategy which can be found here: https://www.haringey.gov.uk/local-democracy/policies-and-strategies/young-people-risk-strategy	Year 1: Deliver Haringey Community Gold - The projects include employment support, a future leaders programme, mental health support and a BAME careers service. Year 1: Work with schools to reduce fixed term and permanent exclusions in line with the Alternative Provision Review recommendation that falls into year 1.		Continue to deliver the strategy Capture learning and evolve services to meet the needs of young people

	Year 1: Deliver Summer Programme of activities for school holidays to enhance opportunities for young people at risk		
16. Working collaboratively to improve emotional health and wellbeing support in schools – CAMHS Trailblazer – providing targeted mental health and emotional wellbeing support to pupils from years 6,7 and 8 in Tottenham schools	Apr 2019 - Sep 2021	Young People at Risk Action plan £1M (DWP and DHSC) bid funding	

Outcome 6: Every young person, whatever their background, has a pathway to success for the future

Objective a) All young people will be able to access routes to achievement and success
Objective b) Young people will feel prepared for adulthood

Lead: AD Schools and Learning with AD Commissioning and AD for Economic Development (a)
AD Schools and Learning, AD Early Help & AD Adults (b)

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
17. Expand the range of supported housing for care leavers and vulnerable young people	Year 1: Commission additional provision Year 1: continue to monitor the effectiveness of the housing pathway monthly for continued improvement.	Contributes to MTFS savings	
18. Implement an 'independence pathway' to support transitions among 14-25 year olds, particularly those with LD and MH.	Year 1: prototype a small independence pathway team that will work in new ways	Contributes to MTFS savings and cost avoidance	
19. Supporting young people with special educational needs and disabilities on pathways into employment	Year 1: Commissioned projects engaged to offer initial supported internships		Year 2: Extending the number of places offered

	Year 1: First cohort enters programme Year 1: Learning from DWP pilot		Year 3: Monitor outcomes from first cohort

Outcome 7: All adults are able to live healthy and fulfilling lives, with dignity, staying active and connected in their communities

Objective a) Healthy life expectancy will increase across the borough, improving outcomes for all communities

Lead: AD Public Health

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
20. Working with partners in the NHS and the voluntary and community sector to create a joined-up health and care system which achieves key outcomes including: a. Reduced health inequalities b. Increased prevention and early intervention c. Improved resident experience	Year 1: Support the co-design of the plan for Health and Care integration in North Central London. Year 1: Borough partnership for health and care in place.		Strengthen borough partnership
21. Work across the Council and with partners to improve the mental health and wellbeing of all our residents	Year 1: agree needs assessments for all age mental health and wellbeing Year 1: refresh partnership pathways and approaches to mental health and wellbeing	Invest to save proposal developed to deliver improved Value for money outcomes for LBH and CCG.	Evaluation of improved outcomes for individuals and financial efficiencies.
22. Working with a wide range of partners and stakeholders to enable residents to manage their own health and wellbeing and to age well	Year 1: Adopt Ageing Well Strategy across partners		Year 2: Implementation
23. To ensure that those most in need of prevention services access the right help	Year 1: Develop plans for new service model aligned to Physical Activity and		Implementation of new service model

as early as possible (e.g. stop smoking/physical activity/weight management)	Sports Strategy		
24. Roll out pilot programme to reduce smoking in pregnant women and parents with children under 5 years	Year 1: Programmes in place		Evaluate and improve programmes
25. Connect residents with information and resources in their community which can help them to lead healthier lives	Year 1: A joined up plan with a range of partners around care navigation; social prescribing; local area co-ordination	Invest to save proposals and outline business case	Evaluate the benefits of a joined up approach Seek additional resources to consolidate approach

Objective b) People will be supported to live independently at home for longer			
Lead: AD Adults			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
26. Promote independent living options – enabling more people to live in less restrictive settings, including sheltered housing, accommodation with Housing Related Support, Shared Lives and Key-Ring Support.	Year 1 – increase supply of suitable, more independent housing options Year 1- support residents into more independent living options	Contributes to MTFS savings	
27. Give residents access to better technology options that can help them to stay safe, independent and connected	Year 1: Agreement of delivery model	Contributes to MTFS savings	Year 2: Mobilisation and go live

Objective c) Adults will feel physically and mentally healthy and well
Lead: AD Adults, AD Public Health

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
28. Further develop our healthy place approach – including strengthening approach to licensing, healthy planning, healthy homes and workplaces etc	Licencing: Public health to strengthen their representations by including more relevant stakeholders within their reps i.e. substance misuse service users, children's services. Complete a draft of Haringey's Health Impact Assessment Framework addressing key issues e.g. loneliness, cycling Phase 2 implementation of Haringey's School Superzones Pilot	Important to link to the place theme	Embed health impact assessment framework into significant planning and policy decisions Review overall approach to licensing (gambling and alcohol)
29. To tackle high levels of alcohol related harm to individuals and communities – with partners start the process of developing an alcohol strategy	Complete strategy in Year 1 Implement the partnership plan to deliver the Innovations project for Children of Alcohol Dependent Parents	This needs to link with place priorities	Implementation of partnership alcohol strategy
30. Support employment initiatives to delivery of the Economy Outcome 14a) to ensure people with extra support needs can access and maintain employment	Scope and develop options to increase employment options for people with vulnerabilities in Haringey	Contributes to MTFS savings	Build and expand employment accessibility and availability

Objective d) Adults with multiple and complex needs will be supported to achieve improved outcomes through a coordinated partnership approach			
Lead: AD Adults, AD Early Help			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
31. Improve ways of working across social care, acute and community partners to deliver integrated care to people	• Expand the skill mix of reablement staff to enable them to do more, reducing the number of professionals visiting an	Develop Invest to save proposal for expansion of community reablement	Evaluate impact Expand, or change the integrated approach in

	individual. • Expand the reablement offer to enable increased focus on prevention • Develop an information and training plan	Contributes to MTFS savings.	line with the evaluation findings
32. Preparing for adulthood – develop model of support that prepares young people for adulthood when transitioning from children's services to adulthood, encompassing: a. Employment support b. Housing support c. Good health, wellbeing and independence d. Community relationships	Implement an 'independence pathway' pilot to support transitions among 14 -25 year olds, particularly those with LD and MH. As referenced in outcome 6 objective b.	Contributes to MTFS savings	Evaluate impact and implement agreed model/s
33. Working with partners and stakeholders to redevelop our built assets to deliver higher quality, more connected care	Year 1: Approval of preferred option for Osborne Grove Nursing Home and move forward to next phase with stakeholders Year 1: Construction underway at Linden Road supported living setting for adults with learning disabilities and additional complex needs Year 1: Appointment of design team to shape future development of Canning Crescent with active engagement of stakeholders with the aim to re-provide Clarendon recovery college, a centre for lifelong learning and an educational route to recovery for people experiencing mental health issues and an additional 21 units of supported living for people with mental health needs.	Contributes to MTFS savings	Year 2: each capital project has a clear programme into year 2

	Year 1: Co-design of future day opportunities provision in-borough		

Outcome 8: Strong communities where people look out and care for one another

Objective a) Carers are supported and valued, including young carers

Lead: AD Early Help, AD Schools and Learning, AD Adults, AD Commissioning

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
34. Work with partners, carers and young people to develop a Carers' Strategy	Year 1: Adopt a Carers' Strategy which supports early identification and support, develops the workforce and improves carers' wellbeing		Year 2: Implement priorities

Objective b) A strong and diverse voluntary and community sector, supporting local residents to thrive
Objective c) Caring and cohesive communities which can offer support

Lead: AD Commissioning

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
35. Embed a locality-based model in Haringey, with a focus on early intervention and prevention for all of our community, in order to provide better support to residents at an earlier stage, preventing them slipping into crisis	• May to Oct 2019: Identify partner needs and establish governance structure • Design, test and learn • Oct 2019 to March 2020: Deliver principles and training on working in a more integrated way, the 'Haringey Way'	Year 1 (2019) will mainly be about laying the groundwork: identifying and addressing specific local and support agency needs, creating an inter-agency governance model, and learning from existing work being done by Community First and Connected Communities. The rollout of the locality-based	

		model specifically will focus initially on North Tottenham.	
36. As part of delivering the above, combine and expand Community First and Connected Communities approaches into one co-produced locality model and roll out across the borough	• May to Oct 2019: Review, evaluate, plan and recruit • Oct 2019 to March 2020: Pilot in N Tottenham April 2020 onwards: Consolidate pilot, evaluate and roll out across borough	In order to establish this model we will combine and expand the Connected Communities and Community First programmes, ensuring we reach residents across the whole of Haringey. *Community First, which is an existing programme in and of itself, has funding agreed for six projects that are a critical part of the Early Intervention and Prevention approach. This initial phase will be resourced through Community First Transformation funding Connected Communities funded separately through central gov grant (2 years left) May need investment from year 2 onwards, for additional Local Area Co-ordinators, additional locality-based Social Workers, and project evaluation and communications. No cashable savings but avoided downstream costs	
37. Strengthen community based early help offer in-line with the strategy	• Pilot different approaches in North Tottenham		Continue to build community capacity and confidence

	• Create more opportunities to work collaboratively with the community		Measure impact of work so far to achieve resilient communities and improve outcomes for children

Objective d) Levels of Violence against women and girls will be significantly reduced			
Lead: Violence Against Women & Girls Strategic Lead			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Note, although this is also a discrete priority, the work to deliver change happens across multiple organisations and parts of the council. It is also an intrinsic part of multiple objectives within the People and wider Borough Plan. The full strategy can be found here: https://www.haringey.gov.uk/social-care-and-health/health/public-health/domestic-violence-and-abuse-and-violence-against-women-and-girls/violence-against-women-and-girls/haringeys-approach-violence-against-women-and-girls 38. Drive borough-wide change in the culture, behaviours and attitudes that lead to violence against women and girls through a coordinated community response (CCR)	Year 1 - pilot to be launched in Hornsey, Northumberland Park/White Hart Lane wards and a model for young people.		Evaluate pilot Implement model based on evaluation recommendations Roll out across the borough
39. Develop intensive, recovery-focused support programmes for women from culturally and linguistically diverse	Year 1 - launch three new survivor support groups to be delivered by VAWG and BAME/LGBT+ partners.		Explore development of a therapeutic marketplace from April 2020 to

backgrounds who have experienced violence.			provide longer term, recovery focussed programmes.
40. Improve the long-term support available locally to help survivors to develop their resources and support networks to recover from abuse through ensuring sustainability of the WiSER project.	Develop a bid for Mayor's funding	Contributes to MTFS savings	
41. Include age-appropriate and evidence-based education to schoolchildren covering sexual violence, gender equality and other relationship issues	Year 1 – working with partners to ensure schools develop a robust relationship and sex education offer as part of the new Statutory requirements		Embed and explore expansion and development of advocacy services for young people
42. Expanded programme of perpetrator support for me	Explore development of the perpetrator programme to include support for men who don't speak English or have other support needs		

Outcome X: All residents will be able to live free from fear of harm

Outcome a) Children, young people and adults experiencing or at risk of harm, neglect or exploitation will be protected and safeguarded

Lead: AD Safeguarding and Social Care, AD Adults (Haringey Safeguarding and Children's Improvement Boards & Haringey Safeguarding Adults Board)

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
43. Agree and implement the new multi-agency safeguarding arrangements	Sep 2019		
44. Improve services for children who need help and protection by a persistent approach to drive good outcome-focussed practice with a focus on our key priority areas such as neglect, violence against	Consistent application of evidence-based tools to inform good quality interventions for children and families Remodel the council early help service and	Ofsted improvement plan	Continued service and practice improvement

women and girls, disabled children	strengthen community approach		
45. Reduce the number of social worker agency staff	20% by Mar 2020	£196K saving	
46. Increase the recruitment of in-house foster carers and reduce the use of independent foster agencies	Sep 2019	£90K saving Invest to save	
47. Develop an effective edge of care service so that young people can remain safely at home with their families instead of coming into care	Sep 2019	£150K Invest to save	
48. Develop a Family Centre to support bringing specialist family assessments in house and doing them in the community	Sep 2019	Invest to save	
49. Development of partnership wide transitional safeguarding response	Year 1 – take a 'test and learn' approach to new ways of supporting young people		
50. Delivery of Haringey Adults Safeguarding Board strategic priorities noting newly identified areas for focus. Plan can be found here: https://www.haringey.gov.uk/sites/haringeygovuk/files/hsab_strategic_plan_final_2016_july_2016.pdf	• People who sleep rough are appropriately safeguarded • Undertake preventative and proactive work to support those subjected to modern slavery/human trafficking/forced labour/criminal exploitation/domestic servitude and continue to raise public awareness		

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Outcome 9: A Healthier, Active, and Greener Place

Objective a) Protect and improve parks, open space, and green space, promoting community use

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Develop a new Parks Strategy with partners to provide access to residents and businesses to a range of inviting and accessible parks and green spaces, that includes: • A biodiversity action plan • A trees and woodlands plan • An asset management plan • A watercourse and flood management plan • Review approach to Green Flags	Partner engagement: From April 2019		Public consultation: From March 2020 Adoption at Cabinet: 2020
Tri-borough consultation on management and improvements for Finsbury Park that seek to: • Improve public safety in the park • Improve cycling infrastructure • Improve traffic management • Set out priorities for the future	Public consultation from June 2019 to September 2019 Cabinet decision on results of consultation: January 2020		Implementation
Improvements in Finsbury Park, which include: • Programme to celebrate Finsbury Park's 150th Anniversary (with 2NQ) • Play area renewal • Sports courts (netball and volleyball) upgrade	150th Anniversary programme: 2019 Play area renewal from June 2019 Sports courts upgrade: complete by May 2019 Recruitment of dedicated on-site staff:	Tennis courts upgrade delivered with £400,000 external investment and delivered by Access to Sport Sports courts: £70,000 Play area renewal: £600,000	Gates and fencing improvements/removal

• Tennis courts upgrade with Access to Sport • Gates and fencing improvements/removal • Dedicated on-site staff providing a visible presence and delivering horticultural, safety, and cleansing improvements	complete by June 2019	(including £100,000 from London Marathon Trust) Dedicated staff: £270,000 per year	
Deliver a range of parks improvement projects across the borough, including: • Renovation of Parkland Walk bridges • Renovation of Down Lane Park, The Paddock, and Page Green Common • Piloting different approaches to landscape management, such as meadows and sustainable planting • Litter bin provision and phased replacements • Crescent Gardens floodwater project • Feasibility of new floodwater management projects	Two Parkland Walk bridges (Upper Tollington and Vicarage) renovated by March 2020 Landscape management pilots: complete by March 2020 Litter bin provision and phased replacement: from June 2019 Crescent Gardens floodwater project: complete by June 2019	Renovation of Parkland Walk bridges: £3.5m (four bridges) Renovation of Down Lane Park, The Paddock, and Page Green Common: £6m Asset management and improvements: £1.4m (over four years) Crescent Gardens floodwater project: £200,000 Additional floodwater management projects subject to future external funding	Completion of all four Parkland Walk bridges Renovation of Down Lane Park, The Paddock, and Page Green Common over four years Litter bin provision and phased replacement over four years Continuation and implementation of floodwater management projects
Tree-planting: • Plant 40 trees on Wightman Road • Additional 60 trees across Haringey per year • New project feasibility • Apply to the Urban Tree Challenge Fund to fund up to 750 trees over two years	Wightman Road: plant 40 trees by September Apply to Urban Tree Challenge Fund: Summer 2019	Subject to external funding	Develop a sustainable tree-planting programme

Objective b) Increase the levels of physical activity across the borough			
Lead:			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Adopt a new Physical Activity and Sport Strategy to improve physical health, improve mental health, promote the economy, and improve the environment	Cabinet: June 2019		Implementation
Deliver new sports and play facilities in parks, including: • Two new outdoor gyms (Markfield Park and Downhills Park) • New multi-use games area Markfield Park • All weather pitch at Down Lane Park • Play area upgrades, including in Homes for Haringey estates	Two new outdoor gyms: complete by June 2019 Markfield Park multi-use games area: complete by September 2019 Down Lane Park all weather pitch: complete by end of 2019 Play area upgrades: complete by March 2020	• Markfield Park multi-use games area: £250,000, including £160,000 external funding from London Marathon Trust and Sport England • Down Lane Park all weather pitch: £420,000 Section 106 (developer contributions) • Council commitment: £230,000 per year	• Three additional outdoor gyms • Bull Lane Playing Fields masterplan • White Hart Lane Rec masterplan • Hartington Park and Albert Road Rec play and sport upgrade • Downhills Park sports pitch improvements
Improve participation rates in leisure centres by 2%, in partnership with Fusion, building on the current level of 1m visits per year and targeting groups that tend to participate less in physical activity	Review annually		
Develop a business case to consider building a leisure centre in Wood Green as part of Council Accommodation Strategy for Wood Green	Assessment of proposals by Cabinet: December 2019		Potential implementation and external fundraising
Review leisure centre pricing, including concessions and pitch prices (MTFS)	Complete: 2019		MTFS saving from 2021

Objective c) Improve air quality, especially around schools			
Lead:			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Adopt an Air Quality Action Plan to reduce air pollution across the borough, including: • School air quality audits, focusing on the impacts on children, young people, and schools. • Anti-idling projects • Expansion of cycle storage	Cabinet: November 2019	Anti-idling projects supported by Mayor of London's Air Quality Fund	Continue delivery of the Action Plan
Promote School Travel Plans and adopt a School Streets Action Plan to improve air quality around schools	Final version of the School Streets Action Plan: March 2020	Delivery dependent on external funding opportunities	
Implement two School Superzones in Tottenham Hale and South Tottenham, in partnership with Public Health England and the GLA, to pilot locality-based approaches to creating healthier urban environments around schools that include improved air quality	November 2019: consolidate and share learning with partners and other London boroughs	Funded by Public Health England and the GLA	Evaluation and potential roll-out
Adopt an Ultra-Low Emission Vehicle Action Plan to increase the uptake of ULEVs by businesses and residents and reduce transport-related air pollution	Cabinet Member signing: Summer 2019	Projects will be capital-funded or delivered with external funding streams, including EV income	Continue delivery of the Action Plan
Develop a new Parking Action Plan that: • Encourages less-polluting vehicles, • Discourages more-polluting vehicles, • Discourages private vehicle use through the roll-out of CPZs	Cabinet: September 2019	Individual projects will be subject to successful funding bids to capital, transformation, and TfL funding	Implementation
Expand Car Club provision to reduce the need for private vehicle ownership and associated congestion and emissions	Cabinet: July 2019	Cost neutral (self-financing through parking permit income)	

Develop and implement a Walking and Cycling Strategy and a Walking and Cycling Action Plan to reduce the number of journeys taken by car and transport-related air pollution	Consultation on Action Plan: November 2019 Adoption of strategy: March 2020	Revenue-funded, with individual projects funded through external funding, capital, and business case development	Delivery of the action plan

Objective d) Reduce CO2 by 40% before 2020 and begin the journey to reduce to zero by 2050			
Lead:			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Develop a Zero Carbon Borough Action Plan to set out a pathway for carbon reduction in Haringey, with a renewed target date and measures including: • An ask of national government • Housing stock improvements • Business engagement • Measures to reduce transport emissions	Adoption: December 2019	Action Plan is revenue funded. Projects to be funded through capital and business case development	Delivery of action plan
Develop a Zero Carbon Council Action Plan to deliver: • Energy efficiency projects in the Council's building stock • Renewable energy generation from Council-owned sites	Develop action plan through 2019/20 for approval in summer 2020	Revenue funded. Projects to be funded through capital and business case development	Adoption: Summer 2020 Delivery of action plan from 2020
Increase the number of recharging locations to enable businesses and residents to charge electric vehicles	Deliver 100 new charging bays by Summer 2020	All new charging stations to be externally funded, and ongoing maintenance to be included within contract.	Year 2 – 100 points Year 3 – 130 point Year 4 – 170 points
Implement and enforce energy, carbon, and sustainability standards in new buildings to reduce emissions and increase sustainability		Policy already adopted and in place. Planning will promote on site delivery and offsetting.	Continuation

of our built environment			
Develop a delivery plan for energy efficiency measures in Homes for Haringey stock to deliver legislative and borough aspirations.	Complete by December 2019	Projects to be funded through external funding, capital and business case development	
Establish a community heating network for Broadwater Farm delivering affordable energy and carbon reduction for residents	Complete by February 2020	Capitally funded. Ongoing management to be self-financing.	Grow the Decentralised Energy Networks in North Tottenham, Wood Green and Tottenham Hale.
Set up and deliver Carbon Offsetting projects across the Borough, with communities	Set-up in Summer 2019	Planning Gain (Section 106)	Continuation

Outcome 10: A Cleaner, Accessible, and Attractive Place

Objective a) Provide safe and accessible public spaces for everyone, especially children, young people, and people with disabilities

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Deliver the Libraries Capital Programme, which includes: • Major refurbishment of Hornsey Library • Refurbishment of Wood Green library and six branch libraries • Six new youth spaces	Cabinet approval (Hornsey Library): June 2019 Roll-out on site from October 2019	£4.3m capital funding	Whole programme complete by March 2021
Highways improvement schemes to improve pedestrian and cyclist safety, which includes: • Lordship Lane and Downhills Way junction • Wightman Road • The Avenue, N17 • Cycle parking schemes	Schemes complete by March 2020, except Lordship Lane and Downhills Way	£1.3m investment from TfL (LIP), including the following: • Lordship Lane and Downhills Way: £400,000 • Wightman Road: £600,000 • The Avenue, N17: £125,000 • Cycle Parking: £70,000	Lordship Lane and Downhills Way: complete by June 2020
Develop and implement an Accident Reduction Action Plan to work towards the Mayor of London's 'vision zero' aspiration of zero deaths, injuries and accidents on London's roads by 2041	Consultation: 2020		Cabinet approval: 2020/21
Street Lighting Programme, which includes:	Complete by March 2020	Capital funding: £870,000	Ongoing

• LED lighting upgrade programme (1,900 units) • Replacement of 600 lighting columns			
Feasibility study for borough-wide rollout of LED lighting	Complete by July 2019 Cabinet: by December 2019		Potential implementation over two years, subject to funding
Subject to consultation, implement Controlled Parking Zones (CPZs) including: • North Tottenham • South Tottenham • Muswell Hill	Phased over 2019/20, subject to consultation	Capital funding: £600,000 for 2019/20	Ongoing implementation
Parking Transformation Programme, which includes: • New parking IT system leading to improved customer service through digital self-serve • Scan cars (Automatic Number Plate Recognition enforcement) • Expansion of CCTV enforcement for moving traffic • Paid-for parking in town centres • Review of accessible parking for residents and visitors with disabilities	Cabinet: September 2019	£1.7m funding over three years £2.2m saving (MTFS Commitment)	Implementation
Adopt a Flood Risk Management Strategy, subject to consultation	Flood Risk Management Strategy: Cabinet, July 2019		
Reduce flood risk across the borough through: • Gully improvements • Queen's Wood natural flood mitigation • Sustainable Urban Drainage Scheme projects; e.g. Chestnut Road, Tottenham	All schemes complete by March 2020, except Queen's Wood	At least £1.1m total funding	Queen's Wood natural flood mitigation

Objective b) Improve cleanliness and reduce the levels of fly tipping			
Lead:			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Implement the Council's Fly Tipping Strategy, which includes: • Working with our communities to tackle four hotspot areas where fly-tipping is worst • Identify and regulating waste collection points to reduce fly-tipping • Delivery of a borough-wide civic pride communications campaign to encourage behaviour change • Adopting a high-profile enforcement approach • Working with landlords to reduce dumping from homes in multiple occupation	Cabinet: April 2019 Implementation: From April 2019		Ongoing implementation
Deliver the Waste Services Transformation Programme, which includes: • Modelling options to redesign waste collection services to drive efficiencies • Taking a needs-based approach to street cleansing • Review of trade waste collection service	Cabinet approval: by January 2020 Public consultation: 2020, subject to Cabinet approval	£500,000 saving (MTFS commitment)	Implementation from 2020
Establish a new litter enforcement team to focus on reducing littering on high roads across the borough	Team in place by March 2020	£100,000 saving (MTFS commitment)	Implementation from April 2020

Objective c) Minimise the amount of waste generated by our residents and businesses and increase levels of recycling			
Lead:			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Produce a Reduction & Recycling Plan, for submission to the Mayor of London, which will include: • Encouraging behaviour change to re-use, reduce, and recycle • Providing guidance to residents and businesses to minimise waste and increase recycling • Ensuring more residents are using recycling services • Reducing contamination of recyclables	Cabinet approval: October 2019 Submission to Mayor of London: November/December 2019		Implementation
Work in partnership with North London Waste Authority and North London constituent boroughs to: • Provide accurate baseline data for recycling and waste projections in order to shape the design of new disposal facilities • Consider efficiencies in waste collections across North London • Develop a North London Recycling Strategy	Ongoing through 2019/20		Implementation
Require new development to have integrated, well-designed waste and recycling facilities, recognising the scale and nature of housing growth in the borough	Implementation through existing planning policies and guidance: Ongoing, 2019/20 Local Plan consultation: 2020		Implementation

Outcome 11: A Culturally Engaged Place

Objective a) Foster strong and diverse cultural activities

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Develop an arts and culture strategy in partnership with key arts and culture providers including Bernie Grant Centre, Alexandra Palace, Jacksons Lane, and Haringey Shed	Complete development by March 2020		Adoption and implementation of strategy
Deliver a sustainable future for the Cultural Education Partnership, which brings together arts providers and schools and colleges to improve access to arts and culture for all children and young people	Agree a programme of activity by October 2019		Agree future organisational structure with partners
Develop a new Libraries Strategy to recognise the role of Haringey libraries as cultural and community assets	Complete development by March 2020		Adoption of the Libraries Strategy
Enable community groups to celebrate heritage, including: • The Windrush generation through the Windrush Day Community Fund • Black History Month • Women's History Month and International Women's Day • Pride Month	Windrush Day: June 2019 Black History Month: October 2019 International Women's Day: March 2020 Pride Month: June 2019		
Complete community engagement for development of Bruce Castle and Bruce Castle Park			Complete feasibility and seek approval for implementation of preferred option

Deliver a diverse range of community and commercial events in our parks, which include: • Wireless, Community, and Steel Yard Festivals in Finsbury Park • 80 community events across Haringey			
Preserve heritage in the built environment across the borough by adopting: • New Conservation Area Appraisal and Management Plans • New Conservation Area Article 4 Directions	New Conservation Area Appraisal and Management Plans: Cabinet, July 2019 New Conservation Area Article 4 Directions: Cabinet, by January 2020		

Objective b) Improve connectivity			
Lead:			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Engage and design the Crouch End Liveable Neighbourhood Project, working with the community and businesses to improve the connectivity of the local area by encouraging more people to walk, cycle, and use public transport	Conference at Alexandra Palace: July 2019	Funded by Transport for London	Implementation of the scheme
Work with residents, businesses, and Transport for London to improve cycling infrastructure, including proposals for Cycle Future Route 2 from Tottenham to Camden	Engagement with residents and businesses: 2019/20		Completion: 2023
Lobby to improve connectivity for residents across the borough, which includes: • West Anglia main line improvements • Piccadilly Line improvements			

• Crossrail 2			
Upgrade computers and develop IT systems in libraries to provide members of the public greater digital access	Roll-out from April 2019	£500,000 capital funding	Complete by March 2021
Develop an approach to ensuring that local residents benefit from community assets in the borough	Map assets, engage with communities, and articulate approach by October 2019		Agree how to take forward findings

Outcome 12: A Safer Borough

Objective a) Improve community confidence and reduce fear of crime using our relationships with partners and communities as well as out physical assets including the built environment and CCTV stock

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Adopt a Community Safety Strategy for 2019-23. This includes for Year 1: • A communications campaign to focus on serious youth violence, robbery, and burglary; • A series of community conversations across the borough in partnership with key voluntary sector and faith groups; • Establishment of a Youth IAG with the Metropolitan Police and Mind in Haringey; • Partnership tasking using data to identify, target and deploy resources to crime hotspots;	Cabinet: June 2019 Full Council: July 2019	• Subject to Council and MOPAC funding • Performance Reward Grant funding from MOPAC to fund two-year community confidence campaign • Delivered with funding from MOPAC, the Home Office, the GLA, and the Big Lottery Fund • Additional funding streams are being identified on an ongoing basis	Review priorities annually with MOPAC.
Review and refresh the Council's CCTV infrastructure, significantly increasing the current number of cameras in Haringey in order to improve public confidence and deter and detect criminality	Procurement: By December 2019 Roll-out: From January 2020	£4m capital funding	Continued roll-out of CCTV infrastructure
Review and implement a new Enforcement Policy	From April 2019		
Develop and implement anti-social behaviour policies and procedures, working with key partners including Homes for Haringey	Adoption: Cabinet, by November 2019		

Ensure that hate crime and radicalisation have no place in Haringey by working with residents, businesses, and partners to raise awareness, improve practice across the partnership, and increase confidence in reporting	Establishment of separate, dedicated, multi-agency advisory groups on Prevent and hate crime by December 2019		

Objective b) Reduce the number of victims and perpetrators of crime and reduce the serious harm experienced by victims			
Lead:			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Adopt a Community Safety Strategy for 2019-23. This includes for Year 1: • Work with LB Enfield and North Area Metropolitan Police Service through a North Area Violence Reduction Group • Deliver a remodelled victim support service from April 2019 • Review the current model to develop a more integrated approach to offender management by March 2020 • Deliver knife crime and weapons awareness in partnership with schools	June 2019: Cabinet July 2019: Full Council		
Deliver MOPAC Co-Commissioning Projects, including: • Rescue and Response, to tackle County Lines and CSE • Advance Minerva, to reduce female offending	2019 – 2020	MOPAC-funded. Funding ends in March 2020.	
Support Project Future, a community-based partnership mental health project that seeks to prevent criminality among young men		Funding assured for three years	

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Housing

Outcome 1: We will work together to deliver the new homes Haringey needs, especially new affordable homes

Objective a) Deliver as many new, good quality homes of all kinds as we can, in good quality neighbourhoods, getting as close as possible to the Mayor's emerging target for Haringey of 1,502 new homes every year

Lead: AD for Planning and Sustainability

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Deliver new Local Plan	Incorporate/respond to new London Plan housing target following Inspector's report due in September 2019 and adoption in early 2020		
	Commence Local Plan Review	Need 3-year budget commitment for Local Plan	Commence a new local plan with initial consultation and evidence base in 2020-21 Submission of Local Plan for examination post consultation.
Make Haringey an attractive place to invest	Consult on and publish a Housing Delivery Test Action Plan by Dec 2019 regarding unimplemented planning permissions	Will need support from Planning, Housing and Regeneration teams.	
	Work with housing developers and Registered Providers of social housing (RPs) to secure investment in new homes Haringey needs		
	Monitor the supply of new homes and publish Annual Monitoring Report (AMR) in		

	Dec 2019		
Deliver new housing through area based interventions	Consult on Wood Green area action plan (AAP) by March 2020	Resource needed to run this alongside initial stages of emerging new Local Plan	
			Publish Wood Green AAP for submission in 2020-21
	Estate renewal policies to be reflected in emerging new Local Plan (2019-20+)		Deliver estate renewal where estate ballots show clear resident support proposals

Objective b) Ensure that new developments provide affordable homes with the right mix of tenures to meet the wide range of needs across the borough, prioritising new social rented homes			
Lead: AD for Planning and Sustainability			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Update Housing Strategy and Local Plan to ensure mix of housing tenures	Consultation, drafting and publication of new Housing Strategy by March 2020	Within existing budgets	Strategic Housing Market Assessment (SHMA) and housing mix policies to be developed and communicated effectively Implementation of the mix of housing agreed in the housing strategy
Implement affordable housing requirements on new developments	New Housing Strategy will include clear definition of, and priorities for, affordable housing	Within existing budgets	Ongoing monitoring of delivery through AMR
	Planning decisions to reflect the priorities		

	in the Housing Strategy. Ensure affordable housing policy on Council led developments is exemplar of local policy implementation		
Ensuring an appropriate mix of new supply in terms of family sized homes and supported/specialist housing	New Housing Strategy will include guidance on mix of affordable housing required, where appropriate. Planning decisions to reflect the priorities in the Housing Strategy. Ensure affordable housing policy on Council led developments is exemplar of local policy implementation	Within existing budgets	Review SHMA to identify family sized housing mix requirements SHMA and supported housing needs assessment to identify need for supported housing Ongoing monitoring of delivery through AMR
Objective c) Deliver 1,000 new council homes at council rents by 2022			
Lead: AD for Housing			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Identify the land for new council housing	Cabinet approval of sites for the Council housing delivery programme by July 2019	Impact on HRA and GF of transfers to HRA.	Annual identification of new sites to build the sustainable programme
Ensure that finance is available to deliver the programme	GLA Building Council Homes for Londoners capital grant of £62.8m and Additional GLA Care and Supported Housing Capital Grant	Need to ensure delivery of the GLA programme to avoid loss of grant	Further grant applications

	Revised HRA Business Plan adopted, incorporating impact of new supply by March 2020	Impact on HRA of new build and acquisitions programme	Annual update to HRA Business Plan
Develop the capacity within the Council to deliver the new homes	Recruitment of housing delivery team in Jun 2019, staff development Summer 2019	GLA Housing Delivery Capacity Building Fund £546k	Continued recruitment in line with need to deliver housing targets Development of additional specialist capacity (people and processes) as more complex sites are taken on
	Key housing delivery processes and procedures to be in place by Sept 2019		
Deliver new Council homes via acquisitions and direct delivery	350 homes with planning consent and 260 homes with start on site by March 2020 (with 500 and 350 by May 2020)	Major capital expenditure	Annual targets to be set for permissions, starts and completions
Objective d) Secure the delivery of supported housing that meets the needs of older, disabled and vulnerable people in the borough			
Lead: AD for Commissioning			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Implement the recommendations of the 2017 Supported Housing Review	Increase the use of Planning agreements to support specialist and extra care housing in mixed developments	Within existing budgets	Continue to implement the recommendations
	Follow up on the recommendations to maximise the use of sheltered housing sites for the benefit of older residents	Need 3-year budget commitment for Local Plan	
	Create a monitoring tool for new/rebuild supported housing projects by Jul 2019		

Develop the Supported Housing Strategy	Research, drafting and consultation of Supported Housing Strategy for presentation to Cabinet in Feb 2020	Resource not yet in place.	Implementation of recommendations in Support Housing Strategy
Promote new supported and specialist housing schemes	Explore a sheltered housing service for those with a history of homelessness and complex needs	A joint funding model with CCG and ASC will be required.	Continue to pursue options for new schemes
	Secure 10+ supported housing units for vulnerable adults on Hornsey Town Hall development Sep 2019		
	Work with Hornsey Parish Church to explore potential to include specialist housing on their development		

Outcome 2: We will work together to prevent people from becoming homeless and to reduce existing homelessness

Objective a) Reduce the number of households in temporary accommodation by a quarter to under 2250 by 2022
Objective b) Where temporary accommodation can't be avoided, improve the experience of homeless families and minimise costs by reducing the Council's reliance on providers of nightly paid emergency accommodation

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Reduce the number of households in temporary accommodation (TA)	Reduction to 2800 or fewer by March 2020	Current budget is supported by Flexible Homelessness Support Grant (FHSG)	Reduction of homeless households in TA each year in order to achieve 2250 or fewer by 2022
People & programme: ensure that the right staff are in place	Regularise position of Housing Demand staff on temporary contracts funded by Homelessness Reduction Act New Burdens grant funding which comes to an end in Nov 2019 Agree and implement programme management arrangements by September 2019	FHSG funding level has yet to be confirmed for 20/21 New Burdens grant funding runs out Nov 2019	Embed robust effective programme management
Develop a sustainable new supply of homes to be used as TA	Incorporation of HfH purchase programme into CBS by August 2019 Establishment of CBS by August 2019 & commencement of purchases under this model to acquire at least an additional 100 homes in 2019/20 Implementation of Capital Letters in Summer 2019	Capital funding in place for CBS and HfH purchase programme	Purchase of at least 200 homes for use as TA each year via CBS and/or PR&M Delivery of cheaper/local TA via Capital Letters

Objective c) Aim to end street homelessness by 2022 **Objective d) Ensure access to high quality housing support that prevents or relieves homelessness for people with additional needs**			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Improve services to the single homeless	Implement the Mulberry Junction single homelessness hub, launch scheduled for September 2019	Funding secured for years 1&2 only, dependent on future FHSG allocations	Year one evaluation of Mulberry Junction in 2020
	investment of those which provide best value for money by September 2019 Embed outreach services with key partners to support early intervention and prevention by March 2020 Agree duty to refer protocols with relevant agencies/partners by March 2020		effective in future years Monitor, review and enhance duty to refer protocols as necessary

	Recommission the Single Homeless Supported Housing Pathway as a single partnership contract, with dedicated women's provision. New contract to commence in January 2020 Trial the reconfiguration of mental health floating support services, into a two-tier service with a homelessness prevention focus in the community and on discharge from hospital. 1-year trial contract awards expected in October 2019 Develop the Making Every Adult Matter approach to improve the multi-agency response to supporting people with complex needs by March 2020	Funded by a combination of general fund HRS commissioning budgets and FHSG. Funded by general fund HRS commissioning budgets. Initial MEAM project funded	Recommission the assessment centre element of Mulberry Junction in 2021 Secure future funding for Mulberry Junction in 2021
Extend outreach services and support to tackle rough sleeping	Secure continuation funding for the Haringey Rough Sleeping taskforce (currently funded by the Ministry of Housing, Communities and Local Government Rough Sleeping Initiatives programme) and dedicated Homelessness and Rough Sleeping health offer Mobilise new Somewhere Safe to Stay (SStS) Hub and EU Navigators. New services due to be fully mobilised by September 2019	Bidding to secure 2020/21 allocation usually takes place in July/August A Public Health England opportunity closes in July 2019. If unsuccessful, this will be an ongoing area of	Review the rough sleeping strategy in 2020 Redraft the rough sleeping strategy in 2022 Recommission street outreach service in 2020

		work dependent on funding	

Outcome 3: We will work together to drive up the quality of housing for everyone

Objective a) Improve the quality of Haringey's council housing, including by ensuring that a minimum of 95% of homes meet the Decent Homes Standard by 2022

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Develop decent homes delivery plan	Agree decent homes plus standard and review expected new government guidance and the council's approach to zero carbon by February 2020 Agree asset management plan for housing stock and other pressures (BWF, eco standards, fire safety) on the Housing Revenue account by February 2020	Within existing HRA budgets, pending outcomes of govt guidance re additional safety etc	Continuous improvement of processes and procedures
Deliver capital works programme	Full programme of works, for next 4 years to be issued July 2019. External/communal estate works: Cabinet report to agree letting of contracts by October 2019, with starts on site by November 2019. Commence procurement for 2020/21 programme in September 2019 for start on site in April 2020. Internals programme: contractor/HRS commence works in Sept 2019 for completion March 2020. Contractors deliver to agreed work plan. Achieve 86% decency by March 2020.	Within existing HRA budgets, managed against pressures from other requirements from this budget.	Continue to deliver against plan, towards required decency achieving 90% in March 2021 and 95% by the end of March 2022

Objective b) Improve residents' satisfaction with the service they receive from Homes for Haringey to be in the top quartile for London (78%) by 2022

		Comments and budget	
Objective c) Improve the quality of private rented housing and the experience of those living in it, including by expanding landlord licensing and associated enforcement			
satisfaction improvement plan	sponsor and project team including council commissioner by the end of June 2019 in order to achieve 72% customer satisfaction by March 2020		continuous improvement in order to achieve 75% customer satisfaction by March 2021 and 78% customer satisfaction by March 2022
Deliver the changes required within the customer satisfaction improvement plan	Start HFH management development programme by September 2019 Delivery of customer care training for all 650 HFH staff. All front line staff to be trained by April 2020. Review of processes and procedures (communal repairs and estates cleaning to be reviewed and updated by Dec 2019) Review and update of leaseholder section of HfH website by September 2019 Winter readiness programme in place for Dec 19 – Jan 20 Employment support and training for residents during 19/20	Within existing budgets	Continuation of HfH Management development programme, by December 2021 (100 HFH managers will have completed this programme) Review and continuous improvement of processes Replace existing housing IT system to enable better management of active relationship with our customers by July 2020

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Delivering agreed licensing programmes	Process and issue HMO licences to landlords, expecting to have 3500 households living in improved conditions as a result by March 2020 Property inspection programme to ensure improvements have been made as a result of licensing. All properties that have been issued with a licence are inspected within the 5 years lifetime of the project. Use of Civil penalties for non-compliant landlords. Training to take place for staff June/July 2019. Graduated enforcement approach to address non-compliance.	Existing budgets Existing resources and budget until project is underway. Selective Licensing currently under review by MHCLG	Continue to issue HMO licenses, expected to achieve increased number of households in living in improved conditions: 3500 in 2020-21, 1500 in 2021-22 and 500 in 2022-23. Continue property inspection programme. Impact and financial recovery relating to Civil penalties not likely until 2020. Introduce a selective licensing scheme for Non HMO property by 2021.

Objective d) Ensure safety in housing of all tenures across the borough, responding to new regulations as they emerge			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Effective response to changes in fire safety and general buildings regulations	Implementation of combined Health & Safety group by Autumn 2019 Development of work programme in response to public inquiries following release of official reports	Within existing HRA budgets, managed against pressures from other requirements from this budget.	Review and implementation of further safety requirements pending legislation and budget

Economy

Outcome 13: A growing economy and thriving local businesses, supported by a community wealth-building approach

Objective a) Maximise the benefits of Council, other public sector funding and private investment for the local area
Objective b) Make it easier to do business in Haringey
Objective c) Increase the numbers of entrepreneurs who develop new start-ups in the Borough and who choose Haringey as a place to grow their businesses.
Objective d) Provide affordable business space across the borough
Objective e) Support our town centres and high streets to thrive in a changeable economy

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Implementation of a new procurement strategy	Cabinet consideration of strategy in October 2019	Procurement function within existing budgets, dependent on achieving £1m p.a. revenue	Annual measures of success around community benefits – social value and engaging local SMEs (aligned to National Procurement Strategy) to be set out in Strategy
Development of an in-sourcing methodology and toolkit (also sits in Your Council)	Insourcing policy to be prepared to test and set methodology	Development of toolkit to be managed within service budget; however exceptional funding may be sought if technology enablers are required	Insourcing toolkit developed
Adoption of an Economic Development Strategy	Required research commissioned and engagement completed	To be met from existing resources but precise requirements to be further scoped as work progresses	Strategy agreed with Cabinet – July 2020

Develop an approach to Community Wealth Building	Cabinet Paper – September 2019 Engagement with anchor organisations – December (TBC)	The approach will be developed within existing resources	Focus moves onto delivering key aspects such as the Economic Development Strategy.
Haringey Business Pledge	Launch of Pledge and commissioning of workstreams. Full calendar of business events. Business Web site pages refresh.	Transformation budget/IT budgets, subject to further approval	My account for business rolled out by end 2020.
Launch the Productive Valley Fund (PVF)	Launch of the Productive Valley Fund and re-launch of Opportunity Investment Fund (OIF) – Autumn 2019	OIF - £2.6m capital fund for investment in businesses (£2.7m from GLA, £1m LBH) PVF - £3m Strategic Investment Pot funding (Haringey as accountable borough, Enfield and Waltham Forest)	By end of Yr 3: £2.7M PVF loan fund – all funding awarded as loans Recycled OIF loan repayments continue to provide funding to businesses
Launch targeted business support initiatives	Launch Start-ups in London Libraries (partnership with British Library) - May 2019. Wayra Tottenham opens - Sept Haringey Entrepreneurs Development Programme (HEDP) - Oct SLA with Trampery & other business support agencies	SiLL: British Library matched by existing LBH staff timesheets Wayra: New Homes Bonus funding secured HEDP: Employment Resilience Fund secured/committed SLAs: no funding required Broadband: SIP Local	Haringey Enterprise Network created involving all start-up and enterprise advisors linking up with London and GLA enterprise support networks. Broadband for Business Roll-out of fibre begining.

	Broadband for Business Programme Launch	London/Bexley accountable body.	
Develop a toolkit to support high streets across the borough	Consultation and development of toolkit	To be developed within existing resources, further budget considerations to be developed as work progresses	Implementation of toolkit – Year 2
To continue to build the evidence base and focus work on Tottenham and Wood Green High Roads to support town centres and high streets to thrive in a changing economy	Evening Economy work programme developed by end of year Bruce Grove business support programme launch, delivery commences on Pride in the High Road through the Tottenham Good Growth Fund Wood Green and Turnpike Lane Placemaking Manual – consultation draft by Dec 2019	Evening Economy work programme part funded by New Homes Bonus and part dependent upon Future High Street Fund bid outcome New Homes Bonus funded. Seek further funding to roll out to other town centres in future years	Implement Evening Economy programme of support and promote sector with active involvement from business community Tailored 1-2-1 support delivered to 100 Bruce Grove businesses by end of programme

Outcome 14: A borough where all residents have access to training and skills development opportunities and more people are supported into work

Objective a) Enable all residents to access opportunities to develop their skills, so that they can compete effectively for high quality jobs in the local and London Labour market
Objective b) Increase the number of Haringey residents, especially from disadvantaged background and/or with additional needs, securing quality employment
Objective c) Support higher numbers of local residents, in particular those from disadvantaged backgrounds, to secure quality apprenticeships

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Working with partners, develop a borough-	Consultation with partners.	Funding from Skills Funding	Strategy Developed by

wide English for Speakers of Other Languages (ESOL) strategy.		Agency and Connected Communities budgets for 2 years.	Year 2
Develop a strategic approach to skills and employment through the Economic Development Strategy	Required research commissioned and engagement completed	Through existing resources	Strategy agreed with Cabinet – July 2020.
Haringey Higher Levels Skills programme which also seeks to support residents progress in work.	Launch 2019 with GLA and North London Partnership Consortium	£900k. GLA/LBH reserves – committed 3 year programme.	Higher Level skill progression monitoring report produced.
Develop a strategic approach to skills and employment through the Economic Development Strategy	Required research commissioned and engagement completed	Through existing resources	Strategy agreed with Cabinet – July 2020.
Develop a Special Education Needs and Disability (SEND) supported employment and internship programme	SEND supported employment programme developed – July 2019.	Through existing resources	Partnerships with employers created. LBH pledges to accept SEND placements within selected teams/departments.
HALS progression programme	Provide employment and progression support for learners at HALS to ensure they link with employment programmes and opportunities.	Adult Education Budget / Skills Funding Agency	Embed in Haringey's contribution to Adult Education Budget (AEB) budget review by Mayor.
Develop the Council's apprenticeship action plan (shared with Your Council priorities)	Apprenticeship Strategy developed by Summer 2019	In-house apprenticeship strategy will require resource – Your Council. Restructure of HR required with new resources to support new programme.	Ongoing implementation of In-house apprenticeship strategy following restructure of HR function
Develop borough-wide apprenticeship action plan	Apprenticeship Forum (LBH currently) extended to include CONEL/ Haringey Education Partnership (HEP) and other		Major employers brought into the borough to recruit: TfL, OpenReach,

	partners		BT, BBC, Met Police etc.
Haringey Higher Levels Skills programme which also seeks to support residents progress in work.	Launch 2019 with GLA and NLPC	£900k. GLA/LBH reserves – committed 3 year programme.	Higher Level skill progression monitoring report produced.

Outcome 15: A borough with more quality jobs with opportunities for progression

Objective a) Ensure investment in the borough increases the number of quality jobs for local people
Objective b) We will become a London Living Wage Borough (LLW) and use our own purchasing power to promote quality jobs
Objective c) Help grow those sectors of the economy which offer the best opportunities for our residents
Objective d) Use direct delivery to promote quality local employment and community prosperity

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Re-focus the Haringey Employment Skills Team (rebrand as Haringey Works) to focus on quality jobs and new opportunities. (also supports 14 a, b)	Expand remit of the HEST team to include skilled employment engagement function to attract opportunities from major employers inside and outside of the borough, as well as strengthening apprenticeship capacity.	Resource required for Employer Engagement role – to be funded from existing resources (internal levy) Labour Market Resilience Reserve to assist in funding HEST activities	Subject to funding implementation of action plan. First job opportunities secured and filled. Integrate HEST/Haringey Works fully into Communities First Programme – with geographic focus and cohort focus to future work priorities.
Ensure Local Plan plans for the right amount of employment space, of the right type, in the	Initial Local Plan engagement (March 2020)	Currently no agreed budget for Local Plan evidence base	Commission and publish Employment Land Review

right places to maximise jobs and the economy in Haringey		documents	(ELR) as part of Local Plan evidence base and consultations
Use Council purchasing power to promote quality jobs	Jobs opportunities embedded in procurement strategy.	Through existing resources	Monitoring and evaluation programme created.
Use the Council's leverage through grant-funded programmes to promote the creation of LLW jobs	Launch Productive Valley Fund and re-launch Opportunity Investment Fund – Autumn 2019	OIF - £2.6m capital fund PVF - £3m between 3 boroughs	Embed LLW jobs in future grant-funded programmes
Work with the Council's strategic partners to promote quality jobs and LLW	Start engagement with Council's strategic partners – create more links with major London employers through Haringey networks and working with bodies such Business in the Community.		
Capital Programme Construction Jobs Programme (part of Haringey Construction Partnership)	Forms of contract agreed including jobs targets for all capital programme contacts.	Throughexisting budgets in Capital Programme	Full programme of job pledges feeding in to Haringey Construction Partnership programme.
Encourage growth of key sectors of the economy by building on existing strengths and identifying new/strategic sectors through the Economic Development Strategy.	Economic Development Strategy development		Sectoral focus to be developed through the Economic Development Strategy
Tailoring Academy/Fashion Enter	Launch late 2019	New Homes Bonus / GLA funded	Full operation and training programme from 2020
Tech/Digital Sector Programme	Wayra Launch Autumn 2019	New Homes Bonus / GLA funded	First business to be supported by investment
Creative Sector	Launch the Creative Enterprise Zone – Autumn 2019 and Music Industry Strategy/Sound Republic	GLA/LBH match.	Programme of support developed.
Haringey Construction Partnership (HCP)	HCP officially launched - July First set of residents complete training	Length of apprenticeships vary dependent on level and trade	First set of apprentices complete apprenticeships

	programme	Cost implications for training potentially levering in external funding	More residents access HCP commissioned training allowing for residents to compete in the wider labour market Cross-borough partnership established, allowing for residents to access quality jobs in neighbouring boroughs
Work with partners and major employers in the borough to target opportunities to local residents	In partnership with Tottenham Hotspur Foundation/THFC, launch careers fair for jobs at Stadium Launch the Haringey Higher Levels Skills programme (HHLSP) which also seeks to support residents progress in work.	Resource required for Employer Engagement role – to be funded from existing resources. HHLSP – GLA ESF matched by LBH reserves – committed and contracted.	

Outcome 16: Regeneration with social and economic renewal at its heart, focused on Tottenham and Wood Green

Objective a) Deliver new homes and jobs for the benefit of our communities within Tottenham and Wood Green

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Development of estate improvement plans for Northumberland Park and Broadwater Farm	Engagement with local residents from Summer 2019 (Northumberland Park) followed by Broadwater Farm Appointment of design team for Broadwater Farm Q3 2019/20 Appointment of design team for Northumberland Park Q3 2019/20	Dependent on capital bid for Northumberland Park public realm and HRA funding for Broadwater Farm	Delivery of early wins for Northumberland Park- 2020 Design options for new homes for Broadwater Farm 2020 Agreed improvement plans for both estates – 2021

	Scoping early improvement actions for Northumberland Park from Q2 2019/20		
Delivery of capital projects in Tottenham and Wood Green	Delivery commences on Good Growth Fund projects in Tottenham (551B, Bruce Grove Toilet, Liveable Seven Sisters contractor procurement by Spring 2020,) and Wood Green (Penstock Tunnel delivery commences) Housing Zone – Tottenham Hale infrastructure works on site Tottenham Hale capital projects – Chesnut Road, on site, completion in 2019 Ferry Lane and Broad Lane Gateway – on site March 2020	Wood Green GGF - £2.2m with £900k GLA grant funding; Tottenham GGF - £2m GLA grant funding Housing Zones - £100m GLA funding, including infrastructure funding Tottenham Hale DCF Projects - £39m total programme, including S106 and external grant	Tottenham Green Phase 2 – Start on Site Spring 2020 Improvements to Down Lane Park and the Paddock – Scheme development and engagement from 2020
Continue to work with strategic partners to identify and bid for new funding opportunities	Future High Streets Fund – bid submitted, awaiting outcome Strategic Investment Pot Round 2 bid to be submitted	New projects dependent on new external funding sources	Delivery of newly funded projects, dependent on bid outcome

Objective b) Take account of how people feel about the way their local areas are changing, building cohesive and resilient communities			
Lead:			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Ensure that social and community infrastructure is delivered alongside development sites and that it is supported by a robust evidence base and aligned to Council strategies	Construction of Welbourne Health Centre commences Approach agreed for the delivery of further health centre	Opening subject to approval of Final Business Case Funding to be determined	Opening of Welbourne Health Centre Commencement of delivery of further health centres
Review, agree and embed Social Impact Indicators across the Regeneration programme	Social Impact indicators embedded across programme - Summer 2019		
Maximise employment outcomes from social	Tottenham Charter external evaluation	Expansion of the Tottenham	Subject to recommendations

value activities through the Tottenham Charter Employment/Haringey Construction Partnership.	finalised and development plan produced responding to key findings Tottenham Charter Event Autumn 19 – celebrating success and communicating proposed changes and development Haringey Construction Partnership launched S106 Employment and Skills plans embedded with all major contractors S106 Employment and Skills outcomes strengthened through improved S106 clauses, including punitive measures for failing to meet apprenticeship targets Launch Haringey Construction Charter - July	Charter to Wood Green could require further resource – development plan to determine funding sources for this e.g. external funding bids. Haringey Construction Partnership – s106 funding plus funding from HRA and Capital Programme for programme management – or charge to capital – further work required to identify resources.	from Tottenham Charter Evaluation implement model for expanding Charter to Wood Green. Extend Haringey Construction Partnership to all Capital Programme projects – including schools contractors, house building programme contractors.

Objective b) Use Council land and assets to promote improved outcomes for residents			
Lead:			
Delivery priorities	**High level milestone(s)**	**Comments and budget considerations**	**Years 2-4**
Identify strategy for Council Owned Sites in Wood Green, including new Council Accommodation; adopt the Wood Green Area Action Plan	Cabinet decision to consolidate council accommodation to a reduced number of sites – July 2019. Cabinet decision on preferred site/ sites for council accommodation - December 2019. Wood Green AAP – Reg 19 late 2019 / early 2020	Wood Green Regeneration capital budget - £39m to 2024 Forthcoming Cabinet decision on council accommodation	Council Owned Sites in Wood Green Strategy approved – 2020/21 Start on site for new council accommodation building/ buildings – 2021/22
Commercial Review of Property Portfolio - to achieve a more balanced portfolio and link tenants with business support programmes to help them grow and create more jobs.	Landlord review – to arise from commercial review by end 2019/20. Carry out major repairs and investment on industrial estates owned by Council – full landlord obligations to be identified, costed and works programmed.	From existing budgets, and through increased income generated through review of the Commercial Portfolio	Maintain balanced portfolio through strategic acquisitions and disposals. Full programme of repairs across all portfolio and divest of non-core stock.
Asset Management Plan. Including Review of Community Based Assets, Adults/Childrens also Corporate Assets.	Asset Management Plan Feb 2020 for Budget input.	Through existing budgets	Asset Management Plan Investment Strategy long term.

Objective d) Bring the physical and social infrastructure that growing communities need			
Lead:			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Pilot new approaches to community hubs and spaces to deliver new community infrastructure and housing on council owned sites	Selby / West Indian Cultural Centre – masterplanning and viability work to identify a viable scheme and delivery pathway	Masterplanning and viability work from existing budgets. Delivery dependent on further capital funding	Selby – Delivery to commence 2022 WICC – Delivery to commence 2022
Continue to work with partners in the rail and transport industry to ensure that strategic transport projects are delivered	White Hart Lane station works complete Tottenham Hale Station upgrade – completion Spring 2020	Delivery by third parties	Ongoing lobbying in support of Crossrail 2
Implement policies and ensure up-to-date methodology for child-yield to plan for high-quality play spaces and green spaces as part of new developments	Use latest GLA methodology and calculator (May 2019, completed)	Within existing staff budgets, unless specialist research needs to be commissioned	Monitor new MHCLG methodology and ensure best approach in Local Plan (3-year programme)
Continue to work with partners to ensure that there is a thriving market at Wards Corner	Housing and Regeneration Scrutiny Panel and Policy Advisory Group reports sent to Cabinet for consideration – October 2019	Within existing budgets	Apex House completion, market traders supported to relocate – 2020 Completion of Wards Corner development– by 2023
Consult on Neighbourhood CIL allocation proposals, and align Strategic CIL spending with the existing Local Plan	CIL consultation – Late 2019	Additional staff resource needed, to be self-funded through CIL administration expenses	Commissioning and spend of projects in 2020/21
Deliver new homes and jobs on High Road West (HRW), securing substantial community benefits through the process	Work to review HRW scheme Progress to ballot	£131.3m funding in capital programme for HRW	Subject to Year 1 review

Outcome 17: A council that engages effectively with its residents and businesses

Objective a) Residents and businesses feel engaged with and show high levels of trust in the council

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Deploy a range of innovative engagement activities appropriate to the issue	Establish Citizens' Panel, to facilitate both online and face to face engagement activity, by October 2019	Initial set-up costs estimated as £40k	
Develop Business / VCS Pledge to underpin commitment to business community and voluntary/ community sector	Pledges to be formally signed in July 2019		
Use residents' survey findings to identify areas where there is concern and use this to inform future decisions	Survey findings have informed Borough Plans and its Year 1 delivery plans from July 2019		Next resident surveys due in 2020 and 2022
Use Fairness Commission to engage range of residents stakeholders, partners and experts, to understand how the council can tackle issues of inequality and fairness	Work to focus on five strands as of June 2019 **Engagement with public services** – to link with the Council's Front Office Back Office Programme, and 'soft skills' workforce development within the People priority. **Insecurity in housing** – to link with Housing Strategy **Children and young people**, focusing on spaces, exclusions – to link with Exclusions review and Young People at Risk delivery.	Any financial implications of recommendations from the Commission will be considered as the recommendations are developed over late summer and autumn	Mechanisms for following up progress on implementation of recommendations to be determined.

	Capacity within the VCS –potential to feed into focus on VCS / community capacity building through People Priority **Migration, cohesion, community safety** – to link with 'Welcome Strategy' and Haringey Welcome. Final report from the Commission with recommendations is due in November 2019		

Objective b) We demonstrate clear understanding of the needs, aspirations, opportunities and strengths of Haringey's communities, and use this to inform our decisions			
Lead:			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Work to reform our data collection, storage and analysis so that it is robust in informing our decision-making	Initiation from July 19		
Pilot different approaches to open up our data for public use	Initiation from Sep 19		

Objective c) We make available to our residents and businesses the information and connections they need to make their own decisions and to thrive individually and collectively			
Lead:			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Ensure that services are developed with the people who use them making widespread use of user-centred design approaches, such as Community First	Ongoing in 19/20 via Community First programme	See People priority delivery plan for more detail on Community First programme	

Outcome 18: Residents get the right information and advice first time and find it easy to interact digitally

Objective a) Self service will be customer's first choice, because we will make it easy to use			
Lead:			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Build on MyAccount to enhance the digital service offer and harness social media channels to be more responsive to customer service and communication demands.	Procure a new digital customer portal and have operational by April 2020. In doing so ensure where possible there is a seamless transition for our residents and businesses with improved functionality across more services.	Supports MTFS savings in 19/20 and 20/21	Initiate Business self-service via new customer portal
Implement a data programme that enables us to reduce avoidable contact and adapt quickly to customer need.	Data programme initiation Sept 2019 Avoidable contact in 19/20 via Front Office Back Office (FOBO) programme		
Automate services wherever appropriate to	Automate simple transactions for Council	Supports MTFS savings in	Develop online options in

enable customers to complete tasks easily/quickly as possible.	Tax, Business Rates and Benefits that customers can quickly and easily manage themselves	19/20 and 20/21	new portal for remaining services into Customer Services
Provide clear information on the services we/our partner organisations provide, how and where to access them.	Make all transactions with Revenues and Benefits available online with immediate confirmation of all the information required to complete the transaction first time	Supports MTFS savings in 19/20 and 20/21	Information to Businesses will be available in new self-serve portal

Objective b) Those customers that need a more personalised service will receive it			
Lead:			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Improve our support for people who struggle to navigate our services, using a 'Community First' approach	Ongoing in 19/20 via FOBO and Community First programme		Further develop digital assistance offer in Customer Service Centres
Continue to invest in our libraries and customer service centres to deliver effective services to customers	Refurbishment of Hornsey Library, improvements to ICT in our Branch Libraries.		Implement an appointment system in Customer Services for complex need enquiries

Objective c) A customer of any council service will receive a consistently good, fair, timely and professional experience			
Lead:			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Reinforce clear, consistent customer experience standards across the organisation that enable us to provide a high standard service, regardless of the enquiry	Refresh our customer standards and raise awareness across the Council and with our residents, businesses and communities	Supports MTFS savings in 19/20 and 20/21	• Build on outcomes of ICS survey, Fairness Commission and customer feedback to improve service

			provision • Refresh and implement corporate customer standards to enable a consistent customer experience
Develop a set of Key Performance Indicators and these will be monitored and reviewed at Cabinet level	Initiation from Sep 19		

Outcome 19: We will be an able, positive workforce with the skills needed to deliver for Haringey

Objective a) Staff will understand how their work contributes to outcomes for residents and that their work matters

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Ensure new and current staff feel welcome and supported by their new teams and the wider organisation	Improve current Corporate Induction offer. This includes: • Create an external welcome page for new employees (May) • Revised Induction Checklist (August) • Introduce a new manager guidance (September)	The HR service is currently undergoing a wholescale restructure and a more accurate budget position will be confirmed by September 2019.	
Ensure all staff understand how their role supports the delivery of the Borough Plan	To develop a series of ongoing cross-cutting activities, including: • Local away days (ongoing) • Pop-ups from Corporate Board		

	(ongoing) • Further embedding of My Conversation (ongoing)		
Ensure all staff feel supported to communicate effectively with residents and local businesses	• Introduce Corporate Social Responsibility Policy and Programme (January)		• Design and deliver facilitation workshops

Objective b) We will be a diverse workforce at all levels of the organisation, where there are opportunities for staff to grow and develop their careers, and where difference is valued because it contributes to better outcomes and residents			
Lead:			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Endorse a healthy work life balance where staff feel supported and wellbeing is improved across all services	• Wellbeing Fair for staff (February) • Promote our staff benefits package and improve based on staff feedback (ongoing)		• Review and revise our Sickness Absence Policy and support package.
Develop a culture where staff feel supported to respond and adapt positively to change	• Support existing staff networks to encourage employees to have a voice that is listened to (ongoing) • Promote the use of online platforms to learn, debate, discuss and support.		• Staff survey • Create innovation hubs
Improve processes and procedures that will result in more effective and efficient working	• New Ways of Working (NWoW) programme initiation from Oct 19 • Front Office, Back Office (FOBO) Transformation Programme to deliver transaction improvements in HR, Benefits and Customer Services.		
Design smarter working environments to	• New Ways of Working (NWoW)		Undertake pilots to test

endorse modern and agile working	programme to undertake pilots to test alternative ways of working (October).		new ways of working (ongoing).

Objective c) We will be a healthy and resilient workforce, where we respect and reward high performance and productivity, and staff who promote our values			
Lead:			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Improve the way we recruit / retain talent through promoting opportunities to disadvantaged groups and a stronger focus on ability over experience	Review whole council approach to recruitment, retention and development as part of Workforce Plan implementation. Start Sept 19		
Continue to support and endorse our staff network groups	Ongoing		
Improve the collection and monitoring of staff equality data to inform our equality action plan	Ongoing		
Improve the way we recruit / retain talent through promoting opportunities to disadvantaged groups and a stronger focus on ability over experience	Review whole council approach to recruitment, retention and development as part of Workforce Plan implementation. Start Sept 19		

Objective d) We will ensure that Haringey Council is an inclusive workplace
Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Proactively address discrimination and unconscious bias in the recruitment process and workplace	Deliver a range of interventions as part of Workforce Plan, including: – Unconscious training for staff and managers (May). – Dignity at work Policy and training for managers (June).		• Introduce mandatory recruitment and interviewer training. • Review and develop polices to ensure they are inclusive of protected characteristics.
Develop career pathways for staff	• Pilot job families for Shared Digital and HR teams. • Maximise "grow your own workforce" opportunities to develop our own staff – mentors, 360 feedback coaches (July)		• Optimise My Conversation map to support talent and succession planning.
Develop high standards of professionalism with leaders, managers and human approach to customer service	• Comprehensive Leadership and Management development programmes in place for aspiring, new and current managers (ongoing) • Member of Institute for Customer Services • Promote 'Manager Deal' (January)		• Manager Conference
Encourage everyone to build learning and development into everyday work	• Five Days of Development protocol in place (May)		• Confirm Haringey Essentials skillset

Outcome 20: We will be a council that uses its resources in a sustainable way to prioritise the needs of the most vulnerable residents

Objective a) We will deliver value for money by acting creatively and innovatively to design and deliver services that are good value for residents and taxpayers

Lead:			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Ensure we utilise appropriate techniques to design and deliver council services and operations	Ongoing		
Work towards bringing council services in house where it is prudent to do so	Development of Insourcing Policy due to be considered by Cabinet in September 2019		

Objective b) We will actively seek opportunities to be a more commercial and entrepreneurial council			
Lead:			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Ensure that all staff involved in commercial activity have appropriate training and development opportunities	Workforce Plan implementation. Oct 19		
Take a more strategic approach to income generation, developing a commercial strategy that helps the council raise money through selling services or goods to residents, businesses or other public sector bodies	Lead and monitor through Commercial Board that meets every 6 weeks		

Objective c) We will maintain strong controls over delivery of our critical projects through our Medium Term Financial Strategy			
Lead:			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Maintain a strong approach to monitoring our projects and contracts so as to ensure that they deliver the intended social and financial value for residents and taxpayers	• Your Council programme board initiation from July 19 • Revised Transformation funding board from July 19		

Objective d) We will use our resources and policies to redistribute the financial burden on our residents			
Lead:			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Review current council tax arrangements, including CTRS and redistributing fees /charges to make them fairer.	Systematic review of fees and charges to take place to be included in the Budget and MTFS report in December 2019		
Identify and respond to residents who are in financial troubles, including through the development of an approach to managing debt	Findings of review of approach to debt due in July 2019		

Report for: The Cabinet, 9 July, 2019

Title: LGA Corporate Peer Challenge response to recommendations

Report authorised by : Zina Etheridge, Chief Executive

Lead Officer: Joanna Sumner, Interim AD, Strategy & Communications

Ward(s) affected: All

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

1. Describe the issue under consideration

This report sets out the Council's response to the recommendations from Corporate Peer Challenge carried out in February 2019 by a team of local government peers, and facilitated by the Local Government Association.

2. Cabinet Member Introduction

2.1 Earlier this year we decided that it would be a good time to invite the Local Government Association (LGA) to carry out a corporate peer review of the Council. The peer review process is part of an important approach to local government-led improvement and mutual support.

2.2 This was an opportunity to tell the story of where Haringey has got to: to show how far we've come since the last peer review in 2014, to have an accurate representation of the challenges we face, and to be clear about what we need to do to ensure we're in the best shape to be able to deliver our ambitious plans in this context.

2.3 It is important that we celebrate the positive role that councillors, staff, partners and residents play in making Haringey such a great place to live and work. We are mindful of the key challenges set out in the report and are taking active steps to address our financial position and the delivery of our borough plan objectives.

2.4 I welcome the findings set out in the report and I would like to thank the peer review team for their hard work and honest feedback.

3. Recommendations

3.1 Cabinet is asked to note that the highest priority recommendation put forward by the peers related to the budget. The report recommends that the Council agrees "a sustainable Medium-Term Financial Strategy by October 2019 with a clear decision-making pathway." Progress on this is the subject of a report elsewhere on this Cabinet agenda, titled "Budget report and MTFS update".

3.2 Cabinet is asked to note that the second highest priority recommendation related to prioritisation within the Borough Plan, with a suggestion that the Council sets out an annual delivery plan for each year of the life of the Borough Plan 2019-23, and that these delivery plans are aligned to the Medium Term Financial Strategy. The year one delivery plans for each Borough Plan priority are set out in a report elsewhere on this Cabinet agenda, titled "Borough Plan 2019-2023 year 1 delivery plan".

3.3 Cabinet is asked to endorse the action plan in response to the remaining findings of the LGA Corporate Peer Challenge as set out in appendix B.

4. Reasons for decision

4.1 There is no requirement to formally respond to Peer Challenge reports, but it is considered good practice to publish the findings in the form of the LGA's formal report, and to set out the Council's plans to respond to any recommendations for improvement.

4.2 In addition, the risks of not responding effectively to the LGA's highest priority recommendations in relation to the budget are very significant. The report states that the Council's financial position is "very challenging", and that the "policy ambition of the Council makes this position even more challenging." There is an urgent need to address the requirement for significant savings in 2020-21. The report states that to facilitate decision-making by councillors "a clear decision-making pathway through to autumn 2019 is required," and that, "Failure to take this action would result in the further depletion of reserves and a precarious future for the Council and its services."

5. Alternative options considered

5.1 The option not to respond to the Peer Challenge with a formal report was considered. The decision has been made that it would be better to publish the report, and the Council's response to it, so that the Council can be held to account on its improvement plans.

6. Background information

6.1 In February 2019, the Council took part in a Corporate Peer Challenge, organised by the Local Government Association (LGA), at the Council's request, which involved senior officers from several different councils, led by Carolyn Downs, Chief Executive at Brent, and one lead Member peer, Cllr Rishi Shori, Leader of Bury Council in Greater Manchester. All councils are given the opportunity to have one of these reviews every 4-5 years as part of a local government-led approach to improvement and mutual support. The peers spent four days talking to a wide range of people connected to the Council, providing challenge, and sharing their knowledge and experience.

6.2 A position statement was submitted in advance, which addressed the general themes that are included in all peer reviews across the country:

- Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
- Leadership of Place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
- Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
- Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
- Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

6.3 The peer team were also asked to focus on the following question:
"The Council is agreeing its Borough Plan in February 2019 so is keen to focus on how well set up it is to deliver against the plan, especially in relation to the way it prioritises within the Borough Plan, and invites the peer team to reflect particularly on how set we are to deliver the level of partnership working required to make the ambition of a Borough, rather than Corporate, plan a reality by the end of the plan period."

6.4 The peers' final report highlighted the "tremendous ambition" and "changed strategic direction" demonstrated by the administration, and reflected in the Borough Plan. They said that all the Council staff that they met were highly committed and enthusiastic, with a real passion for Haringey.

6.5 Haringey's progress in health and social care integration was held up as a good example. The team also commented on the strong progress in improving Children's Services, and noted that the voluntary sector considers the Council to be a strong and receptive partner. The work on developing a Youth at Risk strategy is described as good practice, and Community First is considered "a great initiative". The report also states that "the development community….saw Haringey's Spatial Planning team as one of the most impressive and efficient across the country".

7 Contribution to strategic outcomes

7.1 The response to the recommendations contributes to the "Your Council: the way the council works" priority in the Borough Plan, 2019-23.

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

Finance

8.1 It is expected that the costs of implementing the action plan will be contained within the existing MTFS budgets. In the event that the need for additional resources is identified these will be included in subsequent reports to Cabinet as required.

8.2 The highest priority recommendation put forward by peers related to the deliverability of a sustainable MTFS. Members' attention is drawn to the report elsewhere on this Cabinet agenda titled "Budget report and MTFS update".

Legal

8.3 The Assistant Director of Corporate Governance has been consulted in the preparation of this report. There are no legal implications arising out of this report.

Equality

8.4 The Council has a public sector equality duty under the Equality 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; and
- Foster good relations between people who share those characteristics and people who do not.

8.5 The peer challenge report makes two specific proposals on how the Council can improve the way approach to tackling inequalities is organised and supported. One is to raise awareness of staff equality networks to ensure that staff have a voice both to celebrate their differences, as well as a point of contact to be consulted on council-wide policies. The second is to ensure that statutory equality objectives are aligned to corporate performance reporting.

8 Use of Appendices

Appendix A – Corporate Peer Challenge Feedback Report
Appendix B - Local Government Association Corporate Peer Challenge 2019 Action Plan

9 Local Government (Access to Information) Act 1985

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Corporate Peer Challenge

London Borough of Haringey Council

11th to 14th February 2019

Feedback Report

1. Executive Summary

Haringey has experienced significant political and managerial change in the past two years. The Leader, though a Councillor for many years and the previous Deputy Leader of the Council, only became Leader in May 2018. 50 percent of all councillors were newly elected in May 2018. The Chief Executive commenced in post only two years ago and the Corporate Board has changed its membership.

Given this level of change the peer challenge took place at an opportune time.

This peer challenge took place five years after Haringey's last corporate peer challenge (which is recognised as good practice). Since the previous peer challenge significant progress has been made in many areas of the Council's services and it was particularly pleasing to hear of the genuine improvement in Children's services and health and social care integration, in financial awareness and in both partner and staff engagement.

Tremendous ambition and a changed strategic direction are being demonstrated by the current administration and this is reflected in the recently published Borough Plan. The Council is keen to be demonstrably aligned to community needs and has good data and evidence which support the agreed priorities within the Borough Plan. The Borough Plan also has good partner co-production and buy in. This positive start now needs strengthening with the alignment of resources and performance data which will underpin the delivery of the plan during the next three years.

Additionally, the Council needs to ensure that it is externally focussed and is fully responding to the needs of all residents, rather than just the most vocal, when determining its strategies going forward and, to more clearly articulate and communicate its agendas around economic and social renewal, and community wealth building. This should be undertaken on an urgent basis. Headline priorities, such as the aspiration to build 1,000 social housing units over four years, need to be underpinned by clear financial and delivery plans, whilst also being positioned as part of a more complete economic and social renewal strategy. The Council could be more forthright in seeking to improve the public realm and leverage the public estate which, in places, is starting to feel dated and if not invested in could cause economic stagnation.

The Leader and Chief Executive are recognised by many as leading the place well at a time of significant change. Partners are positive about the inclusive leadership they bring to the organisation. The Council is seen as a system leader particularly around health and social care integration. The significant improvements in school performance and children services more broadly are also recognised and welcomed.

All the Council staff that we met were highly committed and enthusiastic and they demonstrate a real passion for Haringey. We also met some very talented senior staff whilst on site. A strong shift in culture within the organisation has been delivered in the time since the Chief Executive was appointed, however, significant challenges remain. Staff see the Leader and Chief Executive as being both supportive and accessible, but the organisation needs to take care that it is not overly reliant on the personal interventions of these individuals and that a more dispersed leadership model and culture is developed. Cross party working is increasing and this too is positive.

The Cabinet was newly appointed in May 2018 and Cabinet members are seen to be committed and enthusiastic. The Corporate Board are committed to delivering the Borough Plan and relationships between members and officers are largely positive. It is essential that this positivity is reflected in all aspects of the Council's work and that Overview and Scrutiny ensures that the very fine line between holding people to account and appropriate scrutiny is observed.

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Chief Executive: Mark Lloyd

The Council's financial position is very challenging. The policy ambition of the Council makes this position even more challenging.

Under the leadership of a new Finance Director, over the past year the Council has significantly improved its financial capacity, understanding and ownership of its budgetary position. The Council now needs to put in place a decision-making process which will deliver the required level of savings through to 2022. The Council will also need to ensure that its programme management capacity is robust, is closely aligned with its savings plans and operates on a whole Council basis in order to ensure delivery of planned savings whilst also enabling significant change.

In the first instance, the Council needs to immediately address the requirement for significant savings in 2020/21. To facilitate Councillors making these decisions officers will need to further strengthen regular financial monitoring arrangements and report on the financial and operational risks related to the delivery of the Borough Plan. This needs to be a continual process and a clear decision-making pathway through to autumn 2019 is required. Failure to take this action would result in the further depletion of reserves and a precarious future for the Council and its services.

Like all councils the capacity in Haringey is stretched and, therefore, it is imperative that members and senior officers direct their time to the Council's agreed strategic priorities. It will be essential that the Cabinet focuses on the strategic priorities in the Borough Plan and demonstrate considerable political resolve to be able to deliver on their agreed agenda. If this is not achieved and they, and so staff, are diverted on to non-priorities then the policy imperatives of the Council will falter.

The corporate centre of the organisation could be differently organised to provide better support to the organisation. Investment in IT systems and an HR function which is fit for purpose will be essential to enable significant in-sourcing of services. The sequencing of in-sourcing alongside the capacity of the organisation to support a larger and more delivery focussed organisation will be critical to its success.

Good leadership intentions were evident in the establishment of staff equality networks to ensure staff have a voice to both celebrate their differences as well as a point of contact to be consulted on council wide policies. Staff networks praised the Chief Executive for this initiative, however, much more needs to be done to raise awareness and demonstrate its effectiveness on the ground. The Council's statutory equality objectives need to be aligned to the corporate performance report in order to ensure equalities and tackling inequalities is taken seriously.

In summary, Haringey has delivered in the past and it can deliver in the future. It has an exciting future ahead for its residents if it can resolve its budgetary position at pace and with engaging, distributed leadership.

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2. Key recommendations

There are a range of suggestions and observations within the main section of the report that will inform some 'quick wins' and practical actions, in addition to the conversations on-site, many of which provided ideas and examples of practice from other organisations. The following are the peer team's key recommendations to the Council:

- Given the number of priorities within your Borough Plan, look to agree and focus on the key strategic priorities with political resolve to ensure that these are delivered
- Agree a sustainable Medium-Term Financial Strategy by October 2019 with a clear decision-making pathway
- Focus and obtain management grip for the delivery of your operational and financial plans
- Further develop team working between Cabinet and Corporate Board
- Develop an inclusive programme of member and officer development to enable greater clarity of roles for all fostering a culture of appropriate challenge and collaboration
- Celebrate your successes
- Better communicate your intentions to communities, partners and staff with a clear and coherent narrative for place

3. Summary of the Peer Challenge

The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge at Haringey Council were:

- Carolyn Downs - Chief Executive, LB of Brent Council
- Cllr Rishi Shori - Council Leader, Bury Metropolitan Borough Council
- Liz Bruce – Director of Adult Social Services, Richmond and Wandsworth Councils,
- Adrian Loades - Corporate Director of People, LB of Redbridge Council
- Jonathan Tew – Assistant Chief Executive, Birmingham City Council
- Shammi Jalota – Head of Partnerships & Equalities, Essex County Council
- Peter Robinson – LGA Associate (Finance)
- Peter Rentell - LGA Peer Challenge Manager

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Scope and focus

The peer team considered the following five questions which form the core components looked at by all Corporate Peer Challenges cover. These are the areas we believe are critical to Councils' performance and improvement:

1. Understanding of the local place and priority setting: Does the Council understand its local context and place and use that to inform a clear vision and set of priorities?

2. Leadership of Place: Does the Council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?

3. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?

4. Financial planning and viability: Does the Council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?

5. Capacity to deliver: Is organisational capacity aligned with priorities and does the Council influence, enable and leverage external capacity to focus on agreed outcomes?

In addition to these questions, you asked the peer team to provide a critical friend review as follows:

"The Council is agreeing its Borough Plan in February 2019 so is keen to focus on how well set up it is to deliver against the plan, especially in relation to the way it prioritises within the Borough Plan, and invites the peer team to reflect particularly on how set we are to deliver the level of partnership working required to make the ambition of a Borough, rather than Corporate, plan a reality by the end of the plan period."

The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement focussed and tailored to meet individual Councils' needs. They are designed to complement and add value to a Council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent 4 days on-site at Haringey Council, during which they:

- Spoke to more than 120 people including a range of Council staff together with Councillors, external partners, stakeholders and young people.

- Gathered information and views from more than 50 meetings and additional research and reading.

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- Collectively spent more than 280 hours to determine their findings – the equivalent of one person spending over 8 weeks in Haringey Council.

This report provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit (11th to 14th February 2019). In presenting feedback to you, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things you are already addressing and progressing.

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4. Feedback

4.1 Understanding of the local place and priority setting

The Borough Plan was developed through effective engagement with residents and partners over the course of one year with a series of surveys, events and conferences. The Borough Plan is based on good data, in particular the State of the Borough report July 2018 and the Residents Survey of 2018. These, along with other sources, provide a comprehensive and insightful view of residents' expectations for the Borough. The Administration is keen to be demonstrably aligned to the community needs and this was evident from our discussions.

Partners consistently referred to their engagement with the development of the Borough Plan and their ownership of it and gave good examples of co-production. The monthly breakfast meetings with the Chief Executive were highly regarded as opportunities to take forward the development of strategy and to respond to current key issues.

There is clear and tangible political and officer passion for the place and understanding of its context both locally and nationally. Haringey has representatives at London Councils' various forums and are part of the Central London Forward grouping of Councils for sub-regional partnership working on jobs, skills and housing.

The Borough Plan contains a large number of objectives and, though all relevant, a greater focus on a smaller number of key strategic priorities would be helpful to delivery. We suggest that objectives need prioritising early with an associated annual delivery plan with targets and financial information in support of the desired outcomes. Moving forward the analysis of data needs to be more obviously aligned to both resources and performance. This will then underpin the delivery of the plan over the next three years.

Based on feedback received from elected members of all political persuasions and positions within the Authority, there was a clear sense that the Council did not adequately celebrate its many successes, for example the increase in the Council Tax Support Scheme, and also engagement with the broader population on key policy challenges facing the borough. An example that was given was the Haringey Development Vehicle (HDV) led by the previous administration which was a policy devised around economic regeneration which faced considerable political and resident opposition. The new administration has cancelled this scheme based on the political preference 'to build council homes on our own land'. This needs to be explained within the context of a wider strategy for economic and social renewal in order to ensure that a clear narrative is given about the change in policy and its wider impact. In fact, the Council has very recently moved to agree terms with a development partner Lendlease to continue work on the major High Road West scheme in Tottenham. This will help to build confidence that the Council is keen to continue economic renewal of the right kind and should make this known and clear to residents, businesses and developers.

This example shows that the Council can make tough decisions and that will be a key requirement moving forward. Newly elected members will need to be courageous in their decision-making in the light of the financial challenges faced. In addition, they will need to engage directly with all residents as well as vocal activists on significant issues.

The development community we spoke to saw Haringey's spatial planning team as one of the most impressive and efficient across the country. This is to be commended around a service that, until recently, was benchmarked in the bottom quartile nationally. Developers

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felt that regardless of the political context, Haringey was always likely to be a strong area with growth potential due to exceptionally good transport links.

Because of the issues relating to the HDV, feedback was given in interviews that some now see the regeneration agenda as 'toxic'. On that basis there was a lack of clarity in relation to what the administration's approach to social and economic renewal is and as stated elsewhere in this report this is an area which needs to be urgently clarified.

This equally extends to community wealth building. The Council should create a clear narrative of how they intend to use their significant asset base in Wood Green and their significant spending power to genuinely create community wealth through economic and social renewal.

For example, the Council priority to deliver 1000 homes over the next four years needs to be positioned alongside a more comprehensive economic renewal strategy. This strategy needs to consider job creation, whole-system skills improvement and maximise opportunities for growth through both community wealth building and residents' accessing the tremendous employment opportunities presented by the Greater London economy. Partners pointed to positive examples such as Tottenham Development Charter as opportunities for the private sector to demonstrate to local politicians their willingness to engage in improving social outcomes whilst also generating profit.

4.2 Leadership of Place

The Council Leader and Chief Executive are recognised as key players in providing strong leadership for the place during a period of considerable change and financial challenge. The Council leadership are seen as positive and proactive system leaders by the CCG and health partners. In addition, the recognition and support for future housing needs as a key area of focus within the future plan are welcomed.

Overall the Council is well regarded by the majority of partners and is seen to have improved significantly in terms of service delivery and partnership working over recent years. There was a strong sense that leadership, partnership and system wide commitment to own and deliver the priorities within the Borough Plan were genuine and this was evidenced in terms of the partnership approach to knife and other serious violent crime. The Council is showing strong system leadership in responding to the issue of young people at risk. There is good statutory, voluntary and community sector commitment to developing a shared strategy and working with the Council to better protect young people.

Likewise, with the Community First programme is considered by the peer team to be a great initiative. The Community First programme is looking to different parts of the public and voluntary sector to respond to early warning signs that individuals or families may need help using data to predict where assistance would be best directed. This approach to identify low cost, community-based interventions to prevent people from entering into acute need is commended.

The Community First programme is taking forward approaches to asset-based interventions that support residents to meet their needs through co-ordinating and connecting them to resources in the community. There is a strong and positive cross Council working on this initiative which extends to a new approach to tackling street homelessness. It is encouraging that the Council has commissioned an independent evaluation of the initiative, however, there is a strong national evidence base that demonstrates the success of asset and community-based working which should be

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considered. In the light of the budget and demand challenges it faces, the Council should consider how the programme can be mainstreamed across the Borough and have even greater impact on statutory services by ensuring that need is met upstream.

The voluntary sector considers the Council to be a strong and receptive partner and felt that their voice is being heard. The Bridge New Trust were very supportive of the ambitions within the Borough Plan. Increasingly the wider Council is perceived as recognising the benefits of partnership working within the sector. Cross-Council working and engagement with the sector was also seen as improving and this has enabled the leverage of funding opportunities.

The Council has made strong progress, particularly over the last few months, in strengthening its children's services, as recognised by Ofsted. An approach that focuses on ensuring that the basics are done well has secured improvement. Schools were positive about their relationships with the Council and felt well supported. The Haringey Education Partnership provides a vehicle for taking forward further improvements in educational standards in a strong partnership with schools. The Council was ahead of the national developments of Integrated Care systems with longstanding partnerships in place to develop the integration of health and social care services. Relationships provide a strong foundation for progressing the operational integration of commissioning and services.

However, there is a need for the Council to establish wider buy-in to delivery and budget plans for its housing targets within the Borough Plan. It was clear to us that elected members and strategic partners were generally supportive of the housing priority to deliver 1000 homes over the next four years. Given that some officers are sceptical as to whether the target can be achieved it is also clear to us that that it will be essential to put in place an agreed delivery plan as soon as possible.

We picked up a sense from elected members that the borough plan whilst ambitious is not focussed due to a lack of prioritisation. Providing that focus is established it will then support conversations on budget setting, provide direction to staff and enable unambiguous conversations with communities.

A clear and coherent narrative that tells the story of the Council's ambitions for the place into the longer term will provide greater clarity and direction. This stronger narrative would help communities, partners and staff better understand the Council's priorities more clearly and would also enable the Council to focus its resources on the partnerships and relationships that are most important in achieving its vision.

4.3 Organisational leadership and governance

The peer team saw evidence of constructive member and officer working relationships at all levels across the Council and respectful behaviour between officers and members. The Council Leader and Chief Executive are seen by staff and partners as symbolic of the improvement journey the Council is on and both are passionate about achieving their ambitions for the Council and the place. Staff and partners also told us that both were accessible and supportive. In addition, we saw positive working relationships across the Corporate Board which is starting to cascade into the rest of the organisation.

Cabinet members are seen to be committed, enthusiastic and gaining confidence and knowledge in their respective portfolio areas. Given the significant number of new Councillors in May 2018 this is encouraging but the Administration has been in post for nine months now and needs to concentrate on delivery of the Borough plan. It is important

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to ensure adequate support is in place going forward to enable councillors to fulfil their roles and that they have the 'tools to do the job'. To meet the future challenges there needs to be absolute clarity about the roles and responsibilities of elected members.

Cross-party working, including for instance through a Fairness Commission, to identify and act upon key areas of inequality, is increasing and this is a positive step.

The Chair of the Overview and Scrutiny committee is fully conversant with the role and its importance in scrutinising the work of the administration. A particularly good area of practice was identified in relation to the setting of the Overview and Scrutiny work plan which included inviting members of the public to a public meeting (called a Scrutiny Cafe) to help determine the committee's priorities. However, it is very important that the scrutiny panels better understand their role and the fine dividing line between the appropriate challenge of officers and behaviour which could be perceived as being confrontational. As such the Council may wish to consider an inclusive programme of member and officer development which will facilitate a culture of collaboration where all are fully conversant of their roles.

Overall the Council has sound corporate governance and is strong on probity issues. We found no significant standards issues and the Monitoring Officer manages this area with rigour.

The Chief Executive is highly regarded by partners and staff and is seen as a driving force behind a range of partnership and Council initiatives. Staff consistently saw the Chief Executive as accessible and the person to go to with new ideas and proposals. However, the council's corporate structures do not currently best support the Council's ambitions. Functions that are normally considered as a part of the corporate centre such as performance management and procurement are dispersed more widely across the organisation. As a consequence, the Council does not have a critical mass of services at its core to drive forward Council wide improvement and initiatives and is too dependent on the Chief Executive undertaking such a role. This needs to be resolved and it is imperative going forward that any structure, and any appointments to it, must have the full buy-in of both Cabinet and the Chief Executive.

Some frustration was reported as to the speed of decision making within the Council. When tested it transpired that the number of steps that need to be taken for decisions to be made was not significantly greater to that in most councils. However, decision making could be quickened through more delegation and better co-ordination. The Leading Together development programme for managers has been highly regarded by managers and created a stronger expectation that managers will be empowered to make appropriate decisions. There is some frustration that this does not match the reality and the Council should consider how it can actively and appropriately devolve decision making through the organisation.

There was a feeling from elected members that the flow of information from within the Council to elected members and to the public was not as good as it could be. A more effective flow with greater transparency will help to take some of the heat out of controversial issues. A more open and swift flow of information will also serve to facilitate more purposeful scrutiny.

Performance management is not currently sufficiently robust. There are good tools for monitoring performance corporately, but these do not appear to be kept up to date and performance needs to be considered routinely by the Corporate Board and then through

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Directorate Management Teams. The Borough Plan provides an opportunity to align corporate objectives with individual objectives and appraisals.

There is a desire to embrace and embed staff equality networks and the leadership from the Chief Executive in this area was warmly welcomed. However, there was a view from network members that some senior managers don't see the value of allowing staff time to participate. Staff networks are often asked to get involved in advising on Equality Impact assessments which is positive, but more could be done to ensure networks have sufficient time to engage in the process rather than just at the end of the process. Funds could be made available to support Network Chairs develop their role and align their work more closely to the work of Human Resources.

4.4 Financial planning and viability

The Council has made significant progress in the last year under the leadership of the new Director of Finance and has reached a position where increasingly realistic budgets are in place that are more widely owned across the organisation. This has involved both cultural change across the Council, led by the Chief Executive, and also the abandonment of unrealistic savings targets particularly in social care services. Nevertheless, the Council's financial position remains fragile. In its medium-term financial strategy (MTFS) to 2023/24 the Council has a growing gap between estimated income and expenditure that will require it to identify additional savings of £20m. The bulk of these new savings or increased income, £13m, will need to be identified by at least October 2019 and in place for April 2020 in order not to further reduce reserves.

Members recognise that 2019/20 has effectively been a transition year following significant political change in the Council and that they now must urgently put in place a decision-making process which will deliver the required financial savings through to 2023/24. Additionally, whilst the 2019/20 budget process has been more robust it will be important to monitor savings delivery to ensure the culture of non-achievement is not repeated as any shortfall will further add to the significant future budget gap.

The 2019/20 budget process was focused on balancing the first year of the MTFS. During this period the Council has now agreed the Borough Plan, which has sign up from staff, and partners. It now needs to be explicitly linked to the budget and to be fully costed particularly in Adult and Children Social Care which need to be more explicitly linked to both demographic growth and increased complexity.

Additionally, the delivery of new council homes should relieve the pressure on the general fund temporary accommodation budget. A detailed financial and operational plan to achieve these saving needs to be urgently agreed and delivered.

As is the case in many councils a deficit in relation to the Council's Dedicated Schools Grant, estimated at £2.6m, has arisen in 2019/20. This is due to increasing demands in the "high needs block". This deficit, like in other Councils, will be exacerbated over the coming years and is estimated to increase to £3.9m by the end of 2019/20. The Council needs to tackle this in addition to its projected general fund deficit rather than it just being considered by Children's Services and the Schools Forum.

There are differing levels of understanding across the Council both politically and managerially about the scale of the overall financial challenge being faced by the organisation. It is important to establish a single, shared understanding of what is currently an unsustainable financial position, with both members and officers fully owning this challenge. In order to do this financial management and monitoring arrangements need to

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be strengthened to better enable councillors to have a stronger oversight of the financial opportunities and risks related to priorities. This would include publishing earlier in-year monitoring in July rather than waiting for the end of quarter one and publishing in September.

The Council is embarking on a corporate savings programme for front and back-office services (FOBO) which there is understandable nervousness about whether it will deliver the planned savings or impact on service delivery. Any successful change programme needs to be a broad cross-cutting programme that is fully owned across the Council. It is recommended that a stronger Council-wide invest to save programme is put in place to demonstrate this. In addition, the Council will need to look for more creative opportunities to generate income and adopt a more commercial approach.

4.5 Capacity to deliver and resources

The Council has a good track record of delivery of improvement over previous years with associated efficiency savings so use the transferable learning and skills to deliver the future corporate priorities. This will require you to be creative, courageous and resilient.

Staff the peer team met are loyal, committed and are largely highly motivated to deliver good quality services. A ‘can do’ attitude is developing. New initiatives are welcomed and generally considered to be effective; for example, the establishment of the Learning Together programme. We also saw evidence of talented and committed managers at middle management level who want to be an integral part of the improvement journey.

Staff were generally positive about the direction that the Council has been taking over the last few years and there was a strong underlying loyalty to the organisation and the Borough. There is some frustration that this loyalty is reducing the progression opportunities for staff and the Council should consider how it can continue to develop a structured approach to development and progression such that individuals are best prepared to take the opportunities that arise.

The Council has a developing organisational culture with staff at all levels starting to reflect new behaviours and values. The Learning Together development programme was welcomed and highly regarded by middle managers and staff generally were positive about your corporate approach to learning and development. However, the changing nature of local government and the increased focus on growth and commercialism will require different skills and competencies going forward so leadership development programmes and succession management will be a critical area of consideration. We suggest you push harder and faster on embedding your values with confidence and be more open to and connected with other councils at service level to promote learning and bring in new ideas.

A range of cross Council initiatives and working were witnessed. It is clear that there are generally positive working relationships across Directorate and Service boundaries which are starting to promote an internal culture of integrated working. Regardless, at present, too much is dependent upon too few people and you need to consider better distributive leadership.

The Council is developing its approach to significant organisational changes. This is still largely undertaken through Directorate structures and arrangements, for example the Front Office Back Office (FOBO) programme has ambitious savings targets attached to it. However, the programme and savings are confined to the corporate customer services and

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back office budgets and there needs to be a broader change programme that is owned across the whole Council given the level of savings required.

There was some evidence of the corporate change approach being adopted within Adult Services and through the 'Your Council' programme using innovative thinking and diligent practice and this exhibits a degree of maturity. It was recognised by a number of officers that savings could be delivered through investment in areas such as IT and earlier intervention and a clear and corporate approach to accessing invest to save funding is recommended as previously stated.

The Council will need to ensure that its programme management capacity is sufficiently robust, is closely aligned with its savings plans and operates on a whole Council basis to deliver transformation. The Council describes an ideal 'hub and spoke' approach which provides programme management capacity, consistency and visibility at the centre with a business partnering and distributed leadership model in directorates – NOW is the time to urgently step up and implement this model.

The corporate centre of the organisation could be differently organised to provide better support to the organisation, particularly given the Council's intention to in-source services. Investment in IT systems, Procurement, Legal and a Human Resources (HR) function which is fit for purpose will be essential to enable significant in-sourcing of services. The sequencing of in-sourcing alongside the capacity of the organisation to support a larger and more delivery focussed, and unionised workforce will be critical to success.

Despite the positive response to issue of new laptops to enhance flexible working, there was consistent frustration around the capability of the Council's IT systems and processes to support the effective delivery of services. Self service capability is currently limited, and the Council continues to operate a range of paper-based services that are both costly and time consuming in the light of financial and capacity pressures faced. The Council needs to consider the development of longer-term business cases for investment in its IT systems.

The Council needs to adopt a consistent approach to digital transformation which at this stage is in its infancy. It would be beneficial to automate as many tasks as possible and introduction of enhanced mobile technology for staff would increase efficiency and reduce use of paper.

In summary, officer capacity is stretched. The Council needs to ensure, therefore, that their time is directed to strategic priorities and not on administration nor on protracted decision-making or the justification of policy decisions.

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5. Next steps

Immediate next steps

We appreciate that the political and senior managerial leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Kate Herbert Principal Adviser is the main contact between your authority and the Local Government Association (LGA). Her contact details are kate.herbert@local.gov.uk / 07867 632404.

In the meantime, we are keen to continue the relationship we have formed with the Council throughout the peer challenge. We will endeavour to provide signposting to examples of practice and further information and guidance about the issues we have raised in this report to help inform ongoing consideration.

Thank you to everyone involved for their participation and for engaging so constructively with the peer challenge. In particular, please pass on thanks from the peer team to Ben Hunt, Joanna Sumner and Nikki Adams for their help and sterling support prior to the peer challenge and during the on-site phase.

Follow up visit

The LGA Corporate Peer Challenge process includes a follow up visit. The purpose of the visit is to help the Council assess the impact of the peer challenge and demonstrate the progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. The timing of the visit is determined by the Council.

Our expectation is that it will occur within the next 2 years.

Next Corporate Peer Challenge

The current LGA sector-led improvement support offer includes an expectation that all Councils will have a Corporate Peer Challenge or Finance Peer Review every 4 to 5 years. It is therefore anticipated that the Council will commission their next Peer Challenge before 2024.

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Appendix B

Local Government Association Corporate Peer Challenge 2019 Action Plan

Recommendation / desired outcome		Action since review	Timing
1. Budget and finance	i. Clear timeline and process for delivering a sustainable Medium Term Financial Strategy (MTFS), with clear milestones for Member engagement	Member engagement on the budget is underway. Members are provided with clear reports setting out the current position and options as they arise. This is part of a move to "live budgeting", which will mean taking decisions on proposals during the year rather than only as part of the annual budget setting process at the start of the new financial year.	From March 2019
	ii. Clearer information to Members on budget	New enhanced revenue and capital budget book issues to all council members. More regular financial reporting to Cabinet members. Financial briefings better integrated into monthly 1-1s between service directors and portfolio holders.	
	iii. Better, clearer and more timely information for services on budgets	Financial statements provided where required on both a priority and a directorate basis. New finance structure has allowed permanent business partners to be developing stronger advisory capacity with services.	
2. Embedding the Borough Plan (BP)	i. One year delivery plan for BP, with prioritised actions, targets and clear budget alignment	Delivery Plan for first year of Borough Plan (2019-20) has been drafted, and will be considered at Cabinet in July 2019.	July 19
	ii. Clear summary of BP priorities that everyone can understand	Posters setting out priorities from delivery plans are being designed for both internal and external audiences, to be produced following the Cabinet decision on delivery plans in July 2019.	
	iii. Golden thread from BP to individual performance objectives	"My Conversation" appraisal process to be updated to include directorate and corporate level moderation to ensure consistency and golden thread.	

3. Transformation programme for whole organisation	i. A transformation programme for the whole council set out, that meets the scale of the financial challenge over the longer term, with clear plans for budget, benefits and delivery etc.	Turn MTFS savings proposals into a programme of activity that stretches across organisation, with an associated review of resources for implementation.	Summer 19
	ii. New ways of supporting transformation that has already been thought through to be implemented urgently	The new approach to the planning, delivery and resourcing of transformation activity that has been developed will now be applied across all of the Council's priorities.	Autumn 2019
4. Housing delivery	i. Clear delivery plan with associated business model for housing targets, with clear officer ownership for all targets at all levels	First high-level iteration included in year 1 Borough Plan delivery plan for housing.	July 2019
5. A stronger corporate centre	i. Clear digital strategy to adopt a more consistent approach to digital transformation	Digital strategy to be agreed.	End September 2019
	ii. Clear investment plan for IT systems	Associated investment plan that sits under strategy to be produced	
	iii. Stronger, better HR capacity	An initial realignment of management reporting lines implemented in March 2019, with a wider review underway of HR services with a view to investing in, and enhancing, HR capacity.	

	iv. Stronger corporate centre to increase capacity creating a more coherent structure, and review of Senior Capacity to support Chief Executive	An initial realignment of management reporting lines was implemented in March 2019, with a wider review underway to look at bringing corporate centre functions together into one service.	
	v. More support for the Leader	A new post has been created, Head of the Leader's Office, separating Leader and Cabinet Support from the Policy team, to provide additional capacity for the Leader of the Council. The post has been recruited to.	
6. Information flow to OSC more timely	i. Information flow to Cabinet Members and Scrutiny to be more timely	Work already underway following recent scrutiny "stocktake"	June 19
7. Communicating better and with "strategic clarity" on key policy priorities	i. Better engagement with businesses	Build on work of economic development team with enhanced approach, linked to work on new economic development strategy.	TBC
	ii. Communicate annual Borough Plan delivery plan	From 2020 annual delivery plans will be published alongside the Medium Term Financial Strategy report in February.	As above
	iii. Identify clear plan for celebrating success	Communications plan, including promotion of case studies and articles in sector press. Staff working group has been set up. New staff awards scheme in place.	Summer 2019
	iv. Clear vision for socio-economic renewal	This is being developed with Members, supported by a working group of senior officers	Summer 2019
	v. Clear vision for community Wealth Building	We will publish a policy framework setting out our approach to Community Wealth Building	Autumn 2019
8. Culture	i. Distribution of leadership more widely: Corporate Board 'leads' on specific areas of work; wider cultural ways of working for senior managers	Refreshed focus of Corporate Leadership Group meetings. Focus group of leaders considering how we can meet the recommendation for more distributive leadership. Management focus on empowering and delegating.	From summer 2019

	ii. Bring plans for change together under the Your Council priority, including the Front Office Back Office programme, workforce strategy, systems leadership work and supporting infrastructure, i.e. accommodation and technology, with a narrative framing these changes that sets out the kind of culture that we want to see in the organisation.	Culture will be the focus of senior management team discussion in July.	

Report for: 9 July 2019

Title: Council Owned Sites in Wood Green

Report authorised by: Richard Grice

Lead Officer: Beth Kay x2640 beth.kay@haringey.gov.uk

Ward(s) affected: Noel Park/ Woodside/ All Wards

Report for Key/ Non-Key Decision: Key Decision

1. Describe the issue under consideration

1.1. This report sets out proposals for developing a long-term strategy which will make the best use of Council owned sites in Wood Green.

1.2. Haringey Council has been working with residents, businesses and stakeholders to develop a Strategic Regeneration Framework for Wood Green that will deliver new homes and jobs through the delivery of highly accessible well-designed places. The employment led regeneration of North London's only Metropolitan Centre will create opportunities on people's doorstep, deliver sustainable urban living and revitalise the town centre.

1.3. The Draft Wood Green Area Action Plan will set out the planning policy framework for Wood Green, creating a positive, statutory basis for determining planning applications. The Draft AAP aims to ensure that investment decisions meet the aspirations of the local community and the Council for the whole area, as well as specific places and locations within it. The next draft of the Wood Green AAP is due to go to Cabinet later in 2019.

1.4. As a major landowner, the Council can use its own land assets to deliver a range of different uses that are appropriate for a town centre like Wood Green. The Council is in the process of developing a strategy for how best to use its own land to deliver employment, housing, civic and social infrastructure maximising the community benefits which could be achieved.

1.5. The first key decision to be made is where the Council should locate its own accommodation. Currently, council accommodation is spread across eight separate buildings in Wood Green; a decision to deliver new Council Accommodation providing a range of civic and community uses to support the town centre and existing communities, will drive footfall to the area and unlock remaining buildings and sites for alternative uses.

2. Cabinet Member Introduction

2.1. The Borough Plan commits to making sure that investment and development in the borough has the interests of Haringey's communities at its heart. We want to use council land and assets to promote improved outcomes for residents and to bring forward the physical and social infrastructure that growing communities need.

2.2. Haringey is the biggest landowner in Wood Green, with property on the High Road, Station Road and in the Cultural Quarter. How we use our own land to achieve these objectives is one of the biggest decisions this Cabinet is going to make, and this report sets out the first milestone in this process.

2.3. By reducing the number of buildings we operate from we will reduce running costs and improve our carbon footprint, we will also free up buildings and sites for other uses. We own buildings that could be let as office space which will help to support and grow the local economy, and land we could redevelop as new town centre, employment space and housing.

2.4. This Cabinet decision marks the beginning of an engagement process, where we will talk to Cabinet, Members, staff and service users to understand priorities, agree objectives and start to shape a vision for what Wood Green town centre could look like in the future.

3. Recommendations

Members are asked to:

3.1. Agree to the principle of consolidating council accommodation in Council owned sites in Wood Green to a reduced number of sites to deliver a better and more accessible service, realise cost savings, and provide a more effective working environment for staff, while also releasing land for other uses which will benefit the community and the town centre.

3.2. Note the results of the Council Accommodation Site Appraisal set out in section 4 and agree that further work should proceed on two options only: (1) the delivery of the Council Accommodation entirely on the Library site and (2) a split site solution which would include both the Library site and the Civic Centre site, recognising that alternative land use options for the remaining sites will also be developed.

3.3. Note that the next stage will involve engagement with stakeholders including Members, staff and service users bringing together existing workstreams, including the 'New Ways of Working' programme, to develop a vision and objectives for how the council should deliver services in the future.

3.4. Note the potential opportunity to co-locate a Leisure Centre, which would include a swimming pool, with new Council Accommodation, and which could provide a wide range of benefits for the community, council employees and partner agencies, and agree to the next stage of work to include further analysis of this opportunity.

4. Reasons for decision

Principle of consolidating Council owned sites

4.1. There is a clear business need for consolidating Council owned sites in Wood Green. Haringey Council owns nine buildings in Wood Green totalling more than 45,000m2 (GIA), and currently occupies eight of those buildings for its own accommodation. The area being used for council accommodation purposes far exceeds the amount which should be required by modern office standards.

4.2. There are significant operational costs associated with having council accommodation in eight separate buildings. By consolidating the council accommodation located in these sites, the Council has the potential to reduce office costs and release land which can be used to deliver new community infrastructure, housing and employment on council owned sites as set out in the Borough Plan, and/or provide the council with sources of capital and revenue funding.

4.3. The current office buildings along Station Road, at the Library Site and the Civic Centre are no longer fit for purpose or are in poor condition; they are inaccessible to some members of the public and need significant investment to improve health & safety, environmental and energy performance. Face to face services to customers are provided over different buildings and none are particularly well designed, making for fragmented services and an unsatisfactory customer experience.

4.4. As such, the current offices do not support a modern working environment that promotes flexible workstyles, space for collaboration between council staff, residents and partners or high levels of productivity. The consolidation of Council owned sites is an opportunity to enable all services to become fully accessible and create modern and fit-for-purpose facilities for staff, Members, customers, clients, and visitors. This optimal use of resources will both reduce spending on council accommodation and improve efficiency in delivering services resulting in improved value for money for the council.

Council Accommodation Site Appraisal

4.5. The principle of consolidating Council owned sites in Wood Green to save on the Council's revenue costs, reduce the amount of space the Council occupies, and its carbon footprint was first presented to Cabinet in October 2016.

4.6. The existing council accommodation was considered to be deteriorating, expensive to run and no longer fit for purpose and as no one building was of sufficient size to accommodate the requirements of the Council in the future the aim was to have one main Council office for the majority of staff to act as a focal point for the public and Council facilities.

4.7. The vision was to create a new Council Accommodation building with a variety of modern, fit for purpose and cost-effective workspaces and facilities to enable staff to work more effectively, flexibly and collaboratively with colleagues and partners.

4.8. Under the previous administration the intention was to rationalise the existing office estate from (then) 12 sites to two sites; this included a proposal to vacate the Civic Centre. This vision was partially realised through the refurbishment of George Meehan House (formerly Woodside House) which now accommodates the Council's ceremonial and registrar functions.

4.9. The Borough Plan sets out a commitment to use council land and assets to promote improved outcomes for residents and with this commitment, combined with Historic England's decision to Grade II list the Civic Centre, the Council has taken a step back from previous proposals to considered all its Wood Green assets to identify the best location for the new Council Accommodation.

4.10. A Council Accommodation Site Appraisal has been carried out which considers the suitability of four sites in Wood Green in terms of their capacity to accommodate all the council functions, financial feasibility and against a set of qualitative criteria relating to deliverability, accessibility and contribution to the town centre.

4.11. The option which scored the overall highest was the one which puts all council accommodation on the Library Site. The second highest scoring option was a 'split site' solution using the Library Site and the Civic Centre site. The recommendation to Cabinet is that further feasibility work is carried out on these two options only; further separate studies will also be carried out to establish the best strategy for the remaining sites.

New Ways of Working (NWoW) Transformation Programme

4.12. In October 2016 Cabinet approved funding to develop The Future Ways of Working Programme with delivery streams 'People', 'Process', 'Place' and 'Technology' to support the delivery of the Corporate Plan and the Council of the Future, providing a skilled, agile workforce, aligned to the Council's values. The programme vision was that "*Our People will be empowered to work from anywhere with streamlined Processes, improved Technology and a Place to collaborate with colleagues and partners in order to deliver improved, more responsive and high-quality services."*

4.13. Currently, The Future Ways of Working Programme, now the New Ways of Working Programme, is one of several transformation programmes being delivered across the council which together aim to enable a more flexible and effective approach to how staff deliver services, where they deliver them from and to ensure that the new Council Accommodation is efficient, fit for purpose and aligned to the future size of the Council.

4.14. Part of the current stage of the NWOW programme includes the detailed design and initiation of a series of Pilot Projects which will take place with full engagement with stakeholder groups to understand how the programme can deliver fit for purpose and cost-effective workspaces that enable staff to work more effectively, flexibly and collaboratively with colleagues and partners.

4.15. The next stage will bring together existing workstreams, including the NWoW transformation programme and will involve engagement with Members, staff and

service users to develop the vision and objectives in line with the new Borough Plan priorities.

Leisure Centre

4.16. The delivery of a new leisure centre with a 25-metre main pool and smaller teaching pool is the top strategic priority of Haringey's 'Indoor Sports Facility Strategy', which is supported and signed off by Sport England and Swim England and is also due to be formally adopted by Cabinet this month.

4.17. A well-located Leisure Centre in the heart of Wood Green will undoubtedly attract previously inactive and partially active local adults and children to adopt a more physically active lifestyle. This will lead to improvements in health and wellbeing that in turn will deliver much social and economic benefit.

4.18. In addition to the health and social value benefits, a leisure centre will also drive footfall into Wood Green, with the visitor numbers to a leisure centre, based at the library site, estimated at 638,000 per annum. Improving the leisure offer in the town centre will help to revitalise the town centre and improve its competitiveness and economic growth prospects.

4.19. The Library site has been identified as both the best location for the Council Accommodation (through the Council Accommodation Site Appraisal) and the Leisure Centre (through a separate Leisure Centre Study) and so the opportunity to co locate these two facilities has been considered and should be explored further in the next feasibility stage.

5. Alternative options considered

5.1. All options have been set against a "do nothing" option which is the cost that the Council currently incurs running the eight buildings. These costs include all management, maintenance, utilities, rates and other costs in occupying these buildings including a provision for major cyclical repairs such as lifts / roofs etc.

5.2. Remaining in current buildings and not investing in council owned sites in Wood Green would be detrimental to Wood Green town centre. The poor quality of the existing buildings is impacting on the wellbeing and productivity of our workforce, as well as the Civic pride in the borough. Buildings on Station Road currently provide minimal contribution to the town centre at ground floor level, and by occupying key employment sites the council is actively restricting economic growth.

5.3. A range of redevelopment options have been explored through several studies and they have been assessed against quantitative and qualitative criteria. As well as considering redevelopment, officers have considered the option to stay in the existing buildings and options to reuse existing buildings through a programme of refurbishment.

5.4. The Council Accommodation Site Appraisal scoring matrix methodology is described in paras 6.10 – 6.35.

5.5. The option of remaining in River Park House has been considered through the financial feasibility studies which include refurbishment scenarios. River Park House was acquired from BT, and was not designed to house the current number of occupants, or to cope with the range of visitors that a Council may receive. In particular, the main entrance is not fit for purpose, and cannot be redesigned except at great cost. Because of its poor design it causes an unwelcoming experience for guests and creates security problems for building users.

5.6. The option of redeveloping the River Park House site to build new council accommodation has not been considered further because this site is one of the most accessible sites in the borough and should new office space be built on this site it has the potential to attract major new employers, it is not considered to be the best use of the land to build new offices for the Council on this site.

5.7. The option to secure a new Leisure Centre on an alternative site not in the Council's ownership was considered in the Leisure Centre Feasibility which has identified that the costs of either acquiring a site from a third party or funding the annual costs of leasing a site would create an additional financially unsustainable cost over and above the financing of a new centre.

6. Background information

Wood Green Strategic Context

6.1. The draft London Plan (2018) identifies Wood Green as an Opportunity Area and one of 14 Metropolitan town centres. The plan sets out the aim of creating a revitalised employment-led Metropolitan town centre. The area benefits from excellent, and - subject to confirmation of Crossrail 2 coming to the area - improving public transport connections and capacity, which make Wood Green an ideal location for growth in employment and service provision to serve the central portion of north London. Key sites are identified which will deliver an expanded employment, retail and leisure offer, as well as new homes.

6.2. Wood Green is also a Growth Area in The Local Plan: Strategic Policies (2013). The adopted Site Allocation DPD allocates several sites for redevelopment. The Area Action Plan (AAP) will set out a framework for building on the existing policy context and delivering additional new jobs and new homes. The AAP is being prepared in order to ensure that the scale of development and change proposed for Wood Green is positively managed and guided by a planning framework. It aims to ensure that investment decisions meet the aspirations of the local community and the Council for the area, as well as specific places and locations within it.

6.3. The Economy section of the Borough Plan 2019 – 2023 sets out an objective to make sure that investment and development in the borough has the interests of Haringey's communities at its heart. Regeneration, focused on Tottenham and Wood Green, is to use council land and assets to promote improved outcomes for residents and which brings the physical and social infrastructure that growing communities need. The Your Council section commits to piloting new approaches to community hubs and spaces to deliver new community infrastructure and housing on council-owned sites. Further to this it is stated that to deliver the

demanding agenda in a challenging environment, with limited resources, Haringey must become an exemplary modern Council which is efficient and responsive to our customers, residents and business's needs; delivering value for money by acting creatively and innovatively to design and deliver services that are good value for residents and taxpayers.

6.4. The Council has land interests in 15 of the 28 Site Allocations in the draft AAP, of which the Council owns nine unencumbered freeholds. The Council has a clear role to play in meeting the ambitions for Wood Green which are set out in the London Plan, Local Plan and Borough Plan.

Wood Green Economy

6.5. Wood Green plays a vital role in meeting residents' retail, leisure and civic needs in Haringey and surrounding boroughs. However, the Centre is failing to attract top brands for its retail offer, with little destination appeal. There is also a lack of quality leisure and wellbeing opportunities in the town centre, which can work as a driver for footfall. A lack of employment space is exacerbating the loss of the town centre's vibrancy.

6.6. Parts of Wood Green are amongst the most deprived in the borough, with high numbers of residents living in temporary accommodation, high levels of inequality in terms of skills and income levels, low job density and little growth in the local economy. The environment is congested, with poor air quality, poor quality of public realm, and a deficiency of green space in some areas.

6.7. Wood Green's employment and enterprise spaces face a moment of risk and opportunity. London's housing crisis has put pressure on employment land to deliver housing and many existing businesses in Wood Green face having to move out of an area that is vital to their success. A proactive, long-term, jobs-led approach to the town centre's physical regeneration is needed to create the conditions for inclusive growth whilst also achieving the housing targets.

6.8. There is also the opportunity that some sites, particularly sites on Station Road near to Wood Green Underground Station have the potential to attract significant investment in the future and generate significant business rates income if developed as employment sites.

6.9. As a major landowner, the Council can use its own land assets to deliver a range of different uses that are appropriate for a town centre like Wood Green.

Council Accommodation Site Appraisal

6.10. The Council Accommodation Site Appraisal criteria were developed taking into account the following factors:

I. Members advised that, in order to confidently maintain continuity of civic functions in the centre of the borough, the Council Accommodation must be owned by Haringey. The four sites that Haringey own outright are (1) the Civic Centre (2) Station Road (3) Wood Green Library and (4) Kingfisher Place (refer to Appendix 1 for location plan).

II. The Council Accommodation has three broad functions (1) Democratic (2) Customer Facing (e.g. Library, Customer Service Centre, HALS and HEST) and (3) Back Office. Previous studies suggest that revenue savings are greatest when all three functions are co-located in the same building.

III. To ensure council services are easily accessed by residents, Members expressed a preference for a site which is accessible, within close walking distance of public transport and on a bus route/s.

IV. The appraisal was to recognise that, as one of Wood Green's biggest employers, the location of the Council Accommodation would have an impact on the economic vitality of the town centre.

V. The appraisal also needed to consider what would happen to the remaining Haringey owned sites, and their suitability for housing, employment and other town centre uses and their ability to influence economic growth.

VI. The opportunity to co-locate a Leisure Centre with some or all Council Accommodation functions.

6.11. From this framework primary evaluation criteria were developed: "capacity" (can the sites accommodate all the required accommodation) and does the option generate a positive net present value; and a secondary "qualitative" set of criteria were developed which included:

- Delivery - are there potential site constraints such as planning, environmental, physical constraints such as neighbouring residential properties limiting the storey heights that could be proposed, and abnormal costs or environmental considerations that may limit or place risk on delivery
- Accessibility - is the site well located by various modes of transport
- Impact - is the site able to contribute to public realm or town centre vitality

6.12. Each site was subjected to testing against the primary and secondary criteria. Three of the four sites passed the primary criterion of accommodating all the required uses on the site. The application of the secondary criteria provided a means to differentiate the sites further. Whilst it was concluded that the Civic Centre site was not able to accommodate all functions, the secondary criteria matrix was designed to be able to score split site options. The detailed scoring for each site is in the Council Accommodation Site Appraisal Report (refer to section 10).

6.13. The option which scored the overall highest was the one which put all council accommodation on the Library Site. This is because all the uses could be easily accommodated on the site and due to its central and highly accessible location in the town centre.

6.14. The second highest scoring option is a 'split site' solution using the Library Site for the Customer Facing Services and potentially the Leisure Centre, with the Democratic Space and some or all of the back office function on the Civic Centre site in a new building located on the current car park site.

6.15. Subject to the outcome of Cabinet, the next stage of work will include further feasibility studies on two options only (1) the delivery of the Council Accommodation entirely on the Library site and (2) a split site solution which would include both the Library site and the Civic Centre site. The feasibility will include the outcomes of the New Ways of Working exercise (see below) and the detailed business case for the inclusion of a leisure centre (see below).

6.16. Further separate feasibility work will also be carried out to establish the best strategy for the remaining sites. This stage will involve detailed engagement with key stakeholders including Members, staff, service users and adjoining landowners on the emerging asset strategy and the New Ways of Working exercise.

6.17. The findings of the Council Accommodation Site Appraisal are set out below:

Conclusions: Civic Centre Site

6.18. The Civic Centre building was Grade II listed by Historic England in July 2018. Heritage consultants have prepared a Heritage Planning Assessment Study to identify and assess the heritage/conservation significance of the building and its setting, its present condition and alterations to understand the planning/ regeneration parameters of the building and the site.

6.19. The conclusions of the study are that since the Civic Centre is relatively intact, with no major alterations or extensions, the potential for demolition/ significant alterations is low. There is the potential for a new-build extension on the car park site and a single storey roof extension with third floor extension above the council chamber, subject to further structural considerations. The extent of internal refurbishment and alteration that will be acceptable varies from space to space; for example, the council chamber cannot be significantly altered, but there is scope to remove partitions in the Committee Rooms and to reorganise and update offices in the north wing of the building.

6.20. Potential uses for the site include retaining the building for Council use, converting to an alternative office/ employment use, repurposing the building for education or cultural use or repurposing to housing. From a heritage conservation perspective, the use which is closest to the original design intent would be the most acceptable.

6.21. The results of the Council Accommodation Site Appraisal show that there is not enough capacity or flexibility to accommodate the Library and Customer Facing Services at this site and, whilst the Leisure Centre would fit on the car park site in a basement, the location is considered to not be visible enough, unlikely to attract enough footfall and the location would not enable the Leisure Centre to contribute significantly to the town centre vitality. There is capacity to retain the democratic functions and a significant quantity of the back-office functions, but only by developing the car park site.

6.22. The car park site was included in the indicative list of sites in the Council's successful council Building Council Homes for Londoners (BCHfL) bid in October 2018. In terms of both funding and homes, it forms a significant part of the bid

and so should the site be used to deliver Council Accommodation back office there would be a requirement to find alternative sites that could deliver the same number of new council homes to the same timescale.

6.23. The conclusion of the Council Accommodation Site Appraisal is that the Civic Centre site is not capable of being the single site for the Council Accommodation, but it could be part of a split site solution. A split site solution using the Library Site and the Civic Centre site was the second highest scoring option.

Conclusions: Station Road West Site (part of the Station Road Site Allocation)

6.24. The Station Road Site Allocation in the draft AAP consists of River Park House, Alexandra House, Blue House Yard, 38 Station Road, 48 Station Road (Homes for Haringey) and 40 Cumberland Road. Station Road West, the subject of the Council Accommodation Site Appraisal, consists of just 48 Station Road and 40 Cumberland Road.

6.25. This site is in a highly accessible location which makes it suitable for a range of residential, town centre and commercial uses. The site has capacity for the Council Accommodation, but the inclusion of the Leisure Centre would require a basement and would significantly compromise the ground floor with the Customer Facing Services and Leisure Centre competing for prime active frontage.

6.26. The redevelopment of this site would have to take into consideration the future development aspirations of Arriva bus garage and impact of the closure of the end of River Park Road. Initial discussions on potential alternative uses for the site indicate that 40 Cumberland Road would lend itself well to be a housing site, due to its proximity to the residential terraces on Cumberland Road.

Conclusions: Library Site

6.27. The Library Site is the largest of the four sites and has capacity for all the Council Accommodation functions and Leisure Centre without the need for a basement. The site also has the capacity for additional accommodation which could be residential or employment. This site is in a very accessible town centre location and can be serviced either from the rear or from a basement level which could be shared with adjoining land owners.

6.28. The Library site scores the overall highest in the Council Accommodation Site Appraisal.

6.29. The Library site and the adjacent Mall site is at a key location in the town centre on the axis of the East West route linking the town centre and the Cultural Quarter. A key principle in the draft AAP is to facilitate a route through the Mall site and the Library site from the High Road to Coburg Road/ Mayes Road. The Mall's owner has indicated that it no longer supports a full redevelopment of the Mall and, taking into account representations made by the residents of the social housing located above the Mall, the Council has decided that the Mall site allocation will no longer be a redevelopment option but a refurbishment option instead. The Mall's owner is currently investigating opportunities for the intensification of land parcels within the Mall site, including for residential uses,

such as development on the petrol station site and car park/servicing areas and activating appropriate current blank frontages.

6.30. Subject to the outcome of this report, there is the opportunity to develop the next stage of feasibility work for this site in partnership with the Mall and explore the opportunity to create a new public space and set up a new axis from the High Street leading to the Cultural Quarter. Such a space would provide a new central square to the town centre, providing relief from the heavily trafficked high road. Having the Council's office accommodation, civic functions and frontline services forming a pillar of the new square would be of significant benefit.

6.31. This wider site ambition would need to include the redevelopment of 6-8 Caxton Road, location of the Efdal Community Centre, Community Hub and the Fatih Mosque (the Wood Green branch of U.K. Turkish Islamic Cultural Centre). The draft AAP states that adequate reprovision for space for the community use on this site should be provided prior to redevelopment. A new location for the community uses will need to be identified and close engagement and support with the stakeholders will be required. As set out in the EqIA for the Wood Green Strategic Regeneration Framework, consideration in this process should be made to ensure that there are no barriers for these stakeholders participating in the engagement process.

6.32. Another consideration to the development of this site is the requirement for temporary Customer Facing Services including the Library. Subject to the outcome of this report, the next stage of feasibility work will investigate the options for temporary accommodation. This option appraisal will also be subject of an EqIA.

Conclusions: Kingfisher Site

6.33. The Kingfisher site has capacity for the Council Accommodation and was previously the preferred site for the Council Accommodation because the investment in this area would act as a significant catalyst for change and anchor the expanded Cultural Quarter developments, increasing footfall and helping support wider business growth.

6.34. However, the inclusion of the Leisure Centre would require a basement on this site and would significantly compromise the ground floor with the Customer Facing Services and Leisure Centre competing for prime frontage. In addition to this the Leisure Centre consultants do not consider this location to be visible enough now to be appealing to a Leisure centre operator, irrespective of the transformation which is anticipated in the future.

6.35. This part of Wood Green is undergoing significant transformation with the recent planning committee decisions to approve major schemes by St William and Workspace. Should the Council decide not to use this site for the Council Accommodation, then alternative uses (both temporary and permanent) need to be explored to secure economic growth in the short and long term and potentially deliver a new cultural offer which could replace the loss of Mountview Performing Arts Academy.

New Ways of Working (NWoW) Transformation Programme

6.36. The NWoW programme will enable a more flexible and effective approach to how staff deliver services, where they deliver them from and ensure that any the new Council Accommodation is efficient, fit for purpose and aligned to the future size of the Council.

6.37. The aim of the feasibility exercise was to determine the priorities, objectives and potential benefits of a NWoW transformation programme of work. The outcome from the feasibility exercise (completed in March 2019) included:

i. An understanding of the different role profiles/styles that staff have in the delivery of Council services
ii. An early view of the design principles that will be incorporated into the way staff work in the future and in the design of the new office
iii. A roadmap on how enabling technology can be fully utilised to support a more flexible and agile workforce of the future
iv. A maturity assessment of the council's current position with regards best practice in flexible working, giving an indication of the transformation journey required
v. The identification and recommendations on initiatives that could act as "pilots" to test as early as possible the following NWoW areas:
    - design principles;
    - location options;
    - technology enablers;
    - benefits and savings assumptions;
    - office design and layout options;
    - revised flexible working policies;
    - cultural change aspects of a transformation programme.

6.38. The outcomes and learning from such pilots will be used to inform the required Outline Business Case (OBC) for the NWoW programme of work.

6.39. Following the approval of the recommendations from the feasibility exercise, work is underway on Programme Initiation, with activities and assessments designed to produce an Outline Business Case for the NWoW Transformation Programme. This stage of the programme also includes the detailed design and initiation of the series of Pilot Projects identified during the feasibility work.

6.40. The Outline Business Case will ensure that the scope and deliverables from a NWoW transformation programme align to the aspirations and expectations identified in the New Borough Plan and the "Your Council" areas, such as:

- Opportunities for collaboration and new ways of working are opened up;
- Staff at all levels can exercise autonomy and voice in what they do;
- Flexible working, with clear expectations, becomes the norm;
- Support the maximisation of our London Healthy Workplace Charter Excellence status.

6.41. During the definition, design and delivery of the pilot projects, full engagement with stakeholder groups including staff and trade unions will take place to understand how the programme can deliver fit for purpose and cost-effective

workspaces that enable staff to work more effectively, flexibly and collaboratively with colleagues and partners.

6.42. For the NWoW transformation programme to be fully effective in delivering the required outputs and outcomes, it will need to incorporate and integrate all aspects of the organisational changes required, i.e. it should include the requirements around Place, People, Process and Technology. During the Programme Initiation stage all these areas will be addressed.

Leisure Centre

6.43. Haringey has the lowest level of swimming pool provision in London and is in the 10 most deprived areas for water space in the country, with the shortfall most acute in the centre and east of the borough. In simple terms, Haringey residents experience a third less pool water space compared to other Londoners.

6.44. Set against this well evidenced need and demand for a Leisure Centre in Wood Green are Haringey's high rates of physical inactivity in parts of the borough, high levels of obesity and the unambiguous link to physical and mental ill health caused by a lack of physical exercise.

6.45. When compared to London and England, Haringey has average physical inactivity rates with 21.9% of residents being inactive (do less than 30 minutes of activity per week). However, the picture alters when considering specific neighbourhoods. Noel Park and wards towards the east of the borough experience some of the highest rates of physical inactivity nationally, peaking at 35.7%, compared to the more affluent parts of Haringey (lows of 9.2%). The cost of inactivity, related to just four long term health conditions, is over £3.8million a year in Haringey.

6.46. While we do not have ward data around children's physical activity, we do know that only 18.9% of Haringey's children are active enough to meet the Chief Medical Officers (CMO) guidance for their age. We also know that children in Wood Green have high rates of excess weight (30- 40% in year 6) and the lowest rates of Key Stage Two (KS2) swimming attainment in Haringey.

6.47. Haringey represents a priority local authority area for Sport England given the shortage in swimming pool provision and the facilities strategy priorities are based on extensive community consultation and analysis following Sport England's National Guidance of Assessing Needs and Opportunities which will meet the needs of national planning policy.

6.48. The proposed development of the new Leisure Centre is the leading priority within the Haringey Indoor Sports Facilities Strategy, which is being recommended for formal adoption by Cabinet this month.

6.49. There is also very strong community support for a Leisure Centre in Wood Green. In the last public consultation for the WGAAP, the highest level of response for any one item was for the provision of a leisure centre (11%).

6.50. In addition to the health benefits the Leisure Centre will deliver, the hub will also drive positive footfall into the area, with the visitor numbers to a Leisure Centre, based at the library site, estimated at 638,000 per annum.

6.51. The siting and ownership of the Leisure Centre would be crucial to achieving the optimal financial and social outcomes. To attract the widest footfall across all communities in the borough and specifically for Wood Green, the Leisure Centre needs to be in visible town centre location in order to attract enough visitors. The site needs to be large enough to enable enough revenue generating activities, for example gym and classes, for a sustainable business case.

6.52. A Leisure Centre appraisal with financial projections has been prepared for the Library site, Kingfisher Place and Station Road. This New Leisure Centre Outline Options Appraisal Report has concluded that the Library Site generates the highest operating surplus, this is due to the site being big enough to be able to maximise the revenue generating facilities, and also because the location has the highest footfall which will also improve the visitor numbers.

6.53. A Leisure Centre co-located with council accommodation could also have a positive impact on employee health and wellbeing and their productivity.

Financial Feasibility

6.54. There are significant operational costs associated with having council accommodation in Wood Green in eight separate ageing buildings. In the year 2017/18 the council spent £4.4m across the seven buildings on utility bills, reception, security, routine maintenance, insurance and rent. By consolidating the sites, the Council has the potential to reduce operating costs and deliver annual revenue savings.

6.55. Financial Feasibility Studies have been carried out for different development options on the different sites. These studies have provided high level costings for the capital expenditure required as well as high level estimates for the capital income that the schemes could produce. From these estimates, a net capital expenditure requirement has been calculated. These figures are presented in the tables below.

WITHOUT LEISURE CENTRE	Civic Centre*	Station Road West	Library (All Social Rent)	Library (50% Social Rent)	Library (50% Affordable Housing***)	Kingfisher Place
Gross Project Capital Cost	£40.7m	£51.5m	£60.8m	£60.4m	£59.3m	£74.0m
Gross Project Capital Income	£0m	£0	£0	£11.5m	£11.5m	£0m
Net Project Capital Cost**	£40.7m	£51.5m	£60.8m	£48.9m	£47.8m	£74.0m

Table 1 – Financial Study Results for Council Accommodation without Leisure Centre

* Civic Centre development excludes Library and Customer Service Centre

** Total Project Cost less capital sales post development
*** 40% Intermediate Housing and 60% Social Rent

WITH LEISURE CENTRE	Civic Centre*	Station Road West	Library (All Social Rent)	Library (50% Social Rent)	Library (50% Affordable Housing**)	Kingfisher Place***
Gross Project Capital Cost	NA	£60.4m	£68.4m	£68.1m	£67.0m	£74.2m
Gross Project Capital Income	£0m	£0m	£0m	£11.6m	£11.5m	£0m
Net Project Capital Cost~	NA	£60.4m	£68.4m	£56.5m	£55.5m	£74.2m

Table 2 – Financial Study Results for Council Accommodation with Leisure Centre

*Leisure Centre option does not exist for Civic Centre site
** 40% Intermediate Housing and 60% Social Rent
*** The overall building area for the "without leisure option" is the same as the "with leisure centre option", the leisure centre area being reclassified as employment space, hence the small difference in overall cost.

6.56. The feasibility study then considered the revenue costs and income that the different investment projects would generate, known as cash flows. The study used the Net Present Value (NPV) technique of investment appraisal. This technique enables different investment projects and their cash flows to be compared with each other in a consistent manner. Where a project generates a positive NPV (that is future cash flows exceed the original investment) then they are considered as acceptable. Conversely where they do not generate a positive NPV they are not considered further.

6.57. The table below shows the NPV of the various schemes. The results of the studies, set out below, show that in both the "without a Leisure Centre" option and the "with a Leisure Centre" option the site with the highest NPV is the Library site.

WITHOUT LEISURE CENTRE	Civic Centre*	Station Road West	Library (All Social Rent)	Library (50% Social Rent)	Library (50% Affordable Housing***)	Kingfisher Place
Project NPV	£9.9m	£5.8m	-£0.46m	£9.7m	£10.7	£8.1m
WITH LEISURE CENTRE	**Civic Centre****	**Station Road West**	**Library (All Social Rent)**	**Library (50% Social Rent)**	**Library (50% Affordable Housing***)**	**Kingfisher Place**
Project NPV	NA	-£1.2m	-£7.1m	£3.1m	£4.1m	£2.1m

* Civic Centre development excludes Library and Customer Service Centre
** Leisure Centre option does not exist for Civic Centre site
*** 40% Intermediate Housing and 60% Social Rent

6.58. A high-level analysis of the Leisure Centre finances has been developed comparing the direct economic benefits across the different sites, to inform the financial feasibility of the “with Leisure Centre” options.

6.59. This high-level overall evaluation work does not at present account for the notable positive economic and social benefits of including a Leisure Centre, a number of which will bring direct positive benefits to Council service provision, when considering the inclusion of a Leisure Centre. Overall affordability of the Leisure Centre and the wider social and economic benefits will be further examined during the next stage.

6.60. To deliver a portfolio of projects across all the Council owned sites in Wood Green which is **revenue neutral** over a 25-year time period and which can deliver operational savings to contribute to the achievement of the MTFS and allow increased investment in other services, the development of each site will need to consider:

i. reinvestment of surplus assets into the scheme;
ii. having a blended residential tenure mix;
iii. varying the overall size of the scheme (up or down) and;
iv. varying the mix of property (the balance between residential, employment and leisure).

6.61. Further financial appraisal analysis needs to be carried out in the next stage to explore the financial feasibility across the portfolio of sites and the actual development value of each site and a more detailed budget and funding strategy will be developed. Cost benefit analysis will be carried out for the different development options.

Next steps

6.62. Subject to the Cabinet decision, the next stage of the programme will include further feasibility work on the two options and developing the brief for new Council Accommodation through the NWoW transformation programme; a strategy for the best use of the remaining Council owned sites will also be progressed. It is the intention to return to Cabinet in Autumn 2019 with a recommendation on the preferred site.

6.63. The feasibility stage will involve further engagement with Members and staff, including site visits to other council buildings.

6.64. The delivery stage, from concept design to planning, will take approximately two years and the construction stage will take approximately another two years. In total the Council Accommodation project will take approximately six years.

6.65. To deliver this next feasibility stage a Council Accommodation team will be established, and governance put in place for a discrete programme of work. The funding for this stage, already approved in the capital programme.

7. Contribution to strategic outcomes

7.1. Borough Plan Economy Priority: Outcome 17: Investment with local people at its heart, focused on Tottenham and Wood Green;

7.2. Borough Plan Your Council Priority: Outcome 20: We will be a Council that uses its resources in a sustainable way to prioritise the needs of the most vulnerable residents.

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

Finance

8.1. The report informs Members of the outcome of the Council Accommodation appraisal exercise as part of the work on the regeneration of Wood Green (where the Council is a substantial landowner), and the reduction of the Council's office accommodation estate as part of reducing costs and improving services. The appraisal also considered the possibility of including a leisure centre within any development.

8.2. Initial high-level estimates of the capital cost and capital income have been undertaken to inform the decision making. As described in the report, the study used the net present value (NPV) technique of investment appraisal to enable comparisons to be made between the options. This is a well-accepted method of evaluating differing solutions to the same investment decisions so that they can be compared on a life for like basis.

8.3. In the NPV technique, a positive NPV indicates that the scheme generates enough cash to repay the investment and provide a surplus. Under the assumptions used for the modelling, the NPV appraisal shows that the Library site offers the highest NPV with and without the leisure centre. It should be noted that the inclusion of the leisure centre in the project reduces the NPV considerably. These numbers will change over time as the feasibility study refines the assumptions used.

8.4. Whilst the two preferred options present positive NPV, the level of surplus created is quite small and the further work proposed will test all the assumptions to validate the NPV calculations including:

i. reinvestment of surplus assets into the scheme;
ii. having a blended residential tenure mix;
iii. varying the overall size of the scheme (up or down) and;
iv. varying the mix of property (the balance between residential, employment and leisure).

8.5. The summary tables above indicate a range of gross project capital costs from £47.8m to £74.2m, with one of the costed preferred options having a net value of £55.5m after allowing for the capital income (the split site option has not been costed at this point). This is a considerable investment of Council funds giving rise to significant revenue costs in interest and debt repayments of c£2.7m per annum. These will need to be factored into the costs of the overall project and set against any revenue savings generated through asset rationalisation and/or capital receipts invested back into the project to reduce the overall capital cost.

8.6. As part of the next stage of the feasibility study these issues will be addressed along with detailed revenue costs and income projections.

8.7. The report also requests that Members agree that further work should proceed on two options only: (1) the delivery of the Council Accommodation entirely on the Library site and (2) a split site solution which would include both the Library site and the Civic Centre site, recognising that alternative land use options for the remaining sites will also be developed. The costs for this stage of the project are contained within the existing capital programme and are set out below:

	2019/20	2020/21
Staff costs	£200,000	£200,000
Feasibility/ Fees	£310,000	£460,000
Comms and Engagement	£30,000	£50,000
NWoW	£250,000	£250,000
Total Estimated Expenditure	£790,000	£960,000
Agreed budget	£950,000	£2,400,000

Table 4 - Budget allocation for feasibility stage (approximately 18 months)

Procurement

8.8. Strategic Procurement acknowledges the contents of this document.

8.9. Strategic Procurement has no objection to the approval of the recommendations highlighted in section 3 of this report.

Legal

8.10. This report seeks to develop a strategy for delivery of council accommodation on the existing Wood Green Library site or a combination of both the Wood Green Library site and the Civic Centre site. The recommendations do not raise any specific legal issues.

Equality

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

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

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

8.13. Haringey has been proactive in consulting with a wide and diverse range of people and stakeholders on the preferred option draft Wood Green Area Action Plan. This will include groups that represent those with protected characteristics.

8.14. An Equalities Impact Assessment was carried out on the Wood Green Strategic Regeneration Framework which was adopted in January 2018. The impact assessments focused on the potential impact on the nine protected characteristics, as well as the potential for addressing identified inequalities relating to areas of: employment, connectivity/transport, housing, air quality, education, training, skills, health and wellbeing, diversity and crime.

8.15. The EqIA recommended a focus on the following issues:

- accessibility issues at Wood Green and Turnpike Lane underground stations;
- impact of demolition on Sky City and Page High residents;
- impact on protected characteristics by the relocation of the Library and Customer Service Centre; and
- potential impact on specific community groups from relocation of community buildings or spaces.

8.16. It is proposed that, subject to the Cabinet decision, the EqIA is updated to further consider the impact of the development of the Library site and Caxton Road site, as well as the impact of the decision to change the site allocation for Bury Road Car Park and the Mall from a redevelopment approach to a refurbishment approach.

8.17. A Wood Green Accessibility Forum has recently been set up to inform the development of design guidance and a series of public realm projects through the Connecting Wood Green projects. This forum will be retained to inform the feasibility stage of the Council Accommodation programme.

9. Use of Appendices

Appendix 1 – Location Plan

10. Local Government (Access to Information) Act 1985

Council Accommodation Strategy – October 2016 Cabinet Report
http://www.minutes.haringey.gov.uk/documents/s88440/Office%20accomodation%20report%20_final.pdf

Wood Green Strategic Regeneration Framework – January 2018 Cabinet Report
http://www.minutes.haringey.gov.uk/documents/s98772/Wood%20Green%20SRF%20Cabinet%20Report.pdf

https://www.haringey.gov.uk/councilsites

- Site Options Appraisal Study *00 Architecture*
- Civic Centre Heritage Feasibility Study Executive Summary *Montague Evans*
- New Leisure Centre Outline Options Appraisal *Continuum Sport and Leisure*

Appendix 1 – Location Plan

Report for: **9 July 2019 -** Cabinet

Title: **Results of the non-statutory consultation on the options for the future of Stamford Hill Primary School and its possible amalgamation with Tiverton Primary School**

Report authorised by: **Eveleen Riordan, Assistant Director for Schools and Learning**

Lead Officer: **Carlo Kodsi, Head of Admissions, Education and School Organisation** Carlo.Kodsi@haringey.gov.uk **Ext. 1823**

Ward(s) affected: **Place planning changes impact all schools, but with particular reference to Stamford Hill Ward**

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

1. Describe the issue under consideration

1.1 This report presents the outcomes of the preliminary stakeholder consultation (pre-statutory) relating to the proposal to establish a new primary school through the amalgamation of Stamford Hill and Tiverton Primary schools from September 2020.

1.2 There is significant concern over the long-term sustainability of Stamford Hill Primary School and, to a lesser extent, Tiverton Primary School, in terms of their falling rolls and the resultant risk to their financial stability. The former is as a result of a flattening birth rate which means that local demand for school places has fallen and is projected to remain broadly static until 2026/27 and possibly beyond. More detailed analysis on falling rolls in the local area can be found in Section 5 of this report.

1.3 The Council has a duty of care to ensure children in its schools are able to receive a good education and to access the full curriculum. A school with a declining roll will be challenged to do this effectively because of inevitable financial pressures from reduced funding.

1.4 For these reasons and having carefully considered alternative options including federation and the continuation of current school improvement actions, it was recommended to Cabinet in March 2019 that pre-statutory consultation commence on the proposal to amalgamate Stamford Hill and Tiverton Primary Schools.[1]

1.5 The report presented to Council's Cabinet on 12 March 2019 set out the options for the future of Stamford Hill Primary and sought agreement from Cabinet to commence a pre-statutory consultation.[2] This report is available to view on the Haringey Council website.

[1] Amalgamation in this case relates to the proposal to close Stamford Hill Primary School with the displaced pupils being accommodated by Tiverton Primary School.

[2] The report sought agreement to commence a pre-statutory consultation on the options for the future of Stamford Hill Primary School, including the preferred option of closure with the displaced pupils being accommodated by Tiverton Primary School. If amalgamation were to go ahead, this would create a single school operating from one site.

1.6 The pre-statutory consultation period ran from the 27 March to 8 May 2019 inclusive.

1.7 Based on the balance of responses in favour of an amalgamated school, together with careful consideration of a number of factors set out in paragraph immediately below, Cabinet is asked to agree the recommendation to take the proposal forward to the next phase by agreeing to commence a six week statutory consultation on the amalgamation. This statutory consultation will start at the beginning of the autumn term 2019 (September/October).

1.8 In recommending proceeding to a statutory consultation, careful consideration has been given to a number of factors, including:

- views gathered from all stakeholders as part of the pre-consultation exercise;
- any impact on the quality of education delivered to pupils attending Tiverton and Stamford Hill Primary Schools and other local schools;
- the need for school places against a backdrop of falling rolls;
- the ability of local schools to be able to survive financially;
- and how pupils will be able to be accommodated at Tiverton Primary School and over what timeframe, *if* the amalgamation were to go ahead.

1.9 More information on consideration of the above factors can be found in Section 6 of this report as part of the Council's response to the points raised by individuals not in favour of the proposal and in the Council's summary of benefits in support of the amalgamation.

2. Recommendations

Cabinet is asked to:

2.1 Consider the outcome of the pre-statutory consultation on the proposals to close Stamford Hill Primary School with the displaced pupils being accommodated by Tiverton Primary School as set out in Section 6 of the Report; and

2.2 Agree to proceed to commence a six-week statutory consultation on the proposal to close Stamford Hill Primary School with the displaced pupils being accommodated by Tiverton Primary School from September 2020.

3. Alternative options considered

3.1 A number of alternative options were presented to local stakeholders as part of the pre-statutory consultation. Stakeholders were also informed of the reasons why these options were less desirable than the Council's preferred option of an amalgamation:

(A) Keeping Stamford Hill open: This option does not provide a long-term sustainable solution to falling local demand and leaves other local schools vulnerable because demand for school places are falling more widely in the locality.

(B) Federation: Federation is an option that focuses on improving educational delivery by allowing the governing body to use budget, resources and staff across a federation to improve the educational outcomes for all pupils. This option would need another school to federate with Stamford Hill Primary. Also, under a federation, schools would remain as separate organisations and this would not address the decline in numbers on roll at Stamford Hill (and other local schools) or

the financial challenges that other schools are facing. This option is therefore less desirable than amalgamation.

(C) Amalgamation with split site: This would involve Tiverton Primary School having two permanent sites and would not be desirable because it would involve the overheads of permanently running two sites in a context of falling demand for school places.

(D) Closure of Stamford Hill Primary with pupils moving to other local schools (including Tiverton Primary): This would involve closing Stamford Hill Primary School and giving parent/carers the opportunity to apply for a school place at any other Haringey primary school (including Tiverton) and in other local authorities. This option provides a less outcome focused solution to those parents with children currently at Stamford Hill Primary and doesn't provide a mechanism for ensuring cohorts of children are, as far as reasonably possible, kept together, which is an outcome some parents expressed as part of the pre-statutory consultation.

3.2 Local stakeholders were asked as part of the non-statutory consultation survey what their preferred option would be if they were not in favour of the proposal of an amalgamation. The consultation survey and the FAQ document containing the above alternative options are attached as an Appendix to this report.

4. Cabinet member introduction

4.1 Every child and young person, wherever they live in our borough, deserves an excellent education and, as a Council, we are committed to supporting our schools to continue to deliver high-quality teaching, learning and support across Haringey in a period where growing pressure on school budgets is being felt.

4.2 Following an 'inadequate' inspection judgement by Ofsted in November 2018, an Academy Order was made for Stamford Hill Primary by the Secretary of State for Education in December 2018. The Regional Schools Commissioner (RSC), on behalf of the Department for Education, is currently seeking to identify an academy sponsor for the school. However, we do not believe that forced academisation is the right approach, and our preferred option is for a local solution that takes account of the wider needs of our schools' community. The option proposed to Cabinet in this report is, therefore, to consult on an amalgamation of Stamford Hill Primary with nearby Tiverton Primary School.

4.3 The proposal will mean the closure of Stamford Hill Primary with the displaced pupils being accommodated by Tiverton Primary School, to create a single school operating from one site. The Council's preferred option would be pursued in parallel with the academisation currently sought by the RSC, as this will enable us to avoid delay in finding the best solution for current and future cohorts of pupils.

4.4 Significant concerns have been raised about the long-term sustainability of Stamford Hill Primary School in terms of the risks to its financial stability and its ability to attract pupils to the school. The latter is largely due to a flattening birth rate which is affecting many schools locally, and indeed schools across London. This means demand for school places has fallen in the borough and is now projected to remain broadly static for the next 5 years. For these reasons and having carefully considered alternative options including federation and the continuation of current school improvement actions, I recommend to Cabinet that the Council consults on the preferred option of amalgamation of Stamford Hill and Tiverton Schools as set out in this report.

5. Background information

5.1 Stamford Hill Primary School is a one-form entry school located on Berkeley Road, London, N15 6HD. As a one form entry school Stamford Hill Primary admits up to 30 pupils in the 'relevant age group'.[3]

5.2 Following many years of borough-wide rising demand as a result of the growth in Haringey's population, the Council is now in a position of needing to reduce capacity as a result of a flattening birth rates and a higher than projected increase in outward migration. This has contributed to an unacceptably high surplus of places in some school place planning areas, especially in Planning Area 3[4] (PA3) where current projections show a consistent surplus of approximately one form of entry in this planning area up until 2026/27.

[3] This is the age group at which pupils are or will normally be admitted to the school e.g. reception or Year 7.

[4] Haringey has five Planning Areas (PAs) for the purpose of school place planning to enable to plan effectively to meet local demand. PAs provide a useful framework to compare admissions application data, pupil projections, school roll information and housing developments across the borough. Planning Area 3 (PA3) comprises the following wards – St Ann's, Seven Sisters and the southern half of Harringay ward.

5.3 Table 1 below shows a gradual decline in pupils on roll at Stamford Hill Primary in recent years, culminating in a 32% shortfall in pupil numbers by 2019.

Table 1 - Stamford Hill Primary School Pupils on roll (Full School PAN 210 Pupils)

Pupils on Roll**	2014	2015	2016	2017	2018	2019*
Stamford Hill	196	192	196	189	184	144
Shortfall	14	18	14	21	26	66
%	7%	9%	7%	10%	12%	31%

*Current roll as at May 2019
**data captured from May census

5.4 Tiverton Primary is a 2-form entry school located almost immediately opposite Stamford Hill Primary, on the other side of Seven Sisters Road. Similarly, Table 2 shows a gradual decline in pupils on roll at Tiverton Primary School, culminating in a 24% shortfall in pupil numbers by 2019.

Table 2 – Tiverton Primary School Pupils on roll (Full School PAN 420 Pupils)

Pupils on Roll**	2014	2015	2016	2017	2018	2019*
Tiverton	394	404	392	352	338	318
Shortfall	26	16	28	68	82	102
%	6%	4%	7%	16%	20%	24%

Current roll as at May 2019
**data captured from May census

5.6 A large portion of the funding received by schools is directly related to the number of pupils on roll at the school. Too many vacancies in schools mean that schools are very challenged in being able to balance their budgets.

5.7 The Council is concerned that continuing falling rolls in schools in PA3, especially at Stamford Hill and Tiverton Primary, will impact significantly upon the financial sustainability of local schools and, in turn, their potential ability to raise the standards of pupil achievement.

Ofsted and Directive Academy Order

5.7 The possibility of bringing together both Stamford Hill Primary and Tiverton Primary in an amalgamation had arisen against a backdrop of falling rolls in the local area and also following an 'inadequate' (serious weaknesses) Ofsted judgement of Stamford Hill Primary in November 2018. Following the outcome of the Ofsted inspection, the school was subject to a Directive Academy Order for the purposes of enabling it to be converted to an Academy.

5.8 The Regional Schools Commissioner (RSC), on behalf of the Department for Education is currently seeking to identify an Academy sponsor for the school. However, the preferred option is for a local solution that takes account of the wider needs of the local school community. Officers in the Local Authority have discussed with the RSC

the possibility of an amalgamation of the two schools to address falling demand for school places and the RSC is content that such a process can be pursued alongside the DfE's academisation process. If the amalgamation were to go ahead, the need for an academisation of Stamford Hill would fall away.

5.9 Preliminary discussions were held with Governors and senior leaders of both Stamford Hill and Tiverton Primary schools in the early months of 2019. As a result of these discussions, the Council reached an informed decision to commence with the preliminary pre-statutory consultation on the proposal to establish a new primary school through an amalgamation, such consultation to commence in March 2019.

Pupil numbers (vacancies)

5.10 Table 3 below shows that there are currently vacancies across all year groups in Stamford Hill Primary with 144 pupils on roll in total as at May 2019. The school has capacity to admit up to 210 pupils in the main school (Reception – Year 6)

Table 3 – Pupils on roll at Stamford Hill Primary (R-Yr6)

Stamford Hill (PAN 30)	R	1	2	3	4	5	6
Numbers on roll	19	9	21	24	21	25	25
Vacancies	11	21	9	6	9	5	5

Current roll as at May 2019

5.11 Table 4 below shows that Tiverton Primary School also has vacancies across all year groups with 318 pupils on roll as at May 2019. As a two-form entry school, Tiverton Primary has a capacity to admit up to 420 pupils in the main school.

Table 4 – Pupils on roll at Tiverton Primary School (R-Yr6)

Tiverton (PAN 60)	R	1	2	3	4	5	6
Numbers on roll	30	53	40	42	49	52	52
Vacancies	30*	7	20	18	11	8	8

Current roll as at May 2019

*The number of vacancies in the Reception class is based on Tiverton having capacity as a 2-form entry school. The Reception class has been capped at 30 following approval from the Office of the Schools Adjudicator in 2018 and the PAN will be at 30 for entry in September 2019. The Council has also set the PAN at 30 for entry to Reception in September 2020 in the context of falling demand for school places in PA3.

5.12 More broadly, PA3 shows a significant number of vacancies across the school estate with Crowland, Seven Sisters, South Harringay, St Ignatius and St Mary's Priory all carrying in excess of 30 vacancies each across the entire main school body. This equates to 11.85% surplus vacancies cumulatively across all schools in PA3.The Department for Education (DfE) has previously recommended that Local Authorities maintain no more than 2% surplus capacity to ensure that pupils arriving in-year can be offered a school place, and to allow for movement between schools and parental preference.

5.13 Surplus rolls at too high a level can affect the viability and sustainability of schools. If amalgamation were to go ahead and all displaced pupils at Stamford Hill transferred to

Tiverton Primary or other local schools within PA3, then the local cumulative surplus of 11.85% across PA3 incorporating all year groups would be significantly reduced. The current estimate (based on June 2019 figures) is that the overall surplus would be reduced to approximately 5.88%.

5.14 The proposed amalgamation of Stamford Hill Primary School with the displaced pupils being accommodated by Tiverton Primary School would result in Tiverton and its site eventually operating as a viable two-form entry school. This is more aligned with the current level of projected demand in the area. It is predicted that Tiverton Primary School would satisfactorily fill two forms of entry as opposed to the current significant surplus created by three forms of entry across two individual schools.

Modelling based on a proposed amalgamation from September 2020

5.15 Table 5 below shows the theoretical impact on pupil numbers based on the proposed closure of Stamford Hill with the displaced pupils being accommodated by Tiverton Primary School (one site) from September 2020.

Table 5 - theoretical modelling based on a proposed amalgamation from September 2020, using 2019 data as a baseline for predicted 2020 data

		Pupils expected to be on roll as at September 2020						
	Capacity	**R***	**Y1****	**Y2**	**Y3**	**Y4**	**Y5**	**Y6**	**Pupil roll**
Stamford Hill	210	30 or fewer	19	19	9	21	24	21	143
Tiverton	420	30 or fewer	29	30	53	40	42	49	273
Amalgamated school	420	60 or fewer	48	49	62	61	66	70	416
+ / - admission number (60)		0	-12	-11	2	1	6	10	-4

*Data will be present from January 2020 (application deadline for entry in September 2020)
** Data is based on pupils that have been offered a place for entry in September 2019.

5.16 The table above shows a hypothetical model whereby an amalgamated school is established from September 2020 through an amalgamation between Stamford Hill and Tiverton Primary schools. This does not include a temporary split-site scenario in operation from September 2020 (using the site at Tiverton and the site at Stamford Hill for a period of time), although further modelling is in progress to see if and how this might be achieved and to allow for onsite provision at Stamford Hill to continue where needed.

5.17 Based on this theoretical model for 2020, the current Year 5 and Year 6 cohorts at Stamford Hill would have already transferred to secondary school (the current year 6 leaving in July 2019 and the current year 5 leaving in July 2020). Year 1 pupil data for 2020 in the table above is based on pupils who have currently been offered a place to start Reception in September 2019 in both schools and would therefore progress to Year 1 in the following September (2020). The modelling in the table above also includes the caveat that there would be no mobility or churn between now and September 2020 i.e. no pupils leaving or joining the schools in this interim period. Of course, we know that this won't be the case, but for the purposes of modelling we have assumed no mobility rather than attempt to estimate what that mobility might be.

5.18 The in-year application process[5] will remain open irrespective of whether Council's Cabinet agree to proceed to statutory consultation on the proposal to establish a new primary school through an amalgamation between Stamford Hill and Tiverton. Historically, mobility rates at both Tiverton and Stamford Hill Primary schools have been high. The number of families leaving tends to be balanced out by a similar number joining these schools (net mobility). Amongst factors affecting school mobility in this planning area are - flux associated with people moving in/out of nearby private sector rented housing; churn in social housing (especially where property has been rented out by leaseholders to families); rises in property and rental prices which *may* displace some families; uncertainly surrounding Brexit with some European families leaving the local area; new housing developments and their cost and size. We are not projecting a significant influx of pupils joining Tiverton and Stamford Hill Primary (or other local schools within PA3) between September 2019 and September 2020, or indeed significantly beyond that date.

5.19 It is evident that Tiverton Primary School currently has the capacity to absorb the vast majority of pupils from Stamford Hill Primary. A programme of capital works may be required to accommodate any additional pupils; however, it is expected that a small minority of families from Stamford Hill are likely to transfer to alternative schools leaving more capacity within the current structure.

5.20 Currently you will see from table 5 above that the overall admission number in the main school would only be missed by 4 pupils (i.e. 416 projected on roll out of a possible 420 pupils). Any enlargement and/or significant alternation of Tiverton Primary School is, therefore, not likely to be required. The Council is committed to working closely with the school to maximise its available space so it can continue to ensure the successful learning of all pupils and that no disruption is caused as a result of any potential amalgamation.

5.21 If amalgamation were to go ahead, an admissions process enabling families to apply to alternative schools would be implemented prior to the establishment of the new school in September (from May 2020). It is expected that schools in the local area will still be carrying a high number of vacancies which means that an alternative local school can be offered to any family that wants one. All Haringey schools in the area are judged by Ofsted to be 'Good' or 'Outstanding.'

5.22 Pupils joining other local schools from Stamford Hill Primary will contribute towards the improved sustainability of the receiving schools as they will be able to increase their pupil numbers and, in turn, their financial income.

5.23 Following the complete vacation of the Stamford Hill site, the Local Authority will consider the wider needs of our children, young people and school in determining a use of the site that keeps it in education use if that need can be demonstrated. This includes but is not limited to SEND provision, alternative provision and future proofing for an inevitable return to a rise in pupil numbers in the next 7 to 20 years.

6. Consultation

6.1 The pre-statutory consultation ran from 27 March to 8 May 2019. Two public meetings were held at Stamford Hill and Tiverton Primary schools, respectively and were well attended. Individuals and translators representing the 4 main languages from the local community also attended - Polish, Portuguese, Spanish and Turkish.

[5] In-year applications are applications for a school place at any time outside the normal admissions round. For example, applicants wishing to transfer from one school to another or arriving from other parts of the country or overseas.

6.2 Details of the outcomes of the consultation are given below from paragraph 6.4 - 6.16.

6.3 Consultation included:

- letters to parents and staff at both Stamford Hill and Tiverton Primary schools;
- letters to all local Haringey primary schools within PA3 and Gladesmore secondary school;
- a questionnaire response sheet issued to all parents, staff and Governors of Stamford Hill and Tiverton Primary schools. This document was also made available on the Council's website and in local libraries for inviting comments, with the option of responding via an online survey.
- A consultation FAQs document updated regularly to take account of other questions asked during the consultation period.
- Two public meetings held at both schools. The issues surrounding the potential amalgamation were discussed and those present were able to ask questions and express views. The minutes of these meetings are attached at Appendix 3.

6.4 The consultation survey, FAQs and minutes from the public meetings were translated into the 4 main languages (Polish, Portuguese, Spanish and Turkish) and uploaded to the consultation webpage.

Responses to the consultation

6.5 **52** individual responses were received to the consultation (**23** by post, **18** by online survey and **11** by email). These responses included **23** parental/carer responses. There were **6** responses from staff (teaching staff), **2** from Governors, **6** from Haringey employees, **1** from a Headteacher, and **14** responded 'Other'. Those who responded 'Other' included an Assistant Headteacher, local residents, a Deputy Headteacher, a nursery nurse, a Unison rep, a School Business Manager and Year 6 pupils.

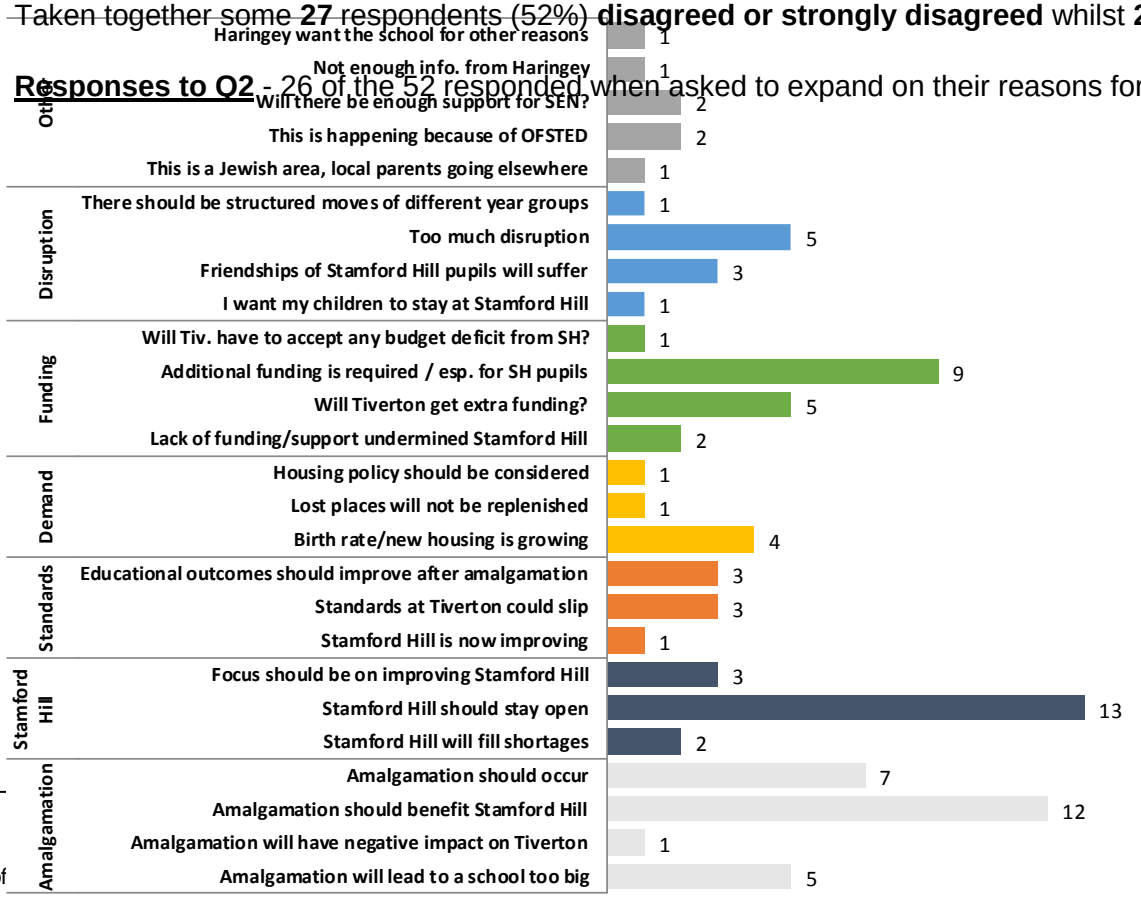
6.6 **Responses to Q1** - Of the 52 individual responses, **19** (37%) **agreed** with the proposal to amalgamate

6.7 Taken together some **27** respondents (52%) **disagreed or strongly disagreed** whilst **21** (41%) **agree**

6.8 **Responses to Q2** - 26 of the 52 responded when asked to expand on their reasons for agreeing or dis

Question 2 - Please expand on the reason for your answer to Q1

Source: Haringey Education Service 2019



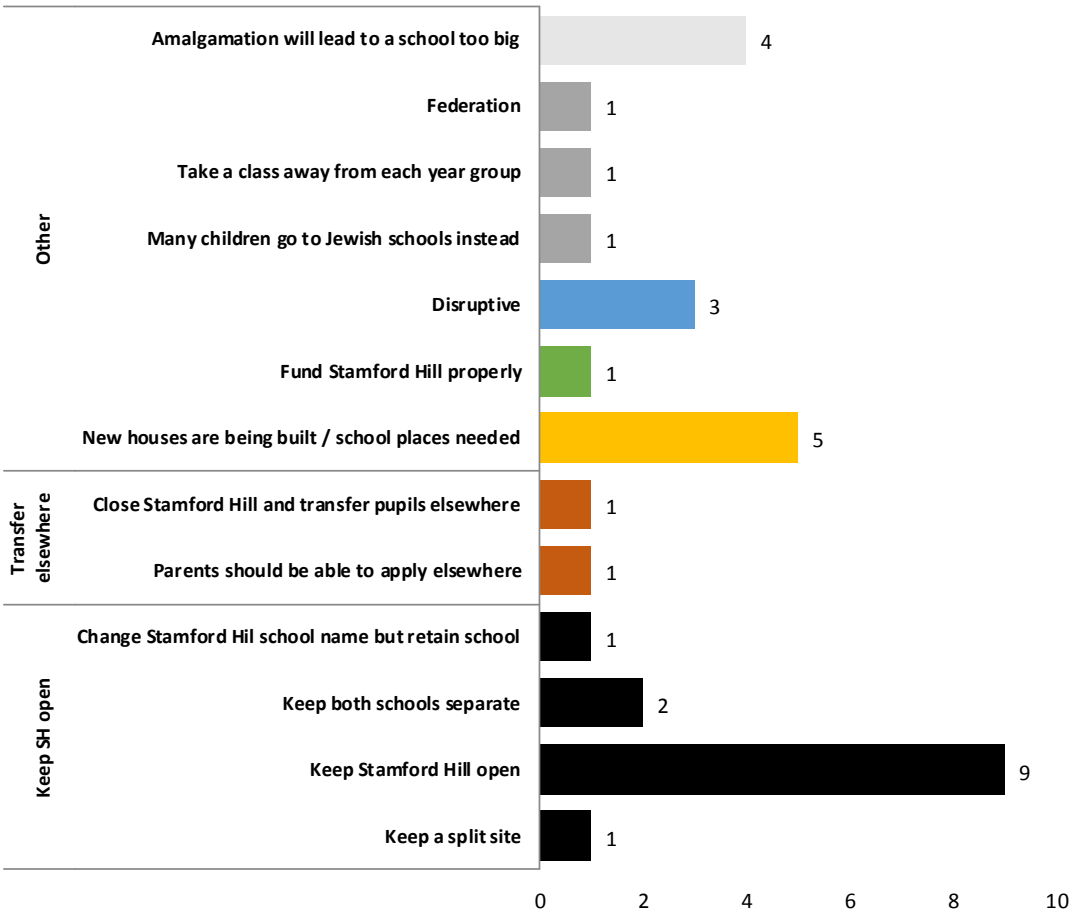
6.9 The most popular themes were around the immediate impact of amalgamation (shown in grey above) mentioned by 25 respondents, changes that could or should be made to Stamford Hill (shown in orange above) and issues relating to funding (shown in green above).

6.10 The three most popular responses were Stamford Hill should remain open (13), amalgamation should benefit Stamford Hill (12) and additional funding is required, especially for Stamford Hill pupils (9).

6.11 **Responses to Question 3** - 31 of the 52 responded when asked what their preferred option was if they did not agree with the proposal to amalgamate. This is despite only 27 respondents disagreeing or strongly disagreeing with the proposal to amalgamate in Question 1 and can be attributed to an eagerness to expand on views already expressed.

Question 3 - If you don't agree with Stamford Hill and Tiveton amalgamating which of the following is your preferred approach?

Source: Haringey Education Service 2019



6.12 A response was received by email from the Chair of Governors at Tiverton Primary School on behalf of the Leadership and Governing Body, which set out the governing body's view of the support and the steps that would be required to 'make this work for the children'. Points raised in this response are summarised in the table under Item 6.14 below.

6.13 Neither of the Governing Bodies of the relevant schools have opposed the proposed amalgamation.

6.14 As part of the pre-statutory consultation process, public meetings were held at Stamford Hill Primary on 3 April 2019 and Tiverton Primary School on 25 April 2019. Approximately 50 people attended the first public meeting at Stamford Hill Primary and approximately 30 attended Tiverton Primary. The number of parent/carers estimated to be at the meeting was 40 and 20, respectively.

6.15 The views expressed at the public meeting broadly reflected those of the written responses. A recurrent question posed by parent/carers related to whether places would be guaranteed for displaced pupils. It was made clear that places at the new primary school would be guaranteed to all families that wanted one if amalgamation were to go ahead.

6.16 The following table lists a summary of comments that were received during the consultation together with responses from LA Officers. All individual and collective responses are available for Cabinet members to inspect at Appendix 3

6.17 Summary of the points raised by respondents

Summary of points raised by Tiverton Primary School - Headteacher, Chair of Governors, Senior Leaders and others
• Responses from Tiverton Primary School were in favour of the proposal; however, assurances were sought that additional financial support and resources would be provided to ensure the best possible outcomes for the new school community. • The Headteacher of Tiverton Primary School stated that she was "confident that appropriate resourcing by the Local Authority, together with the dedication and resilience of the Tiverton team will serve to support a highly successful amalgamation." • The Chair of Governors echoed the Headteacher's remarks and emphasised that the school's deficit budget had significantly reduced as a result of efficiency savings. She sought assurances on behalf of the Governing Body and Leadership team that the school budget would not be detrimentally impacted. Concerns largely centred on financial pressures and the impact on standards if amalgamation were to go ahead. The Governing Body of Tiverton request funding under the following categories, which they believe to be the areas of focus crucial to a successful amalgamation: **Premises** • Funding for bulge classes in the event that the school is required to admit additional children above a PAN of 30 or 60 as appropriate. • Split site funding in the event that the school has to operate on two sites temporarily. • Resources made available for patrol crossing before and after school. **Performance and standards**

- Funding to support children achieving less than the expected level of attainment.
- Funding to support children with SEND who may require accelerated learning and support for fast track assessments.

Officer's response to the points raised by Tiverton Primary School - Headteacher, Chair of Governors, Senior Leaders and class teachers

The concerns raised above have been acknowledged. The deficit budget at Stamford Hill Primary School has significantly reduced and it would not transfer to the new primary school established through an amalgamation. Any remaining deficit at Stamford Hill would be borne by the Local Authority ahead of any amalgamation.

Premises

As set out in paragraphs 5.18 and 5.19 above, Tiverton Primary School currently has the capacity to absorb the vast majority of pupils from Stamford Hill Primary. A programme of capital works may be required to accommodate additional pupils; however, it is also expected that a small minority of families from Stamford Hill will transfer to alternative schools leaving more capacity within the current structure.

Any enlargement and/or significant alternation of Tiverton Primary School is, therefore, not likely to be required. The Council is committed to working closely with Tiverton Primary to maximise its available space so it can continue to ensure the successful learning of all pupils. Any bulge classes required to accommodate additional pupils above PAN will invite Growth Fund payment.

A temporary split-site scenario may be in operation from September 2020, although further modelling is in progress to see if and how this might be achieved and to allow for onsite provision at Stamford Hill Primary to continue where needed. Haringey's local authority formula currently includes a factor to provide additional funding to schools that operate on more than one site.

Performance and Standards

It is recognised that one of the most important concerns is the impact of the amalgamation on standards. Amalgamation should lead to a single primary school with an uninterrupted and consistently high standard of teaching and support for pupils. Lump sum funding will be made available as appropriate to ensure that the new school established through an amalgamation will provide a rich and engaging curriculum and opportunities for pupils to achieve high standards in their learning.

The National Funding Formula **currently** includes provision for the payment of a lump sum to schools that are amalgamating. The relevant paragraphs in the **2019/20** school's revenue funding operational guide which set out how the lump sum is to be calculated where schools amalgamate are detailed below.

Paragraphs 41 of the attached Schools Revenue Funding 2019-20 Operational Guide (updated December 2018) provides that where schools have amalgamated after 1 April 2019. e.g. 1 September 2019, in the first year of the amalgamation the funding the new school would receive for the remaining 7 months of the year from 1.9.2019 up to 31.3.2020 via the lump sum element of the funding formula is the sum of the separate schools' funding for the remainder of that year, which is the same as the 2 schools would have received separately for that period up to 31 March 2020.

After the first 7-month period, the provision for the next financial year (2020/21)

would reduce to 85% of the predecessor schools' lump sums. Paragraph 41 provides some discretion as to the level of lump sum that can be paid to an amalgamating school in the third financial year of its operation. However, this would require an application by the Council to the Education & Skills Funding Agency (ESFA) giving an explanation for the level of discretionary protection being requested by the Local Authority. ESFA does not expect the level of discretionary protection to exceed 70% of the combined lump sums.

It should be noted that the funding factors and values in the National Funding Formula are subject to review by the ESFA and could differ in 2020/21 (when the amalgamated primary school would be expected to open if amalgamation were to go ahead) and 2021/22. The level of local discretion available to the Council and Schools Forum to set local funding factor values may also change over the period. This could affect the funding allocated to the amalgamated school under the Funding Formula applicable in the relevant financial year.

Summary of main points raised by individuals not in favour of the proposal

Housing and development

- "There is going to be a massive development on the St Ann's Hospital site which will increase the number of families looking for schools in the area."
- "There is always a great need for school places and with new developments being built all over the area. New families moving into the area"
- "Number of students falling? but there are more than 700 homes being built around the school, have you considered of how many children are going to come and live with their families in these new homes? Schools will be needed."

Disruption and separation of children

- "Tiverton Primary school already have two classes per year. My daughter wouldn't thrive in such big numbers."
- "I want my child to continue at this school"
- "Because you do not want there to be enough space for all the children of Stamford Hill and if there was, it would be an all-encompassing school and I would not say that there is a good education. Send children on the waiting list of the most important schools. Give the teachers stability. Promote the school. When the Stamford Hill school goes ahead with their children and they are very happy there and the change and I think it will unsettle the."
- "It is because they will separate the friendship of the kids. It will complicate the children with their friends."

Demand for school places

- "I'm assuming this is a big Jewish area and families are choosing Jewish schools over regular state primary schools?"
- "First, I do not agree with the school the Tiverton is not adapted for what they intend to do, and it is too small for this project."
- "Stamford Hill has provided for many generations. If numbers are falling, then surely if teaching improves, greater numbers will apply. It seems a great waste of a public school when other areas in London have a very small amount of spaces. This is a much better site also. Why not keep this site open and not close?"

Funding and performance and standard of teaching

- "I prefer Stamford Hill to remain open to get the funds that they need."

- "Stamford Hill will fill the gap that is short in the school. The teachers and headteacher will fill the shortage in the school. They will be more parents that would like to register their child at Stamford hill Primary School."

Officer's response to points raised by individuals not in favour of the proposal

Housing and development
The development at the St Ann's hospital site has yet to commence and is unlikely to add any additional demand for local school places until 2021/22 at the very earliest. All planned developments, including child yield arising from the development(s) are accounted for in our school roll projections, and we do not project that numbers of children in the local area are likely to increase significantly in the near future, to lead to increased pupil numbers at schools. An amalgamation will provide a long-term sustainable solution to falling local demand.

Disruption and separation of children
The Council is committed to providing a stable transition and ensuring cohorts of children are, as far as reasonably possible, kept together. Places at the new primary school established through the potential amalgamation will be guaranteed to all families that want one.

If amalgamation were to go ahead, an admissions process enabling families to apply to alternative schools would be implemented prior to the establishment of the new school in September (from May 2020). The Council recognises that keeping siblings together for families that apply for other schools will also be critical as siblings who are close in age may benefit from having each other at the same school to offer social and emotional support at a new school.

Parent/carers will have a right to express a preference for any school and, in the case of community and voluntary controlled schools, the relevant Local Authority is the admissions authority and will meet that preference provided there are vacant places or the school is happy to admit above the published admission number. In the case of Voluntary Aided (VA) schools and Academies, the Governing Body decide the conditions for admission to their particular school.

The majority of local schools (Community, VA and Academies) in PA3 currently have vacancies and will still be expected to do so when an admission process opens in May 2020 due to the projected lack of demand. This means that an alternative local school can be offered to any family that wants one. Moreover, all Haringey schools in the area are judged by Ofsted to be 'Good' or 'Outstanding' and will provide pupils with high educational standards.

Demand for school places

In response to the points raised, a lack of demand in the local area is not due to families transferring to independent Jewish schools and pupil number are also not expected to increase unexpectedly from improvement in standards. The lack in demand for school places is due to a flattening birth rate and a higher than projected increase in outward migration. This has contributed to a high surplus of places with current projections showing a consistent surplus of approximately one form of entry in PA3 up until 2026/27.

6.18 As the main driver of school funding is pupil numbers there will continue be a significant concern about the long-term sustainability of Stamford Hill Primary School in terms of the risks to its financial stability and its ability to attract pupils to the school against a backdrop of falling demand which is projected to remain broadly static until 2026/27.

6.19 For these reasons and based on the balance of responses in favour of an amalgamated school, together with careful consideration of a number of other material factors such as falling rolls, the ability of local schools to be able to survive financially and the impact this will have on the quality of education delivered to pupils at Stamford Hill and Tiverton Primary Schools and other local schools, Council's Cabinet is asked to agree the recommendation to take the proposal forward to the next phase by agreeing to commence a six week statutory consultation on the amalgamation.

6.20 **LA summary of benefits in support of amalgamation**

The following is a summary of the benefits asserted by the LA in support of an amalgamation:

- Amalgamation can provide a foundation for sustainable long-term development and improvement as an increase in pupil numbers will result in additional revenue for the new primary school.
- A two-form entry school rather than three forms across two schools is more aligned with the current level of projected demand in the PA3 and will financially benefit local schools by assisting them to fill closer to their PAN.
- The new school established through an amalgamation will continue to have strong links with its local community and keep its individual identity.
- Tiverton Primary School is rated Good by "Ofsted" and strong leadership using strategic leadership and management structures will allow school-based leaders to focus on teaching, learning and raising standards further.
- Continuing support from the Haringey Education Partnership on all school improvement or school organisation issues.

7. Statutory consultation and next steps

7.1 **Statutory Consultation process and next steps** – there are 6 main stages summarized in the table below, with indicative timescales:

	Description	**Timescale**
1	Decision on whether to consult on the proposed closure of Stamford Hill Primary School	six-week statutory consultation (September – October 2019)
2	Gathering stakeholder representation and drafting a report with recommendations to Cabinet.	October 2019
3	Decision on whether or not to continue the process by publishing Statutory Notices to close Stamford Hill Primary School and proceed with an amalgamation.	November 2019 Cabinet meeting
4	Decision on whether to close Stamford Hill Primary School and proceed with an amalgamation.	January 2020
5	Stamford Hill Primary School closes	31 August 2020
6	New Primary School opens	1 September 2020

7.2 The next stage in the amalgamation process is for the Council to commence a six-week statutory consultation on the proposed closure of Stamford Hill Primary School with the displaced pupils being accommodated by Tiverton Primary School (amalgamation).

7.3 Following this, a recommendation will be made to Council's Cabinet on whether or not to continue the process by publishing Statutory Notices to close Stamford Hill Primary School in November 2019 and establish a new primary school through an amalgamation with Tiverton Primary School from 1 September 2020. This notice is published in the local press and sent to all interested parties.

7.4 There follows a six-week period of consultation which is published, which is the final opportunity for people and organisations to express their views about the proposals. At the end of the representation period the Council gather all the responses and documentation and the Council's Cabinet will then determine the statutory notices and decide whether Stamford Hill closes and the amalgamation should proceed.

7.5 There are 3 key decision points where members will decide on how to proceed:

- The first decision is whether Cabinet agrees for the Council to commence a six-week statutory consultation on the proposed closure of Stamford Hill Primary School with the displaced pupils being accommodated at Tiverton Primary School (amalgamation).
- The second decision is whether, following statutory consultation, Cabinet agrees to continue the process by publishing Statutory Notices.
- The third decision is whether at the end of the four-week representation period Council's Cabinet decide to close Stamford Hill School and establish a new primary school on 1 September 2020 through an amalgamation with Tiverton Primary School.

7.6 To ensure as wide a consultation as possible, a range of modes and methods of communication will be used to inform and facilitate feedback from stakeholders regarding the proposal –

- through the Schools Bulletin which is distributed to the Headteacher and Chair of Governors of every school in the borough;
- letter to all Haringey primary and secondary schools
- email to all Children's Centres in the borough;
- email to all registered nurseries and child minders and any other early years providers;
- via information published on the Council's online admissions pages;
- via information in all libraries across the borough (poster and hardcopies of consultation document);
- email to all councillors from the Lead Cabinet Member;
- via information published in the Weekly Member's Update which is distributed to all councillors
- email to both MPs with constituencies in Haringey;
- email to the diocesan authorities.
- email to all residents' and tenants' groups that the Council hold information for
- emails and any additional information to Homes for Haringey (HfH) for dissemination to tenants' and leaseholder groups
- email to the branch secretaries of all trade unions recognised by the Council for collective bargaining in respect of its employees at Stamford Hill Primary School
- email to other groups, bodies, parents and carers as appropriate

7.7 Stakeholders will be given the opportunity to express their views in writing, via a questionnaire – both electronically and via a hard copy attached to a consultation document, by email and post.

Equality and Diversity Monitoring

7.8 As part of the statutory consultation process, respondents will be asked to complete an equality and diversity questionnaire, looking at Gender, Age, Ethnicity and Disability. The information collected will help identify any special requirements; promote equality; and improve choice and diversity. This information will only be retained and used for as long as is necessary. Where data is no longer required, it will be destroyed in line with relevant destruction policies and processes.

8. Contribution to strategic outcomes

8.1 Ensuring that Haringey schools are educationally and financially viable to provide pupils with a rounded education that meets their academic, social and emotional needs, underpins Priority 1 in the Corporate Plan which seeks to enable every child to have the best start in life with access to high quality education.

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

Comments of the Assistant Director of Corporate Governance and legal implications

9.1 The Assistant Director of Corporate Governance has been consulted in the preparation of this Report.

9.2 Section 15 and 16 of the Education and Inspection Act 2006 requires the Council to publish and consult on proposals to discontinue (close) a maintained school. Regulations 11 and 12 of The School Organisation (Establishment and Discontinuance of Schools) Regulations 2013 sets out the information to be contained in the proposals and the publication requirements. The Council must also have regard to the statutory guidance issued by the DFE "Opening and Closing Maintained Schools 2018" which includes guidance on the publication of proposals for consultation.

9.3 The recommendations are within the legal powers of the Council.

Comments of the Chief Finance Officer and financial implications

9.4 The Council must also continue to parallel plan as an Academy Order was made in December 2018, the Council is still under a duty (section 5B of the Academies Act 2010) to take all reasonable steps to facilitate the conversion of Stamford Hill Primary School into an Academy. In the event the Department for Education notifies the Council that the Secretary of State is minded to enter into Academy arrangements with a specified person (i.e. has selected what is considered to be a suitable academy sponsor for the school) then the Council will be under a duty to take all reasonable steps to facilitate the making of Academy arrangements with the sponsor.

9.5 The proposal to establish a new primary school through an amalgamation between Stamford Hill and Tiverton Primary Schools in September 2020 is due to significant financial risk to the Council.

9.6 Stamford Hill Primary's closing balance as at 31 March 2018 reported a deficit of £120,218, reducing to £46,354 as at 31 March 2019.

9.7 Tiverton Primary reported a surplus of £167,558 as at 31 March 2018 and closed with a deficit of £190,887 as at 31 March 2019.

9.8 If Council's Cabinet were to proceed with an amalgamation then the new primary school would need to review their current cost of delivery model, ensuring that it is delivered against a balanced budget. This would entail the development of a single staffing structure for the new school.

9.9 Stamford Hill and Tiverton Primary schools are both currently facing a gradual decline in pupil numbers which would have a significant financial implication for both schools over future years. The proposed amalgamation should bring greater financial stability by bringing together resources, synergy and value for money in delivery provision under one senior leadership structure.

9.10 There are a number of factors that should be considered if Council's Cabinet were to agree to proceed with an amalgamation following the prescribed statutory consultation and representation periods:

1. **Funding implications**
    a. One Dedicated School Budget from the date of amalgamation
    b. Currently both schools are funded for lump sum funding of £170,000 each under current soft National Funding Formula. This will therefore mean a reduction in Lump Sum funding as a result of amalgamation. However, the new school will retain the equivalent of 85% of the predecessor school's lump sums for the financial year of the amalgamation. This is subject to change if there are any alterations in the National Funding Formula for 2020/21.

2. **Split site funding**
    a. Additional funding of £60,000 (based on current DSG formula) for split sites if provision is delivered over two sites.

3. **Combined Structure**
    a. Both schools should prepare a combined budget before and after the amalgamation to identify any redundant costs that can be eliminated to achieve the desired savings over the longer term.
    b. Operational staff teams should be reviewed as part of the combined structure to calculate the actual cost of the new structure.

4. **Cash Flow Advance (Loan)**
    a. Stamford Hill Primary school are currently due to repay Haringey Council any outstanding cash advance upon conversation.

5. **Financial Controls and Deficit**
    a. Stamford Hill Primary school should deliver a balanced budget at the time of conversation, to avoid any transfer of financial burden going forward.
    b. Tiverton Primary School should review their current structure and complete a corporate finance approved deficit recovery plan that shows they have a sustainable position for the longer term.

9.11 Haringey Council will need to put measures in place to ensure the financial budget is well controlled during any potential amalgamation process and any long-term financial commitments are avoided or require approval by the Council.

Equalities Comments

9.12 An Equalities Impact Assessment (EqIA) is attached at Appendix 1. This is an assessment of the potential impact of the proposed closure of Stamford Hill Primary School, with the displaced pupils being accommodated by Tiverton Primary School schools based on consideration of all the relevant data. The EqIA has been updated following the pre-statutory consultation period to address the issues raised and will be further updated if Cabinet decide to proceed to a six-week statutory consultation.

9.13 **Service users (children at Stamford Hill)** - A comprehensive EqIA has not identified any negative impact on any of the specified Equality characteristics / protected groups which include Sex, Gender Reassignment, Age, Disability, Race & Ethnicity, Sexual Orientation, Religion or Belief (or No Belief), Pregnancy & Maternity and Marriage and Civil Partnership. In terms of pupil composition Stamford Hill shares many similar characteristics with other Haringey primary schools located in Planning Area 3 and sufficient places exist at neighbouring schools to absorb displaced pupils. Moreover, all surrounding schools are judged by Ofsted to be 'good' or 'outstanding' and are able to cater for all children to ensure a high standard of learning.

9.14 **SEN** - Whilst Stamford Hill has a low proportion of pupils with SEN, they nevertheless are a vulnerable group who could be particularly affected by closure although this could be mitigated by good transition planning. Any children with special education need and disabilities (SEND) entitled to free transport if they can't walk to school because of their SEND or mobility problem will continue to receive free school transport.

9.15 **Staffing implications** - The key equality characteristic that has emerged from the EqIA is Sex. The closure of Stamford Hill will inevitably impact on staff working at the school. Due to the predominance of female staff over male staff in Stamford Hill Primary school (and indeed in primary schools across the country), they are likely to be affected in greater numbers. Linked to this equality characteristic is another, Pregnancy & Maternity.

9.16 In terms of mitigating the impact on both of these equality characteristics, the Council will endeavour to ensure all staff affected by the proposal to close Stamford Hill primary school will be given access to the redeployment pool and given support to find alternative roles within Haringey, if necessary. There are currently only two permanent members of teaching staff at Stamford Hill who will have access to this support as the remaining are employed as agency workers on a short-term basis. Non-teaching staff employed by the Council will also be supported in this way.

9.17 It is likely that many staff will also be anxious about changes if an amalgamation were to go ahead. Professional HR support will be made available to support these staff members to help them deal with the changes and find a way to manage and continue with their role.

9.18 The LA has discussed with both schools' Governing Bodies and leadership teams the recruitment and redeployment process that will operate if amalgamation were to go ahead and what impact this might have for the staff affected. These discussions have initially been held with the existing Governing Bodies, and in the event of the process moving to statutory consultation, would be held with a combined temporary Governing Body and trade unions representatives.

10. Use of Appendices

1. Appendix 1 – EqIA
2. Appendix 2 – Responses to pre-statutory consultation
3. Appendix 3 - Consultation survey, FAQs and minutes from public meetings

11. Local Government (Access to Information) Act 1985

This report contains no exempt information.

Background

1. Cabinet report March 2019 agreeing to proceed to a non-statutory stage of consultation.
2. The Schools Standards and Framework Act 1998.
3. The Education Act 2002.
4. The Education and Inspections Act 2006.
5. Education and Skills Act 2008.
6. The School Admissions Code (December 2014).
7. The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) (Amendment) Regulations 2014
8. The School Admissions (Infant Class Sizes) (England) Regulations 2012.
9. The School Admissions (Appeals Arrangements) (England) Regulations 2012.
10. The Education Act 2011.
11. The School Admissions Appeals Code (2012).
12. The School Governance (Federations) (England) Regulations 2012.
13. The School Organisation (Establishment and Discontinuance of Schools) Regulations 2013
14. School roll projections sourced from the GLA
15. School roll information, including admission information from data held within Education Services
16. National College for Teaching and Leadership “The governance of federations “(August 2014)
17. Department for Education “Opening and Closing maintained schools “(November 2018)
18. Department for Education “Making significant changes (‘prescribed alterations’) to maintained schools” (October 2018).

EQUALITY IMPACT ASSESSMENT

"The **Equality Act 2010** places a '**General Duty'** on all public bodies to have '**due regard'** to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act
- Advance equality of opportunity between persons who share a 'relevant protected characteristic' and persons who do not share it
- Foster good relations between persons who share a 'relevant protected characteristic' and persons who do not share it

In addition, the Council complies with the Marriage (Same Sex Couples) Act 2013."

Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on protected characteristics, please proceed to stage 2 and complete a full Equality Impact Assessment (EqIA).

Stage 2 – Full Equality Impact Assessment

An EqIA provides evidence for meeting the Council's commitment to equality and its responsibilities under the Public Sector Equality Duty.

When an EqIA has been undertaken, it should be submitted as an attachment/appendix to the final decision-making report. This is so the decision maker (e.g. Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.

Please read the Council's Equality Impact Assessment Guidance before beginning the EqIA process.

1. Responsibility for the Equality Impact Assessment	
Name of proposal	Amalgamation between Stamford Hill and Tiverton Primary Schools
Service area	Schools and Learning
Officer completing assessment	Nick Shasha
Equalities/ HR Advisor	
Cabinet meeting date (if applicable)	**9 July 2019**
Director/Assistant Director	Eveleen Riordan

2. Summary of the proposal

Please outline in no more than 3 paragraphs

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *The decision-making route being taken*

Proposal: This proposal concerns the amalgamation between Stamford Hill, N15 6HD and Tiverton Primary Schools, N15 6SP. This would involve the closure of Stamford Hill Primary School, with the displaced pupils being accommodated by Tiverton Primary School.
The main reason for this proposal is to ensure the sustainability of all our primary schools across the borough in the light of falling demand. Haringey currently has a surplus of Reception school places equivalent to 8 forms of entry (230 places) or around 7% of our total Reception capacity. The 2018 School Place planning report indicates that this surplus is projected to 350 by 2021/22. The proposal will ensure that sufficient school places are available to meet local demand.

Stakeholders: The key stakeholders are children currently enrolled at Stamford Hill Primary School, their parents and carers and those staff currently employed by the Council to work at the school.

Decision-making: We will ask for approval from Cabinet on 12 March to consult on our proposed amalgamation. We are proposing to amalgamate Stamford Hill Primary with Tiverton Primary School. It is expected the existing cohorts of Stamford Hill would be absorbed by Tiverton Primary School (400m away). Parents and carers will also be given the opportunity to apply for places in other Haringey primary schools where vacancies exist.

To ensure as wide a consultation as possible we intend to provide details of the proposed changes in the following ways:

- through the Schools Bulletin which is distributed to the head teacher and chair of governors of every school in the borough;
- letter to all Haringey primary and secondary schools
- email to all Children's Centres in the borough;
- email to all registered nurseries and child minders and any other early years providers;
- published on the Council's online admissions pages;
- via information in all libraries across the borough (poster and hardcopies of consultation document);
- email to all councillors from the Lead Cabinet Member;
- email to both MPs with constituencies in Haringey;
- email to the diocesan authorities.
- email to all residents' groups that the Council hold information for
- email to the branch secretaries of all trade unions recognised by the Council for

collective bargaining in respect of its employees at Stamford Hill Primary School
- email to other groups, bodies, parents and carers as appropriate

An Equalities Impact Assessment (EqIA) will form an important part of the consultation and will seek to ascertain whether the proposed amalgamation of Stamford Hill Primary School with Tiverton Primary School could have an impact on protected groups and whether there are steps that can and/or should be taken to mitigate against such an impact.

3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. Please include any gaps and how you will address these

This could include, for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national. For restructures, please complete the restructure EqIA which is available on the HR pages.

Protected group	Service users
Sex	October 2018 School census
Gender Reassignment	No national or local collected data
Age	October 2018 School census
Disability	2018 School census and data from Haringey SEN team
Race & Ethnicity	January 2018 School census (which has ethnicity)
Sexual Orientation	No local collected data on sexual orientation, however there is ONS annual population data (2016) and ONS sexual identity, UK (2015), which are estimates.
Religion or Belief (or No Belief)	Synthetic data derived from the 2011 ONS National census
Pregnancy & Maternity	2011 census
Marriage and Civil Partnership	2011 census

Outline the key findings of your data analysis. Which groups are disproportionately affected by the proposal? How does this compare with the impact on wider service users and/or the borough's demographic profile? Have any inequalities been identified?

Explain how you will overcome this within the proposal.

Further information on how to do data analysis can be found in the guidance.

1. Sex and age

Service users (Primary children by sex and age) -

	Stamford Hill							
	R	**1**	**2**	**3**	**4**	**5**	**6**	**Total**
Female	10	7	11	15	13	13	14	**83**
Male	17	17	13	14	10	13	12	**96**
Female %	29%	46%	52%	57%	50%	54%	37%	**46%**
Male %	71%	54%	48%	43%	50%	46%	63%	**54%**
Grand Total	**27**	**24**	**24**	**29**	**23**	**26**	**26**	**179**

	Tiverton							
	R	**1**	**2**	**3**	**4**	**5**	**6**	**Total**
Female	19	26	16	24	19	17	27	**148**
Male	9	18	17	17	28	32	27	**148**
Female %	68%	59%	48%	59%	40%	35%	50%	**50%**
Male %	32%	41%	52%	41%	60%	65%	50%	**50%**
Grand Total	**28**	**44**	**33**	**41**	**47**	**49**	**54**	**296**

	Haringey – all primary schools							
	R	**1**	**2**	**3**	**4**	**5**	**6**	**Total**
Female	1464	1411	1450	1556	1498	1564	1582	**10,525**
Male	1555	1557	1600	1574	1668	1519	1588	**11,061**
Female %	48%	48%	48%	50%	47%	51%	50%	**49%**
Male %	52%	52%	52%	50%	53%	49%	50%	**51%**
Grand Total	**3,019**	**2,968**	**3,050**	**3,130**	**3,166**	**3,083**	**3,170**	**21,586**

Source: School Census October 2018

The data shows a reasonably equal distribution between female and male at Stamford Hill, Tiverton and across all Haringey primary schools. There is some year-to-year fluctuation at both Stamford Hill and Tiverton though this is to be expected given the small cohort sizes.

The age distribution at Stamford Hill, Tiverton and across all Haringey schools shows an equitable distribution. There is a current surplus of vacancies across Planning area 3 (where Stamford Hill and Tiverton are located) and indeed across Haringey as a whole. Should Stamford Hill close (with the net effect of losing 1 form of capacity) there is enough local capacity to ensure all the existing cohort can receive a school place

Staff at Haringey schools

	All teachers who are male (%)	All teaching assistants who are male (%)	All Non-classroom Based School Support Staff who	Auxiliary Staff who Are Male (%)

			Are Male (%)	
Haringey	29.2%	15.0%	23.6%	21.6%
Stamford Hill	0%	20.2%	0%	Suppressed
Tiverton	Suppressed	Suppressed	Suppressed	Suppressed

Source: SFR25 2017
Note: Some data for Stamford Hill and Tiverton have been suppressed due to low sample sizes

The majority of Haringey primary school staff are female, and this is reflected in each category of school staff. The imbalance of teaching staff is most apparent in teaching assistants, of which 15% are male across Haringey and 20.2% across Stamford Hill. If the outcome of this consultation leads to a reduction of staff female teachers and teaching assistants are therefore more likely to be affected by the proposal than male teachers and teaching assistants because of their greater prevalence in the school workforce.

Age of staff at Haringey primary schools

Percentage of teachers aged 50 or over

Stamford Hill	Tiverton	Haringey
Suppressed	Supressed	20.2%

Source: SFR25 2017
Note: Data for Stamford Hill and Tiverton have been suppressed due to low sample sizes and data for Haringey is for all schools, primary and secondary

The data above suggests (due to low sample sizes) that neither Stamford Hill nor Tiverton have many teachers above the age of 50. If data collected during any subsequent consultation suggests that any proposal will inadvertently impact upon teachers based upon the protected characteristic of age attempts to mitigate this impact may need to be undertaken.

2. Gender reassignment

We do not hold data on the number of people who are seeking, receiving or have received gender reassignment surgery, and there is not national data collected for this characteristic. The Equality and Human Rights Commission estimate that there are between 300,000-500,000 transgender people in the UK. We will need to consider the inequalities and discrimination experienced for this protected group. For the purposes of this EqIA, we will use the inclusive term Trans* in order to represent the spectrum of transgender and gender variance.

3. Disability –

Service users: Total number of Children & Young People with statements or plans maintained by Haringey as at March 2018

Year	Totals	Year	Totals
Pre-School/Nursery	11	**Year 9**	129
Reception	56	**Year 10**	138
Year 1	78	**Year 11**	129
Year 2	88	**Year 12**	111
Year 3	114	**Year 13**	122
Year 4	96	**Year 14**	104
Year 5	113	**Year 15**	69
Year 6	114	**Year 15 plus**	115
Year 7	123	**Totals**	**1,848**
Year 8	138		

All Haringey schools are able to support children with a wide range of abilities, special needs, disabilities and learning difficulties, from able, gifted and talented pupils to those with multiple and significant disabilities, medical conditions and learning difficulties. Stamford Hill Primary not offer any specific provision that is not provided in other local schools.

Source: Haringey SEN team 2018

4. Ethnicity of pupil cohorts at Stamford Hill, Tiverton and Haringey primary schools

Service users: Ethnic composition (main groups and sub categories) of Haringey's primary school (Reception to Year 6) pupil population as at January 2018:

Haringey (Main category) – Percentage (%)			
	Stamford Hill	Tiverton	Haringey
White	37%	42%	50%
Black or Black British	32%	33%	24%
Mixed/Dual background	8%	7%	12%
Any other ethnic group	21%	9%	6%
Asian or Asian British	2%	7%	6%
Chinese	1%	0%	1%
Information not yet obtained	0%	1%	1%
Refused	0%	0%	0%

Note: Totals may not add up to 100% due to rounding

Haringey (Sub category) – Percentage (%)			
	Stamford Hill	Tiverton	Haringey
Any other white background	33%	38%	29%
White – British	3%	4%	20%

Black African	13%	26%	15%
Black Caribbean	14%	5%	7%
Any other ethnic group	21%	9%	6%
Any other mixed background	3%	4%	5%
White and Black Caribbean	2%	2%	3%
Bangladeshi	1%	4%	2%
White and Asian	-	1%	2%
Any other Black background	6%	2%	2%
Any other Asian Background	1%	1%	2%
White and Black African	2%	1%	1%
Chinese	1%	-	1%
Information not yet obtained	-	1%	1%
White - Irish	1%	-	1%
Indian	1%	1%	1%
Pakistani	-	2%	1%
Gypsy/Roma	1%	-	0%
Refused	-	-	0%
Traveller of Irish heritage	-	-	0%

Source: School Census January 2018
Note: Totals may not sum to 100% because of rounding

The data above confirms that both Stamford Hill and Tiverton have ethnically diverse pupil cohorts as do Haringey primary schools overall. Perhaps the most significant difference shown above is the proportion of White British pupils across Haringey as a whole (20%) compared to Stamford Hill (3%) and Tiverton (4%). This is likely because of the differing ethnic make-up of the borough between wards in the East where Stamford Hill and Tiverton are located and those in the West.

Staff ethnicity: ethnic profile of teachers, teaching assistants, non-classroom-based school support staff and auxiliary staff

Staff category	Stamford Hill	Tiverton	Haringey
BAME Teachers (as a proportion of all Teachers)	54.5%	83.3%	46.5%
BAME Teaching Assistants (as a proportion of all Teaching Assistants)	85%	64.3%	67.2%
BAME Non-classroom Based School Support Staff (as a proportion of all Non-classroom Based School Support Staff)	66.7%	50%	58.8%
BAME Auxiliary Staff (as a proportion of all Auxiliary Staff)	Suppressed	88%	75.2%

Source: SFR25 2017

The staff ethnicity data shows the broad composition of ethnicities among classroom and non-classroom staff.

At Tiverton three of the four groups of staff have over 50% representation from BAME ethnicities. At Stamford Hill, all three staff groups that have data also show 50% representation from BAME ethnicities (data for auxiliary staff is suppressed). Across all Haringey schools (primary and secondary) teachers from a BAME ethnicity make up just under half of all teachers (46.5%) whilst the other 3 categories show BAME representation of 67.2%, 58.8% and 75.2% respectively.

BAME communities are more likely to experience inequalities, such as discrimination and poverty. A greater proportion of Haringey schools' staff are White British as compared to pupils at Haringey schools.

5. Sexual orientation –

We do not hold ward or borough level data on sexual orientation, and it is not collected nationally through the Census. However, the ONS estimates that 3.7% of Haringey's population are lesbian, gay or bisexual (LGB), which is the 15th largest LGB community in the country[1], and is likely to be reflected in both the pupil and parent populations. However, ONS data shows that 0.5% families are same sex cohabitating couples [2], which suggests that LGB people are less likely to be parents, compared with the wider population.

6. Religion or belief (or no belief) –

Religion or belief is not covered by the PLASC school census, which means that we don't have access to records for 2017. The best alternative proxy is the Haringey data derived from the England and Wales Census 2011 data on religion by age. Data on the appropriate age groups (0-4 and 5-7) has been combined to provide an approximation of the likely religious or belief profile of primary aged children in Haringey.
The notional number is based upon the known sample size of Reception aged pupils in Haringey (3,067) multiplied through the distribution of religion or belief from the 2011 Census.

	Percentage (%)	Notional Number
Christian	39.7%	1,218
No religion	20.9%	641
Religion not stated	12.3%	377
Muslim	19.3%	592
Jewish	5.6%	172
Hindu	1.0%	31
Buddhist	0.8%	25
Sikh	0.3%	9

[1]https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/articles/subnationalsexualidentityestimates/uk2013to2015#introduction
[2] https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2015

Other religion	0.2%	6
Total	100%	3,067

Source: ONS (2011 Census data for Haringey)
Note: * Totals may not add up due to rounding

Those affected by the proposal are therefore more likely to be Christian, Muslim, or have no religion. Plans will need to have due regard to diversity issues relating to these communities though it should also be noted that the proposal is to reduce primary school places rather than those currently in use by pupils.

7. Pregnancy and maternity[3]

The proportion of 0-4-year olds in the Census 2011:

	Number of 0-4 year olds
Haringey	7.1%
London	7.2%
England and Wales	6.2%

Haringey has a higher proportion compared to the England and Wales average but is marginally below the London average. Decisions will need to consider the needs of mothers with young children as they are likely to be disproportionately affected by the proposal.

8. Marriage and Civil Partnership[4]

	Married (heterosexual couples)	Civil Partnership
Haringey	32.2%	0.6%
London	40%	0.4%
England and Wales	47%	0.2%

The number of married people (only available to heterosexual couples at the time) is significantly lower than in London and England. However, the proportion of people in civil partnerships is higher in the area compared to the London and England and Wales average. Decisions will need to ensure all couples in a civil partnership are treated exactly the same as couples in a marriage.

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please outline which groups you may target and how you will have targeted them

Further information on consultation is contained within accompanying EqIA guidance

The consultation has not revealed any negative impact on protected groups of residents and service users principally because we fully expect to still have a surplus of primary school places in the local area.

[3] Census 2011
[4] Census 2011

However, the benefit of running a pre-statutory consultation was in assisting to identify harder to reach groups in the diverse communities of Stamford Hill school. Survey documents and consultation responses were translated into Spanish, Portuguese, Turkish and Polish. This has proved to be a useful exercise and will assist in shaping how we proceed to statutory consultation.

A small number of staff members at Stamford Hill and Tiverton primary school will be affected by re-organisation to reflect the fewer staff positions required by an amalgamated school. As both schools are local community schools all affected staff are employed by the local authority and will be notified by Schools HR of the processes that will be undertaken.

The proposed closure of Stamford Hill Primary School will result in a reduction in the number of teachers and teaching assistants employed by the Council. As a greater proportion of school staff are women rather than men it is more likely women will be affected by this change.

Any potential impact needs to be evaluated in the context of scale and the fact that this bias of teaching staff to be female in primary schools is a local, London and national characteristic. Thus, contraction or expansion of teaching supply inevitably impacts (or benefits) females more than males. Affected staff should be supported by appropriate procedures such as access to a redeployment pool and support given to find another role in the Council.

4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics

Explain how will the consultation's findings will shape and inform your proposal and the decision-making process, and any modifications made?

The consultation has not revealed any negative impact on protected groups of residents, service users, principally because we fully expect to still have a surplus of primary school places in the local area.

However, the benefit of running a pre-statutory consultation was in assisting to identify harder to reach groups in the diverse communities of Stamford Hill school. Survey documents and consultation responses were translated into Spanish, Portuguese, Turkish and Polish. This has proved to be a useful exercise and will assist in shaping how we proceed to statutory consultation.

5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics?

Please explain the likely differential impact on each of the 9 equality strands, whether positive or negative. Where it is anticipated there will be no impact from the proposal, please outline the evidence that supports this conclusion.

Further information on assessing impact on different groups is contained within

accompanying EqIA guidance

1a. Sex – Service users *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact	X	Unknown Impact	

The main impact of this proposal is that surplus primary school places will be reduced in the relevant planning area by reducing capacity. These places are in addition to those projected to be required by pupils it is anticipated that no impact on this characteristic (sex) will occur for pupils.

1b. Sex – teaching staff *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative	X	Neutral impact		Unknown Impact	

The proposed closure of Stamford Hill Primary School will result in a reduction in the number of teachers and teaching assistants employed by the Council. As a greater proportion of school staff are women rather than men it is more likely women will be affected by this change.

Any potential impact needs to be evaluated in the context of scale and the fact that this bias of teaching staff to be female in primary schools is a local, London and national characteristic. Thus, contraction or expansion of teaching supply inevitably impacts (or benefits) females more than males. Affected staff should be supported by appropriate procedures such as access to a redeployment pool and support given to find another role in the Council.

2. Gender reassignment *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

The main impact of this proposal is that surplus primary school places will be reduced in the relevant planning area by reducing capacity. These places are in addition to those projected to be required by pupils. We do not anticipate that this will have any impact on this group (gender reassignment).

However, steps will be taken to ensure that this protected group is not subject to discrimination as a result of this change in criteria.

Positive		Negative		Neutral impact		Unknown Impact	X

3. Age *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this*

proposal on this protected characteristic)

Positive		Negative		Neutral impact	X	Unknown Impact	

The main impact of this proposal is that surplus primary school places will be reduced in the relevant planning area by reducing capacity. These places are in addition to those projected to be required by pupils it is anticipated that no impact on this characteristic (age) will occur.

This change in primary school place provision is likely to result in the reduction of teaching and teaching assistant staff required though there is no reason to think teachers or teaching assistants of a specific age will be negatively affected.

4. Disability *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact	X	Unknown Impact	

The main impact of this proposal is that surplus primary school places will be reduced in the relevant planning area by reducing capacity. These places are in addition to those projected to be required by pupils and it is anticipated that no impact on this characteristic (disability) will occur.

This change in primary school places is likely to result in the reduction of teaching and teaching assistant staff required by the Council though there is no reason to think teachers or teaching assistants with disabilities will be negatively affected.

However, steps will be taken to ensure that this protected group is not subject to discrimination as a result of this change in criteria.

SEN pupils should not experience any change as a result of this proposal.

5. Race and ethnicity *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact	X	Unknown Impact	

The main impact of this proposal is that surplus primary school places will be reduced in the relevant planning area by reducing capacity. These places are in addition to those projected to be required by pupils and it is anticipated that no impact on this characteristic (race and ethnicity) will occur.

This change in primary school place provision is likely to result in the reduction of teaching and teaching assistant staff required by the Council though there is no reason to think teachers or teaching assistants of specific ethnicity will be negatively affected.

However, steps will be taken to ensure that this protected group is not subject to discrimination as a result of this change in criteria.

Pupils of any specific race or ethnicity should not experience any change as a result of this proposal.

6. Sexual orientation *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Positive		Negative		Neutral impact	X	Unknown Impact	

We do not hold ward or borough level data on sexual orientation, and it is not collected nationally through the Census. However, the ONS estimates that 3.7% of Haringey's population are lesbian, gay or bisexual (LGB), which is the 15th largest LGB community in the country[5], which is likely to be reflected in both the pupil and parent populations. However, ONS data shows that 0.5% families are same sex cohabitating couples [6], which suggests that LGB people are less likely to be parents, compared with the wider population. However, we will need to ensure that discrimination based on sexual orientation is eliminated in the application of this criteria.

We do not anticipate that this change will have any impact on people based on their sexual orientation and we will continue to ensure there is no discrimination based on sexual orientation.

7. Religion or belief (or no belief) *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Religion or belief is not covered by the PLASC school census which means that we don't have access to records for 2018. The best alternative proxy is the Haringey data derived from the England and Wales Census 2011 data on religion by age. Data on the appropriate age groups (0-4 and 5-7) has been combined to provide an approximation of the likely religious or belief profile of primary aged children in Haringey.

There is no reason to suspect that children with any particular religion or belief (or indeed none) will be disproportionately affected by the proposal given that the proposal only intends to remove surplus school places.

Positive		Negative		Neutral impact	X	Unknown Impact	

8. Pregnancy and maternity (*Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

[5]https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/articles/subnationalsexualidentityestimates/uk2013to2015#introduction

[6] https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2015

The proposed closure of Stamford Hill Primary School will result in a reduction of teaching and teaching assistant staff required by the Council. As a greater proportion of school staff are women it is possible that staff members who are pregnant may be more impacted by this proposal. It is important to note though that there may not be any school staff affected under this characteristic.

Any potential impact needs to be evaluated in the context of scale and the fact that the sex bias of teaching staff in primary schools is a local, London and national characteristic. Affected staff should be supported by appropriate procedures such as access to a redeployment pool and support given to find another role in the Council.

However, monitoring of this protected group should ensure it is not disproportionately affected.

Positive		Negative		Neutral impact	X	Unknown Impact	

9. Marriage and Civil Partnership (*Consideration is only needed to ensure there is no discrimination between people in a marriage and people in a civil partnership)*

Teachers or teaching assistants who may be affected by this proposal who are in a civil partnership will be treated the same as people who are married.

Positive		Negative		Neutral impact	X	Unknown Impact	

10. Groups that cross two or more equality strands e.g. young black women

This proposal could have a negative impact on pregnant women due to the over-representation of women amongst Haringey schools staff.

Outline the overall impact of the policy for the Public Sector Equality Duty:

- **Could the proposal result in any direct/indirect discrimination for any group that shares the protected characteristics?**
- **Will the proposal help to advance equality of opportunity between groups who share a protected characteristic and those who do not?**
  This includes:
  a) **Remove or minimise disadvantage suffered by persons protected under the Equality Act**
  b) **Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups**
  c) **Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low**
- **Will the proposal help to foster good relations between groups who share a protected characteristic and those who do not?**

- There is a possibility that this proposal could disadvantage pregnant women due to the greater prevalence of women amongst teachers and teaching assistants across Haringey schools' staff.
- Any potential impact needs to be evaluated in the context of scale (i.e. by establishing if there are pregnant women affected by this proposal)
- The proposal should also be viewed in the context of ensuring the sustainability and breadth of offer at Haringey's primary school estate. Doing nothing would put many schools under possibly intolerable financial burden due to growing surpluses which would likely worsen wider educational outcomes for all pupils.
- Moreover, Stamford Hill is currently OFSTED rated Inadequate. Moving its current cohort of pupils to any other Haringey primary school would ensure they were educated at a school with a Good or Outstanding OFTSED rating – all other Haringey primary schools are rated as Good or Outstanding.

6. a) What changes if any do you plan to make to your proposal as a result of the Equality Impact Assessment?

Further information on responding to identified impacts is contained within accompanying EqIA guidance

Outcome	Y/N
No major change to the proposal: the EqIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them.	Y
Adjust the proposal: the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below	
Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision:	

6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

Impact and which protected characteristics are impacted?	Action	Lead officer	Timescale
Sex	*Ensure all staff affected are given full and fair access to the redeployment pool.*	*Louise HoptonBeatty*	*Q1-Q3 2019*
Pregnancy and maternity	*Monitor this group to ensure that if this characteristic is*	*Louise HoptonBeatty*	*Q1-Q3 2019*

	affected (i.e. if pregnant or staff on maternity are included) those affected are given full and fair access to the redeployment pool		
N/A			
N/A			

Please outline any areas you have identified where negative impacts will happen as a result of the proposal, but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.

As mentioned above there is a possibility that this proposal could adversely impact female teachers / teaching assistants as greater numbers of them are female rather than male and are likely to be made redundant or re-deployed. And as result of the impact on sex there could also be an additional impact on pregnancy and maternity.

The negative impact on these teachers and teaching assistants has been identified as a potential issue in the proposal to close Stamford Hill Primary School. However, the proposal is a reasonable and proportionate response to ensure the sustainability and breadth of offer at Haringey's primary school estate. Taking no action would put many schools under possibly intolerable financial burden which would likely worsen wider educational outcomes.

Moreover, following the results of the consultation it is proposed to consider any possible mitigating factors that may alleviate impacts of these teachers / teaching assistants.

6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:

Training – Staff in the Haringey School Admissions service are provided with yearly refresher training in line with the admission arrangements, which addresses any changes to either the criteria or co-ordinated schemes.

Monitoring - The Team Leader of School Admissions at Haringey Council will be responsible for monitoring. The School Admissions Return to DfE is an Annual report which sets outs information on the effectiveness of the admission arrangements e.g. the number of applicants who received one of their preferences for a school place. The annual report to the Office of Schools' Adjudicators monitors the fairness of the admission arrangements. This information will be reported to the DfE and the OSA annually.

Two main mechanisms will be used by the DfE to provide feedback on how effective the measures in the revised Codes and regulations have been and to inform future policy development. In producing his annual report for the Secretary of State, the Schools Adjudicator will take account of the reports he will receive from each local authority on the

legality, fairness and effectiveness of local admission arrangements. **Appeal arrangements** - Admission arrangements are subject to an appeal process that gives parents the right to appeal decisions. The process is also used to hold admissions authorities to account and ensure that the arrangements are applied.

7. Authorisation	
EqIA approved by ..... (Assistant Director)	Date .....

8. Publication *Please ensure the completed EqIA is published in accordance with the Council's policy.*

Please contact the Policy & Strategy Team for any feedback on the EqIA process.

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Appendix 2

Report for: Carlo Kodsi, Head of Admissions, Education and School Organisation

Title: Pre-statutory consultation on the options for the future of Stamford Hill Primary School

Lead Officer: Nick Shasha (School Place Planning Lead), 020 8489 5019
nick.shasha@haringey.gov.uk

1. Aim of paper

1.1 This appendix provides analysis and pictorial representation of the responses from the recently undertaken pre-statutory consultation on the options for the future of Stamford Hill Primary School.

2. Background

2.1 Stamford Hill Primary School is a one-form entry school located on Berkeley Road, London, N15 6HD. As a one form entry school Stamford Hill Primary School has the capacity to admit up to 30 pupils in its year of entry (Reception).

2.2 In recent years there has been a gradual decline in pupils on roll at Stamford Hill Primary and other local schools. It is predicted that falling rolls will continue until 2026/27 or beyond. The Council is concerned that continued falling rolls will impact significantly upon the financial sustainability of the school and, in turn, its ability to raise the standards of student achievement.

2.3 In March 2019 Council's Cabinet agreed to carry out a pre-statutory consultation to gather views from local stakeholders on the options for the future of Stamford Hill primary school, including the preferred option of establishing a new primary school through an amalgamation between Stamford Hill and Tiverton primary schools.

2.4 Tiverton Primary is the closest Primary school to Stamford Hill Primary, located immediately opposite on the other side of Seven Sisters Road. Tiverton Primary is a 2-form entry school that has also experienced falling rolls and currently has some spare capacity. The Council's preferred option is for the two schools to be brought together in an amalgamation to provide a long-term solution to declining local demand for school places.

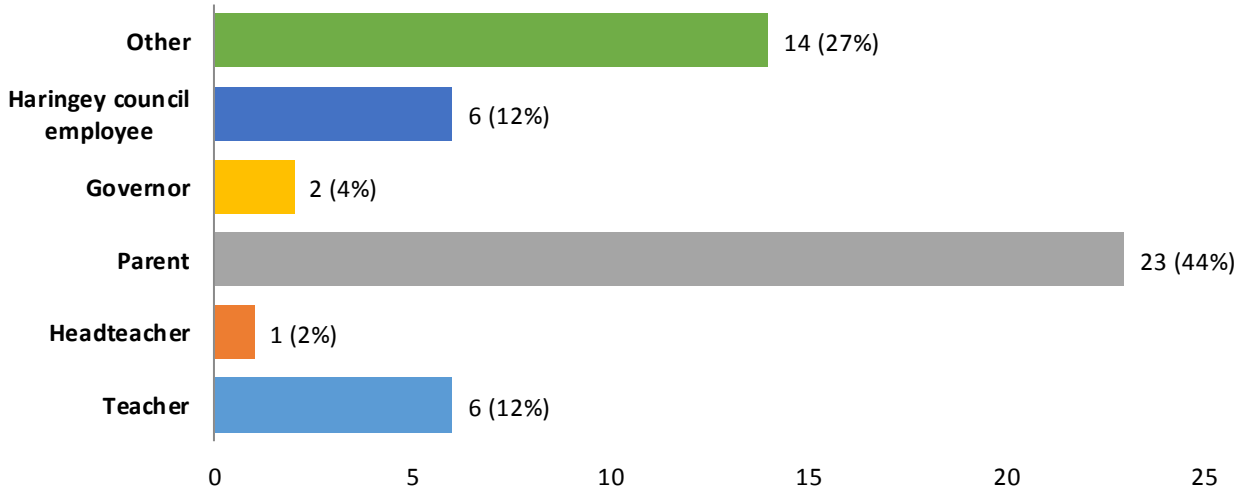
2.5 As part of the pre-statutory consultation survey we asked local stakeholders their view on to what extent they agreed with this proposal and, if they disagreed, what their preferred option might be based on several other considerations.

3. Response number and respondent characteristics

A 6-week non-statutory consultation ran between 27 March and 8 May 2019. Some 52 responses were received during this period. Respondent characteristics are shown below:

Question 4 - Please tell us who you are? (tick all that apply)

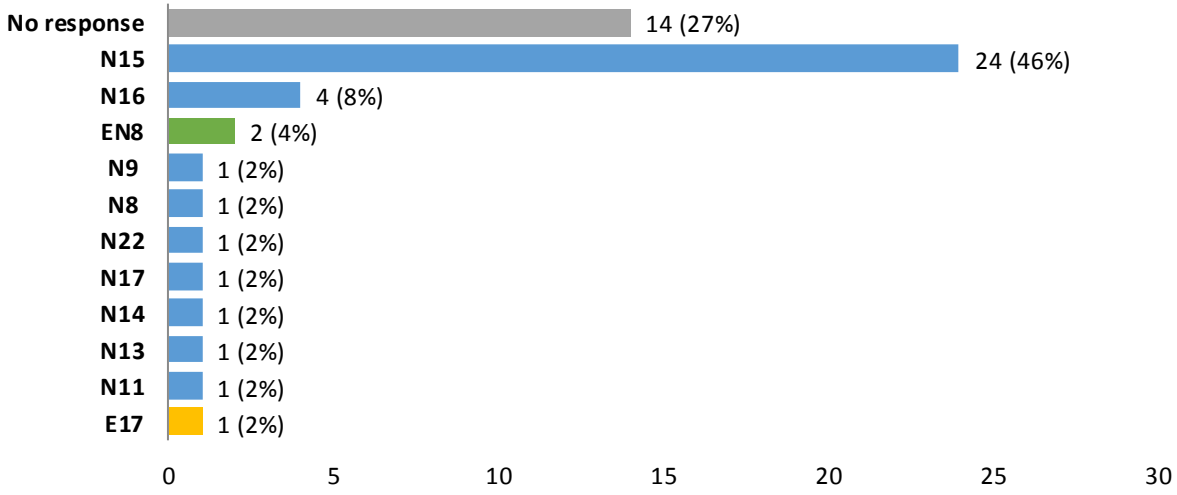
Source: Haringey Education Service 2019



Those who responded Other included Assistant Headteacher, local residents, Deputy, nursery nurse, Unison rep, school business manager and Year 6 pupils.

Question 5 - What is your full post code?

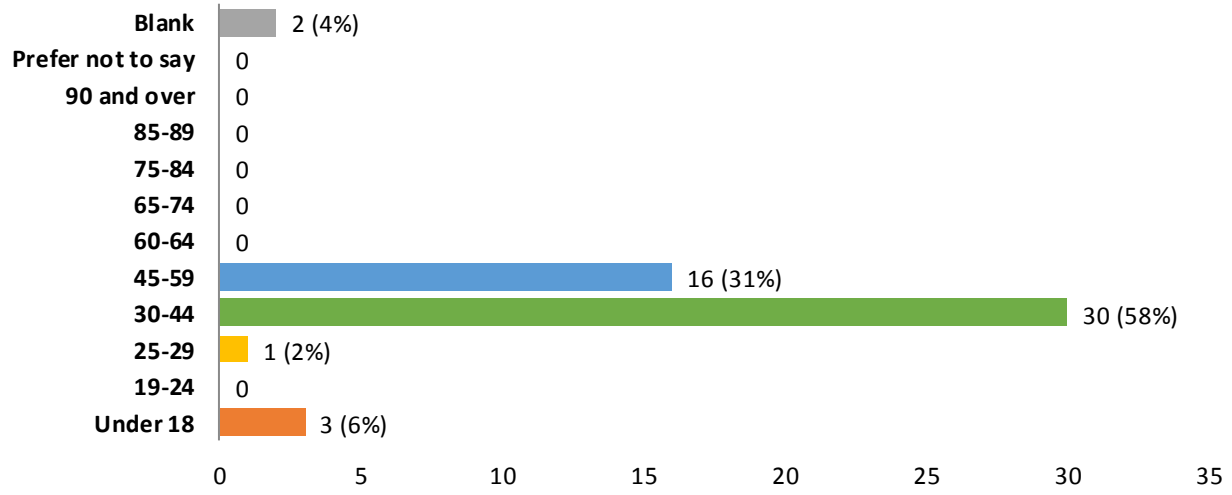
Source: Haringey Education Service 2019



The most popular postcode was N15 (24 or 46%) of respondents followed by N16 (4 and 8%).

Question 6 - What is your age group?

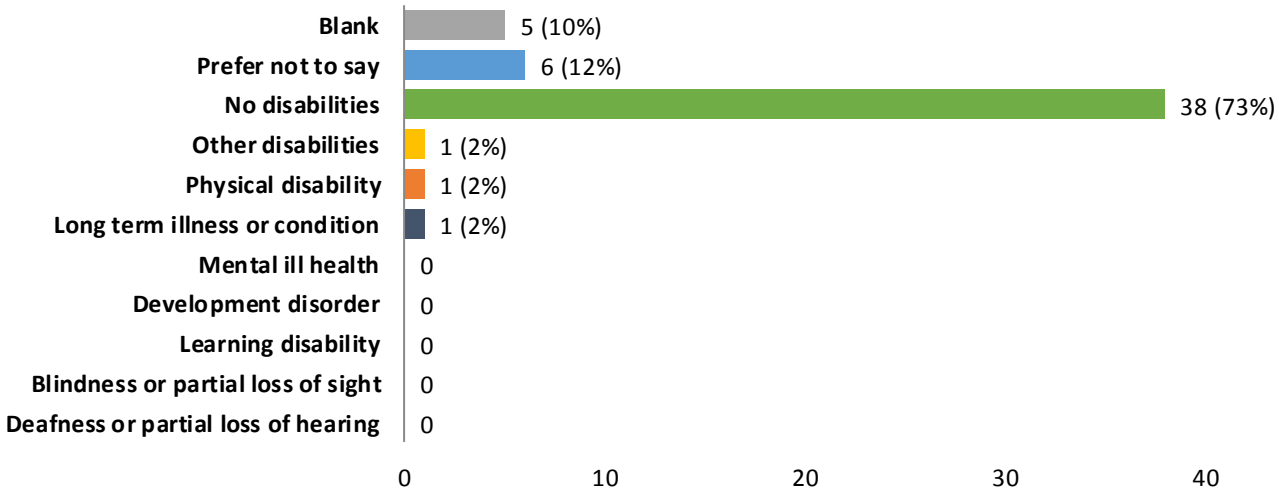
Source: Haringey Education Service 2019



The most popular age band of respondent was 30-44 (30 or 58%) followed by 45-59 (16 or 31%).

Question 7 - Do you have any of the following conditions which have lasted or are expected to last for at least 12 months?

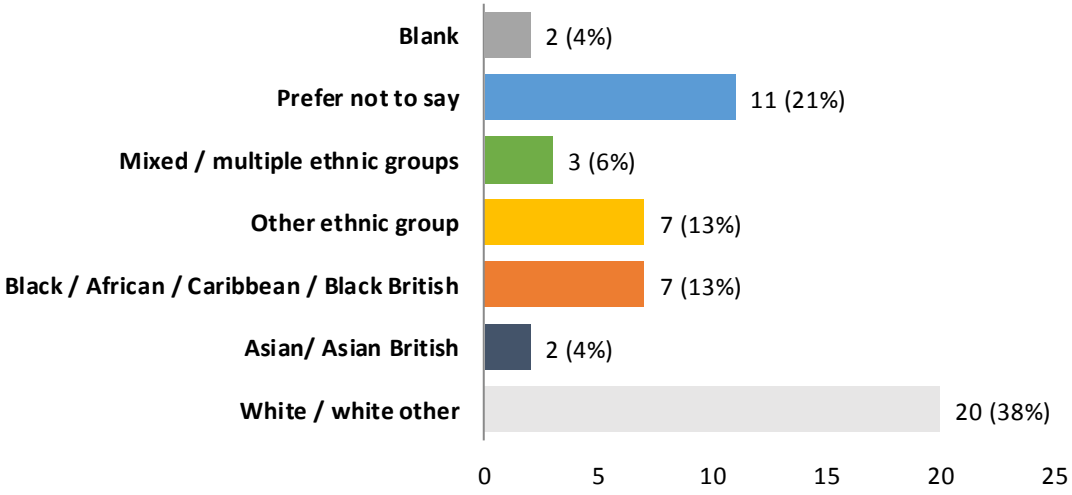
Source: Haringey Education Service 2019



The majority of respondents have no disabilities (38 or 73%). 6 (or 12%) preferred not to say whilst 5 (10%) did not answer this question.

Question 8 - Please indicate your ethnicity

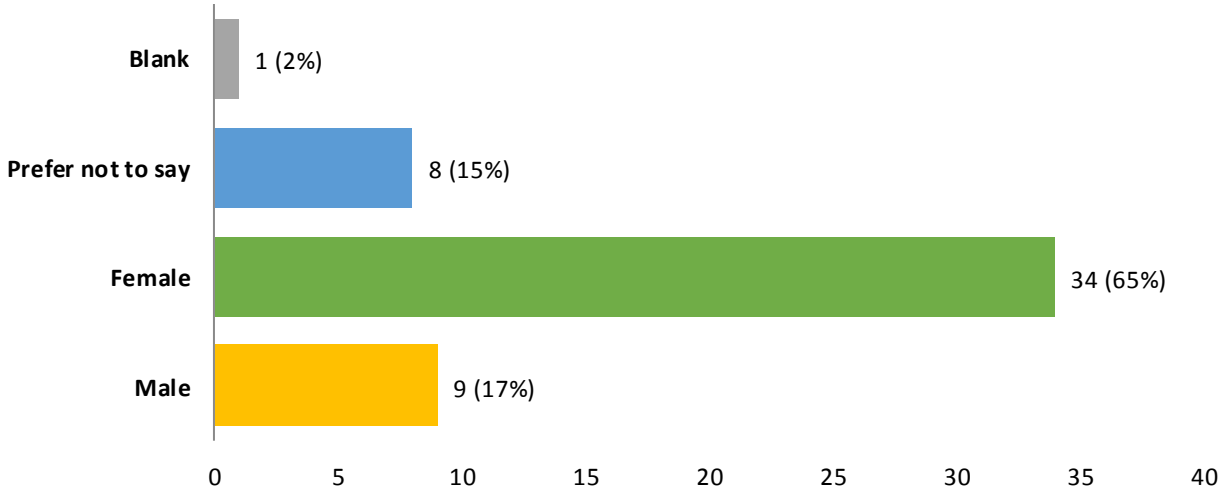
Source: Haringey Education Service 2019



The most popular ethnicity for respondents was White / white other (20 or 38%) followed by 7 (13%) each for Other ethnic group and Black / African / Caribbean / Black British.

Question 9 - What is your gender?

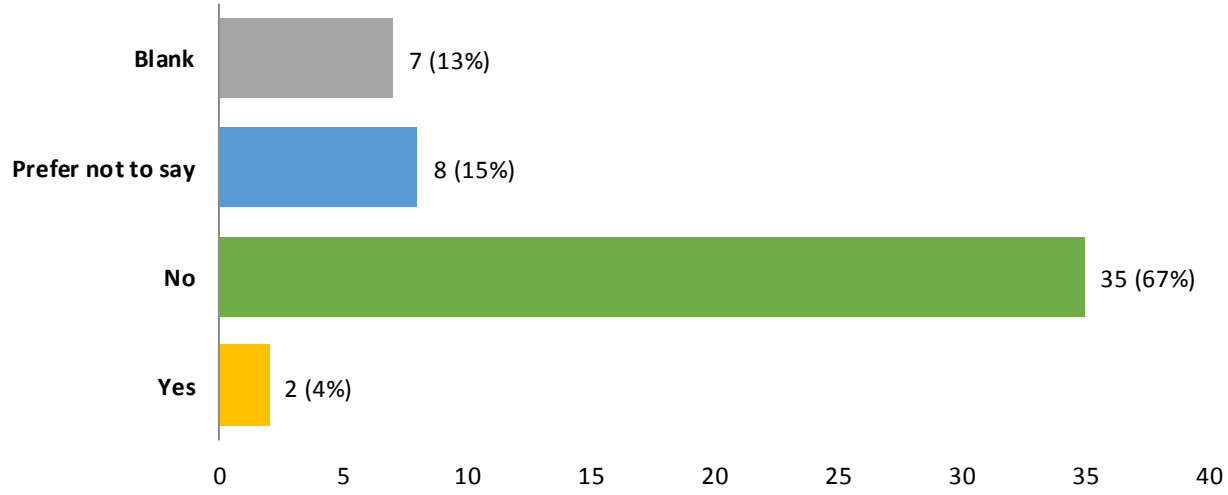
Source: Haringey Education Service 2019



Almost 2/3rds of respondents are female (34 or 65%) whilst 9 (17%) are male.

Question 10 - Does your gender differ from your birth sex?

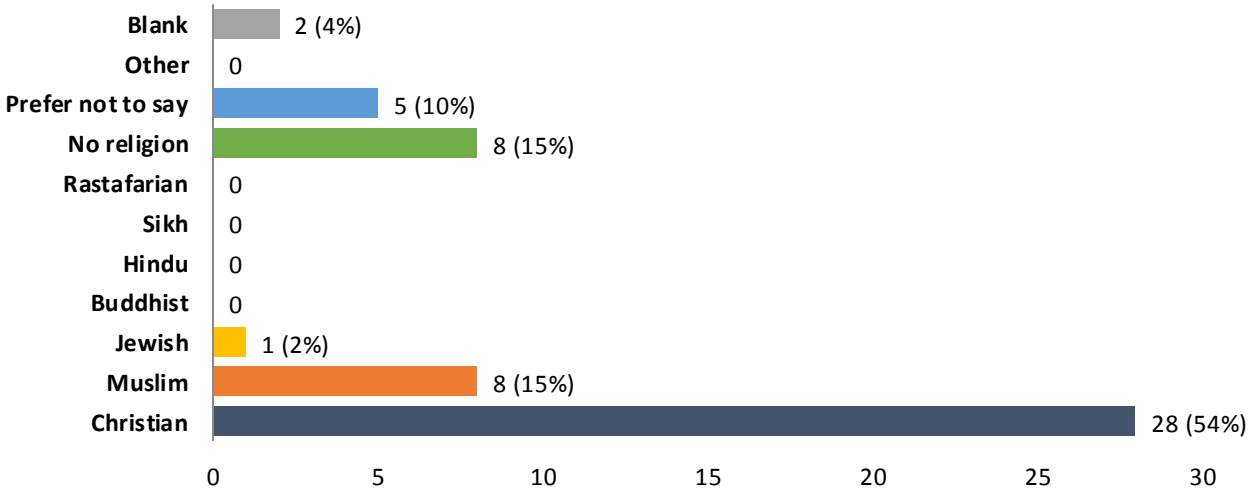
Source: Haringey Education Service 2019



Some 35 (67%) of respondents answered no to the question “Does your gender differ from your birth sex?

Question 11 - Do you have a religion or belief that you would like to mention?

Source: Haringey Education Service 2019

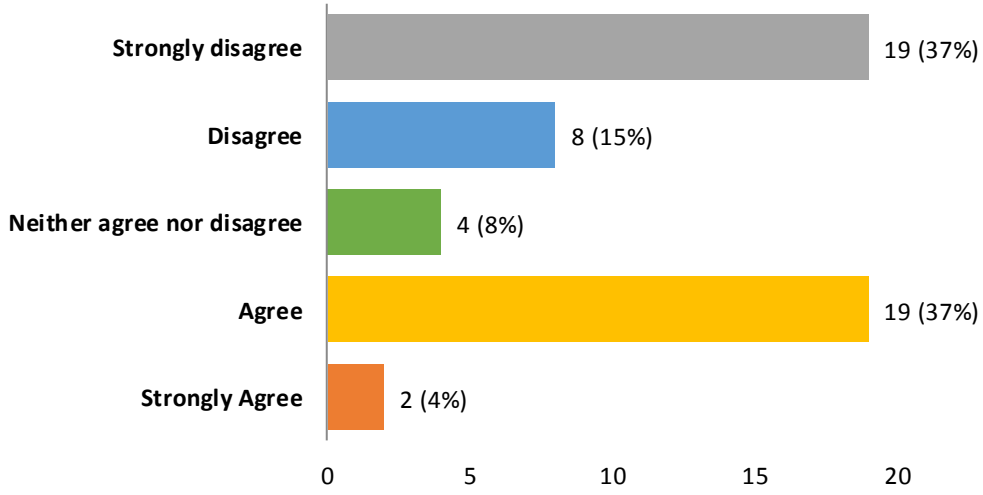


Just over half of respondents (28 or 54%) answered Christian whilst 8 (15%) stated No religion and 5 (10%) preferred not to say.

4. Survey analysis

Question 1 - To what extent did you agree or disagree with the proposal to amalgamate Stamford Hill primary school and Tiverton primary school?

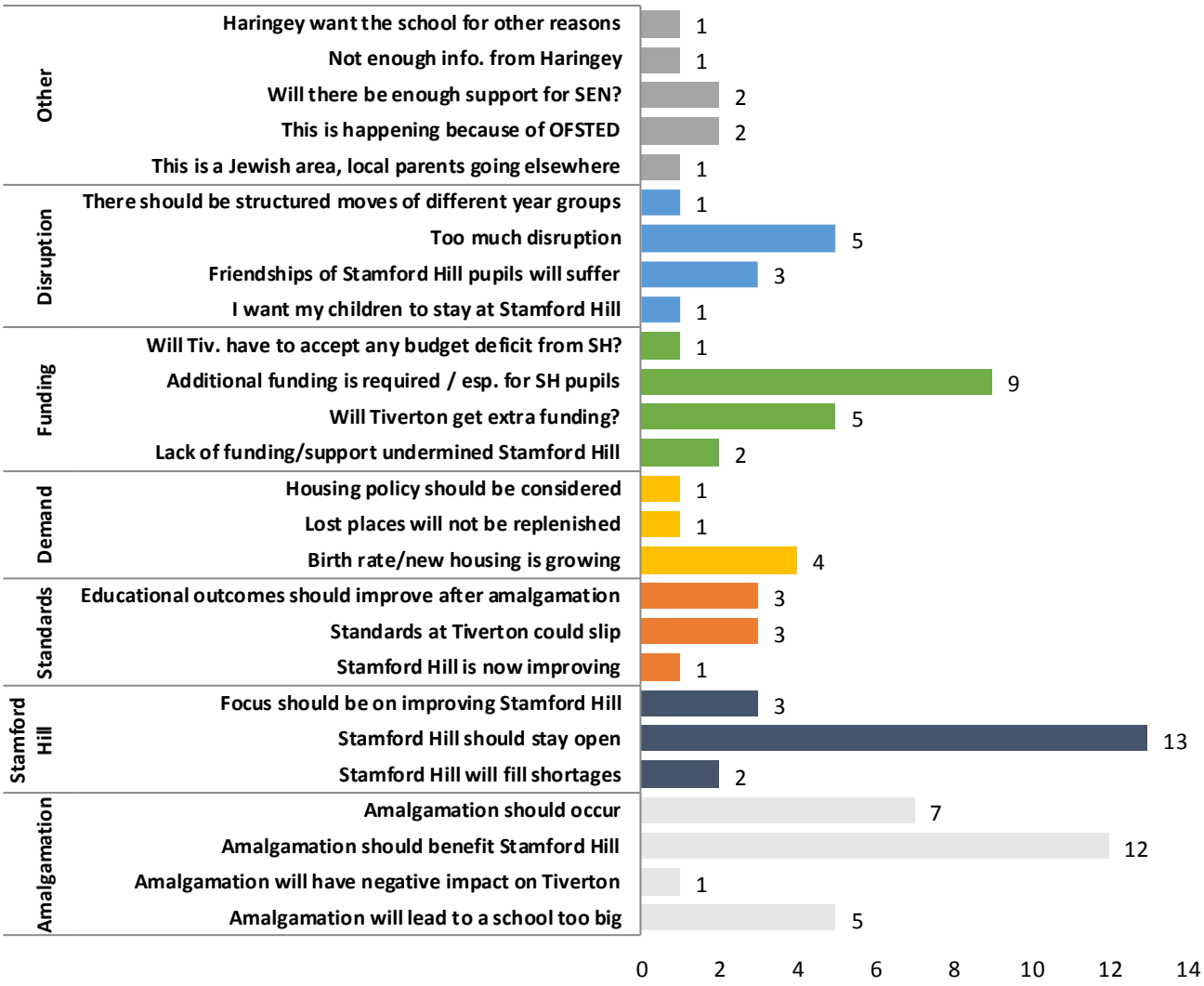
Source: Haringey Education Service 2019



Some 19 respondents (37%) strongly disagreed with the proposal to amalgamate Stamford Hill and Tiverton primary schools whilst an equal proportion agreed with the proposal. Taken together some 27 respondents (52%) disagreed or strongly disagreed whilst 21 (41%) agreed or strongly agreed. Some 4 respondents (8%) neither agreed nor disagreed.

Question 2 - Please expand on the reason for your answer to Q1

Source: Haringey Education Service 2019



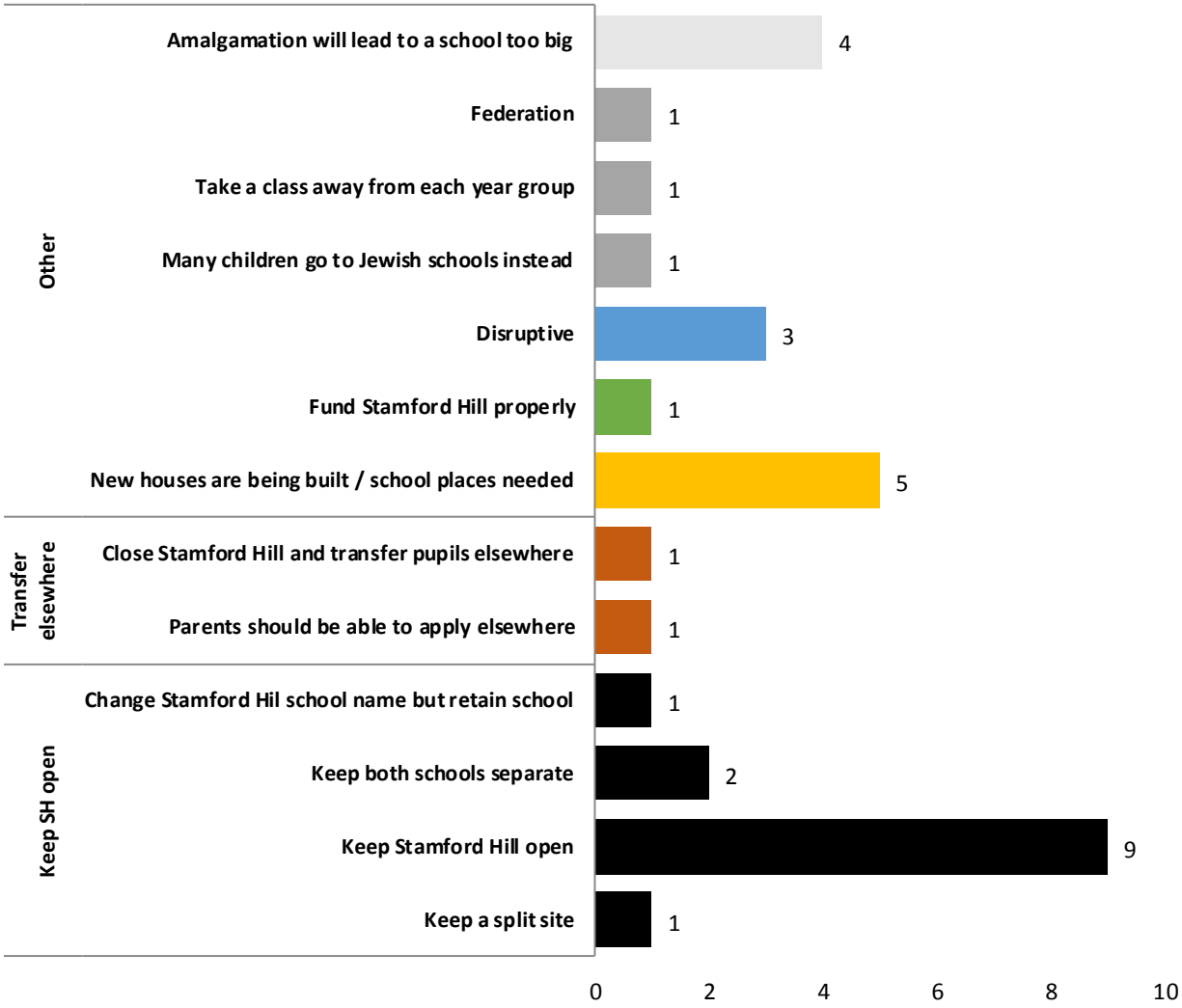
In analysing the responses to question some 26 issues were raised. For the sake of clarity these have been grouped, where possible into the themes shown above.

The most popular themes were around the immediate impact of amalgamation (shown in grey above) mentioned by 25 respondents, changes that could or should be made to Stamford Hill (shown in orange above) and issues relating to funding (shown in green above).

The three most popular responses were Stamford Hill should stay open (13), Amalgamation should benefit Stamford Hill (12) and additional funding is required especially for Stamford Hill pupils (9).

Question 3 - If you don't agree with Stamford Hill and Tiveton amalgamating which of the following is your preferred approach?

Source: Haringey Education Service 2019



Similar themes to question 2 were identified in question 3 and these have been identified above by colour. The most popular response was to keep Stamford Hill open (9 respondents) followed by a view that new housing is being built and school places will be needed (5) and that amalgamation will lead to a school that is too big (4).

5. Appendices

Please find a copy of the original survey form below and the open text responses to Questions 2 and 3 below this.

Consultation on the options for Stamford Hill Primary School

The Council is currently undertaking a public consultation to gather views on the future of Stamford Hill Primary School and this short survey has been designed to gather responses from all local stakeholders including parents, carers and staff. Tell us what you think by completing the questions below by **8 May 2019**.

Q1 To what extent do you agree or disagree with the proposal to amalgamate Stamford Hill Primary School and Tiverton Primary School?

- ❑ Strongly Agree
- ❑ Agree
- ❑ Disagree
- ❑ Strongly disagree
- ❑ Neither agree nor disagree

Q2 Please expand on the reason for your answer to Q1 below:

_____
_____
_____
_____
_____
_____
_____
_____

Alternative approaches

Q3 If you don't agree with Stamford Hill Primary and Tiverton Primary amalgamating which of the following is your preferred approach?
Please refer to the Frequently Asked questions for more information about each of these approaches

About You

Asking questions about you can help us improve the services we deliver to the community, monitor what different groups of people think about a particular service or issue and influence decisions that affect them.

The Data Protection Act 1998 sets out how Haringey Council Services must look after the information you share with us. Haringey Council Services will only use the information collected in this questionnaire to inform the redesign of services. We will not use your contact details when analysing consultation responses.

Q4 Please tell us who you are (tick all that apply)

- ❑ Teacher
- ❑ Headteacher
- ❑ Parent
- ❑ Governor
- ❑ Haringey Council employee
- ❑ Other

please tell us: _____

What is your full post code?

Q5 _____

Age

Q6 What is your age group?

- ❑ Under 18
- ❑ 19-24
- ❑ 25-29
- ❑ 30-44
- ❑ 45-59
- ❑ 60-64
- ❑ 65-74
- ❑ 75-84

- ❑ 85-89
- ❑ 90 and over
- ❑ Prefer not to say

Disability

Under the Disability Discrimination Act a person is considered to have a disability if she/he has a physical or mental impairment which has a substantial and long-term adverse effect on her/his ability to carry out normal day-to-day activities. Since 2005, people with HIV, cancer and multiple sclerosis (MS) are covered by the DDA.

Q7 Do you have any of the following conditions which have lasted or are expected to last for at least 12 months?

- ❑ Deafness or partial loss of hearing
- ❑ Blindness or partial loss of sight
- ❑ Learning disability
- ❑ Developmental disorder
- ❑ Mental ill health
- ❑ Long term illness or condition
- ❑ Physical disability
- ❑ Other disabilities
- ❑ No disabilities
- ❑ Prefer not to say

Ethnicity

Below we are asking you to let us know which ethnic group best describes you? (Please tick one box from the appropriate section)

Q8 Please indicate your ethnicity

- ❑ White / White Other
- ❑ Mixed / multiple ethnic groups
- ❑ Asian / Asian British
- ❑ Black / African / Caribbean / Black British
- ❑ Other ethnic group
- ❑ Prefer not to say

Gender

Q9 What is your gender?

- ❑ Male
- ❑ Female
- ❑ Prefer not to say

Q1 Does your gender differ from your birth sex?
0

- ❑ Yes
- ❑ No
- ❑ Prefer not to say

Religion

Q1 Do you have a religion or belief that you would like to mention?

1

- ❑ Christian
- ❑ Muslim
- ❑ Jewish
- ❑ Buddhist
- ❑ Hindu
- ❑ Sikh
- ❑ Rastafarian
- ❑ No religion
- ❑ Prefer not to say
- ❑ Other

Please write in the box _____

Thank you for taking the time to complete this survey

Survey data – Raw output.

Responses to Question 2 Please expand on the reason for your answer to Q1 below.

Note: No changes to spelling have been made, minor changes made to protect respondent anonymity.

Tiverton Primary school already have two classes per year. My daughter wouldn't thrive in such big numbers.
I do belive that it was during the absence of permanent techer is due caused of numbers declined. But now there is a very experienced head teacher and he need to give a chance to prove himself please. Stamford H ill primary school will fill the shortage gap.
Tiverton School has been doing really well, achieving a 'good' Ofsted rating and increasing pupil numbers. The extra staff/pupils might upset the balance. Stamford Hill has started to improve and without the 'Inadequate' Ofsted rating it is unlikely the school would have closed. There is a lot of housing being built in the surrounding areas so although the decline in birth rate is a concern it is likely pupil numbers will grow (and Tiverton would be unable to provide the places due to limited space).
Support should be offered to keep Stamford Hill Open-it was a good school but cuts to budget have had a huge impact on staffing and resources.
I'm assuming this is a big Jewish area and families are choosing Jewish schools over regular state primary schools?
There is going to be a massive development on the St Ann's Hospital site which will increase the number of families looking for schools in the area.
Their is always a great need for school places and with new developments being built all over the area. New families moving into the area.
In principle I am supportive of this proposal as an alternative to Academisation or simple closure but I am concerned that once the surplus places are lost it will not currently be possible to reprovide them within the maintained sector due to government policy
Number of students falling?, but there are more than 700 homes beeing built around the school, have you considered of how many children are going to come and live with their families in these new homes? Schools will be needed.
I don't agree
I don't agree
Because amalgamation means Stamford Hill to desapear
I want my child to continue at this school
In principle I agree that a proposed amalgamation would benefit Stamford hill school that recently became a school in special measures and obviously joining a good school such as Tiverton would benefit the school and local community. But i do have concerns! Is the proposed amalgamation due to the fact that Stamford hill received a disappointing Ofsted report and will that be noted in the report? Will Tiverton School receive additional funding when the amalgamation takes place? Will it be funded and supported in developing its early year's department as I believe was the case for Stamford hill which will no longer be available if the school amalgamates with Tiverton. Once children have been accepted will the school be quickly funded for any additional needs that are discovered I am aware that some of the children already at Tiverton from Stamford hill are below age expectations and are receiving support without any additional funding. The Head teacher at Tiverton works extremely hard to raise standards for all children, taking on an amalgamation is a massive undertaking therefore will support be guaranteed for the Head Teacher and Senior leaders at Tiverton.
I agree with the proposal to amalgamate Stamford Hill Primary School and Tiverton Primary School. I think it would benefit Stamford hill school as Stamford Hill School recently had an Ofsted and were graded special measures. Therefore joining Tiverton which has been graded good with elements of outstanding by Ofsted would benefit Stamford Hill School and local community. Is one of the reasons this amalgamation has been proposed due to the reason Stamford Hill School need support as the school was graded special measures? If so will this be made clear in the report? Also I a concern is, what amount of additional funding will Tiverton School receive if the amalgamation takes place? Or will Tiverton have any additional funding? What support will be in place from the local authority? What support will be in place for the Early Years department? This is

important and necessary in-order to enable us to accept younger children in an appropriate department. How long will it take for Tiverton School to be funded for any funding including, additional needs pupils, as this amalgamation will cause an increase of pupils with special educational needs arriving from Stamford school. This will also affect our data and we will need time to help raise the standards of the influx of pupils who are below age expected achievements. Will this this be supported by the local authority through awareness of the additional time we will need to achieve this and not suddenly bring our data results down on national data records. What support and funding will be in place for this? Also what additional support will be in place for the Head teacher and senior leadership team at Tiverton? Will support be guaranteed for the Head Teacher and Senior leaders at Tiverton?
To increase student numbers at Tiverton, making each year group 2 forms as previously.
Stamford Hill has provided for many generations. If numbers are falling, then surely if teaching improves greater numbers will apply. It seems a great waste of a public school when other areas in London have a very small amount of spaces. This is a much better site also. Why not keep this site open and not close.
Since there isn't enough funds coming from the government to work in Stamford Hill, it is in our own interest to leave or join another school so there would be enough funds to support our children
It is because they will separate the friendship of the kids.
Stamford Hill primary school will fill this gap that something in school. Once teachers and headteacher can fill the shortage in the school then they will be more parent would like to register their child in Stamford Hill primary school
Stamford Hill primary school will fill this gap that something in school. Once teachers and headteacher can fill the shortage in the school then they will be more parent would like to register their child in Stamford Hill primary school
Economics makes this sensible. However: What about looking at housing policy? Will the decisions made now need to be reversed in two or three (or more) years time? What if there is an influx of families looking for schools into this area after these decisions are made.
It is too much hassle and not necessary.
Because some year groups have so few pupils and it might help for the school to have more benefits.
I don't think that that we shouldn't join Tiverton because then the children will leave their school or won't like the children in Tiverton so they won't feel comfortable. I also think that year 1 and 2 should go to Tiverton and years 3 to 6 should stay and after year 6 leaves or years the rest should go to Tiverton.
I am writing to state that I support the amalgamation and believe that Tiverton is well placed to lead on the new arrangements. Furthermore, we would like to do so as soon as possible, in order to minimise uncertainty for both schools and their communities. Tiverton Primary School leadership team, staff and GB have the skills, determination and commitment to undertake amalgamation fruitfully with another school by bringing together all the children. (Across one or two sites) This project will require essential additional support, resources and finance (as already documented in detail in the consultation report from the Tiverton governing body) for the amalgamation to be achieved with the best possible outcomes for the new school community. I am confident that appropriate resourcing by the Local authority, together with the dedication and resilience of the Tiverton team will serve to support a highly successful amalgamation.
In principle, I see the amalgamation as a positive move for our school. However, it is important to have clarity about funding and additional support which may be needed in transitioning pupils from one school to another – this is in terms of integrating the children well and being supported in filling any gaps which may exist in their learning and attainment given that they have been in a struggling school.
Broadly, I do agree. However, I am concerned about a few aspects which, I believe, have not been discussed with us in detail or explained clearly. The main ones would include the budget, support and assessment. Since we would be adding to our cohort pupils from a school deemed to be inadequate (and with poor academic record), extra support and funding need to be in place as students' knowledge gaps would have to be addressed. They might also need further support in their learning and personalised assessment which would take into account their academic past. Hence we would need adequate funding as well as some sort of formal acknowledgment that covers the points mentioned above.
I agree in principle depending on adequate funding and acknowledgement that there should be support for Tiverton Primary School who will be taking pupils from a school that has recently been judged as inadequate. Teachers will need to rectify issues raised in the Ofsted report, such as poor academic achievement to date. Will there be funding for Tiverton staff leading initiatives as this will

be an additional workload? We will also need to plan for interventions to support pupils with lower levels in order to close the gap. The amalgamation will have a negative effect on Tiverton data and they will need to explain the impact to external agencies such as Ofsted and the DFEE
I agree with proposal to amalgamate Stamford Hill Primary School and Tiverton Primary School. Stamford Hill Primary School recently had an Ofsted and was graded special measures. I think it would benefit Stamford Hill Pupils. My concern is that what amount of additional funding and support will Tiverton Primary School receive, if the amalgamation takes place.
I agree with the proposal to amalgamate Tiverton and Stamford Hill schools as I think it would offer students currently at Stamford Hill an opportunity to grow and develop in the vibrant, supportive and dynamic learning environment that is Tiverton Primary. Of course, there would need to be adequate resources and financial and other support in order to make a successful transition. If this support is in place I am sure that an amalgamation will lead to very positive educational outcomes.
I have concerns as a teacher about the additional funding for Tiverton Primary School to provide support for pupils who are coming from a school that was rated inadequate in December 2018. As a teacher I am expected to support the raising of attainment at Tiverton Primary School and my Performance Management is partially based on this. As a teacher will I be given an additional teaching assistant to help support these pupils from Stamford Hill meet their targets? Will the DFE and Ofsted be informed that Tiverton Primary School has amalgamated with an inadequate school and thus might suffer from decline in standards in the short term?
At Tiverton Primary School, it makes sense to amalgamate as the falling rolls at Stamford Hill Primary School will have a huge impact on income and spending. There are a few unresolved questions which I believe having clear answers to will give the community and our parents peace of mind as restricted spending may occur due to lack of funds. Tiverton Primary School have taken a few children during mid-academic year from Stamford hill which we won't be receiving funding for until 2020/21 – could alternative arrangements be made under special circumstances if we amalgamate? Tiverton Primary School has a deficit budget. What is the current position of Stamford Hill in regards to their budget? If they do carry a deficit or a surplus, will Tiverton Primary School be expected to take this on? Will there be additional funding to support the amalgamation aside from pupil funding? If and when the amalgamation happens, how can Tiverton Primary School be sure we can operate both site and be able to afford teaching and support costs and not jeopardise the children's extra curriculum and still be able to provide enrichment to the children?
In principle I agree to the proposal to amalgamate with Stamford Hill Primary School with Tiverton Primary School, as I believe that all children should have the best education and equality of opportunities. However, my question is will Tiverton receive additional resources and funding if the amalgamation takes place? And due to Stamford Hill Primary being inadequate, says to me that pupils have not received the best education meaning that pupils are below in their attainment. This will affect Tiverton's local and national league table; will this be taken into account? And is there a guarantee that there will be additional support from the LA?
I feel that if handled correctly the amalgamation could be very positive for both schools. Open, transparent discussion should take place on a regular basis as the amalgamation develops. I would expect that children with special educational needs and disabilities coming over from Stamford Hill would be given the funding needed to ensure that they receive support from outside agencies such as Educational psychologists and speech and language input. I would hope that any vulnerable and disadvantaged children coming over from Stamford Hill were clearly identified as soon as possible. Furthermore, it is essential that these children can be supported appropriately. Tiverton would require resourcing to cope with this extra cohort of children and families.
I would like to express support for the proposed amalgamation on behalf of the governing body of Tiverton Primary School, subject to the queries we have raised being addressed adequately. As a governing body, we feel that amalgamation is the preferential option if supported properly as it would address the falling roll in the area while ensuring the least disruption for pupils coming from Stamford Hill and maximum educational benefit. Our queries fit into two categories: those relating to the roles of the two schools being amalgamated, and those relating to the proper financing of an amalgamation. Roles of the Schools While we recognise that the primary reason for reducing PAN in the local area is the falling roll, we would appreciate reassurances that it is recognised that Tiverton is best placed to lead on the new arrangement. Tiverton Primary School is led by an exceptional Headteacher who has leadership capacity to support another school through Executive Headship by bringing all the children into one school (over one or two sites). Her talented leadership team manage the school well, supported by a stable and capable staff body and an involved and skilled Governing Body. Any new amalgamated school led by Tiverton leadership would have to work more intensively with children coming from Stamford Hill Primary in order to understand their needs and to enable them to meet age-related expectations. Unfortunately, standards at Stamford

Hill, which were criticised in their OFSTED report, will need time and increased resources to tackle, like all schools in special measures. While the recent Headteacher at Stamford Hill Primary is doing sterling work, many of the children who have joined us already have needed additional input. We would like the authority to recognise this issue and offer whatever resources are available. In the council Cabinet meeting on March 12th, the main reasons stated for the amalgamation were the falling numbers of pupils locally and Stamford Hill's status as an 'inadequate' school. The latter reason has not been recognised in public discussion of the proposed amalgamation since. As a governing body, we would appreciate assurances that the council recognises the challenge that would lie ahead if we were to integrate Stamford Hill children into the Tiverton community. We would expect that, where relevant (such as at the point of amalgamation and at an inspection), Haringey Council would liaise with Ofsted and the DfE to reinforce the fact that the amalgamation was a solution to support standards as well as a decision taken for financially efficiency. Finally, we would like confirmation that the Headteacher at Tiverton Primary, Resham Mirza, would be given overall leadership of the amalgamated schools and would be enabled to make decisions about staffing based on her own judgement, supported by her senior leaders and the governing body. There would not be a guaranteed transfer of Stamford Hill staff to Tiverton, although proper process would of course be followed. It would be practical for the Headteachers at both schools continue a productive relationship with Resham becoming involved in permanent staffing decisions made at Stamford Hill, following the consultation. Financial support available: Amalgamating the two schools would mean new financial pressures on the new school, which we are confident our Headteacher and School Business Manager would be able to manage given the proper support. We would like to recognise and thank the council for their efforts so far in uncovering what funding may be available, and remind them of the questions we are still seeking confirmed answers to, as below: If places were guaranteed for all Stamford Hill pupils at Tiverton, this would inevitably lead to 'bulge classes', which we anticipate would take several years of natural transition to manage back into being full classes. We would like assurance that the bulge class funding made available to other schools in Haringey in similar situations would be made available for as long as necessary. We will need to operate on a split site basis at least temporarily and will need additional support in the form of split site funding and other measures such as a crossing patrol before and after school. We would like to be re-assured that any additional funding would be available to support any children from Stamford Hill with SEND who need accelerated learning. We would request additional resources to support fast-tracked assessments. We need support in managing finances across both schools. We welcome news that Stamford Hill is not in deficit, structurally or historically, which we would seek to confirm with Stamford Hill school leadership. We would like to reassure the authority that our own deficit is reducing rapidly under careful management but we do not wish to jeopardise our own position. We would expect the authority to use all means at its disposal to protect the new school during the transition. We have given much thought to these queries as amalgamation is a very serious step, one that we hope will have a positive effect on the local communities and we are determined to make this work for the children. Once these queries have been addressed and there is clarity about the support that is available and necessary, the governing body of Tiverton would be happy to work alongside the team at Stamford Hill to find ways to move forward together after the consultation period.
First I do not agree with the school the Tiverton is not adapted for what they intend to do, and it is too small for this project.
Because you do not want there to be enough space for all the children of Stamford Hill and if there was, it would be an all-encompassing school and I would not say that there is a good education.
I do not really mind; since it has to be done
I am very happy with the school. I feel that by being a smaller school, the teachers are more focused on each of the children reaching the desired level. If there is no room for all the children, it would be better to accept a few children that are on waiting lists at other schools.
Because of the drastic change that our children would have in changing school buildings
First reason: NON-ETHICAL. They do not provide appropriate information for parents. Second reason: HARINGEY is acting irresponsibly, attacking the integrity of the students. Third reason: Psychological and emotional damage to students due to not enough information provided which leads to confusion among both parents and pupils. For these REASONS HARINGEY is disrespecting the basic rights to sincere and truthful information. Respect the normal development of the activities of (Stamford Hill) for the well-being of the pupils and parents/families. For the reasons stated above, the merger is not a positive alternative.
I definitely do not agree because I believe that the school wants it for other reasons. They should accept other children so that they do not close the school.
The class rooms will be crowded. The students may not be in the same class with the same level

Students. The period of settling; friends and the atmosphere will change.
I definitely don't want these two school to be merged. My son is in Xth year and my daughter is in Xnd year in Stamford Hill School. If these two schools are merged, the level of education will go down and our children will be mentally depressed. Nobody has any right to do this. Please do not merge the schools. Do not send the children to another school like parasite. My request from you is to act by thinking the children. Thanks.
I must agree because there is no other solution anyway!

Responses to Question 3

If you don't agree with Stamford Hill Primary and Tiverton Primary amalgamating which of the following is your preferred approach?

Either split site or keeping Stamford Hill open.
As i was saying with new and permanent experience head teacher, Stamford Hill primary school will bounce back fully.
I would prefer for the two schools to continue as separate bodies.
Keep Stamford Hill open with Robert Leach as Head!
As before, but there are lots of new homes being built in the area which will cater for all religions.
It's a big Jewish settlement. Kids are going to Jewish Specialized schools. There are lots of homes being built in the area soon, these kids will be from all religious backgrounds and need schooling Other local schools on the area are already over subscribed. Where will these kids go if you close this school?
The schools should remain as separate schools.
Take a class away from each year group.
n/a
Due to the Ofsted report for the School as inadequate, changing the name and keeping the school could be a very good option.
Federation or amalgamation I choose federation
Keep the school as there are many residential developments
There are hundreds of residential developments around the school, which means families are going to live in them so schools will be needed
There are hundreds of homes being built around the school
I preferred Stamford Hill to be for them to get the fund that they needs.
If any parent does not agree to join Tiverton primary school she/he should look for a school of their own choice
Because it will complicate the children with the friends.
Local authority need to step up and save Stamford Hill primary school. This is a good school obviously.
Think of the long-term needs of this area. Ensure the Stamford Hill building is in use for as long as possible.
Perhaps the school may have to shut down. Students transfer to another.
I disagree also because Y6 people that are leaving and would like to come back to our Primary wouldn't be able to come to visit.
I think this school should stay as it is because children might not like it. Also when year 5 and 6 leaves then the rest should go to Tiverton. Year 1 and 2 though should go only because it won't make a big difference to them.
I do not want the merger because there will not be enough places for everyone, how can a school have enough room for 100 children. It would be a huge change, and this process of change could cost us dearly. We are talking about children who need to be happy in their educational environment.
I think that the other school has a lot more children and many of the Stamford Hill pupils would be without a place. I think it would be a drastic change for all of the children because they have been in this educational establishment since pre-kinder.
The arbitrary decisions of the council (HARINGEY) are the cause of many students leaving our school. Stamford Hill (THE MERGER) is not the alternative. Because (TIVERTON) does not have the appropriate infrastructure to accommodate more pupils and this situation will be reflected in the unhappiness of the pupils: Note: "The damage is irreversible" "The solutions are easy".
They are building more houses in this area and more families will come and therefore more

children.
Children will find difficult to concentrate, there will be different personnel, they will not be able to adopt.

Appendix 3

Report for: Carlo Kodsi, Head of Admissions, Education and School Organisation

Title: Appendix 3 - Consultation survey, FAQs and minutes from public meetings

Lead Officer: Nick Shasha (School Place Planning Lead), 020 8489 5019 nick.shasha@haringey.gov.uk

Frequently asked questions for Stamford Hill non-statutory consultation

Frequently Asked Questions (FAQs)

1. **Why is the Council considering an amalgamation between Stamford Hill and Tiverton Primary schools?**

   Pupil populations and demand for primary school places have been falling across London and Haringey for several years. This has resulted in a high number of vacancies in the local area and this presents financial and other challenges to all of our local primary schools.

   There has been a recent decline in pupils attending both Stamford Hill and a number of other local schools, and we do not anticipate an increase in demand for school places in this area for the foreseeable future. The table below shows how numbers on the school's roll have fallen at Stamford Hill between 2014 and 2019:

   Table 1 - **Pupils on roll 2014-2019, Stamford Hill Primary School**

	Pupils on roll (PAN 210 PUPILS)						
	Capacity	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**
Stamford	210	199	194	191	186	180	153
Shortfall		11	16	19	24	30	57
%		5	8	9	11	14	27

   *Data for 2019 accurate as at 26 March 2019

   Based on the current demand for school places locally and the expected future declining demand for local school places, we believe that Stamford Hill School will face very difficult financial challenges because classes won't be full (school are largely funded according to how many pupils attend the school).

   Tiverton Primary School is a local school, which is also not full across many year groups. We want to consider ways in which the two schools might be brought together to provide a long-term solution to the declining local demand for school places.

2. **What impact would the proposed amalgamation of Stamford Hill with Tiverton have on other local primary schools?**

If Stamford Hill were to be amalgamated with Tiverton Primary school, the number of local vacancies in schools will reduce. This will increase pupil numbers at other local schools (particularly Tiverton) and will help support their financial sustainability by ensuring additional funding for those schools (which is allocated on a pupil number basis).

3. What role would Tiverton Primary School play?

Tiverton Primary is the closest primary school to Stamford Hill Primary, located immediately opposite it on the other side of Seven Sisters Road (see map below). The proposal to close Stamford Hill Primary would be a first stage in a broader proposal that will involve transferring pupils from Stamford Hill to the Tiverton Primary School.

Unlike Stamford Hill Primary, Tiverton Primary is a two-form entry primary school, i.e. it admits 60 pupils each year into its reception (30 in each class). Like many other schools in the local area, it also has experienced a low number of pupils on roll in recent years, which means that it has spare capacity to accommodate a large proportion of pupils currently on roll at Stamford Hill Primary.

We know that not all year groups will be able to move to the Tiverton Primary site immediately and so a phased move would happen. At this time, the arrangements for managing this transition have not been finalised. If following the consultation period, we recommend to Cabinet to proceed to a further stage of consultation, we will also be publishing a more detailed plan of how and when this will happen. We want to ensure that any transition will not cause any disruption to your child's education and we will keep you fully informed of how any amalgamation will be delivered, if and when firmer plans are agreed for the amalgamation to go ahead.

4. If Stamford Hill closes where will my child(ren) go to school?

All parents and carers will be given the option of transferring their child(ren) over to Tiverton Primary school. Parents and carers will also have the opportunity to apply for a school place at any other primary school both in Haringey and in other local authorities. There are currently vacancies at many Haringey Primary schools in the area local to Stamford Hill Primary School.

5. What about my child's education at Stamford Hill Primary now?

You will have seen and spoken to Robert Leach (Executive Head teacher) and Rehana Ali (Deputy Head teacher) at Stamford Hill Primary. The Council is very confident that leadership of the school is robustly working to ensure that your child's education is being delivered at the highest level. Robert has introduced a number of changes including a complete reworking of the curriculum and the introduction of new

technology, including Chromebooks and online resources to support home learning. Haringey is committed to ensuring that the teaching and learning at your school is of the very highest quality and your child is supported to reach their potential.

6. Has the Local Authority considered other options?

While amalgamation is thought to be the best possible option, we have also considered the following options:

Keeping Stamford Hill open: This option does not provide a long-term sustainable solution to falling local demand and leaves other local schools vulnerable because demand for school places are falling locally.

Federation: Federation is an option that focuses on improving educational delivery by allowing the governing body to use budget, resources and staff across a federation to improve the educational outcomes for all pupils. This option would need another school to federate with Stamford Hill Primary.

Also, under a federation, schools would remain as separate organisations and this would not address the decline in numbers on roll at Stamford Hill (and other local schools) or the financial challenges that other schools are facing. This option is therefore less desirable than amalgamation.

Amalgamation with split site: This would involve Tiverton Primary School having two permanent sites and would not be desirable because it would involve the overheads of permanently running two sites in a context of falling demand for school places.

Closure of Stamford Hill Primary with pupils moving to other local schools (including Tiverton Primary): This would involve closing Stamford Hill Primary School and giving parent/carers the opportunity to apply for a school place at any other Haringey primary school (including Tiverton) and in other local authorities.

7. Who is being consulted?

We are seeking views from everyone who might have an interest or concern about our proposal. This includes parents and carers of children already at the school as well as parents and carers who live locally and who have younger children and babies who are not yet of school age.

We are also seeking views from pupils at the school, staff and governors of the school, the views of other Haringey schools, the views of local residents, views from Councillors in Haringey and the two borough's Members of Parliament, David Lammy and Catherine West. We will also asking for views from the local authorities bordering with Haringey (including Hackney). All of the views expressed will be taken into account when making a final decision.

8. Will there be meetings to discuss the proposal?

We intend to have two public meetings to be held at Stamford Hill School and Tiverton school. Please see more details below:

When	**Where**
Wednesday 3 April 2019 at 6pm	Stamford Hill Primary School
Thursday 25 April 2019 at 9.15am	Tiverton Primary School

What if I can't make the meetings?

Minutes of the meetings will be taken by the Local Authority and published on our website. We will also provide copies of the minutes to the school office for parents and carers to pick up if they were not able to attend one of the meetings.

How will the views of people consulted be gathered in the consultation?

We will be gathering views from the answers to the online questionnaire on the council's website. The questionnaire can also be provided as a hardcopy and posted to you. You will also be able to share your views with us by email at schooladmissions@haringey.gov.uk.

How will developments be communicated to parents who cannot speak English? The Council will use the usual methods of communication with parents who cannot speak English including, where relevant, translations and interpreters. If your child attends a Haringey school, then your school has advised us on the best way to communicate with you.

9. What are the next steps in the consultation process?

There are four main stages which are summarised below. At this stage, timescales are indicative and subject to change -

	Description	**Timescale**
1	Consultation on the proposed amalgamation with Tiverton Primary School	Six-week consultation (27 March - 8 May 2019)
2	Gathering stakeholder representation and drafting a report with recommendations to the Council's Cabinet	8 May 2019
3	Decision on whether or not the Local Authority will commence a six-week statutory consultation on the possible closure of Stamford Hill Primary School	July 2019 Cabinet meeting
4	Decision on whether to close Stamford Hill Primary School and proceed with amalgamation	End of the Autumn term 2019

10. If a significant number of people responding to the consultation are opposed to the proposed amalgamation of Stamford Hill School with Tiverton Primary School, how will the Council take their views into account?

It is important that the Council seeks all views on the proposed amalgamation and balances this against the need to ensure high levels of educational attainment and the sustainability of all primary schools. Before making any decision, the Council will consider a number of factors including:

- Views gathered as part of this consultation exercise
- Any effect on the quality of education delivered to your child
- The need for school places
- The ability of schools to be able to survive financially locally and beyond

- How pupils will be able to be accommodated at Tiverton Primary and over what timeframe *if* the amalgamation were to go ahead

11. What will be the future impact of the proposed amalgamation on Tiverton Primary School?

The majority of school funding in Haringey is given according to how many pupils attend the school: this is how all national funding for schools occurs. If there are more pupils attending Tiverton, the school will attract more funding which helps its pupils and ensures a better education for all.

12. What if I do not want to continue with an education for my child at Tiverton or Stamford Hill Primary School?

If you have any concerns at any point about the impact of these possible changes, we would encourage you to speak to your child's class teacher or headteacher of the school to discuss your concerns. The Council will also be available to talk to you and answer questions at the public meeting. We are committed to ensuring that the teaching and learning at your child's school continues to be of the very highest quality.

13. **How do parents of children going into Reception in 2019 make their choices?** Full information about applying for a school place are available in the School Admissions booklet at www.haringey.gov.uk/schooladmissions

14. What happens if Stamford Hill is closed, but in future we find that additional school places are needed?

We review levels of demand for school places annually and report on our findings in our annual School Place Planning report and constantly review the information we hold on birth rates, residential developments and levels of movement in and out of the borough: all of these factors affect the planning we carry out to manage school place numbers in the borough. *If* our models suggest that additional school places are needed in the future, we will ensure that we provide them. The Council has a legal requirement to ensure that there are enough school places in the borough

15. How does the council calculate school roll projections?

Haringey uses the data in the annual School Place Planning report to determine the level of demand for primary and secondary school places. The Council uses the Greater London Authority (GLA) to provide what is known as "roll projections" i.e. anticipating how many school places we will need in any given year. These projections Haringey, which are informed by birth rate and population data from the ONS (Office for National Statistics), migration (national and international) and the potential numbers of children coming from known new residential property developments in the borough. Using these factors, we are able to balance between not having enough school places and having too many.

Additional questions that were asked at the Stamford Hill Primary School public meeting dated 3 April 2019

NB. all answers are contingent on the caveats set out in the answer to Q16 below

16. Will my child be guaranteed a place?

Yes, the Council will guarantee your child a place at the amalgamated school subject to the next phase of statutory consultation and all material considerations

that will be presented to Cabinet. There has been no decision made about whether or not we will be recommending amalgamation to Cabinet and we are keen to hear views from all stakeholders through the consultation process to inform the decision making.

Please be assured that Stamford Hill Primary School will continue to support your child by delivering a high level of education. However, if you do have any concerns then please discuss your child's education with the class teacher in the first instance and then the Executive Headteacher, Robert Leach.

17. Will I be able to apply elsewhere if I want?

Yes, it is likely that there will be vacancies in other local schools, however, offers will be made in strict accordance with the school's published oversubscription criteria and so we will not be able to guarantee a place at alternative schools. The Council will be able to guarantee your child a school place at Tiverton Primary School which is located opposite Stamford Hill Primary on the other side of Seven Sisters Road in the event that the schools are amalgamated.

18. Why is the Council not considering moving pupils from Tiverton Primary School to Stamford Hill Primary School?

The school building at Tiverton Primary is in a much better state and is an established two-form entry school (2 classes per year group - 30 pupils in each class) that has the space to accommodate two classes across all year groups.

19. When will the school close and what will happen next?

It would be expected that Stamford Hill Primary School will close from September 2020 subject to the above caveats and whether we recommend to Cabinet that we proceed to the next phase of consultation.

20. Will the school continue to receive in-year applications?

Yes, the in-year application process will remain open. An in-year admission application is one that is made outside of the normal time of transfer between schools, for example when a family moves to a new house part way through a school year.

21. Is there a risk that Tiverton Primary will be oversubscribed, and you will not be able to accommodate all pupils from Stamford Hill Primary School?

Our projections suggest that the amalgamated school would be full (and not oversubscribed) even when all pupils have moved from Stamford Hill Primary to Tiverton Primary. In the event of Stamford Hill Primary amalgamating with Tiverton Primary we will take all necessary steps to ensure all pupils who want a place at Tiverton Primary will be offered one.

Minutes of Public meeting held on **Wednesday 3 April 2019, 6pm** at Stamford Hill

Pre-engagement consultation on the future of Stamford Hill Primary School

Public meeting held on **Wednesday 3 April 2019, 6pm** at Stamford Hill Primary School

In attendance: Local Authority Officers, representatives from Stamford Hill and Tiverton Primary Schools, members of the public.

Local Authority
Eveleen Riordan (ER) - Assistant Director for Schools and Learning Service
Carlo Kodsi (CK) - Team Leader School Admissions, Education Services
Nick Shasha (NS) - Lead School Place Planning Officer, Education Services

Stamford Hill Primary School
Robert Leach (RL) - Executive Headteacher at Stamford Hill Primary School
Andrew Bethell (AB) - Chair of Governors, Stamford Hill Primary School

Tiverton Primary School
Resham Mirza (RM) – Headteacher, Tiverton Primary School
Igraine Rhodes (IR) - Chair of Governors, Tiverton Primary School

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1. PRESENTATION - declining rolls locally and across Haringey (ER)

You can view the presentation on our consultation page - ***www.haringey.gov.uk/future-stamford-hill-consultation***

2. Q&A

NB. Comments made (rather than questions asked) are in italic.

Q1: When will the school be closed?

(ER): Outlined the timeline and said that if plans do go ahead then it will be next year, but this is all dependent on whether the consultation moves to the next stage.

Q2: Why doesn't Tiverton move to Stamford Hill instead?

(ER): The state of the building at Stamford Hill Primary requires significant work and pupils would have to temporarily vacate whilst the building is being repaired. Tiverton Primary is in a much better state and is a well-established 2fe school. On balance, we feel the right decision would be for Stamford Hill families to move to Tiverton and not the other way around.

Q3: Is there a guarantee that parents will get a place at Tiverton?

(ER): Yes

(CK): If Stamford Hill amalgamates with Tiverton, they will become one school and we will guarantee a place at the newly amalgamated school. We have a duty to ensure every pupil has a school place across Haringey and there are lots of vacancies locally and across the borough.

Q4: Will you guarantee a specific school?

(CK): We cannot guarantee this, but it will certainly be a local school as there are many vacancies locally.

Q5: Hackney is very close, is it possible to see the waiting list of schools in Hackney? Can Hackney and Haringey work together to fill Stamford Hill with Hackney parents so the school can remain open?

(ER): We liaise regularly with Hackney and parents/carers can request schools across boroughs. There is falling demand so there are no pupils to fill demand.

Q6: Will you be able to maintain the same quality of education including what Rob has implemented and stability of staff?

(RL): It is crucial that the school tries to keep the staff stable and that teachers will stay in the year group all the way through. We have stabilised the staffing and will endeavour to maintain the staffing but if the quality of teaching is insufficient, I will change the teacher. We will keep change to an absolute minimum to ensure stability.

Q7: Will there be enough places at Tiverton? We should get priority. I have two children in different year groups.

(CK): We will guarantee your children a place at Tiverton Primary school if the schools amalgamate.

(AB): There is no suggestion that pupils will have to go to other schools, and we would like all Stamford Hill pupils to transfer to Tiverton Primary School.

I feel that other schools in my radius are a better choice.

(AB): You have a choice to apply elsewhere if you so wish but places will be guaranteed at Tiverton.

On 7th March, we received a letter that scared many parents. Your letter was threatening to parents and it has made parents leave the school. I have met with senior leaders at the school and they were initially supportive but now they seem to have changed their tune.

There is also an email from the Council to say that the amalgamation is inevitable.

(ER): We absolutely appreciate that anxiety has been caused. We have not sought to create any anxiety, but we do have to start the conversation, and this is the stage we are at now. There will be a second stage to the consultation if we go ahead to a statutory in October, but no decision has been made as of yet.

I can assure you that nobody from my Service has sent such an email (concerning the inevitability of amalgamation sent from the Council) and if you do have a copy, please do send it to me so I can investigate.

We have been underestimated.

Q8 What will make the next step happen?

(ER): We have to examine the data and refer to the consultation responses and then make a recommendation to Cabinet about the next steps. We have to think very carefully about the viability of the school.

Q9 Did the other school (Tiverton Primary School) face a drop-in demand? I spoke to the headteacher last week and she said that you have to move your child right now, as they cannot guarantee a space in September.

(ER): To some extent yes

(RM): There can be no promises for places for September at this moment

(AB): If the schools are amalgamated this will not be a problem.

Q10 What is going to happen with the divide of teaching management in the school? Who will be teaching?

(RL): This is only the start of the process. I have met with Resham and discussed some initial issues and we will meet in May to answer many of the questions we both have.

Q11: Is this related to the OFSTED report?

(ER): No, the driver is the numbers locally and the fact the school is one form entry.

Q12: About the guarantee of places at Stamford Hill, will children already at Stamford Hill be guaranteed a place at Tiverton?

(ER): Yes, if the schools amalgamate.

Q13: Are applications still going to be received and accepted for Stamford Hill?

(CK): Yes, the in-year application process will remain open.

Q14: Why are you still taking places if the need for places is falling?

(CK): Applications will remain open for this school.

Q15: How long will the whole transfer process take?

(ER): Difficult to tell at this moment as there are no firm plans yet but we are looking at perhaps across 2 or 3 years.

To me this site seems much nicer than Tiverton.

(ER): Tiverton is a 2fe site and the building is in a better state. We have strong leadership at Tiverton Primary. Our next public meeting will be at Tiverton Primary and we will have open days at the school for you to take a look at it.

Q16: Is there not a danger of Tiverton being over-subscribed?

(ER): Our projections suggest that Tiverton will be full but not oversubscribed due to the capacity in the local area. 25 April at 9.15am is our next public meeting and it will be at the Tiverton site.

Q17: Can we stop this? We are being given the impression we have the ability to change this. If we can't what is the point of the consultation?

(E): It is not inevitable, and we will listen to all stakeholders, no decision has been made. I can't say that your voice alone will be the determining factor. One of the problems is that we have too many school places across the borough and this is 1 form entry school. Our 1 form entry schools are vulnerable.

Q18: Is it because of Ofsted ratings and/or the headteacher of Devonshire Hill

(CK): The driving force is falling rolls across the borough.

This is because of Ofsted but it is the school and the Council's fault that we are losing pupils because of this.

Two years ago, there was high demand for this school, The problem started when the Headteacher who wasn't good was appointed.

(ER): This is a school that has been undersubscribed for many years.

Q19: Why did we have two Ofsted inspections in 1 year?

(ER): The first Ofsted was because of initial concerns and the second visit is when Ofsted come back again within 18 months to inspect and issue a judgement.

Ofsted came in again when there weren't enough teachers.

Q20: Why has the Reception class had 3 different changes of teacher?

(RL): We have had teachers that have left.

END OF MEETING: 7pm

Minutes from Tiverton Primary School Public meeting held on 25 April 2019 at 9.15am

In attendance: Local authority and school representatives from Tiverton Primary Schools:

Local Authority
Eveleen Riordan (ER) - Assistant Director for Schools and Learning Service
Carlo Kodsi (CK) - Team Leader School Admissions, Education Services
Imogen Rush – School Admissions Officer, Education Services

Tiverton Primary School
Resham Mirza (RM) – Headteacher, Tiverton Primary School
Igraine Rhodes (IR) - Chair of Governors, Tiverton Primary School

1. PRESENTATION

Presentation on falling rolls locally and across Haringey (ER). Please see the slideshow on our consultation page - ***www.haringey.gov.uk/future-stamford-hill-consultation***

2. Q&A

NB. Comments made (rather than questions asked) are in italic.

Questions

Q1: Is this going to be done slowly or quickly?

ER: The timeframe is set out on our website, but this is an initial informal consultation to find out people's views. Then we will have a formal statutory consultation with a statutory timeframe. Then we write a formal report in July 2019 for Haringey's Cabinet who are the decision makers. Then we would start a formal consultation and hold more public meetings and at that stage we would provide more information on the details of how amalgamation will work and how we will manage this to provide uninterrupted support for families. A final decision would be made toward the end of 2019, but no decision would be made before the formal statutory consultation takes place. If amalgamation happens then this will probably take place in September 2020, so there is a full academic year before then.

Q2: How would it work with staff. Would we have two heads?

(ER): We would expect continuity with staff. Robert Leach at Stamford Hill is an interim, temporary head and is improving that school currently. Resham Mirza is the substantive head at Tiverton and we would expect her to lead the school after amalgamation.

Q3: Are both school sites going to be used or will one be used?

(ER): In the case of amalgamation we expect to use only one site. We expect that to be Tiverton.

Q4: [Regarding Stamford Hill statistics provided to parents] Can we have similar statistics for Tiverton, please?

(ER): Yes, this will be uploaded online on the consultation page.

Q5: *I think it would be a good thing*, but will we be bursting at the seams eventually?

(ER): Tiverton is a two-form entry school, but currently it is not accommodating two forms in all years. We would need careful management of classes in the amalgamation to ensure we are not bursting at the seams.

Q6: How will this affect the children in terms of learning as there is a difference in how they learn in different schools?

(ER): High quality of learning is central to what we do. Robert Leach is the Executive Headteacher at Stamford Hill Primary School and has quickly begun to effect great change there. He is also working with Resham regarding standards across both schools. A high-quality education for your child is at the forefront of our planning. After an amalgamation we would expect standards to improve.

Q7: I'm concerned that it will take time for Stamford Hill children to catch up. Will this harm their learning?

(ER): In all classes there is always a range of abilities and Resham is aware of this. We would put in place careful planning to manage any issues.

Q8: What would the planned class size be?

(ER): We would expect no class to exceed 30.

Q9: Will staff be coming over? *We've been told some staff are permanent and some are temporary but we don't know who is permanent.*

(ER): Those are HR matters, but we don't anticipate a great change in staff.

Q10: So their teacher would come over initially to break them in?

(ER): Yes, it is possible that staff may come over.

ER then introduced CK, Team Leader School Admissions and representatives from the school including the headteacher RZ. Cllr Elin Weston, Lead Member for Children and Families was also introduced. All were happy to take questions on a 1to 1 basis.

RZ offered tours of the school to visitors.

Public meeting ended at 9:30am

Non-Statutory Consultation Survey

Consultation on the options for Stamford Hill Primary School

The Council is currently undertaking a public consultation to gather views on the future of Stamford Hill Primary School and this short survey has been designed to gather responses from all local stakeholders including parents, carers and staff. Tell us what you think by completing the questions below by **8 May 2019**.

Q1 To what extent do you agree or disagree with the proposal to amalgamate Stamford Hill Primary School and Tiverton Primary School?

- ❑ Strongly Agree
- ❑ Agree
- ❑ Disagree
- ❑ Strongly disagree
- ❑ Neither agree nor disagree

Q2 Please expand on the reason for your answer to Q1 below:

Alternative approaches

Q3 If you don't agree with Stamford Hill Primary and Tiverton Primary amalgamating what is your preferred approach? *Please refer to the Frequently Asked questions (FAQs) for more information about alternative approaches.*

About You

Asking questions about you can help us improve the services we deliver to the community, monitor what different groups of people think about a particular service or issue and influence decisions that affect them.

The Data Protection Act 1998 sets out how Haringey Council Services must look after the information you share with us. Haringey Council Services will only use the information collected in this questionnaire to inform the redesign of services. We will not use your contact details when analysing consultation responses.

Q4 Please tell us who you are (tick all that apply)

- ❑ Teacher
- ❑ Headteacher
- ❑ Parent
- ❑ Governor
- ❑ Haringey Council employee
- ❑ Other

please tell us: _____

What is your full post code?

Q5 _____

_____

Age

Q6 What is your age group?

- ❑ Under 18
- ❑ 19-24
- ❑ 25-29
- ❑ 30-44
- ❑ 45-59
- ❑ 60-64
- ❑ 65-74
- ❑ 75-84
- ❑ 85-89
- ❑ 90 and over
- ❑ Prefer not to say

Disability

Under the Disability Discrimination Act a person is considered to have a disability if she/he has a physical or mental impairment which has a substantial and long-term adverse effect on her/his ability to carry out normal day-to-day activities. Since 2005, people with HIV, cancer and multiple sclerosis (MS) are covered by the DDA.

Q7 Do you have any of the following conditions which have lasted or are expected to last for at least 12 months?

- ❑ Deafness or partial loss of hearing
- ❑ Blindness or partial loss of sight
- ❑ Learning disability
- ❑ Developmental disorder
- ❑ Mental ill health
- ❑ Long term illness or condition

- ❑ Physical disability
- ❑ Other disabilities
- ❑ No disabilities
- ❑ Prefer not to say

Ethnicity

Below we are asking you to let us know which ethnic group best describes you? (Please tick one box from the appropriate section)

Q8 Please indicate your ethnicity

- ❑ White / White Other
- ❑ Mixed / multiple ethnic groups
- ❑ Asian / Asian British
- ❑ Black / African / Caribbean / Black British
- ❑ Other ethnic group
- ❑ Prefer not to say

Gender

Q9 What is your gender?

- ❑ Male
- ❑ Female
- ❑ Prefer not to say

Q1 Does your gender differ from your birth sex?
0

- ❑ Yes
- ❑ No
- ❑ Prefer not to say

Religion

Q1 Do you have a religion or belief that you would like to mention?
1

- ❑ Christian
- ❑ Muslim
- ❑ Jewish
- ❑ Buddhist
- ❑ Hindu
- ❑ Sikh
- ❑ Rastafarian
- ❑ No religion
- ❑ Prefer not to say
- ❑ Other

Please write in the box _____
_____

Thank you for taking the time to complete this survey
Please return the completed form to Education Services, 7th floor,
River Park House, 225 High Road N22 8HQ.

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Report for: Cabinet 9th July 2019

Title: Osborne Grove Nursing Home Feasibility Study

Report authorised by : Charlotte Pomery, Assistant Director Commissioning
020 8489 3751
Charlotte.Pomery@Haringey.gov.uk

Lead Officer: Emily Snelling, Commissioning Manager
020 8688 2752
Emily.Snelling@Haringey.gov.uk

Ward(s) affected: All

Report for Key/ Non Key Decision: Key Decision

1. Describe the issue under consideration

1.1 Osborne Grove Nursing Home (the Home) is a 32 bed nursing home, owned and managed by the Council, which is currently under embargo and assessed as Requires Improvement by the Care Quality Commisision, the health and care regulator. Following a Cabinet decision in June 2018, a detailed Feasibility Study has been carried out with the engagement of stakeholders and partners. This paper presents a preferred option for the future development of Osborne Grove Nursing Home and outlines next steps to delivering improvements to the fabric of the building.

2. Cabinet Member Introduction

2.1 This report presents the outcome of a detailed and comprehensive feasibility study into the future development of Osborne Grove Nursing Home, carried out with the engagement of stakeholders and partners. At a time when there is increased demand for local nursing care provision, and limited supply, it is with great pleasure that I recommend this report to Cabinet which which confirms the preferred option for the future development of the Home to expand its capacity to 70 beds, to meet local need.

2.2 The active engagement of stakeholders in this process – and their anticipated future contributions – have strengthened the feasibility work and the current preferred option and I would like to take the opportunity to thank local residents and partners for their support for this work to date.

3. Recommendations

3.1 Cabinet is asked to:

3.1.1 Note the outcome of the Feasibility Study carried out with regard to the future development of Osborne Grove Nursing Home;

3.1.2 Agree to endorse Option 4 as the preferred option of the Feasibility Study: that is, to demolish the current building and rebuild a 70 bed nursing provision including the clinic site, ensuring that the use of the site overall is maximised;

3.1.3 Note that Option 4 allows for a number of uses, identified as examples in s. 6.2.8, aligned to the delivery of nursing care for older people to be accommodated on the site for which further design work is needed and delegate the oversight of this work to the Assistant Director of Commissioning in consultation with the Lead Member for Adults and Health;

3.1.4 Note that none of the future development Options including the preferred Option 4 can be safely commenced with the current residents in situ;

3.1.5 Note that a further report will be presented to Cabinet in September 2019 on proposals for consultation to close the Home (for the purpose of the development and other reasons) and relocate existing residents to suitable alternative accommodation that will meet their needs and promote their wellbeing;

3.1.6 Continue to support the active engagement of a range of stakeholders including the OGNH Co-Design Steering Group, partners, nursing care providers and officers;

3.1.7 Note the ongoing work by officers with partners in the NHS, with the care sector and with neighbouring local authorities to develop a sustainable partnership approach to future delivery of care at Osborne Grove.

4. Reasons for decision

4.1 The detailed Feasibility Study, concluded on 31st May 2019, demonstrates that this land offers significant opportunity for development, increasing provision to a 70-bedded nursing unit. The feasibility study provides the council four potential development options for the future of the site at Osborne Grove.

4.2 Further reviews of activity and demand for nursing care in Haringey and across North Central London have restated the continued need for increased nursing bed capacity in the area. The site, owned by the Council, offers considerable potential for expansion of nursing care capacity which would help to meet the increased demand for nursing care in the borough.

4.3 The proposed approach aims to develop a high quality provision to improve outcomes for residents through a model of nursing care which is responsive to need. The existing site is demonstrably not fit for purpose with a number of design issues making the provision of high quality care particularly challenging

for an increasingly frail resident population. The approach to quality will be developed to better address future demand, whilst also mitigating the quality of care issues that led to the previous decision to close the home under current management by the local authority.

4.4 The feasibility study, as requested in the brief, includes a plan demonstrating how the current residents (now two in number) could be rehoused on site during the construction by phasing the redevelopment. However, the design team have identified that it would not be advisable for the residents to remain on site during the development given the levels of disturbance, including noise and dust, that demolition and subsequent construction would inevitably have, particularly on vulnerable residents who have significant health needs.

5 Alternative options considered

5.1 The option to close the Home and not to revisit an options appraisal for future use of the site was identified but discarded early on as the Home is an asset of great value to local residents and to the Council.

5.2 A detailed feasibility study was considered to be the most effective way to explore all viable options for the site. The alternative options are explored in detail in the Feasibility Study and in this report, which now seeks Cabinet approval to implement the preferred design option.

5.3 The option to retain a 32 bed dual registration residential/nursing home on the site was considered but rejected, primarily because it would not increase the registered nursing capacity within the borough and because it would not address a number of fundamental design issues with the current building which prevent it functioning effectively as a nursing home and which could not be fully addressed due to structural limitations of the building.

6 Background information

6.1 Local context

6.1.1 On 12th December 2017, Cabinet made a decision to close the Home, following an extended period of consultation with residents, users, carers and other stakeholders. This was in the context of the seriousness of care quality issues raised through internal and external audits and inspections including those carried out by the Care Quality Commission, staff from the Brokerage and Quality Assurance Service of the Council and the Safeguarding and Quality Assurance function of the Clinical Commissioning Group (the CCG). An embargo, which can be placed on any care provider where there are concerns about the quality of care and it is not considered safe to place new residents, has been in existence since August 2016. This embargo on any new placements means that numbers of residents in the Home have been falling and at the time of the December Cabinet paper there were only 17 residents in the Home. Since that time, and bearing in mind the frailty and age of the current residents, there are now only 2 residents living in the Home (down from 32 at full occupancy). In order for the Council to maintain its focus on quality of care, there are no plans to increase the number of residents or for the current embargo to be lifted.

6.1.2 The closure of the Home was made on the basis of serious care quality concerns, but the options appraisal on the future development of the Home was resumed in December 2017 and presented to Cabinet in June 2018. A set of recommendations were agreed which led to the carrying out of a Feasbility Study into the future development of the Home and also provided for the Home to remain open for existing residents who chose to remain. Two potential development options for the Osborne Grove site were identified:

> 1) Maintaining a reduced-capacity service at Osborne Grove to allow the current residents to remain and building a new 70-bed Nursing Home on site following demolition of the existing building; and
>
> 2) Maintaining a reduced-capacity service at Osborne Grove to allow the current residents to remain and building an expanded 64-bed Nursing Home on site with the existing residents in situ.

And the decision was made to procure a design partner to undertake a detailed feasibility study into these potential options for future residential and nursing care provision on the site of Osborne Grove. It was agreed that the feasibility work would include the construction works to be undertaken, whether this can be undertaken with residents in situ, the risk to and likely impact on residents and whether and how residents can be safeguarded.

6.1.3 The future of Osborne Grove is of critical importance to the Local Authority and a number of contextual factors shaped the feasibility study, the process of determining the preferred option and the implementation of the agreed way forward. The contextual factors shaping the feasibility study were identified as set out below in the June 2018 Cabinet paper, informed the brief for the Feasibility Study and have continued to influence the preferred option being placed before Cabinet today and include quality; local provision; community facing; co-design; sustainability; delivery model; affordability.

6.1.4 In addition, the current premises were noted to have a number of shortcomings which have been confirmed through the Feasibility Study, although the scheme was a new build only completed in 2008. The building was originally designed as a residential care home, but has been used as a nursing home as the acuity of needs of residents has increased. The design of the building is unsuitable to cater for the needs of an increasingly frail resident population. Below is a list of some, though by no means all, of these issues:

- The building only has one lift located some distance away from a large proportion of residents' bedrooms. The lift is not wide enough for a hospital bed which creates significant problems from a mobility perspective and to ensure bed bound residents have an opportunity to move with some ease around the building or in an emergency.
- Department for Health: Care Homes for older people national minimum standards/care home regulation 3rd edition's guidance for the provision of all new build nursing homes that Bedrooms should exceed 12sq metres of usable floor space excluding ensuite facilities. The bedrooms in the current building inclusive of ensuites are 15.5m2 which means the rooms fall short of current standards for new build

older peoples care homes. In practical terms, this means that care staff cannot access the beds from both sides, but only from one side.

- There is a lack of en-suite wet rooms in the building which impedes the ability of residents to wash within their own rooms (as opposed to washing in assisted bathrooms) or independently should they be able to.
- The width of the doors in a number of bedrooms is not sufficient for a hospital bed or for residents with mobility issues.
- The layout of the building creates numerous 'blind-spots' which necessitate a more intensive staffing structure than that generally associated with schemes of the current size. Each wing comprises 8-beds and there is a separate nursing station for each wing within the unit. This compares with most purpose-built nursing homes where there is a nursing station for every 12-15 beds.
- There are a number of additional fire safety concerns with the property which the Council has been addressing with the London Fire Brigade relating to the building's ability to withstand heat for an adequate length of time in the event of a fire.
- The building is not built to withstand progressive collapse. Current building guidance states that only residents who are able to mobilise would be able to reside in these rooms therefore this limits which residents the council could place in these beds.
- Structural walls limiting design team ability to adjust room composition.

6.1.5 Finally, a recent review of activity and demand in Haringey has confirmed the need for increased nursing bed capacity in the area. There are currently 191 over 65-year-old Haringey service users in receipt of nursing care and this figure is projected to grow to around 250 by 2022/23. On the supply side, there are only 2 nursing homes (including Osborne Grove) in Haringey. It has not, therefore, been possible for local demand for nursing care to be met in borough for some time and Haringey purchases over 72% of its nursing care out of borough. Traditionally, Haringey's demand for nursing care would have been met by nursing homes in North Central London but increasingly, Haringey is having to look beyond the sub-region to meet this demand with 20% of nursing beds purchased out of North Central London at present. The reason that Haringey now purchases beds across a wider geographical area is that – despite the widely reported and increasing demand – the capacity in the market-place for nursing and residential care is shrinking. For example, there were 56 nursing homes across North Central London (Barnet, Camden, Enfield, Haringey and Islington) in 2015 and now there are 48. A number of other providers are restricting access only to self-funders or reducing the proportion of local authority placements they are willing to accept. This means that the absolute capacity of nursing care beds available for Haringey to commission is decreasing. This is a national picture reflecting the fragility of this sector of the social care market, the uncertainty over future funding mechanisms and the challenge of delivering nursing care to frail, older people with complex needs.

6.1.6 With Haringey's over 65 population expected to grow by 59% by 2035 and numbers of residents aged over 90 expected to increase by 73%, it is projected that there will be a 60% increase in residents requiring residential and nursing

care therefore. Therefore, it is imperative to increase available provision for Haringey residents allowing service users to remain close to their support networks.

6.2 Feasibility Study

6.2.1 Following the Cabinet decision in June 2018 to explore 3 potential design options for the future development of Osborne Grove, stakeholders were involved in co-designing the feasibility brief to ensure that it met all the design and other requirements identified. The feasibility brief was then used as the core of a a competitive procurement process to select a design team with a track record in this area, following which the Frederick Gibberd Partnership were appointed to lead the feasibility study. A Quantity Surveyor, Currie and Brown, was also appointed to ensure the costs and financial modelling input was as robust as possible.

6.2.2 The design team engaged with stakeholders and made several visits to the site as well as meeting with technical experts and appointing a range of consultants to input into the study itself. One of the first visits by the design team to the Home and its wider site, led to the identification of the potential to include adjoining land (also in the Council's ownership) located to the front of the property, where currently a clinic is sited. It is on this basis, therefore, that the feasibility options being presented to Cabinet are:

Option 1: Extension of the current building to 70 nursing home beds (not including the clinic site).

Option 2: Extension of the current building to 70 nursing home beds (including the clinic site).

Option 3: Demolition of current building and build 70 bedroom nursing home (not including the clinic site).

Option 4: Demolition of current building and build 70 bedroom nursing home (including the clinic site).

6.2.3 In order to guide and shape the appraisal of the feasibility options, the Council has used a set of design principles, developed with stakeholders through a co-design process and approved at Cabinet in June 2018

- The design of the home is geared towards meeting the current and future needs of Haringey residents
- A financially viable and sustainable future for the continuation of nursing care provision on the site
- Recognition of the benefits of outstanding design to flexible care delivery now and into the future
- Aspiration for outstanding provision
- 'An open home', which is outward facing and supports engagement with the wider community, and health & care partners
- Partner and community engagement in supporting OGNH to operate to the full benefit of residents and other older people

- Focus on working in ways which build relationships and start from people's strengths
- Increased access to the most enabling help even for those with high and complex needs

6.2.4 The brief for the design team was in summary to develop a high quality provision to improve outcomes for residents through a model of nursing care which is responsive to current and future local need.The proposed provision was described as follows:

A) Nursing Beds, Learning Disabilities/Autism:10 Beds
B) Complex Care Nursing Needs:10 Beds
C) Nursing Beds 1, Dementia and/or Challenging Behaviour: 25 Beds
D) Nursing Beds 2, Physical Frailty:15 Beds
E) Inpatient Nursing Rehabilitation Beds:10 Beds

In addition, the brief was to support provision for bed-based intermediate care and therapies with space for non-resident community uses including day opportunities and hire by local residents.

6.2.4 In responding to the brief, the design team undertook a wide range of studies and assessments, including an Ecology Study, Environmental Assessment and Fire Safety assessment. The design team attended the Co-Design Steering Group in February to gain initial feedback and an extended stakeholder event was held at Osborne Grove on 27th March, with all stakeholders involved in the work at the Home, followed up by a meeting with clinical and quality leads from the council and the clinical commissioning group and local care home staff members to collect further insights from professionals in relation to the new design. The responses from these intensive meetings were collated into a specification for the design team detailing what stakeholders would like to retain, what stakeholders would like to change, and what stakeholders would aspire to in the new Osborne Grove. This specification was shared with the design team in a handover meeting on 11th April which was the deadline for consultation during this phase of the project. Feedback included:

- Make home more prominent in the community -relocate clinic?
- Cloister/Quadrangle design reflecting original street layout
- Bigger rooms with ensuitewet rooms
- Space for healthcare professionals/therapy areas
- Increase visibility of staff within households
- Improve sight lines/monitor remote areas with CCTV
- Separate Dining and Lounge Areas
- No Corridors
- Flexible/Adaptable Community Space
- Clinical standard rooms for storage/preparation of medication
- Better storage for supplies and equipment
- Laundry facilities to ensure residents clothes are kept separate
- Parking for minibus in lieu of cars

6.2.5 A further meeting with stakeholders was held on 15th May again at the Home, in which the design team set out how they had responded to the initial brief and

set out the high level options for consideration. In summary, these points are set out below:

6.2.5.1 Pair households together with similar need for flexibility of staffing and response: ‘Swing zones’ allow a proportion of bedrooms to be allocated to either household at any given time

6.2.5.2 Distribute households vertically based on ability to access garden areas include terraces where possible

6.2.5.3 Optimise size of bedrooms to meet or exceed current standards:

- All ensuites to be wet rooms
- Make room doors wider
- Opportunities for personalisation
- Integrate hoist tracks
- Alter proportions of windows
- Wifi, comms, entertainment
- Some storage outside of rooms

6.2.5.4 Lounges arranged to serve cluster subgroups within larger households for max 10 residents:

- Separate dining rooms for whole households.
- Lounges open to corridors (subject to fire regulations). Glazing to corridors
- Dining in dedicated rooms, sited to allow distribution from main kitchen, and control food smells.

6.2.5.5 Reminiscence rooms as multipurpose activity spaces or quiet zones

6.2.5.6 Staff bases within each household and centralised workspace for therapist teams:

- Open format desks for staff
- Related where possible to treatment rooms
- Precautions to ensure patient confidentiality
- Active and passive surveillance measures
- Flexible open plan office space with confidential interview space on each floor

6.2.5.7 Corridors

- Wide enough to move easily
- Remove pinch points in existing corridors
- Opportunities to sit
- Natural lighting, sun pipes, roof windows
- Ability to ‘wander’ safely

6.2.5.8 Bathrooms and Showers

- All residents have private showers
- Accessible bathrooms/showers 1 per household or 1 per 15 residents max in largest unit
- Staff showers and changing

- Separate kitchen staff changing

6.2.5.9 Reprovide/optimise day opportunities

- Access to be controlled by main reception
- Use sliding walls to create flexible spaceto support a range of activities
- Optimise use for handovers, training sessions and other uses
- Separate residents cafe with garden acces

6.2.5.10 Gardens

- Secure access to a central greenspace
- The garden as ‘an outdoor room’
- Combination of hard/soft landscape to support range of activities
- Green perimeter, low maintenance ‘living walls’ to boundaries
- Permeable paving to service areas

6.2.5.11 Infection control: separate rooms in rehabilitation area, barrier laundry design

6.2.5.12 Fire Strategy

- stairs relocated to perimeter
- planned for horizontal evacuation
- sprinklers
- divided into max 10 bedded compartments

6.2.5.13 Security: Consultation carried out with ‘Secure By Design’

6.2.5.14 Use of car park

- Subject to planning, reduced number of parking spaces to increase garden space or other uses on the site
- Improved access for emergency vehicles
- Adequate turning space for delivery of supplies

6.2.5.15 BREEAM: Building Research Establishment Environmental Assessment Method

- A well-insulated envelope
- a combined heat and power plant
- energy efficient appliances and controls
- underfloor heating underfloor heating to optimise space usage for residents by eliminating radiator space

For Options 1 and 2: Refurbishment rated BREEAM Very Good, with potential for Excellent
For Options 3 and 4: New Build rated BREEAM Very Good, with potential for Excellent

6.2.6 The design team was also asked to consider how the existing residents (2) could be accommodated on site during the works. Two options from a design perspective were put forward, which are subject to appraisal below.

6.2.7 The outcome of the study was that each of the four options set out at 6.2.2 is feasible to deliver on the site, given the brief, the physical constraints of the site and the input from a wide range of stakeholders. Appraisal of the Study, therefore, considers all four options, presenting a preferred option for consideration based on testing the options against a set of criteria.

6.2.8 On receipt of the Feasibility Study, and prior to the Appraisal detailed at 6.3, the design team and colleagues from across the Council considered the intensity of use on the site and agreed that there are opportunities to increase usage on the site, focused on the needs of older people, particularly in relation to Option 4. By making use of the whole site, and intensifying usage, the prospect of delivering additional services on the site – for the benefit of older residents and the wider community – is generated. Early ideas include the provision of a small intensive rehabilitation scheme, a co-housing offer or a specialist extra care sheltered housing scheme. Whilst these would add costs to the scheme overall, they would also ensure local residents have access to a wider set of provisions which are complementary to the offer at the Home. Care staff at the Home could also deliver into these additional provisions should that be appropriate to increase the value for money of such options. Additional provision in this vein would support the overall impact of the offer for older people at Osborne Grove and enable older people to move into the Home from such an additional setting.

6.3 Appraisal of feasibility study

6.3.1 The appraisal of each feasibility option looked at the following:

- The capital cost implications of each option
- The revenue cost implications of each option – comparing the costs of provision being public-sector run and run by an external partner
- The impact on existing residents
- The impact on nursing care capacity
- The benefits of each option and integrity to the brief
- The intensity of use on the site

6.3.2 At this stage, based on the above criteria and as detailed in the appraisal below, the preferred option for further design and subject to approval by Cabinet, is option 4: Demolish current provision and new build 70 bed nursing home including the site of the current clinic, for the following reasons:

6.3.2.1 It is the most viable in terms of securing the most value out of the site and allowing for the development of a well-designed nursing home which is designed to meet the future needs of Haringey residents and allows for a more manageable cost of care.

6.3.2.2 Residents will benefit from the space standards in each bedroom and from the communal and community offers in place.

6.3.2.3 The financial modelling demonstrates that over a 45 year period there is a return on investment which both allows for repayment of the capital loan required to undertake the works and for revenue savings to be made. The increased efficiency of the building and the site overall affects life cycle costs as well as enabling for more efficient use of health and care staff on ths site.

6.3.2.4 This option allows consideration be given to intensifying usage on the site to ensure quality of design and care to Haringey residents and best value in terms of potential savings to the local authority.

6.3.2.5 The current scheme is based on achieving a BREEAM rating of Very Good, however a rating of Excellent can potentially be achieved. Going for a rating of Excellent will have a financial impact on the scheme which is projected to increase by circa 5% of the construction costs. Options for increasing the rating to Outstanding have been explored but not deemed feasible due to constraints within the site.

6.3.2.6 Whilst this is the most expensive scheme in terms of capital and construction costs, it delivers the optimal scheme from a number of perspectives including:

6.3.2.6.1 Overall design and ability to blend with the current frontage onto the streetscape

6.3.2.6.2 Community facing aspect of a nursing home provision

6.3.2.6.3 Improved access to outdoor space for all users of the Home

6.3.2.6.4 Multiplicity of aligned uses on the site to the benefit of older residents and the wider community

6.3.2.6.5 Future proofing to ensure the long-term sustainability of the Home over the next 50 – 70 years

6.3.3 As noted above, the feasibility study has considered the viability of the current residents (2) in the home remaining during the construction of the design and there are two potential options for accommodating current residents onsite during the construction phase. However, in appraising these options, officers and the design team consider it inadvisable for current residents to remain on site from a safeguarding perspective, due to the impact that construction works would have on the health and wellbeing of this vulnerable patient group. Highlighted impacts include but are not limited to:

- Noise
- Health and Safety
- Construction Dust impacting on air quality.
- Relocating residents twice

The preferred option therefore is for alternative nursing provision to be sought for the 2 existing residents, within Haringey or neighbouring boroughs. In light of the previous Cabinet decision, and as reflected in the recommendation at 3.1.5, any proposals to close the Home, whether they be for the purpose of the development or other reasons, would be subject to formal consultation. Cabinet decisions would be needed both to launch and to make a decision based on the outcome of such a consultation in order to determine the future of the Home.

6.3.4 The following tables set out the appraisal of each of the four options, demonstrating their overall compliance with the brief and highlighting benefits and risks.

6.3.4.1 **Option 1:** Extension of the current building to 70 nursing home beds (not including clinic site).

Design Summary	This option involves the remodelling and refurbishment of the existing building within the limits of the original site. The existing wings are linked by a new extension to form a quadrangle enclosing a garden courtyard and a third storey is added on all aspects of the building. The east and west stairs are relocated and arranged to discharge directly to the perimeter in the event of an emergency. A small wheelchair lift is included adjacent to the east stair to enable access from the upper floors to the garden.
Size	4,219m²
Capacity	70 Nursing Beds
Risks	Satisfies brief but there would be no innovation. However, the existing building has a number of outstanding design issues which affect its functioning as a nursing home which could not be fully addressed by an extension. Whilst the design would attempt to mimimise these issues (visibility, width of corridors and doors etc.) cannot be addressed owing to the structural limitations of the building. With this design there would be some limitation on use of rooms as the structure of the current building is not built to withstand progressive collapse in the event of a fire therefore it would not be possible to accommodate bedbound residents in bedrooms located in the existing structure . Only residents who able to mobilise would be able to reside in these rooms. If the residents health subsequently deteriorates and they are no longer able to mobilise they would be required to move, to either an alternative room within the new build part of the home or alternatively if this wasn't available to another nursing home provision. The size of the bedrooms located in the existing structure cannot be adjusted and therefore 26 rooms would remain at 15.5m2 which is smaller than current new build guidance. This could potentially cause equity issues in terms of the sizes of rooms provided as rooms in the new parts of the building will be larger as they are required to meet statutory requirements of new build care home provision set out by Department of Health

	standards. Similarly the size of the proposed wet rooms in the older parts of the building can be provided as per specification however, the size of these rooms would be limited due to the current structure of the building this could potentially have impact on the quality of care and dignity of resident whilst showering due to the limited space available to staff to assist with self care tasks. Construction of a second floor and its impact on the Perth Road properties due to proximity with the south west boudary, not withstanding that the new roof would be below the ridge line of the existing buildin g maybe a planning concern.
Benefits	Flexibility of building to ensure future proofing and meet demand by introducing flexible walls that can increase/decrease the size of households to respond to needs of residents or demand Improved communual spaces such as separate living and dining rooms within each household. Small Cafe space that could improve homes links to the community and offer space for relatives and friends to visit with residents. current residents could remain in situ during redevelopment. A new trolley/bed lift is included outboard of the existing structure and the existing lift retained. Integrated Hoists between bed and bathroom in bedrooms within 60 bedrooms where structurally possible to provide. Improved infection control through provision of handwash stations, staff facilities, flooring and wall coverings that support cleaning regime.
Timetable	August 2022
Recommendation	Not Recommended on the basis that this design cannot meet existing quality standards and would deliver 26 rooms at a smaller size than is optimal.

6.3.4.2 **Option 2:** Extension of the current building to 70 nursing home beds (including clinic site).

Design Summary	This option takes in the clinic site and existing wings are linked by a new extension to form a quadrangle enclosing a garden courtyard and avoids the need for building an additional storey over the whole site as seen in Option One. It allows the formation of a three storey block on Upper Tollington Park with the clinic on the ground floor, and the creation of more generous pedestrian entrance outside the existing Day Centre.
Size	4,440m²
Capacity	70 Nursing Beds
Risks	With this design there would be some limitation on use of rooms as the structure of the current building is not built to withstand progressive collapse in the event of a fire therefore it would not be possible to accommodate bedbound residents in bedrooms located in the existing structure . Only residents who able to mobilise would be able to reside in these rooms. If the residents health subsequently deteriorates and they are no longer able to mobilise they would be required to move, to either an alternative room within the new build part of the home or alternatively if this wasn't available to another nursing home provision. However, the existing building has a number of outstanding design issues which affect its functioning as a nursing home which could not be fully addressed by an extension. Whilst the design would attempt to mimimise these issues (visibility, width of corridors and doors etc.) cannot be addressed owing to the structural limitations of the building. The size of the bedrooms located in the existing structure cannot be adjusted and therefore 17 rooms would remain at 15.5m2 which is smaller than current new build guidance. This could potentially cause equity issues in terms of the sizes of rooms provided as rooms in the new parts of the building will be larger as they are required to meet statutory requirements of new build care home provision set out by Department of Health standards. Similarly the size of the proposed wet rooms in the older parts of the building can be provided as per specification however, the size of these rooms would be limited due to the current structure of the building this could potentially have impact on the quality of care and dignity of resident whilst showering due to the limited space available for staff to assist with self care tasks.

Benefits	Flexibility of building to ensure future proofing and meet demand by introducing flexible walls that can increase/decrease the size of households to respond to needs of residents or demand There would be an improvement to street frontage of property improving the homes link to the community. Improved communual spaces such as separate living and dining rooms within each household Small Cafe space that could improve homes links to the community and offer space for relatives and friends to visit with residents. A new trolley/bed lift is included outboard of the existing structure and the existing lift retained Integrated Hoists between bed and bathroom in bedrooms within 60 bedrooms where it is structurally possible to provide. Improved infection control through provision of handwash stations, staff facilities, flooring and wall coverings that support cleaning regime.
Timetable	September 2022
Recommendation	Not Recommended on the basis that this design cannot meet existing quality standards and would deliver 26 rooms at a smaller size than is optimal.

6.3.4.3 **Option 3:** Demolition of current building and build 70 bedroom nursing home (not including clinic site).

Design Summary	This envisages the demolition of the existing nursing home and the reprovision of the service in its entirety. This would follow the quadrangle plan but with a larger garden courtyard, and accommodation confined to two storeys apart from the wing located behind the clinic which would extend to three storeys.
Size	4,084m²
Capacity	70 Nursing Beds
Risks	The clinic building will remain at the front of the property which will continue to reduce community integration of the home.

	The garden space is limited to a relatively small courtyard in comparison to Option 4. This option requires the current building to be demolished despite the fact that the current building was only built 11 years ago.
Benefits	Relocation of Plant and services to car park side offers improved vehicular access for deliveries and increases the numbers of residents able to outlook over the garden space. Improved size of bedrooms and wet rooms in line with current standards for older peoples care homes new builds. Improvement in size of Day opportunities space which would now be community facing. Intermediate Care area on top floor with flexible therapy space and access to roof terrace for short term placements (up to 6 weeks). Flexibility of building to ensure future proofing and meet demand by introducing flexible walls that can increase/decrease the size of households to respond to needs of residents or demand Cafe space that could improve homes links to the community and offer space for relatives and friends to visit with residents overlooking garden space. Entire building meets standards from progressive structural collapse therefore all rooms would be able to accommodate bedbound patients. Improved communual spaces such as separate living and dining rooms within each household Improved infection control through provision of handwash stations, staff facilities, flooring and wall coverings that support cleaning regime. 2 trolley/bed lift are included within new build design. Improved width of doors and corridors which includes turning spaces from rooms for wheelchairs and beds. corridors allow residents to wander safetly and have opportunities to sit along corridors allowing mobile residents to rest. Provision of integrated hoists between bed and

	ensuites in all rooms.
Timetable	February 2023
Recommendation	Not recommended on the basis that this design does not make best use of the site and deliver the integrated option possible.

6.3.4.4 **Option 4:** Demolition of current building and build 70 bedroom nursing home (including clinic site).

Design Summary	This would take in the clinic site and be a new development which maximised the potential for the central garden courtyard. It would be generally two stories in height but with the frontage to Upper Tollington Park increased to correspond to the streetscape of the terraces fronting the original Osborne Grove. This option allows for the development of an additional older people's offer, as set out in paragraph 6.3.8 by using the land currently occupied by the NHS Clinic to the front of the site. This generates a wider mix of uses on the site, whilst offering flexibility in the care offer. There is further design work required to finalise the form of this option.
Size	4,759m²
Capacity	70 Nursing Beds
Risks	This option requires the current building to be demolished despite the fact that the current building was only built 11 years ago. This option would require the largest capital investment.
Benefits	A re-build would address all the structural issues with the building and facilitate a reduction in the unit cost of care. Re-building the site also represents a strong opportunity to re-design the site to support good, community-facing care with a community building with prominent frontage. Improve size of garden, communal and garden spaces and 2 storey building on back end of property would improve light into garden space. Relocation of Plant and services to car park side offers

	improved vehicular access for deliveries and increases the numbers of residents able to outlook over the garden space. Improved size of bedrooms and wet rooms in line with current standards for older peoples care homes new builds. Improvement in size of Day opportunities space which would now be community facing. Intermediate Care area on top floor with flexible therapy space and access to roof terrace for short term placements (up to 6 weeks). Flexibility of building to ensure future proofing and meet demand by introducing flexible walls that can increase/decrease the size of households to respond to needs of residents or demand Cafe space that could improve homes links to the community and offer space for relatives and friends to visit with residents overlooking garden space. Entire building meets standards from progressive structural collapse therefore all rooms would be able to accommodate bedbound patients. . Improved communual spaces such as separate living and dining rooms within each household. 2 trolley/bed lift are included within new build design. Improved width of doors and corridors which includes turning spaces from rooms for wheelchairs and beds. corridors allow residents to wander safetly and have opportunities to sit along corridors allowing mobile residents to rest. Provision of integrated hoists between bed and ensuites in all rooms. Improved infection control through provision of handwash stations, staff facilities, flooring and wall coverings that support cleaning regime.
Timetable	March 2023
Recommendation	Recommended option ensuring that the use of the site is maximised.

6.3.5 All the financial assumptions above will require further work and detailed modelling as part of the proposed feasibility studies.

6.3.6 The table below shows a summary of total estimated capital expenditure over five years for each option:

	2019/20	2020/21	2021/22	2022/23	Total
Option1	1,259,454	1,091,686	15,812,134	5,850,326	24,013,600
Option 2	1,278,883	1,108,611	17,109,556	4,909,195	24,406,245
Option 3	1,422,341	1,233,581	14,525,655	10,123,867	27,305,443
Option 4	1,597,057	1,385,781	15,112,190	12,741,323	30,836,351

6.3.7 Sprinkler system

The Options have been designed in accordance with the applicable parts of Regulations 2018 for an unsprinklered facility. The least mobile residents would be accommodated on the ground floor to obviate evacuation by mattress, evachair or lift, in the event of an emergency. Should the sprinklers be required the Extra over Constructions Costs for each option are as follows

Option	Area (m2)	All up construction costs
1	4,219	£310,000
2	4,440	£325,000
3	4,084	£300,000
4	4,759	£385,000

6.4 Health and Care Delivery model

6.4.1 In line with the decision made by Cabinet in June 2018, the revenue costs for the delivery of health and care on site have been drawn up for delivery by a public sector partnership led by the NHS. This is in recognition of the fact that the care delivered at Osborne Grove in the future will continue to be at its core nursing care, for older people with very complex health needs, rather than residential care. This requires clinical staff on site at all times, to oversee and monitor medication, to ensure appropriate health care, to provide treatment and to intervene appropriately to avoid hospital admissions and to improve the health of residents and older people in the wider community. In order to build the revenue model summarised in the table below, staffing and other costs have been calculated in line with the NHS Agenda for Change pay scales. The Council will continue to take forward discussions with NHS Partners on the delivery of care at the site, which may extend to the wider uses identified in 6.2.8 above.

7 Contribution to strategic outcomes

7.1 The Borough Plan 2019-2023, sets out the vision and priorities for the Council and partners in Haringey over the next four years.

7.1.1 The development of Osborne Grove Nursing Home contributes to Priority 2: People, Our vision is a Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential.

7.1.2 Osborne Grove Nursing Home development links directly with Outcome 7: All adults are able to live healthy and fulfilling lives, with dignity, staying active, safe and connected in their communities.

a. Objective 7b: People will be supported to live independently at home for longer.

Increased intermediate care provision will enable more people to regain the skills and confidence they require to live independently in the community and will deliver the following outcomes for residents:

- More people are supported to avoid going into hospital unnecessarily
- More people are supported to remain as independent as possible after a stay in hospital
- More people are prevented from moving into residential care unnecessarily

b. Objective 7d: Adults with multiple and complex needs will be supported to achieve improved outcomes through a coordinated partnership approach.

7.2 This work is also aligned to the Better Care Fund plan, a joint plan between the Council and the Clinical Commissioning Group, the aim of which is for people in Haringey to be healthier and have a higher quality of life for longer. It aims to give people more control over the health and social care they receive, for it to be centred on their needs, support their independence and be provided locally wherever possible.

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

8.1 Finance

8.1.1 The report is informing Members of the outcome of the feasibility study undertaken at the Osborne Grove Nursing Home and is recommending that option 4 of the feasibility study is progressed. Each of the options were assessed against a range of criteria and option 4 is the one that scored the highest.

8.1.2 Capital Implications

8.1.2.1 The OGHN scheme was included within the approved capital programme as a self-financing scheme with a budet estimate of £10.750m and was subject to the completion of a satisfactory business case. At this stage, high level capital costs have been estimated and will be firmed up as the option is developed.

As set out below, any of the four options generate savings so the business case for investment in a new OGNH is made even at the higher capital expenditure

level. Once the detailed design has been tendered the business case will be refreshed and, subject to the outcome of the refreshed business case, a revised capital budget will be included in the capital programme. The total capital costs for each option are set out below.

OGNH Capital Costs

	Option 1	Option 2	Option 3	Option 4
Construction Costs	17,128	17,412	19,513	22,072
Furniture & ICT	2,589	2,632	2,947	3,330
Fees and Contingency	4,296	4,362	4,845	5,434
Total	**24,013**	**24,406**	**27,305**	**30,836**

8.1.3 Revenue Implications

8.1.3.1A detailed revenue income and expenditure account has been modelled for the four development options at Osbourne Grove Nursing Home

8.1.3.2In calculating the net revenue cost of each of the options (which include the cost of the capital financing charge) and comparing it to the available budget, the available budget has been calculated by adding together the recurrent net budget of the OGNH and the current cost of the care placements for current clients. In each case the development of the OGNH generates savings against the current budgetary provision. The operating model of the OGNH will be refined and further reported upon.

8.1.3.3From 2022 the Council will only place clients in settings that are LLW employers. Accordingly, the costings set out below assume the LLW will be paid. Also, as the model is one using NHS staff, staffing and other related costs have been calculated in line with the NHS Agenda for Change pay scales.

8.1.3.4The financing cost has been calculated using an asset life of forty five years. It ranges from £0.945m for option one to £1.215m for option four and are included within the gross cost line in the table below.

	Option 1	**Option 2**	**Option 3**	**Option 4**
Financial summary by option	**Redevelopment**			
	£'000s	£'000s	£'000s	£'000s
Gross cost	5,268	5,283	5,217	5,356
Gross income	(2,309)	(2,317)	(2,294)	(2,370)
Net cost	2,959	2,966	2,922	2,986
Cost of placements externally	2,510	2,510	2,510	2,510
OGNH budget	1,175	1,175	1,175	1,175
Saving (Cost of placements less net OGNH cost plus current OGNH budget)	(726)	(718)	(762)	(699)

8.2.3.4 The revenue budget to operate the new Osborne Grove Nursing Home will refreshed at the time that tenders for the construction of the facility are returned. The savings identified in the table above, along with the adjustment required to account for the capital financing charges, will be factored into the MTFS.

8.2 Strategic Procurement

8.2.1 Strategic Procurement (SP) acknowledges the contents of this Report.

8.2.2 SP has no objection to the approval of the recommendations highlighted in section 3 of this report.

8.3 Legal (Assistant Head of Legal, Stephen Lawrence-Orumwense)

8.3.1 Cabinet is being asked to make a decision on the preferred option for the future development at the Osborne Grove Nursing Home site The options are on the premise that: a) the design of the current building is unsuitable for residents; b) there is an increased need and demand for nursing care beds; c) there were concerns about the quality of provision at the home and consequently the safety and wellbeing of residents; and d) there is a pressing need to grow capacity and develop a high quality provision locally. The options including those recommended are within the legal powers of the Council in the discharge of its social services functions under the Care Act 2014.

8.3.2 Section 1 of the Care Act 2014 *(Promoting individual well-being)* requires the Council when exercising its care and support functions in respect of an individual, to promote the individual's wellbeing. "Well-being", in relation to an individual, means that individual's (a) personal dignity (including treatment of the individual with respect); (b) physical and mental health and emotional wellbeing; (c) protection from abuse and neglect; (d) control by the individual over day-to-day life (including over care and support, or support, provided to the individual and the way in which it is provided); (e) participation in work, education, training or recreation; (f) social and economic well-being; (g) domestic, family and personal relationships; (h) suitability of living accommodation; and (i) the individual's contribution to society. The Department of Health has issued statutory guidance under the Care Act 2014 named Care and Support Statutory Guidance (The Guidance) which the Council must have regard to in exercising its function under the Act. The guidance at Paragraph 1.13 provides that "*Although the wellbeing principle applies specifically when the local authority performs an activity or task, or makes a decision, in relation to a person, the principle should also be considered by the local authority when it undertakes broader, strategic functions, such as planning, which are not in relation to one individual. As such, wellbeing should be seen as the common theme around which care and support is built at local and national level."*

8.3.3 Section 5 of the Act *(Promoting diversity and quality in provision of services)* requires the Council to promote an efficient and effective market in services for meeting care and support needs with a view to ensuring service users (a) has a variety of providers and services to choose from; (b) has a variety of high quality services to choose from; and (c) has sufficient information to make an informed decision about how to meet the needs in question. In performing this duty, the Council must have regards to, amongst others, the need to ensure it is aware of

current and likely future demand for such services and how it could be met; and the importance of ensuring the sustainability of the market. This is often referred to as the duty to facilitate and shape the market for care and support. The Guidance provides that *"4.2. The Care Act places new duties on local authorities to facilitate and shape their market for adult care and support as a whole, so that it meets the needs of all people in their area who need care and support, whether arranged or funded by the state, by the individual themselves, or in other ways. The ambition is for local authorities to influence and drive the pace of change for their whole market, leading to a sustainable and diverse range of care and support providers, continuously improving quality and choice, and delivering better, innovative and cost-effective outcomes that promote the wellbeing of people who need care and support."*

8.3.4 The Council must ensure that there is sufficiency of provision *"in terms of both capacity and capability – to meet anticipated needs for all people in their area needing care and support – regardless of how they are funded"* (Paragraph 4.43 of the Guidance*).*

8.3.5 When an adult is found to have care and support needs following a needs assessment under section 9 of the Act (or in the case of a carer, support needs following a carer's assessment under section 10), the Council must determine whether those needs are at a level sufficient to meet the "eligibility criteria" under section 13 of the Act. Sections 18 and 20 of the Act set out the duty of Council to meet those adult's needs for care and support and those carer's needs for support which meet the eligibility criteria. For residents at the Home or likely to be affected by the recommended option, the Council must continue to meet their eligible needs and promote their wellbeing.

8.3.6 Section 8 of the Act *(How to meet needs)* enables the Council to meet an adults needs for care and support by, amongst others, the provision of accommodation in a care home. The recommended option would facilitate the discharge of this duty.

8.3.6 Section 42 of the Act *(Enquiry by local authority)* places a duty on the Council to make enquiries, or to ask others to make enquiries, where they reasonably suspect that an adult in its area is at risk of neglect or abuse, including financial abuse. The purpose of the enquiry is to establish with the individual and/or their representatives, what, if any, action is required in relation to the situation; and to establish who should take such action. This safeguarding duty apply to an adult who: a) has needs for care and support; b) is experiencing, or at risk of, abuse or neglect; and c) as a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect. This duty apply to residents at the Home and where there is a risk of harm from the future development works. The Council also owe a common law duty of care to residents if in situ during future development works not to cause them harm or injury.

8.3.7 The report acknowledge that the future development works cannot be undertaken with current residents in situ. This may require closure of the Home and that residents are moved into alternative nursing accommodation. There is a legal duty to consult the residents and stakeholders on any proposals to close the Home and relocate residents before a decision is made by Cabinet.

8.3.8 As part of its decision making process on the options, the Council must have "due regard" to its equalities duties. Under Section 149 Equality Act 2010, the Council in exercise of its adult care and support functions, must have "due regard" to the need to eliminate unlawful discrimination, advance equality of opportunity between persons who share a protected characteristic and those who do not, foster good relations between persons who share a relevant protected characteristic and persons who do not share it in order to tackle prejudice and promote understanding. The protected characteristics are age, gender reassignment, disability, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The Council is required to give serious, substantive and advance consideration of the what (if any) the options would have on the protected group and what mitigating factors can be put in place. This exercise must be carried out with rigour and an open mind and should not be a mere form of box ticking. These are mandatory consideration. In line with its equalities duties, the Council have undertaken an Equality Impact Assessments (EQIA) of the options on the protected groups and are set out in Appendix B and at section 8.4 of the report.

8.4 Equality

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

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

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

8.4.3 An Equality Impact Assessment has been completed for the future development of Osborne Grove Nursing Home, and is included as Appendix A to this report, and uploaded on to the Haringey Council website.

8.4.4 The recommended option is to to demolish the current building on the Osborne Grove Nursing Home site and rebuild a 70 bed nursing provision. The objective is to increase in-borough capacity to support older residents in need of nursing care, noting that there is currently a shortage of nursing care in the borough. This represents a course of action to meet the needs of older residents, and particularly those with long-term health conditions and/or disabilities, where these are different to the needs of other groups, thereby advancing equality of opportunity. The EqIA notes that women and BAME residents are over-represented among the current service user profile, and so these groups can be reasonably expected to benefit from expansion of in-borough nursing care capacity. It is not expected that proceeding with the recommended option will

have any negative impacts on individuals or groups who share the nine protected characteristics.

9. Use of Appendices

9.1 Equality Impact Assessment

10. Local Government (Access to Information) Act 1985

10.1 Feasibility Study produced 31st May 2019

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EQUALITY IMPACT ASSESSMENT

The **Equality Act 2010** places a '**General Duty'** on all public bodies to have '**due regard'** to the need to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advancing equality of opportunity for those with 'protected characteristics' and those without them
- Fostering good relations between those with 'protected characteristics' and those without them.

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on protect characteristics, please proceed to stage 2 and complete a full Equality Impact Assessment (EqIA).

Stage 2 – Full Equality Impact Assessment

An EqIA provides evidence for meeting the Council's commitment to equality and the responsibilities under the Public Sector Equality Duty.

When an EqIA has been undertaken, it should be submitted as an attachment/appendix to the final decision making report. This is so the decision maker (e.g. Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.

Please read the Council's Equality Impact Assessment Guidance before beginning the EqIA process.

1. Responsibility for the Equality Impact Assessment	
Name of proposal	Osborne Grove Nursing Home Development
Service area	Adult Social Care
Officer completing assessment	Emily Snelling
Equalities/ HR Advisor	Hugh Smith
Cabinet meeting date (if applicable)	June 2019
Director/Assistant Director	Charlotte Pomery

2. Summary of the proposal

Please outline in no more than 3 paragraphs

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *The decision-making route being taken*

Osborne Grove Nursing Home is a 32-bedded nursing unit currently providing nursing care for less than 5 residents. The home is located on a site, owned by the Council, in Stroud Green which has a sizeable garden, a large carpark and day centre provision.

On 12th December 2017 Cabinet agreed to the closure of the home following a public consultation. A separate EQIA was produced for that decision. It is available here: http://minutes.harinet.haringey.gov.uk/documents/g8292/Public%20reports%20pack%2012th-Dec-2017%2018.30%20Cabinet.pdf?T=10 .

On the 26th June 2018, the cabinet gave approval for Haringey to retain the Osborne Grove site and agreed that its use as a residential/nursing home should continue. Cabinet instructed that a design partner should be identified to undertake a feasibility study into the future design and feasibility options for site. The feasibility study was to include the construction works required to be undertaken, whether this can be undertaken with residents in situ, the risk to and likely impact on residents and whether and how current residents can be safeguarded. An EQIA was produced for that decision. It is available here: http://minutes.harinet.haringey.gov.uk/documents/g8727/Public%20reports%20pack%2026th-Jun-2018%2018.30%20Cabinet.pdf?T=10

The detailed Feasibility study completed demonstrates that this land offers significant opportunity for development, increasing provision to a 70-bedded nursing unit. The feasibility study provides the council five potential development options for the future of the site at Osborne Grove which will be presented to cabinet in July 2019. The council therefore is seeking approval from cabinet to agree to move to the next design phase with a variant of Option 4 of the Feasibility Study: demolish the current building and rebuild a 70 bed nursing provision including clinic site whilst ensuring that the use of the site is maximised.

This decision is regarding options for future use of the Osborne Grove site and the impact of the preferred option on the supply of nursing care in the borough and also the impact on current residents. All options are to be subject to detailed design work as well as consultation with residents and other stakeholders. During the building stage of any new nursing home - projected to last 3 years – there will be a temporary reduction in the supply of nursing home beds in the borough. When the new home has been built and opened, there will be more nursing beds available than currently and therefore there will be an overall increase in the supply of nursing home beds in the borough.

Each option would increase the supply of beds available in the borough and will create nursing placements fit to meet the increasingly complex needs of service users. During the building stage of the new nursing home - projected to last 3 years – there will be a

temporary reduction in the supply of nursing home beds in the borough. The proposal will affect current residents and the future recipients of nursing care in Haringey. This EQIA explores the potential impacts of the recommended options as there is a need for further information to be gathered through the detailed design phase consultation.

3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. Please include any gaps and how you will address these

This could include, for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national. For restructures, please complete the restructure EqIA which is available on the HR pages.

Protected group	Service users	Staff
Sex	Service data State of the Borough https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough	N/A
Gender Reassignment	Data not held	N/A
Age	Service data State of the Borough https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough	N/A
Disability	Service data State of the Borough https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough	N/A
Race & Ethnicity	Service data State of the Borough https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough	N/A
Sexual Orientation	Service data State of the Borough https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough	N/A
Religion or	Census 2011	N/A

Belief (or No Belief)		
Pregnancy & Maternity	Data not held	N/A
Marriage and Civil Partnership	Data not held	N/A

Outline the key findings of your data analysis. Which groups are disproportionately affected by the proposal? How does this compare with the impact on wider service users and/or the borough's demographic profile? Have any inequalities been identified?

Explain how you will overcome this within the proposal.

Further information on how to do data analysis can be found in the guidance.

Protected Characteristic	**% Service Users in Nursing Placements in Borough**	**% population in Haringey**
Sex	59% female; 41% male	49.3% Female; 50.7% Male
Gender Reassignment	Data not held	Data not held
Age	85% over 65; 15% under 65;	10% 65+
Disability	70% Physical Disability; 18% Dementia; 5% Mental Health Condition; 4% Learning disability; 4% other We expect an increase in people with age related disabilities	23% of Haringey households include one person with a long-term health problem or disability
Sexual Orientation	Data not held	3.7% of Haringey's population are lesbian, gay or bisexual (LGB), which is the 9th largest LGB community in the country.
Race & Ethnicity	50% White; 25% Black British/Black African; 4% Asian/Asian British; 17% Other	57.7% White British/Other; 18.7% Black British/African/Caribbean; 9.5% Asian/Asian British
Religion or Belief (or No Belief)	Data not held	45% Christian; 14% Muslim; 3% Jewish; 2% Hindu; 25% no religion
Pregnancy and Maternity	N/A	N/A
Marriage and Civil Partnership	Data not held	50% Married; 0.6% Civil Partnered

As indicated in the table above, nursing care is predominantly commissioned for older people (over 65's) and people with age or health related disabilities. As life expectancy for women is higher than that for men, we are likely to continue to see a higher proportion of

women than men accessing nursing care into the future. It is also notable that a significantly higher proportion of service users in nursing placements in Haringey are Black British/Black African.

The recommended options increase the supply of nursing beds in the long term, which will help meet the increased demand for older people's services in the future and will benefit people with protected characteristics, in particular those aged over 65 and women. The recommended options also ensure that the new build nursing home is more suitable than the current provision for people with disabilities and long-term health conditions such as dementia.

The recommended option of relocation of the home's current residents to alternative Nursing homes will disproportionately affect residents over 65, women and those with disabilities.

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please outline which groups you may target and how you will have targeted them

Further information on consultation is contained within accompanying EqIA guidance

The Co-Design Reference Group which involves a range of stakeholders including family members, the Chair of the Older People's Reference Group, the Chair of Healthwatch, ward councillors, Trade Unions and the Lead Member for Adults and Health, in order to ensure the process incorporates a variety of perspectives was formed prior to the Feasibility Study phase of this development.

As noted, detailed design is due to be carried out following decision to move to the next design phase with a variant of Option 4 of the Feasibility Study: Demolish the current building and rebuild a 70 bed nursing provision including clinic site whilst ensuring that the use of the site is maximised. It is therefore our intention to continue to consult with the Co Design Reference Group throughout the next design stage. The Council will continue to use the design principles, developed with stakeholders through a co-design process which was approved at Cabinet in June 2018;

- The design of the home is geared towards meeting the current and future needs of Haringey residents
- A financially viable and sustainable future for the continuation of nursing care provision on the site
- Recognition of the benefits of outstanding design to flexible care delivery now and into the future
- Aspiration for outstanding provision
- 'An open home', which is outward facing and supports engagement with the wider community, and health & care partners
- Partner and community engagement in supporting OGNH to operate to the full benefit of residents and other older people
- Focus on working in ways which build relationships and start from people's

strengths
- Increased access to the most enabling help even for those with high and complex needs.

Alongside the work of the Co-Design Reference Group, there will be continued engagement with a wider range of stakeholders over the coming months throughout the detailed design and planning processes

Views from stakeholders and the Co Design reference group will be gathered and used to help inform the design brief used by the Design Team whilst developing the final design plans for the development.

The Co- Design Group will also consider the full range of impacts on protected groups in the borough.

Following the selection of the preferred option, there will be consultation with residents and families directly affected by the proposal to ensure that their individual needs are met.

4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics

Explain how will the consultation's findings will shape and inform your proposal and the decision making process, and any modifications made?

The input of potential users, families and local residents to the detailed design and service model proposals for delivery of care at the home will be important to ensuring that their needs and outcomes are met through the proposals.

To date, the Co-Design Reference Group has worked on a set of design principles to guide the future approach. Their views have already informed the selection of a preferred option and are actively engaged in discussions about the model of care for the future. The draft design principles can be summarised as:

- The design of the home is geared flexibly towards meeting the current and future needs of Haringey residents
- A financially viable and sustainable future for the continuation of nursing care provision on the site
- Recognition of the benefits of outstanding design to flexible care delivery now and into the future
- Aspiration for outstanding provision
- 'An open home', which is outward facing and supports engagement with the wider community, and health & care partners
- Partner and community engagement in supporting OGNH to operate to the full benefit of residents and other older people
- Focus on working in ways which build relationships and start from people's strengths
- Increased access to the most enabling help even for those with high and complex

needs

The draft design principles take into account the specific needs of individuals and groups who share the protected characteristics, most notably older residents and those with disabilities and/or long-term health conditions.

The co-design reference group and identified key stakeholders have been consulted throughout the feasibility study process facilitated by the design team, project team and commissioning team. Consultation with identified stakeholders and local residents will continue throughout the detailed design and planning stage

5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics?

Please explain the likely differential impact on each of the 9 equality strands, whether positive or negative. Where it is anticipated there will be no impact from the proposal, please outline the evidence that supports this conclusion.

Further information on assessing impact on different groups is contained within accompanying EqIA guidance

1. Sex

Women are overrepresented among service users. The majority of recipients of nursing care are female due to the higher life expectancy of women. The long-term impact of moving to the next design phase. A variant of Option 4 of the Feasibility Study to demolish the current building and rebuild a 70 bed nursing provision including clinic site. Whilst ensuring that the use of the site is maximised would be positive for women who need nursing services as in the long term it will increase the supply of nursing beds in Haringey and will ensure these nursing beds are fit for purpose. This option would increase in-borough nursing capacity, allowing service users to remain close to their support networks and helping to meet expected increased demand due to an ageing population.

In the short term, developing a new unit will lead to a period of three years where no additional nursing provision will be delivered on-site. There will be no new provision for prospective residents. This will limit the availability of in-borough nursing placements in the short-term. However, the Council will seek to mitigate this by endeavouring to make placements in either Haringey or neighbouring boroughs during this period, including the introduction of block booking of available beds in the borough to boost the supply. As women are overrepresented among service users, they are more likely to be affected by these changes.

The recommended option of relocation of the home's current residents to alternative Nursing homes will affect more female residents than male residents.

Positive	X	Negative	X	Neutral impact		Unknown Impact	

2. Gender reassignment

The Council does not have local data regarding this protected characteristic. There is no reason to believe that there will be specific impacts for this protected group and the council will try to ensure that discrimination, harassment and victimisation is tackled based upon this and any other protected group.

Positive		Negative		Neutral impact		Unknown Impact	X

3. Age

People aged 65+ are overrepresented among service users relative to the population of Haringey. The long-term impact of moving to the next design phase. A variant of Option 4 of the Feasibility Study to demolish the current building and rebuild a 70 bed nursing provision including clinic site. Whilst ensuring that the use of the site is maximised would be positive for older people who need nursing services as it will increase the supply of nursing beds in Haringey and will ensure these nursing beds are fit for purpose. This option would increase in-borough nursing capacity, allowing service users to remain close to their support networks. People aged 65+ will be the primary beneficiaries of this change.

In the short term, developing a new unit will lead to a period of three years where no additional nursing provision will be delivered on site. There will be no new provision for prospective residents. This will limit the availability of in-borough nursing placements in the short-term. However, the Council will seek to mitigate this by endeavouring to make placements in either Haringey or neighbouring boroughs during this period, including the introduction of block booking of available beds in the borough to boost the supply. All those affected by this are aged 65+.

The recommended option of relocation of the home's current residents to alternative Nursing homes will affect more residents over 65.

Positive	X	Negative	X	Neutral impact		Unknown Impact	

4. Disability

People with disabilities are overrepresented among service users. A high proportion of recipients of nursing care have a physical or neurological disability. The long-term impact of moving to the next design phase. A variant of Option 4 of the Feasibility Study to demolish the current building and rebuild a 70 bed nursing provision including clinic site. Whilst ensuring that the use of the site is maximised would be positive for people with disabilities who need nursing services as it will increase the supply of nursing beds in Haringey and will ensure these nursing beds are fit for purpose. This option will increase in-borough nursing capacity - allowing service users to remain close to their support

networks; will provide nursing capacity that better meets the needs of people with disabilities; and will future proof for age related disabilities, such as dementia.

In the short term, developing a new unit will lead to a period of three years where no nursing provision will be delivered on site. This will limit the availability of in-borough nursing placements in the short-term. However, the Council will see to mitigate this by endeavouring to make placements in either Haringey or neighbouring boroughs during this period, including the introduction of block booking of available beds in the borough to boost the supply. Individuals with disabilities are likely to be over-represented among those affected.

The recommended option of relocation of the home's current residents to alternative Nursing homes will affect more residents with a disability.

Positive	X	Negative	X	Neutral impact		Unknown Impact	

5. Race and ethnicity

The long-term impact of this option would be positive. A higher proportion of recipients of nursing care in Haringey are Black British/Black African/Black Caribbean than the population of Haringey as a whole. The long-term impact of moving to the next design phase with a variant of Option 4 of the Feasibility Study to demolish the current building and rebuild a 70 bed nursing provision including clinic site, whilst ensuring that the use of the site is maximised would increase Haringey's ability to place clients within borough, close to their support networks. Therefore, proportionately benefit Black British/Black African/Black Caribbean residents.

In the short term, developing a new unit will lead to a period of three years where no nursing provision will be delivered on site. This will limit the availability of in-borough nursing placements in the short-term. However, the Council will see to mitigate this by endeavouring to make placements in either Haringey or neighbouring boroughs during this period, including the introduction of block booking of available beds in the borough to boost the supply. As a higher proportion of service users are from BAME communities, these groups are more likely to be affected than White British residents.

Positive	X	Negative	X	Neutral impact		Unknown Impact	

6. Sexual orientation

Data is unavailable on the number of service users who have undergone gender reassignment. However, the ONS estimates that 3.7% of Haringey's population are lesbian, gay or bisexual (LGB), which is the 9th largest LGB community in the country. It is therefore likely that LGB individuals will be affected by the decision. Any LGB resident will be treated the same as if they were heterosexual. The council and any providers will ensure that service provision is compliant with the Council's Public Sector Equality Duty.

Positive		Negative		Neutral		Unknown	X

				impact		Impact	

7. Religion or belief (or no belief)

A higher proportion of Haringey residents are from Muslim and Jewish communities, relative to the populations of London or the UK. It is therefore likely that residents from these faith groups, as well as those from Christian communities and those with no religion, will be affected by the decision. In the long-term, residents from faith communities and those with no belief will benefit from additional supply of nursing beds and increased in-borough nursing capacity. The council and any provider's will ensure that service provision is compliant with the Council's Public Sector Equality Duty.

Positive	X	Negative		Neutral impact		Unknown Impact	

8. Pregnancy and maternity

Due to the age group affected by the decision, there is no reason that pregnant women or mothers with young children will be directly affected by the decision.

Positive		Negative		Neutral impact	X	Unknown Impact	

9. Marriage and Civil Partnership

Data is unavailable on the number of service users who are in a civil partnership. Any resident that is in a civil partnership will be treated the same as if they were married.

Positive		Negative		Neutral impact	X	Unknown Impact	

Outline the overall impact of the policy for the Public Sector Equality Duty:

- **Could the proposal result in any direct/indirect discrimination for any group that shares the protected characteristics?**
- **Will the proposal help to advance equality of opportunity between groups who share a protected characteristic and those who do not?**
  This includes:
  a) **Remove or minimise disadvantage suffered by persons protected under the Equality Act**
  b) **Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups**
  c) **Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low**
- **Will the proposal help to foster good relations between groups who share a protected characteristic and those who do not?**

Any decision to increase nursing capacity for Haringey clients in borough will have a long term positive impact on residents aged 65+, a greater proportion of whom are likely to be women, BAME, and/or have disabilities, by increasing the availability of nursing provision in-borough, and reducing the proportion of Haringey clients that have to be placed out of borough. No direct/indirect discrimination is anticipated, and the increase in provision will help to advance equality of opportunity by taking steps to meet the needs of residents with protected characteristics where these are different from those of other groups.

In the short-term, the preferred option would be to cease capacity at OGNH for a 3-year period. Mitigating actions will be taken to ensure that the wellbeing of those current residents are safeguarded.

In the longer term, there will be actions to ensure future nursing care recipients are afforded as much choice as possible within Haringey or neighbouring boroughs, such as through block booking nursing beds to ensure that supply within the borough is available to residents living within the borough. The increased nursing care capacity at the end of the build period, however, will have a net positive impact on supply and therefore will benefit local residents in the long term.

6. a) What changes if any do you plan to make to your proposal as a result of the Equality Impact Assessment?

Further information on responding to identified impacts is contained within accompanying EqIA guidance

Outcome	Y/N
No major change to the proposal: the EqIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them.	Y
Adjust the proposal: the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below	N
Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.	N

6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

Impact and which	Action	**Lead officer**	**Timescale**

protected characteristics are impacted?			
The preferred option in the cabinet report: To proceed option 4 to the next stage of design: Demolishing existing building and building new 70-bed nursing home provision. The proposed development to include the site of clinic with a view to intensifying usage of the site, This will lead to a period of up to 3 years where there will be no nursing capacity on site. This will affect older people, mostly women, and people with disabilities disproportionately as the Council may need to secure provision out of borough. The feasibility study identified that it would not be advisable for the current residents(2) to remain in situ during the construction phase of development. This is due to the significant disruption and potential risks to individual residents' health and wellbeing due to being exposed Noise, Health and Safety concerns, Construction Dust impacting on air quality and required Relocation of residents twice during construction phase.	Haringey Council will continue to endeavour to place residents in Haringey or within neighbouring boroughs through proactive engagement with providers to secure placements. Haringey Council will also be seeking to establish block contracts with care homes in Haringey and within neighbouring boroughs to secure beds for use by Haringey residents. This will help to mitigate the impact of the short-term loss of supply in Haringey.	Charlotte Pomery	2019/20–2021/22

Please outline any areas you have identified where negative impacts will happen as a result of the proposal, but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.
N/A
6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:
The development of the home and the transition of new service users to a future scheme on the site, will be monitored to ensure referrals reflect the borough and user profile. Commissioned providers will be required to comply with the Public Sector Equality Duty under the Equality Act 2010 and this duty will be monitored in their contracts. We will also be engaging with a range of stakeholders in the further development of the home to ensure that it meets a wide range of needs, including for those of protected groups, through the established Co-Design Reference Group. The Council will continue to promote individual resident wellbeing and ensure all their needs are safely met and welfare safeguarded. For now, the Council will continue to monitor any impact from its recommended options on the residents at Osborne Grove Nursing Home. This will be through the day-to-day service provision, the Reference Group and in the plans for tasks to be undertaken on the future provision on the site.

7. Authorisation	
EqIA approved by: Charlotte Pomery, Assistant Director Commissioning.....	Date 17/06/2019 .....

8. Publication *Please ensure the completed EqIA is published in accordance with the Council's policy.*

Please contact the Policy & Strategy Team for any feedback on the EqIA process.

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Report for: **Cabinet 9 July 2019**

Title: Budget Report & MTFS Update

Report authorised by : Jon Warlow, Director of Finance

Lead Officers: Frances Palopoli ext 3896
email - frances.palopoli@haringey.gov.uk

Ward(s) affected: N/A

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

1. Describe the issue under consideration

The 2019/20 Budget/Medium Term Financial Strategy (MTFS) 2019/20-2023/24 report was agreed by Cabinet and subsequently Full Council in February 2019.

This report provides

- An update on the impact of the provisional General Fund (GF) 2018/19 outturn on Council finances (section 7)
- A summary of the 2019/20 budget position at period 2 (May) including delivery of agreed savings (section 8)
- An update on local changes to the MTFS assumptions outlined in the February report including an update on the National economic picture and local authority funding (section 9)
- An update on progress with the "live budgeting" agenda, the business planning process to deliver a balanced 2020/21 budget and refreshed MTFS. It provides detail of the proposed Invest to Save Programme in Children's Services and also sets out further budget changes now proposed to be incorporated into the future MTFS (2020-2025) (section 10).

2. Cabinet Member Introduction

It is positive to note that the in-year position currently forecast is better than at the same time last year which I believe reflects the impact of the budget realignments undertaken as part of the 2019/20 budget build.

I welcome the progress and ambition that our Children's services are now showing in bringing forward a suite of Invest to Save proposals which will have a positive impact on delivering the MTFS as well as beneficial outcomes for children and young people in our Borough in line with the agreed Borough Plan objectives.

You will see a number of items in the report related to Alexandra Palace & Park Trust (APPCT) and I would urge colleagues to support the proposed recommendations as these form part of our role as Trustee.

Finally, I would underline the impact of likely delays to the Spending Review 2019 (SR19) and other previously proposed changes to the Local Government funding mechanism on the MTFS. This moves us away from the planning certainty of 3-4-year funding and fails to address the structural funding shortfall within the Local Government system.

3. Recommendations

Cabinet is recommended to:

3.1 Note the forecast revenue outturn for the General Fund (GF) at Period 2 (May 2019)

3.2 Note the forecast delivery of agreed 2019/20 savings at Period 2 (May 2019)

3.3 Note the updates to the local and national budgetary position

3.4 Agree the budgetary changes in Section 10.3 to be incorporated into the future MTFS (2020-2025)

3.5 Approve the revenue budget variations associated with the Children's Services Invest to Save Programme in Paragraph 10.7 and Appendix 3; and

3.6 Delegate to the Director of Children's Services in consultation with the Cabinet Member for Children & Families future decisions on the Invest to Save Programme (except for SEND Transport) subject to the outcomes of any necessary Equalities Impact Assessment and consultation and any other relevant consideration

3.7 Note the contractual dispute between the APPCT and a contractor set out in paragraph 8.9 and in the recommendations in part B report.

4. Reasons for decision

A strong financial management framework, including oversight by Members and senior management, is an essential part of delivering the council's priorities and statutory duties. The Council has a statutory duty to set a balanced budget each year and having a clear financial strategy and the maintenance of a medium-term financial plan which is reviewed and updated regularly are critical in delivering this statutory duty. Accordingly, the report proposes changes now to be implemented in year and incorporated into the future MTFS (2020-2025).

5. Alternative options considered

The council has a legal responsibility to set a balanced budget and have a medium term financial strategy. Financial planning is a complex process and requires regular review of current and forecast spending and funding assumptions at both local and national level in order to update financial planning models in a timely fashion to ensure budgetary decisions are made with the fullest information available. Accordingly, no other options have been considered.

6. Background information

6.1 The 2019/20 Budget/Medium Term Financial Strategy (MTFS) 2019/20-2023/24 report agreed by Cabinet and subsequently Full Council in February 2019 took

actions to de-risk the base budget position which included directing additional funding to Children's (£7.6m) and Adults (£7m) and formally writing off £9.8m previously agreed savings no longer achievable.

6.2 This strategy meant that the ongoing structural gap did not significantly change, given the reliance on £5.5m of reserves to be used in 2019/20 to balance the budget which cannot be assumed to be repeated in subsequent years. However, re-directing resources towards the two People related serves provides greater confidence of managing within the agreed budget as well as delivering agreed budget reduction proposals. The size of savings to be achieved, alongside business as usual activity, still retains a delivery risk and the budget for 2019/20 maintains the Resilience reserve at £7.2m which continues across the whole of the MTFS period to be used to mitigate any in-year overspend/delay in implementation of planned savings. It is important that the Council also looks to find alternative solutions (in year mitigations) as and when savings issues or base budget pressures arise. Similarly, it is important that the Council makes progress on both designing and, where possible, implementing the measures needed to address it future year's structural funding gap at the earliest point.

6.4 The February report outlined an emerging new approach to the Council's current budget setting and periodic corporate monitoring processes which could be developed to support a "live budgeting" type of approach. This will help risk manage the in year budget delivery position and allow the Authority to get the best start for the forthcoming year.

7. Provisional 2018/19 Outturn

7.1 The provisional GF outturn reported to Cabinet on 18 June 2019 was in line with the forecast at Qtr 3 which projected a service outturn deficit of around £9.0m (excluding DSG) mitigated at year end through Corporate measures. The final figure was a small underspend of £0.3m which has been added to the Council's un-earmarked General Fund reserve.

7.2 In the light of the outturn position additions to, and re-balancing between, reserves took place with the ultimate aim of directing resources to support the transformational agenda and provide further resilience against under delivery of the agreed and future savings programme. A total of £7m was achieved and was allocated as follows:

- £2.1m – IT Infrastructure reserve
- £2.7m – Transformation reserve
- £2.2m – Resilience reserve

7.3 The 2019/20 Transformation & enhanced IT Infrastructure reserves will focus on pump priming pilot innovations to test if they will deliver the required change at scale and providing the required staff and technology to enable specific, largescale transformations that will provide larger scale returns in terms of savings and income. So, for example, as the council's priorities increasingly move towards new ways of delivering services, including a stronger focus on

prevention, digital access and automated processes, the reserve will prioritise those innovations that might start small but can scale quickly. Equally, we will see a greater proportion of reserve spending on technology enablers in 2019/20.

7.4 The Resilience reserve now includes capacity to deal with the impact of the negative DSG reserve balance. As referenced in the Outturn report, officers have already begun work on a recovery plan and an update will be included in the Qtr 1 budget monitoring report presented in September.

7.5 Whilst the above reports a positive betterment to the Council's balances, Members should note that a drawdown of £5.5m has already been agreed to set a balanced 2019/20 budget. This already offsets therefore any improvement in the earmarked reserves position reported in 2018/19 outturn.

8. Period 2 (May) 2019/20 Forecast Outturn and Delivery of Agreed Savings

8.1 A full review of the agreed 2019/20 budget including forecast outturn across all budget areas including DSG, HRA and capital will be carried out at the end of Qtr 1 (Period 3) and presented to Cabinet in September. This will also include a robust assessment of the delivery of agreed 2019/20 savings and those for subsequent years.

As an enhancement to previous years' budget reporting and in order to ensure that there is an early understanding of the financial position, a high level review was carried out at the end of May 2019 (Period 2) which shows that there is currently a forecast overspend of £3.4m as shown in the table below. It is early in the financial year and the expectation is that Corporate Board will put in place mitigating actions to address this.

Directorate	Revised Budget	Base Budget Pressures	2019/20 Savings Challenges	Mitigation	Forecast Outturn	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Childrens Services	56,705	0	0	0	56,705	0
Adults & Health	104,260	1,700	0	0	105,960	1,700
Environment & Neighbourhood	25,575	824	800	0	27,199	1,624
Housing Regeneration, & Planning	15,220	0	0	0	15,220	0
Transformation & Resources	10,024	300		-200	10,124	100
Finance	26,804	0	0	0	26,804	0
Corporate Governance	2,314	0	0	0	2,314	0
Chief Executive	281	0	0	0	281	0
Total Expenditure	**241182**	**2,824**	**800**	**-200**	**244,606**	**3,424**
External Funding	(241,182)	0	0	0	0	0
Net Budget	**0**	**2,824**	**800**	**-200**	**244,606**	**3,424**

Further detail of base budget pressures by Directorate is provided below. n.b. The Qtr1 monitoring report will present the table and narrative in the normal Priority reporting structure.

Children's Services – balanced with some risk of non- delivery of savings for 2019/20

8.2 The service is closely tracking it's spend in key areas where it knows it has challenges such as placements, legal costs associated with care proceedings agency staffing costs in key teams and it's spend on supporting families with no recourse to public funds (NRPF) which overspent by c. £1m in 2018/19. At this time there are no reported forecast budgetary overspends.

Adults & Health - £1.7m overspend and potential risk of non-delivery of 2019/20 savings

8.3 The underlying run rate in 2018/19 resulted in an overspend of £6.2m, which has been partially mitigated by growth of £4.5m added to the base budget for Osborne Grove (£0.3m), demographic growth (£1.2m) and write back of pre-agreed savings (£3.0m) however, this leaves a 2019/20 in-year pressure of £1.7m. This all relates to packages of social care across each of the main categories (physical disabilities, learning disabilities and older people).

Environment & Neighbourhood - £0.824m overspend

8.4 Services will continue to work on potential mitigations but the current main pressures are as follows:

Commissioning & Client - overspend of £0.348m:
Pressure in Waste due to continued under-achievement of previous MTFS savings around additional income generated from green and bulky waste.

Community Safety & Enforcement - overspend of £0.476m:
Pressure from staffing levels in CCTV Enforcement (£0.369m) and under-achievement of income for Licencing & Pest Control (£0.107m).

Housing Regeneration & Planning – balanced

8.5 There are risks that are currently being monitored closely which include the following:

Strategic Property – progress in achieving income targets.

Planning - Risks of a potential loss of pre-app and application income (due to market, Brexit and loss of confidence in Haringey). This might be mitigated over the year if the Council housebuilding programme increases.

Transformation & Resources - £0.1m overspend

8.6 Initial projections in HR are showing an £0.8m pressure: £0.5m on unfunded HR transformation teams (Reward and Workforce) and £0.3m on Schools income (traded services and a defunct maternity insurance scheme). A decision to fund the Reward and Workforce teams from the Transformation reserve for 2019/20 combined with other mitigations reduce the resultant pressure down to £0.1m at this point. The long-term funding solution for the HR function will be addressed as part of the service- wide review currently underway.

Finance, Corporate Governance, Chief Executive & External Funding - balanced

8.7 Currently expecting to operate within agreed budgets.

Delivery of 2019/20 Agreed Savings

8.8 The table below summarises the agreed savings for 2019/20 with commentary and forecast on 2019/20 delivery. Currently (Period 2) the only saving clearly identified as at risk is the "Alexandra House decant" (£0.8m) It is recommended that alternative mitigations are sought, at least to cover the impact this year.

Directorate	2019/20 Savings Target	Period 2 Forecast	P2 Variance	Commentary
	£'000	£'000	£'000	
Childrens Services	1,602	1,602	0	19.5% currently at risk but action being taken to address.
Adults & Health	4,390	4,390	0	£0.5m have no concrete savings plans but AD's have been tasked with identifying resolution
Environment & Neighbourhood	2,415	1,615	800	Saving depends on vacating floors in Alex House and then identifying appropriate tenants. Vaccation of floors has been delayed impacting on overall delivery.
Housing, Regeneration, & Planning	2,290	2,290	0	
Transformation & Resources	1,600	1,600	0	FOBO-related restructure savings show some risk of slippage. Consultations have been accelerated in mitigation. Further update for Qtr 1
Corporate Governance	150	150	0	
Chief Executive incl. Strategy & Comms	129	129	0	
TOTAL	**12,576**	**11,776**	**800**	

Appendix 2 provides detail of all the savings agreed for 2019/20 and across the remainder of the current MTFS. A more detailed update on delivery progress and confidence will be included in the Qtr 1 budget report to Cabinet in September.

Capital Programme

8.9 The agreed capital programme has been updated for the carry forwards agreed by Cabinet at its meeting of the 18th June 2019. The final outturn was £108.040m against a budget of £229.924m. Whilst the outturn represents 53% of the budget it was an improvement on the 2017/18 position of 37%. It should be noted that the capital slippage has not resulted in any lost resources.

The table below now incorporates all underspends agreed to be carried forward. Detailed monitoring of the capital programme will be reported to Cabinet in the Qtr 1 budgetary control report in September.

	Approved B/F Budget Underspend from 2018/19	Original (MTFS) Budget 19/20	19/20 Budget Adjustment / Virement	Full year Revised Budget
	£'000	**£'000**	**£'000**	**£'000**
People - Children's	6,457	11,752	0	18,209
People - Adults	2,905	5,720	0	8,625
Place	6,311	22,850	0	29,161
Economy	39,875	118,110	75	158,061
Housing (GF)	16,842	34,332	0	51,174
Housing (HRA)	23,574	54,183	0	77,757
Your Council	11,963	8,140	0	20,103
Total	**107,928**	**255,087**	**75**	**363,091**

The Council has been notified of a contractual dispute between the Alexandra Palace & Park Charitable Trust (APPCT) the details of which are set out in the exempt part B of this report.

9. MTFS Update including the National economic picture and local authority funding

9.1 The assumed funding gap at February 2019 can be illustrated by the table below and showed a cumulative gap of £20.5m across the period 2020/21 – 2023/24.

	2018/19 Budget £'000	2019/20 (Draft) Budget £'000	2020/21 Projected £'000	2021/22 Projected £'000	2022/23 Projected £'000	2023/24 Projected £'000
Priority 1 - Children Services	54,525	58,310	56,928	56,838	56,838	56,838
Priority 2 - Adults Services	79,241	82,312	79,201	79,196	79,235	79,135
Priority 3 - Environment & Neighbourhoods	27,920	26,652	24,887	24,287	24,217	24,147
Priority 4 - Regeneration & Growth	4,716	1,173	1,508	1,508	1,508	1,508
Priority 5 - Housing Services	19,833	18,888	18,180	17,606	17,606	17,606
Priority X - Corporate Services	38,281	35,805	33,856	33,831	33,825	33,819
Council Wide	25,594	23,528	35,876	41,597	51,003	58,909
Net Budget Requirement	**250,110**	**246,668**	**250,437**	**254,863**	**264,232**	**271,962**
Planned Contributions from Reserves	-	(5,487)	-	-	-	-
Further savings to be identified	-	(0)	(13,172)	(13,983)	(18,095)	(20,470)
Total General Fund Budget	**250,110**	**241,181**	**237,265**	**240,880**	**246,137**	**251,492**
New Homes Bonus	2,736	2,541	2,200	2,200	2,200	2,200
Adult Social Care Grant	718	-	-	-	-	-
Revenue Support Grant	30,202	-	-	-	-	-
Council Tax	102,317	101,982	105,051	108,213	111,470	114,825
Retained Business Rates	20,729	36,484	32,436	31,980	32,480	32,980
Top up Business Rates	56,702	65,196	65,165	66,060	67,560	69,060
Total Main Funding	**213,404**	**206,202**	**204,852**	**208,452**	**213,710**	**219,065**
Public Health	20,209	19,677	19,677	19,677	19,677	19,677
Other Coree Grants	13,847	11,453	10,586	10,601	10,601	10,601
Council Tax Surplus	2,650	3,850	2,150	2,150	2,150	2,150
Total - Other Funding/Core Grants	**36,706**	**34,979**	**32,413**	**32,428**	**32,427**	**32,427**
TOTAL (External) Funding	**250,110**	**241,181**	**237,265**	**240,880**	**246,137**	**251,492**
Opening General Fund Balance	15,493	15,493	15,493	15,493	15,493	15,493
Closing General Fund Balance	15,493	15,493	15,493	15,493	15,493	15,493
NB. The 2018/19 closing General Fund balance is the in-year position reported at Month 8						

9.2 The following paragraphs provide a high level analysis of required or potential changes to the assumptions included in the February report drawing on both funding and expenditure changes at a local and national level.

Spending Review 2019 (SR19)

9.3 As part of the Governments macro-economic planning process all Government department budgets are effectively reviewed in detail and expenditure totals set for the following 3-4 years. In the local government context, these reviews set the overall funding envelope available within the system subsequently translated into the annual local government finance settlements announced in December each year. The Local Government sector had expectations that the SR19 review would address or at least recognise the serious un-met funding issues particularly within Adult Social Care (ASC), SEND and Homelessness.

9.4 The Council's February report assumed that Government would carry out the SR19 over the summer with revised governmental budgets agreed during Autumn 2019 ahead of the next LG finance settlement. However, the impact of Brexit means that is widely assumed now that this will no longer happen. At this point, the most likely scenario is that the 2019/20 Local Government funding position would be used as the basis for a shorter-term settlement for 2020/21 at least and potentially for 2021/22.

Fair Funding Review and Business Rates Retention (BRR) / Reset

Fair Funding Review

9.5 In February 2016 Government announced a 'Fair Funding Review' to affect how the overall Local Government funding level agreed in the next Spending Review (SR19 in this case) is allocated and redistributed between local authorities from April 2020 onwards. There would likely be a transitional element, to smooth the impact of any major changes arising from the model change, to arrive at an individual **baseline funding level.**

9.6 The Government's timetable for completion of this review has also been delayed and is also significantly interlinked with the SR19 and it is unclear whether the review will conclude in time to impact on the next Local Government finance settlement.

9.7 In the meantime, the Council should continue to participate in further consultations over proposed changes to overall mechanism. Key points that London Councils continue to lobby on are:

- Containment of national funding crisis in CSC & ASC
- Address the specific factors that drive London's homelessness crisis
- Address specific cost pressures related to UASC & NRPF – linked to London's greater levels of migration

Business Rates Retention / Reset

9.8 The Council joined the London Business Rates Pool in 2018/19 at which point the pool was allowed to retain 100% of specified growth across London. In 2019/20 the pool has been allowed to continue albeit retaining 75% of such growth. For 2020/21, it is expected that the Pool discontinues and a National 75% growth retention scheme is implemented. Retained growth is defined with reference to an agreed business rates baseline. These baselines are also expected to be reset for 2020/21.

9.9 While the authority has had the benefit from the pool for 2 years (£6.4m 18/19; £2.7m forecast for 2019/20), it is extremely difficult to forecast what the position will be for 2020/21 onwards, although the coming into business rating of the new Spurs stadium may mitigate any decrease in business rates retention.

Pressures Update

Demand

9.10 The Adults Social Care budgets are most impact by growth in demand and have been working on projecting demand growth over the medium term. The current estimated pressure suggests annual percentage rises of between 2.51% and 2.93% equating to an £11.1m financial impact across the period to 2023. These figures are gross and the service are actively looking at options to manage the demand down however, this level of pressure will be difficult to contain, even within the context of service redesign and transformative programmes.

Dedicated Schools Grant (DSG)

9.11 The DSG is provided by Government and covers four funding blocks or streams. Over the recent past, the High Needs block has come under intense pressure as demand has increased coupled with legislative changes which place a requirement on providing support for young people up to 25 years of age. In 2018/19 the High Needs block overspent by £4.3m which could not be mitigated by underspends in Schools and Early Years blocks or the brought forward reserve balance. This led to a year end notional negative balance of £2.2m. As explained in the Outturn report to Cabinet, this negative reserve is presently held on the Council's balance sheet as part of its Services reserve and is offset by it's other component balances.

9.12 The Childrens Service along with Schools Forum have already embarked on a recovery plan but forecasts are that the deficit will increase during 2019/20. The impact of the recovery plan will be monitored and reported back to Cabinet via the quarterly budget reports.

Pensions

9.34 The triennial 'revaluation' of the Haringey Pension Fund is taking place over the course of this financial year. The final result of this 2019 assessment will not be known until January 2020 however the indications we have at this stage are that Council contributions are unlikely to need to rise.

9.14 A further potential pressure could arise on the back of a current age discrimination challenge in the judges public sector pension scheme. Any ruling would apply to all other public sector schemes. There is much uncertainty over both the outcome and timing of any judgement on this case so is difficult to forecast. Based on current advice from the Government Actuary's Department the impact for Haringey could be between nil and £3m additional annual contribution into the pension fund. This will be kept under review but the outcome may not be known in time to build into the 2020/21 budget.

Other Pressures / Risks

9.15 The current MTFS has built in an annual £0.5m increase to cover the additional NLWA levy associated with the proposed new waste disposal and recycling plant. This is being kept under review.

9.16 The key risks identified in February are still relevant but arguably the most significant (in terms of size and impact) are:

- The on-going uncertainty over Brexit and the implication of whatever arrangement is put into place. The Council is actively assessing and planning as to how it might need to respond to consequences of Brexit. While the government has recently announced a grant of £210k over two years, the actual costs associated with dealing with the ramifications will almost certainly be higher. This provides a further case for an ongoing Resilience reserve.

- Delay in delivering the expected SR19 along with uncertainty over the BRR model, percent (%) kept locally and the impact of any reset.

10. 2020/21 Business Planning Process

10.1 In order to meet the Council's ambitions for improving outcomes for residents whilst managing a reducing resource base, significant and sometimes transformative change is required.

10.2 As highlighted in paragraph 6.0, against the backdrop of 10 years of austerity and an uncertain national picture, it is almost inevitable that some budget reduction proposals are not delivered according to agreed profile or even agreed level. To maintain momentum and move towards a more agile organisation, able to take advantage of opportunities as soon as possible, the Council is looking to make greater use of the quarterly budget monitoring reports to obtain in year Cabinet approvals for change.

MTFS changes proposed now

10.3 The analysis of unachievable savings undertaken last financial year also included an element (£0.740m) of the Front Office/Back Office (FOBO) programme. This arose as a consequence of restructuring which meant budgets, and associated savings targets, moved out of the FOBO remit. This was omitted from the budget adjustments undertaken at the time. There are also some outstanding budgetary impacts arising from the last corporate restructure within Environment & Neighbourhoods which need to be formalised (£0.167m). These both impact on 2020/21 budgets.

10.4 The Council currently provides the Alexandra Palace and Park Charitable Trust (APPCT) with an annual revenue grant of £1.95m and an annual capital grant of £0.47m. The Park and Palace are charitable assets held on trust by the Council in accordance with the Alexandra Park and Palace Acts and Orders to *"uphold, maintain and repair the Palace and to maintain the Park as a place of public resort and recreation and for other public purposes".* These grants are made so as to discharge the Council's statutory obligations in relation to APPCT. In light of the financial pressure facing the Council and the need to explore all options in order to maintain a sustainable Council budgetary position, it is recommended that consultation commence on reducing the level of the annual revenue grant to APPCT by 10% from 2020/21 onwards.

10.5 It is therefore recommended that the changes outlined in paragraphs 10.3 & 10.4 are incorporated into the future MTFS (2020-25).

10.6 It should also be highlighted that there is an exempt part of this report addressing other matter relating to APPCT's current position.

Invest to Save Programme (Children's Services)

10.7 The Children's Service have developed an invest to save programme consisting of 6 projects:

1. SEND Transport
2. In-House Foster Care
3. Family Centres
4. Edge of Care
5. Pause
6. Additional Foster Care Rooms

£1.425m of flexible capital receipts has already been set aside within the current medium financial strategy to fund this programme along with capital resources of £0.624m contained within the agreed capital programme (Schemes 117 & 199). Cabinet are now asked to approve the additional revenue budgetary adjustments to enable the programme to progress.

The forecast implications for the Children's revenue budget are shown in the table below. The adjustments to the Children's revenue budget are within the agreed budgetary framework and highlight the net on-going benefit of this Programme across 2019/20 – 2021/22.

Children's Services Invest to Save Programme	19/20	20/21	21/22	Totals
	£000	£000	£000	£000
Net Savings	(417,162)	(2,180,628)	(3,149,849)	(5,747,639)
Capital Investment	(234,500)	(300,000)	(90,000)	(624,500)
Flexible use of Cap' Rec'	(1,000,000)	(300,000)	(125,000)	(1,425,000)
Net Revenue Benefit	(1,651,662)	(2,780,628)	(3,364,849)	(7,797,140)
Less already assumed MTFS Savings	505,000	505,000	505,000	1,515,000
Total further revenue savings	(1,146,662)	(2,275,628)	(2,859,849)	(6,282,140)

Any future decisions relating to the SEND Transport project, if above the key decision threshold, would come back to Cabinet for decision.
Further detail behind each project and the forecast investment and savings is provided in Appendix 3.

Emerging New Budget Reduction Proposals

10.8 The February 2019 Budget/MTFS report set out some high-level themes aligned to the Borough Plan objectives where transformation and change opportunities were likely to emerge from.

Two all Member sessions have been carried over the last few weeks to share where this work has moved forward since February. The opportunities highlighted will be further developed over the summer with updates provided according to the timetable below.

Business Planning Process 2020/21

10.9 The next steps within the 2020/21 business planning process, ultimately culminating in a balanced 2020/21 budget and refreshed MTFS now covering 2020/21-2025 are set out below.

- September 2019 Qtr 1 budget monitoring report and budget update
- December 2019 Budget and MTFS report

11. Contribution to strategic outcomes

Adherence to strong and effective financial management will enable the Council deliver it's stated objectives and priorities.

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

Finance

The Chief Finance Officer notes the forecast outturn position for the year outlined in section 8 and while an overspend is forecast, it is considerably lower than the position reported at Qtr1 last year. This is a welcome change but, as section 9 underlines, there are still considerable budget savings to be delivered and even more to identify and it is therefore imperative that action is taken now to tackle the forecast budget pressures and ensure that delivery of the agreed savings is in hand.

Section 10 reaffirms the Council's wish to move towards a more active, live budgeting approach. In the face of the scale of the financial pressures facing the Council this is to be supported as it should enable to Council to take advantage of identified benefits at an early stage and also react in a timely manner to any threats.

This will be an increasingly important approach in the light of the continuing austerity agenda and further funding uncertainty due to delays in Government policy and funding announcements.

Procurement

Strategic Procurement notes the contents of this report and will continue to work with services to enable cost reductions and meet MTFS

Legal

The Assistant Director of Corporate Governance has been consulted on this report.

Section 28 of the Local Government Act 2003 imposes a statutory duty on the Council to monitor during the financial year its expenditure and income against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such action as it considers necessary to deal with the situation. This could include, as set out in the report, action to reduce spending in the rest of the year.

The Council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the overspend.

The Cabinet is responsible for approving revenue virements in excess of certain limits as laid down in the Financial Regulations at Part 4 Section I Paragraph 5.31, and within the Executive's functions at Part 3 Section C, of the Constitution.

Equality

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

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

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

The Council's budget and its Medium Term Financial Strategy (MTFS) are aligned with the Haringey Borough Plan for 2019-23. All priorities have delivery plans including a clear vision, objectives and performance indicators that will be publicly available, ensuring that our progress against those targets is transparent.

In the context of delivering millions of pounds worth of savings, the Council will need to make changes to the way it delivers its services, as detailed in this document. In each area, where budget reductions have adverse impacts on service users detailed analyses will be conducted to identify and mitigate the impact.

At this stage, the assessment of the potential impact of decisions is high level and has not yet been subject to a detailed quantitative and qualitative analysis. As proposals are developed, full impact assessments will be completed and consulted on, identifying any work needed to mitigate the impact on protected groups. Haringey's Forward Plan document should be consulted to find out when individual projects will be brought to Cabinet, and to view any corresponding EqIAs.

13. Use of Appendices

9.1 Appendix 1 2019/20 Budget Book
Appendix 2 Agreed Revenue Savings
Appendix 3 Children's Services Invest to Save Programme

14. Local Government (Access to Information) Act 1985

25/02/2019 Full Council Report: 2019/20 Budget and Medium Term Financial Strategy (2019/20-2023/24)
2019/20 Budget Book: https://www.haringey.gov.uk/local-democracy/performance-and-finance/council-budget/council-budget-2019-20

APPENDIX 1.

London Borough of Haringey Budget Book 2019/20

			Expenditure			Income			Net Expenditure
			Gross Budget (Expenditure)	Corporate Overhead	Total Expenditure	Income	Overhead Recharge Income	Total Income	
			£'000	£'000	£'000	£'000	£'000	£'000	£'000
Priority			**664,354.41**	**42,369.00**	**706,723.41**	**(422,830.01)**	**(42,711.40)**	**(465,541.41)**	**241,182.00**
Housing	**TOTAL Priority - Housing**		**51,666.38**	**619.00**	**52,285.38**	**(32,332.97)**	**-**	**(32,332.97)**	**19,952.40**
	Housing & Growth	**TOTAL Housing & Growth**	**41,927.79**	**333.60**	**42,261.39**	**(31,948.37)**	**-**	**(31,948.37)**	**10,313.02**
		Temporary Accommodation / Homelessness	41,135.94	168.10	41,304.04	(31,418.74)	-	(31,418.74)	9,885.30
		Housing Strategy & Commissioned Services	791.85	165.50	957.35	(529.63)	-	(529.63)	427.72
	Commissioning	**TOTAL Commissioning**	**8,841.33**	**69.80**	**8,911.13**	**(53.20)**	**-**	**(53.20)**	**8,857.93**
		Housing Related Support – Commissioning (Adults Housing Support Services)	4,922.37	58.10	4,980.47	-	-	-	4,980.47
		Housing Related Support – Commissioning (Administration)	203.91	11.70	215.61	(53.20)	-	(53.20)	162.41
		Housing Related Support – Commissioning (Single Homeless Support Services)	3,715.06	-	3,715.06	-	-	-	3,715.06
	Environment & Neighbourhood	**TOTAL Environment & Neighbourhoods**	**897.25**	**215.60**	**1,112.85**	**(331.40)**	**-**	**(331.40)**	**781.45**
		Private Sector Housing Team	897.25	215.60	1,112.85	(331.40)	-	(331.40)	781.45
People	**TOTAL Priority - People**		**180,583.57**	**11,525.40**	**192,108.97**	**(39,840.93)**	**(1,211.50)**	**(41,052.43)**	**151,056.54**
	Children	**TOTAL Children**	**52,064.16**	**6,790.50**	**58,854.66**	**(5,024.74)**	**-**	**(5,024.74)**	**53,829.92**
		Director Management	4.80	12.00	16.80	-	-	-	16.80
		Targeted Response & Youth Justice	1,414.60	447.60	1,862.20	(162.00)	-	(162.00)	1,700.20
		Early Help & Family Support	1,334.20	1,437.00	2,771.20	(24.20)	-	(24.20)	2,747.00
		Children in Need of Support & Protection	7,315.31	1,434.10	8,749.41	(10.00)	-	(10.00)	8,739.41
		Children in Care and Care Leavers	28,581.41	1,781.00	30,362.41	(3,646.51)	-	(3,646.51)	26,715.90
		Safeguarding and Practice Quality	1,772.80	279.90	2,052.70	(95.30)	-	(95.30)	1,957.40
		Children's Management and Support	2,153.20	30.60	2,183.80	-	-	-	2,183.80
		Children & Young People with Additional Needs	8,595.43	1,102.10	9,697.53	(1,086.73)	-	(1,086.73)	8,610.80
		Director's Support Budget	892.42	266.20	1,158.62	-	-	-	1,158.62
	Adults	**TOTAL Adults**	**98,570.33**	**2,681.90**	**101,252.23**	**(31,334.39)**	**-**	**(31,334.39)**	**69,917.85**
		Head of Assessment and Safeguarding	692.90	202.10	895.00	-	-	-	895.00
		Adults Assessment	1,147.68	231.40	1,379.08	(119.90)	-	(119.90)	1,259.18
		Mental Health	2,118.97	597.50	2,716.47	(16.00)	-	(16.00)	2,700.47
		Safeguarding	766.97	158.90	925.87	-	-	-	925.87
		Service Providers	2,193.65	14.40	2,208.05	(1,187.30)	-	(1,187.30)	1,020.75
		Care Purchasing	47,861.82	-	47,861.82	(9,384.98)	-	(9,384.98)	38,476.84
		Assistant Director Adult Social Care	772.60	13.50	786.10	-	-	-	786.10
		Integrated Access & Independence	4,825.70	693.50	5,519.20	(1,186.40)	-	(1,186.40)	4,332.80
		Haringey Learning Disability Partnership	4,152.76	336.70	4,489.46	(1,889.50)	-	(1,889.50)	2,599.96
		Care Purchasing Learning Disability	27,858.34	-	27,858.34	(2,943.11)	-	(2,943.11)	24,915.24
		Winkfield Resource Centre	197.30	78.50	275.80	(9.00)	-	(9.00)	266.80
		Haynes Hub	516.90	126.50	643.40	(0.70)	-	(0.70)	642.70
		Director Adult Social Care	5,079.37	169.10	5,248.47	(14,575.50)	-	(14,575.50)	(9,327.03)
		Princpal Social Worker (PSW)	385.37	59.80	445.17	(22.00)	-	(22.00)	423.17
	Commissioning	**TOTAL Commissioning**	**8,139.30**	**1,099.80**	**9,239.10**	**(1,028.70)**	**(851.40)**	**(1,880.10)**	**7,359.00**
		Early Years Commissioning	2,639.50	139.60	2,779.10	(232.00)	-	(232.00)	2,547.10
		Early Help Commissioning	13.60	-	13.60	-	-	-	13.60
		Looked After Children Commissioning	667.60	-	667.60	-	-	-	667.60
		Brokerage and Quality Assurance	1,976.00	960.20	2,936.20	(39.00)	(851.40)	(890.40)	2,045.80
		Grant to Citizens advice & Voluntary Sector	2,457.90	-	2,457.90	(755.00)	-	(755.00)	1,702.90
		Substance Misuse & HIV Commissioning	384.70	-	384.70	(2.70)	-	(2.70)	382.00
	Public Health	**TOTAL Public Health**	**17,205.65**	**348.70**	**17,554.35**	**(120.00)**	**(360.10)**	**(480.10)**	**17,074.25**
		Children Public Health Services	5,626.07	-	5,626.07	-	-	-	5,626.07
		Children Substance Misuse	285.00	-	285.00	-	-	-	285.00
		Director of Public Health	1,525.80	315.30	1,841.10	-	-	-	1,841.10
		Sexual Health	4,971.76	-	4,971.76	-	-	-	4,971.76
		Life Expectancy Improvement	500.00	-	500.00	-	-	-	500.00
		Substance Misuse	3,574.37	-	3,574.37	-	-	-	3,574.37
		Public Mental Health	133.00	-	133.00	-	-	-	133.00
		Miscellaneous Public Health Services	67.00	-	67.00	-	-	-	67.00
		Emergency Planning	326.65	33.40	360.05	-	(360.10)	(360.10)	(0.05)
		Assistant Director Public Health	15.00	-	15.00	-	-	-	15.00
		Non Public Health Expeniture	181.00	-	181.00	(120.00)	-	(120.00)	61.00
	Schools	**TOTAL Schools**	**4,604.12**	**604.50**	**5,208.62**	**(2,333.10)**	**-**	**(2,333.10)**	**2,875.52**
		Schools & Learning Management	124.40	18.00	142.40	-	-	-	142.40
		Governors Service	-	9.30	9.30	-	-	-	9.30
		Education of Children in Care	349.70	-	349.70	-	-	-	349.70
		Early Years	147.90	284.80	432.70	(95.40)	-	(95.40)	337.30
		Admissions & School Organisation	190.92	-	190.92	(25.00)	-	(25.00)	165.92
		Schools Personnel	1,590.90	-	1,590.90	-	-	-	1,590.90
		Other Schools Support Services	2,200.30	292.40	2,492.70	(2,212.70)	-	(2,212.70)	280.00

APPENDIX 1.

Place		**TOTAL Priority - Place**	**67,645.34**	**6,571.20**	**74,216.54**	**(40,410.61)**	**(6,074.40)**	**(46,485.01)**	**27,731.53**
	Environment & Neighbourhoods	**TOTAL Environment & Neighbourhoods**	**65,016.04**	**6,502.30**	**71,518.34**	**(40,371.02)**	**(6,074.40)**	**(46,445.42)**	**25,072.92**
		Commissioning & Client	22,361.33	758.10	23,119.43	(8,469.17)	-	(8,469.17)	14,650.26
		Parking, Parks & Highways	29,097.58	4,190.70	33,288.28	(26,540.63)	-	(26,540.63)	6,747.65
		Community Safety & Enforcement	4,102.33	937.30	5,039.63	(3,181.62)	-	(3,181.62)	1,858.01
		Assistant Director for Commercial & Operations	1,306.60	395.70	1,702.30	-	-	-	1,702.30
		Operational Resilience	8,148.21	220.50	8,368.61	(2,179.60)	(6,074.40)	(8,254.00)	114.61
	Commissioning	**TOTAL Commissioning**	**679.30**	**68.90**	**748.20**	**(39.59)**	**-**	**(39.59)**	**708.61**
		Bernie Grant Centre	166.00	-	166.00	-	-	-	166.00
		Arts Development	157.00	9.70	166.70	-	-	-	166.70
		Archives	82.50	18.50	101.00	-	-	-	101.00
		Bruce Castle	273.80	40.70	314.50	(39.59)	-	(39.59)	274.91
	Chief Finance Officer	**TOTAL Chief Finance Officer**	**1,950.00**	**-**	**1,950.00**	**-**	**-**	**-**	**1,950.00**
		Alexandra Palace	1,950.00	-	1,950.00	-	-	-	1,950.00
Economy		**TOTAL Priority - Economy**	**14,321.74**	**3,733.70**	**18,055.44**	**(13,148.43)**	**-**	**(13,148.43)**	**4,907.01**
	Director of Housing, Regeneration & Planning	**TOTAL Director of Housing, Regeneration & Planning**	**97.93**	**47.90**	**145.83**	**(67.00)**	**-**	**(67.00)**	**78.83**
		Director of Housing, Regeneration, Planning & Economic Development	145.83	-	145.83	(67.00)	-	(67.00)	78.83
	Economic Development & Growth	**TOTAL Economic Development & Growth**	**6,330.60**	**1,958.50**	**8,289.10**	**(8,590.55)**	**-**	**(8,590.55)**	**(301.45)**
		Assistand Director Economic Development & Growth	252.70	32.80	285.50	(45.50)	-	(45.50)	240.00
		Strategic Property & Economic Development	5,542.40	1,565.60	7,108.00	(8,150.55)	-	(8,150.55)	(1,042.55)
		Carbon Management	535.50	360.10	895.60	(394.50)	-	(394.50)	501.10
	Planning	**TOTAL Planning**	**3,527.31**	**814.30**	**4,341.61**	**(2,511.63)**	**-**	**(2,511.63)**	**1,829.99**
		Planning Management	316.63	22.10	338.73	(22.20)	-	(22.20)	316.53
		Building Control	803.12	176.80	979.92	(738.25)	-	(738.25)	241.67
		Development Control	1,308.16	416.60	1,724.76	(1,337.88)	-	(1,337.88)	386.89
		Planning & Transport Policy	1,099.40	198.80	1,298.20	(413.30)	-	(413.30)	884.90
	Property & Capital Projects	**TOTAL Property & Capital Projects**	**882.50**	**141.70**	**1,024.20**	**(840.15)**	**-**	**(840.15)**	**184.05**
		Construction	1,024.20	-	1,024.20	(840.15)	-	(840.15)	184.05
	Regeneration	**TOTAL Regeneration**	**3,483.40**	**771.30**	**4,254.70**	**(1,139.10)**	**-**	**(1,139.10)**	**3,115.60**
		Tottenham Regeneration	3,109.20	609.60	3,718.80	(1,139.10)	-	(1,139.10)	2,579.70
		Socio - Economic Regeneration	237.30	59.10	296.40	-	-	-	296.40
		Wood Green Regeneration	136.90	102.60	239.50	-	-	-	239.50
Your Council		**TOTAL Priority - Your Council**	**350,137.39**	**19,919.70**	**370,057.09**	**(297,097.08)**	**(35,425.50)**	**(332,522.58)**	**37,534.51**
	Chief Finance Officer	**TOTAL Chief Finance Officer**	**34,329.41**	**9,268.00**	**43,597.41**	**(13,854.18)**	**(4,547.00)**	**(18,401.18)**	**25,196.24**
		Treasury & Other Corporate	30,348.03	8,700.40	39,048.43	(13,854.18)	-	(13,854.18)	25,194.26
		Public Health	1.70	-	1.70	-	-	-	1.70
		Corporate Finance	3,979.68	567.60	4,547.28	-	(4,547.00)	(4,547.00)	0.28
	Corporate Governance	**TOTAL Corporate Governance**	**8,677.30**	**1,322.40**	**9,999.70**	**(6,386.90)**	**(1,299.30)**	**(7,686.20)**	**2,313.50**
		Electoral Services	380.00	95.30	475.30	(2.40)	-	(2.40)	472.90
		Local Democracy	1,930.80	431.60	2,362.40	(1.70)	-	(1.70)	2,360.70
		Audit & Risk Management	1,045.50	138.10	1,183.60	(248.60)	(957.60)	(1,206.20)	(22.60)
		Legal Services	5,163.90	569.00	5,732.90	(6,134.20)	(341.70)	(6,475.90)	(743.00)
		Assistant Director of Corporate Governance	157.10	88.40	245.50	-	-	-	245.50
	Customer Service and Libraries	**TOTAL Customer Service and Libraries**	**7,326.30**	**2,377.80**	**9,704.10**	**(631.20)**	**(4,595.50)**	**(5,226.70)**	**4,477.40**
		Assistant Director for Corporate and Customer Service	139.10	78.90	218.00	(631.20)	(4,595.50)	(5,226.70)	(5,008.70)
	Leader and Chief Executive	**TOTAL Leader and Chief Executive**	**3,938.88**	**384.10**	**4,322.98**	**(748.20)**	**(3,126.20)**	**(3,874.40)**	**448.58**
		Chief Executive	271.60	9.10	280.70	-	-	-	280.70
		Strategy and Communication	3,667.28	375.00	4,042.28	(748.20)	(3,126.20)	(3,874.40)	167.88
	Shared Service Centre	**TOTAL Shared Service Centre**	**294,037.48**	**6,164.30**	**300,201.78**	**(274,902.00)**	**(20,559.00)**	**(295,461.00)**	**4,740.78**
		Information Technology	12,346.64	737.50	13,084.14	(165.80)	(12,918.30)	(13,084.10)	0.04
		Assistant Director for Shared Service Centre	651.80	462.80	1,114.60	(117.60)	(998.40)	(1,116.00)	(1.40)
		HR	4,224.96	625.10	4,850.06	(1,498.00)	(3,969.10)	(5,467.10)	(617.04)
		Revenues	1,780.53	1,906.30	3,686.83	(1,679.20)	-	(1,679.20)	2,007.63
		Benefits	272,933.33	1,759.00	274,692.33	(271,340.60)	-	(271,340.60)	3,351.73
		Business Support	1,141.26	382.10	1,523.36	(58.80)	(1,464.60)	(1,523.40)	(0.04)
		Finance	958.96	291.50	1,250.46	(42.00)	(1,208.60)	(1,250.60)	(0.14)
	Transformation & Resources	**TOTAL Transformation & Resources**	**451.96**	**185.50**	**637.46**	**-**	**-**	**-**	**637.46**
		Feedback & Freedom of Information	1.40	-	1.40	-	-	-	1.40
		Corporate Programme Management Office	317.06	116.50	433.56	-	-	-	433.56
		Director for Customers, Transformation & Resources	133.50	69.00	202.50	-	-	-	202.50
	Strategic Procurement	**TOTAL Strategic Procurement**	**1,376.06**	**217.60**	**1,593.66**	**(574.60)**	**(1,298.50)**	**(1,873.10)**	**(279.44)**

Net Expenditure		Employees	Premises - related expenditure	Transport - related expenditure	Supplies and Services	Third Party Payments	Transfer Payments	Support Services	Capital Charges	Capital Financing Costs	Contingencies	Government Grants	Other Grants Reimbursement Contributions	Customer and Client Receipts	Interest	Recharges	TOTAL per Priority
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Housing	Housing & Growth	1,083.72	15,304.11	0.50	1,733.03	23,806.43	-	333.60	-	-	-	-	-	(30,498.74)	-	(1,449.63)	
	Commissioning	351.73	-	0.50	6.80	8,482.30	-	69.80	-	-	-	(53.20)	-	-	-	-	
	Environment & Neighbourhoods	831.45	-	16.00	20.50	29.30	-	215.60	-	-	-	-	-	(331.40)	-	-	
	TOTAL	**2,266.90**	**15,304.11**	**17.00**	**1,760.33**	**32,318.03**	**-**	**619.00**	**-**	**-**	**-**	**(53.20)**	**-**	**(30,830.14)**	**-**	**(1,449.63)**	**19,952.40**
People	Childrens	20,585.12	254.35	3,079.08	2,625.13	24,694.29	826.20	6,790.50	-	-	-	(3,370.65)	(404.06)	(561.20)	-	(688.83)	
	Adults	15,610.03	351.60	287.80	2,208.10	80,103.20	9.60	2,681.90	-	-	-	(9,040.40)	(13,396.82)	(8,542.87)	-	(354.30)	
	Commissioning	3,477.90	0.95	8.20	1,453.25	2,807.00	392.00	1,099.80	-	-	-	(232.00)	-	(796.70)	-	(851.40)	
	Public Health	1,812.40	1.40	1.20	112.45	15,278.20	-	348.70	-	-	-	-	(120.00)	-	-	(360.10)	
	Schools	3,929.99	96.90	71.05	506.18	-	-	604.50	-	-	-	(289.30)	(30.00)	(499.80)	-	(1,514.00)	
	TOTAL	**45,415.44**	**705.20**	**3,447.33**	**6,905.11**	**122,882.69**	**1,227.80**	**11,525.40**	**-**	**-**	**-**	**(12,932.35)**	**(13,950.88)**	**(10,400.57)**	**-**	**(3,768.63)**	**151,056.54**
Place	Environment & Neighbourhoods	14,602.79	6,424.75	490.04	3,422.37	39,750.39	-	6,502.30	-	325.70	-	-	(1,044.72)	(34,166.17)	-	(11,234.53)	
	Commissioning	334.10	58.05	-	177.15	110.00	-	68.90	-	-	-	-	-	(39.59)	-	-	
	Chief Finance Officer	(2.00)	-	-	50.00	1,902.00	-	-	-	-	-	-	-	-	-	-	
	TOTAL	**14,934.89**	**6,482.80**	**490.04**	**3,649.52**	**41,762.39**	**-**	**6,571.20**	**-**	**325.70**	**-**	**-**	**(1,044.72)**	**(34,205.76)**	**-**	**(11,234.53)**	**27,731.53**
Economy	Director of Housing, Regeneration & Planning	52.25	-	-	45.68	-	-	47.90	-	-	-	-	-	(50.00)	-	(17.00)	
	Economic Development & Growth	3,185.80	2,110.48	8.25	749.78	221.30	-	1,958.50	-	55.00	-	(1,749.20)	(311.60)	(6,398.10)	-	(131.65)	
	Planning	3,175.26	3.40	25.40	314.15	9.10	-	814.30	-	-	-	-	-	(2,240.63)	-	(271.00)	
	Property & Capital Projects	573.10	0.23	1.15	308.03	-	-	141.70	-	-	-	-	-	-	-	(840.15)	
	Regeneration	2,307.60	31.00	-	654.50	490.30	-	771.30	-	-	-	-	(82.50)	-	-	(1,056.60)	
	TOTAL	**9,294.01**	**2,145.10**	**34.80**	**2,072.13**	**720.70**	**-**	**3,733.70**	**-**	**55.00**	**-**	**(1,749.20)**	**(394.10)**	**(8,688.73)**	**-**	**(2,316.40)**	**4,907.01**
Your Council	Chief Finance Officer	10,507.38	229.00	1.00	1,535.30	16,377.62	-	9,610.40	-	8,135.29	(2,798.58)	(6,669.00)	-	(5,810.67)	(136.50)	(5,785.01)	
	Corporate Governance	5,170.50	14.90	37.50	3,203.20	251.20	-	1,322.40	-	-	-	-	(143.90)	(1,889.10)	-	(5,653.20)	
	Customer Service and Libraries	6,007.50	653.20	7.70	547.90	110.00	-	2,377.80	-	-	-	-	-	(358.70)	-	(4,868.00)	
	Deputy Chief Executive	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Leader and Chief Executive	2,652.03	21.55	3.20	1,225.10	37.00	-	384.10	-	-	-	-	-	(293.80)	-	(3,580.60)	
	Shared Service Centre	14,362.18	106.15	32.70	7,703.95	991.00	270,032.90	6,164.30	808.60	-	-	(269,533.70)	(3,461.70)	(48.70)	-	(22,416.90)	
	Transformation & Resources	449.66	-	0.40	1.90	-	-	185.50	-	-	-	-	-	-	-	-	
	Strategic Procurement	1,295.86	0.40	2.20	77.60	-	-	217.60	-	-	-	-	(84.60)	(490.00)	-	(1,298.50)	
	TOTAL	**40,445.11**	**1,025.20**	**84.70**	**14,294.95**	**17,766.82**	**270,032.90**	**20,262.10**	**808.60**	**8,135.29**	**(2,798.58)**	**(276,202.70)**	**(3,690.20)**	**(8,890.97)**	**(136.50)**	**(43,602.21)**	**37,534.51**
	TOTAL - Priorities	**112,356.35**	**25,662.41**	**4,073.87**	**28,682.04**	**215,450.63**	**271,260.70**	**42,711.40**	**808.60**	**8,515.99**	**(2,798.58)**	**(290,937.45)**	**(19,079.90)**	**(93,016.16)**	**(136.50)**	**(62,371.40)**	**241,182.00**
Funding	National Non Domestic Rates Allocation	-	-	-	-	-	-	-	-	-	-	(65,529.51)	-	(37,388.49)	-	-	
	Collection Fund requirement	-	-	-	-	-	-	-	-	-	-	-	-	(105,832.00)	-	-	
	Core Grants (Unallocated)	-	-	-	-	-	-	-	-	-	-	(32,432.00)	-	-	-	-	
	TOTAL Funding	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(97,961.51)**	**-**	**(143,220.49)**	**-**	**-**	**(241,182.00)**
HRA	**Housing Revenue Account**	**-**	**8,768.80**	**-**	**1,231.10**	**41,561.51**	**1,815.50**	**4,354.40**	**15,506.00**	**11,872.30**	**16,360.99**	**-**	**-**	**(101,174.40)**	**(296.20)**	**-**	**-**
DSG	**Dedicated Schools Grant**	**19,827.45**	**12.05**	**52.00**	**454.13**	**48,685.66**	**-**	**128,210.36**	**-**	**-**	**1,941.00**	**(199,182.66)**	**-**	**-**	**-**	**-**	**-**

Haringey LONDON

APPENDIX 1.

Haringey Capital Programme Plan by Priority 2019/20-2023/24

SCHEME REF	SCHEME NAME	2019/20 (£'000)	2020/21 (£'000)	2021/22 (£'000)	2022/23 (£'000)	2023/24 (£'000)	Total (£'000)
101	Primary Sch - repairs & maintenance	1,030	1,000	1,000	1,000	1,000	**5,030**
102	Primary Sch - mod & enhance (Inc SEN)	5,970	4,800	5,355	1,525	1,480	**19,130**
103	Primary Sch - new places	162	39	-	-	-	**201**
104	Early years	93	93	-	-	-	**187**
109	Youth Services	14	-	-	-	-	**14**
110	Devolved Sch Capital	531	531	531	531	531	**2,655**
114	Secondary Sch - mod & enhance (Inc SEN)	3,552	4,200	750	110	-	**8,612**
115	Secondary Estate Mixed Development	400	10,050	10,050	5,400	10,000	**35,900**
	People (Children's)	11,752	20,713	17,686	8,566	13,011	**71,729**
201	Aids, Adap's & Assistive Tech - Home Owners (DFG)	2,193	2,193	2,193	2,193	2,193	**10,965**
208	Supported Living Schemes	1,500	1,500	1,500	1,500	-	**6,000**
209	Assistive Technology	500	500	500	500	-	**2,000**
211	Community Alarm Service	177	177	177	177	177	**885**
213	Canning Crescent Assisted Living	500	4,200	1,750	250	-	**6,700**
214	Osborne Grove Nursing Home	500	1,500	6,000	2,250	500	**10,750**
215	Hornsey Town Hall Supported Living	250	1,750	-	-	-	**2,000**
216	Homelessness Hub	100	-	-	-	-	**100**
	People (Adults)	5,720	11,820	12,120	6,870	2,870	**39,400**
	People (Total)	17,472	32,533	29,806	15,436	15,881	**111,129**
301	Street Lighting	1,300	1,300	1,300	1,300	1,300	**6,500**
302	Borough Roads	4,189	3,689	3,689	3,689	3,689	**18,945**
303	Structures (Highways)	394	-	-	-	-	**394**
304	Flood Water Management	590	620	650	680	710	**3,250**
305	Borough Parking Plan	322	-	-	-	-	**322**
307	CCTV	2,109	-	830	1,000	200	**4,139**
309	Local Implementation Plan(LIP)	2,500	2,500	2,500	2,500	2,500	**12,500**
310	Developer S106 / S278	750	750	750	750	750	**3,750**
311	Parks Asset Management:	300	300	300	300	300	**1,500**
313	Active Life in Parks:	230	230	230	230	230	**1,150**
314	Parkland Walk Bridges	1,000	1,000	-	-	-	**2,000**
316	Asset Management of Council Buildings	4,326	1,991	651	331	381	**7,680**
319	Bull Lane MUGA	2,520	1,080	-	-	-	**3,600**
322	Finsbury Park	600	600	600	600	600	**3,000**
323	Parking Strategy	1,000	1,000	-	-	-	**2,000**
325	Parks Vehicles	720	-	-	-	-	**720**
	Place (Total)	22,850	15,060	11,500	11,380	10,660	**71,450**

SCHEME REF	SCHEME NAME	2019/20 (£'000)	2020/21 (£'000)	2021/22 (£'000)	2022/23 (£'000)	2023/24 (£'000)	Total (£'000)
401	Tottenham Hale Green Space	4,990	5,946	900	2,680	600	**15,116**
402	Tottenham Hale Streets	9,017	7,683	5,097	1,363	450	**23,609**
411	Tottenham High Rd & Bruce Grove Stn	150	-	-	-	-	**150**
421	High Road West Business Acquisition	54,580	15,521	15,670	12,770	32,830	**131,371**
427	White Hart Lane Public Realm (LIP)	500	-	-	-	-	**500**
429	Site Acq (Tott & Wood Green)	10,000	8,867	-	-	-	**18,867**
430	Wards Corner CPO	5,000	-	-	-	-	**5,000**
434	Wood Green Regeneration	100	-	-	-	-	**100**
435	Wood Green Station Road	120	-	-	-	-	**120**
438	Vacant possession Civic Centre	72	-	-	-	-	**72**
444	Marsh Lane	821	9,323	4,700	266	-	**15,110**
447	Alexandra Palace - Maintenance	470	470	470	470	470	**2,350**
452	Low Carbon Zones	15	-	-	-	-	**15**
464	Bruce Castle	1,000	500	4,000	6,000	8,500	**20,000**
465	District Energy Network (DEN)	800	-	1,500	6,500	3,500	**12,300**
470	Wood Green HQ, Library & Customer Service Centre	950	2,400	6,000	8,400	10,000	**27,750**
472	JLAC Match Fund	500	500	-	-	-	**1,000**
474	Tottenham High Road Strategy	1,638	5,402	3,980	1,027	1,027	**13,074**
475	Tottenham Green Public Realm Scheme Phase 2	-	156	-	-	-	**156**
477	Strategic Regeneration & Community Assets	3,000	3,000	-	-	-	**6,000**
480	Wood Green Regen (2)	2,997	4,632	5,901	12,141	13,610	**39,279**
481	Strategic Investment Pot	1,750	1,400	2,650	-	-	**5,800**
482	Strategic Property	19,640	680	1,273	254	3	**21,850**
	Economy (Total)	118,110	66,480	52,140	51,870	70,990	**359,590**
509	CPO - Empty Homes	650	1,000	1,000	1,000	1,000	**4,650**
510	Temporary Accommodation Acquisition Programme	25,000	4,409	-	-	-	**29,409**
512	Wholly Owned Company	5,000	8,000	8,000	8,000	8,000	**37,000**
513	54 Muswell Hill Flats	712		-			**712**
514	Notting Hill Housing Group (4 Ashley Road)	2,970	-	-	-	-	**2,970**
	Housing (GF) (Total)	34,332	13,409	9,000	9,000	9,000	**74,741**

SCHEME REF	SCHEME NAME	2019/20 (£'000)	2020/21 (£'000)	2021/22 (£'000)	2022/23 (£'000)	2023/24 (£'000)	Total (£'000)
604	Continuous Improvement	950	950	950	950	950	**4,750**
606	Hornsey Library Refurbishment	1,882	-	-	-	-	**1,882**
607	Financial Management System Replacement	-	350	2,000	650		**3,000**
621	Libraries IT and Buildings upgrade	1,056	25	85	-	-	**1,166**
622	FOBO Programme	500	500	500	-	-	**1,500**
639	Ways of Working	252	255	255	-	-	**762**
698	Responsiveness Fund	2,000	-	-	-	-	**2,000**
699	P6 - Approved Capital Programme Contingency	1,500	-	-	-	0	**1,500**
	Your Council (Total)	8,140	2,080	3,790	1,600	950	**16,560**
	TOTAL GF CAPITAL PROGRAMME	**200,904**	**129,562**	**106,236**	**89,286**	**107,481**	**633,470**
	Housing Revenue Account (HRA)						
	Existing Stock Investment (Haringey	52,293	56,532	57,663	58,816	59,992	**285,296**
	New Homes Build Programme	1,890	11,246	180,590	27,714	26,036	**247,476**
	New Homes Acquisitions	-	51,479	126,962	149,784	104,812	**433,037**
	Total Housing (HRA)	54,183	119,257	365,215	236,314	190,840	**965,809**
	TOTAL CAPITAL PROGRAMME PLAN	**255,087**	**248,819**	**471,451**	**325,600**	**298,321**	**1,599,279**

Proposed Revenue Savings Proposals - Summary

-1

Ref	Proposal	2018/19 Total Savings	Savings Written Off in MTFS (2019/20) £'000	Savings to be delivered in (2018-19) £'000	Pre-Agreed Savings (2019/20) £'000	2019/20 (New) MTFS Savings £'000	2019/20 Total Savings £'000	2020-21 Total Savings £'000	2021-22 Total Savings £'000	2022-23 Total Savings £'000	2023/24 Total Savings £'000	Total (All Years) £'000
	P1 - Childrens											
A1.1	Service Redesign & Workforce	450	450	-	-	-	-	-	-	-		-
A1.2	Early Help & Targeted Response	162	162	-	-	-	-					-
A1.3	Family Group Conferencing	300	300	-	-	-	-	-	-	-		-
A1.4	Family Based Placements	275	275	-	-	-	-	-	-	-		-
A1.5	Care Leavers - Semi Independent Living	100	100	-	-	-	-	-	-	-		-
A1.6	Adoption and Special Guardianship Order payments	298	298	-	-	-	-	-	-	-		
A1.7	Supported Housing	600	600	-	-	-	-	-	-	-		
A1.8	New Model of Care	1,000	1,000	-	-	-	-	-	-	-		
A1.9	SEND Restructure	134	84	50	-	-	-	-	-	-		
1.1	Early Years - remodel Childrens Centres and wider service	150	150	-	-	-	-	-	-	-		
1.2	Pendarren	220	220	-	-	-	-	-	-	-		-
1.3	Services to Schools	148	148	-	-	-	-	-	-	-		-
1.4	Restructure in DCT (Family Link)	120	90	30	-	-	-	-	-	-		-
1.5	Self funded Education Psychology Service	350	350	-	-	-	-	-	-	-		-
1.6	Respite Officer recommissioning through Haselmere Respite Centre	168	159	9	-	-	-	-	-	-		-
1.7	Unidentified - Respite/ 0-25 Service	130	130	-	-	-	-	-	-	-		-
PC1	Reduce the number of agency staff	-	-	-	-	196	196	61	-	-		257
PC2	Reduce operational costs	-	-	-	-	347	347	250	-	-		597
PC3	Reduce the costs of placements	-	-	-	-	746	746	90	90	-		926
PC4	Safeguarding and Social Care and Early intervention and preventing demand	-	-	-	-	290	290	-	-	-		290
PC5	Increase income generation	-	-	-	-	23	23	-	-	-		23
							-					-
	Total	**4,605**	**4,516**	**89**	**-**	**1,602**	**1,602**	**401**	**90**	**-**	**-**	**2,093**

APPENDIX 2.

Haringey LONDON

	P2 - Adults											
A2.1	Supported Housing Review	466	466	-	-	-	-	-	-	-	-	-
A2.2	Osborne Grove	-	-	-	-	-	-	-	-	-	-	-
A2.3	Fees and charges review	155	155	-	-	-	-		-	-	-	-
A2.4	Technology Improvement	750	750	-	-	-	-	-	-	-	-	-
A2.5	Market efficiencies	663	663	-	-	-	-	-	-	-	-	-
A2.6	Promoting Independence Reviews	866	866	-	-	-	-	-	-	-	-	-
B2.7	Haringey Learning Disability Partnership	1,140	-	1,140	1,140	-	1,140	1,430	1,430	1,430	-	5,430
B2.8	Mental Health	390	-	390	390	-	390	490	490	490	-	1,860
B2.9	Physical Support	860	-	860	860	-	860	1,070	1,070	1,070	-	4,070
PA1	Charging for Managed Accounts	-	-	-	-	120	120	-	-	-	-	120
PA2	Fast tracking financial assessments	-	-	-	-	140	140	-	-	-	-	140
PA3	Capitalisation of CAS	-	-	-	-	177	177	-	-	-	-	177
PA4	Housing Related support	-	-	-	-	600	600	-	-	-	-	600
PA5	In-House Negotiator	-	-	-	-	116	116	344	-	-	-	460
PA6	Transfer of High Cost Day Opps	-	-	-	-	-	-	525	15	-	-	540
PA7	Public Health (Sexual Health)	-	-	-	-	267	267	-	-	-	-	267
PA8	Investment of drug and alcohol savings in preventative services for adults and families, targeting health inequalities	-	-	-	-	400	400	-	-	100	100	600
PA9	Further savings to be delivered by Adults Services	-	-	-	-	180	180	180	180	180	-	720
							-					
	Total	5,290	2,900	2,390	2,390	2,000	4,390	4,039	3,185	3,270	100	14,984

APPENDIX 2.

Haringey LONDON

	P3 - Cleaner and Safer											
A3.1	Charge Green Waste - income generation	375	-	375	-	-	-	-	-	-	-	-
A3.2	Charging for Bulky Household Waste	100	-	100	-	-	-	-	-	-	-	-
A3.3	Charging for Replacement Wheelie Bins	50	-	50	-	-	-	-	-	-	-	-
A3.4	Charging for recycling bins and increasing residual bins for RSLs, Managing Agents, Developers etc…	50	-	50	-	-	-	-	-	-	-	-
A3.5	Flats Above Shops –Provision of bags - Service reduction	-	-	-	-	-	-	-	-	-	-	-
A3.6	Reduce Outreach/ Education team - Service reduction	65	-	65	-	-	-	-	-	-	-	-
A3.7	Closure of Park View Road R&R - Service reduction	115	-	115	-	-	-	-	-	-	-	-
A3.8	Veolia Operational Efficiencies	-	-	-	-	-	-	-	-	-	-	-
A3.9	Rationalisation of Parking Visitor Permits	225	-	225	-	-	-	-	-	-	-	-
A3.10	Parking Enforcement - new operating model	-	-	-	-	-	-	-	-	-	-	-
A3.11	Relocation of Parking/CCTV processes and appeals	380	-	380	-	-	-	-	-	-	-	-
A3.12	Move to Cashless Parking	75	-	75	-	-	-	-	-	-	-	-
A3.13	Move to Online Parking Permit Applications & Visitor Permits	-	-	-	-	-	-	-	-	-	-	-
A3.14	Parking New IT Platform	-	-	-	-	-	-	-	-	-	-	-
A3.15	Increase in CO2 Parking Permit Charge	300	-	300	-	-	-	-	-	-	-	-
PL1	Additional HMO Licensing Scheme for HMO	-	-	-	-	-	-	400	-	-	-	400
PL2	Review and Extension of CPZ coverage	-	-	-	-	500	500	-	-	-	-	500
PL3	Waste, CS & Enforcement: Efficiency Savings on Veolia Contract	-	-	-	-	100	100	-	-	-	-	100
PL4	Increase in Moving Traffic Enforcement	-	-	-	-	260	260	40	-	-	-	300
PL5	Healthmatic Toilets	-	-	-	-	30	30	-	-	-	-	30
PL6	Extending parking enforcement	-	-	-	-	350	350	-	-	-	-	350
PL7	Litter Enforcement	-	-	-	-	-	-	100	-	-	-	100
PL8	Soft FM Efficiency	-	-	-	-	25	25	25	50	-	-	100
PL9	Leisure centre concessions	-	-	-	-	-	-	-	50	70	70	190
PL10	London Construction Programme Revenue	-	-	-	-	200	200	-	-	-	-	200
PL11	Flexible Police Resourcing	-	-	-	-	200	200	-	-	-	-	200
PL12	Waste Service Programme	-	-	-	-	-	-	500	-	-	-	500
PL13	Parking Transformation Programme	-	-	-	-	-	-	500	500	-	-	1,000
							-					-
	Total	1,735	-	1,735	-	1,665	1,665	1,565	600	70	70	3,970

APPENDIX 2.

Haringey LONDON

	P4 - Growth & Employment											
A4.3	**Corporate projects** - Transfer of functions to HDV	250	-	250	-	-	-	-	-	-	-	**-**
B4.1	**Tottenham Regeneration programme**	50	-	50	-		-	-	-	-	-	**-**
EC1	**Carbon Management**	-	-	-	-	60	60	**-**	**-**	**-**	**-**	**60**
EC2	**Reduction in consultancy budget**	-	-	-	-	75	75	-	-	-	-	**75**
EC3	**Deletion of senior post**	-	-	-	-	225	225	**-**	**-**	**-**	**-**	**225**
EC4	**Tackling uncrystallised debt**	-	-	-	-	50	50	-	-	-	-	**50**
EC5	**Outdoor media adverstising**	-	-	-	-	-	-	**15**	**-**	**-**	**-**	**15**
EC7	**Strategic Property Services**	-	-	-	-	500	500	-	-	-	-	**500**
	Total	**300**	**-**	**300**	**-**	**910**	**910**	**15**	**-**	**-**	**-**	**925**
	P5 - Housing & HRA											
B5.1	**Housing**	50		50	120	-	120					**120**
HO1	**Temporary accommodation reduction plan**			-	-	920	920	708	573			**2,201**
EC6	**Explore opportunities to capitalise development team costs**			-	-	150	150					**150**
							-					**-**
	Total	**50**	**-**	**50**	**120**	**1,070**	**1,190**	**708**	**573**	**-**	**-**	**2,471**

APPENDIX 2.

Haringey LONDON

	PX - Enabling											
A6.1	**Legal Services** - Reduction in staffing and other related expenditure	-	-	-	150	-	150	-	-	-	-	**150**
A6.2	**Audit and Risk Management** - reduction in cost on the external audit contract	-	-	-	-	-	-	-	20	-	-	**20**
A6.3	**Democratic Services** - reduction in staffing	-	-	-	-	-	-	-	-	-	-	**-**
A6.4	**Shared Service Centre Business Support** - reduction in staffing	-	-	-	-	-	-	-	-	-	-	**-**
A6.5	**Shared Service Centre** - new delivery model for shared services	250	-	250	1,500	-	1,500	1,500	-	-	-	**3,000**
A6.6	**Reduce Opening Hours in our six branch libraries to 36 hours per week**	-	-	-	-	-	-	-	-	-	-	**-**
A6.7	**Shared Service Offer for Customer Services**	-	-	-	1,000	-	1,000	-	-	-	-	**1,000**
A6.10	**Translation and Interpreting Service - new contract**	-	-	-	-	-	-	-	-	-	-	**-**
A6.11	**Closure of internal Print Room**	51	-	51	-	-	-	-	-	-	-	**-**
A6.12	**Communications - reduction in staffing**	53	-	53	-	-	-	-	-	-	-	**-**
A6.13	**Income generation – Advertising and Sponsorship**	-	-	-	-	-	-	-	-	-	-	**-**
A6.14	**Professional Development Centre**	-	-	-	-	-	-	-	-	-	-	**-**
A6.15	**Insurance**	48	-	48	-	-	-	-	-	-	-	**-**
A6.16	**Accounts Payable**	117	-	117	-	-	-	-	-	-	-	**-**
YC1	**Out of home advertising income generation**	-	-	-	-	129	129	5	5	6	6	**151**
YC2	**Remove ward budgets**	-	-	-	-	190	190					**190**
YC3	**Growing Libraries Income**	-	-	-	-	100	100					**100**
	Total	**519**	**-**	**519**	**2,650**	**419**	**3,069**	**1,505**	**25**	**6**	**6**	**4,611**
	Council Wide Savings											
A6.8	**Senior Management Savings**	226	-	226	-	-	-	-	-	-	-	**-**
A6.9	**Alexandra House - Decant**	250	-	250	750	-	750	-	-	-	-	**750**
	Professional Development Centre	136	-	136	-	-	-	-	-	-	-	**-**
	Voluntary Severance Savings	1,204	1,204	-	-	-	-	-	-	-	-	**-**
	BIP Commercial/ Organisation Wide: Barry Phelps	700	700	-	-	-	-	-	-	-	-	**-**
	Bad Debt Provision - Finance restruture element	200	-	200	-	-	-	-	-	-	-	**-**
	Bad Debt Provision - Debt management element	500	500	-	-	-	-	-	-	-	-	**-**
	Council Wide SavingsTotal	**3,216**	**2,404**	**812**	**750**	**-**	**750**	**-**	**-**	**-**	**-**	**750**
	Overall Total	**15,715**	**9,820**	**5,895**	**5,910**	**7,666**	**13,576**	**8,233**	**4,473**	**3,346**	**176**	**29,804**

Haringey LONDON

APPENDIX 3

Summary of Children and Young People Service Invest to Save Business Cases

1. Enhancing the foster care service

The proposal

1.1 This proposes to increase the number of inhouse foster carers by building on the success of the 2018/19 in-house foster carer recruitment project. At the end of March 2019 we had recruited 15 new in-house foster carers and delivered significant placement savings.

1.2 In order to recruit more in-house foster carers we need the capacity to do this. This will require the recruitment of a new team of social workers who will recruit, assess and support the new in-house foster carers and improve outcomes for children.

1.3 This proposal also includes the implementation of an additional tier in the payment scheme for foster carers. This will provide competitive financial reward for in-house foster carers who can foster children with more complex needs rather than the children being placed with independent foster agency carers.

Evidence based and learning from best practice

1.4 This proposal also includes the Mockingbird programme which has been successfully used in 26 Council. It centres on an extended family model where one foster home is paid to act as a hub, offering planned and emergency respite, advice, training and support, to six to ten satellite fostering or kinship care families. The programme improves the stability of fostering placements and strengthens the relationships between carers, children and young people, fostering services and birth families.

Investment

1.5 The majority of the investment is required is to recruit a team of social workers, a manager and a marketing officer. Additionally, investment is needed to fund the new tier in the payment scheme and provide resource for the Mockingbird programme.

How the savings will be achieved

1.6 The savings will be achieved through reducing our use of expensive independent agency foster carers.

1.7 This proposal will also provide the capacity for the new social work team to bring the assessment of special guardianship and connected person assessments in-house, thereby avoiding expensive spot purchasing. The team will also provide the capacity for more effective ongoing management and review of these placements.

2. The Foster carer room extension model

The proposal

2.1 To become a carer it is essential to have a spare room – so housing is a crucial factor in preventing people from becoming foster carers or limiting the number of children carers can look after.

2.2 This proposal aims to increase fostering placement capacity through the funding of housing adaptations for existing in-house foster carers who have been assessed as being suitable for taking on an additional placement.

APPENDIX 3

1.1 The fostering service has completed a survey with 57 in-house foster carers and a number of carers are interested in fostering a further child if the authority were able to fund an extension to their property.

1.2 The first cohort of applications to be considered will be tenants of Homes for Haringey. The second cohort to be considered will be those foster carers who own their own property, in which instance a legal agreement will be put in place to protect the council's investment in the building extension until such time as accrued savings have balanced the loan. The scheme cannot be made available to private tenancies.

Investment

1.3 The investment needed is capital funding for the extensions. Through the Capital Programme existing funding has been identified and is available to support this programme. The proposed level of funding available could support approximately eight extensions. Subject to the successful delivery of these housing extensions alongside the effective use of the placements, and with evidenced continued demand from in-house foster carers, the Directorate will present a further application for funding.

How the savings will be achieved

2.6 According to the Greater London Authority, who are delivering a similar programme, the average local extension cost in London is £30,000 per extension, and each extension will support one further placement. For each room created, the anticipated cost savings for the local authority would be approximately £20k per annum (based upon an averted Independent Fostering Agency placement).

2. Family Centre

The proposal

3.1 The proposal is to set up a 'Family Centre' which will:

- undertake the necessary parenting assessments where children are subject to legal processes or when cases are in care proceedings.
- link parents and families to specialist groups for parenting/caring advice and guidance to encourage strengthening skills within the family dynamic.

3.2 The proposed 'Family Centre' will be based at the current contact centre – The Maya Angelou Centre which already has the space and facilities to meet the needs of the service.

Learning from best practice

3.3 Our current practice is to use mother and baby residential units or mother and baby foster care placements for parenting assessments required by court. Using a mother and baby residential unit does not always provide a clear picture of the potential risks to the baby and prognosis for change as it is an artificial environment.

3.4 Most councils have moved away from this type of assessment and have moved to a model of community-based assessments as part of a wraparound service. This provides a more rigorous and comprehensive assessment of risk and prognosis for change.

Investment

3.5 The investment required is to recruit team of social workers, a child psychologist, social work assistants and an administrator.

APPENDIX 3

How the savings will be achieved

3.6 Savings will be delivered through the significant reduction of mother and baby residential placements, and mother and baby foster care placements. Furthermore, spot purchasing of parenting assessments through independent social workers will no longer be required as in-house staff will be trained to complete these assessments in the community setting.

1. Edge of Care service

The proposal

1.1 Evidence shows that there are a number of children and young people who dip in and out of services then reappear as looked after children or in young offender services at a later stage (often during adolescence).

1.2 Furthermore, if a child or young person comes into care and does not return home within the first month, this significantly impacts the likelihood of them returning to their family or home situation. This suggests that a rapid response of intensive support could prevent children and young people entering care for the longer term.

1.3 The proposed edge of care service would therefore be delivered by an intensive intervention team that will address the needs of the young person in the family or care environment. Interventions are based on the principles of a Multi Systemic Approach, where 12 hours a week, over a period of 8 -12 weeks, is used to support the family with one to one education and support, additional focused workshops and training.

1.4 The service is to be seen as an “Intensive Care” provision supporting the child/young person in their own home, school and community. The service is fixed to a short-focused time period to address the key issues and to build a ‘step-down” plan.

Investment

1.5 Investment is required to recruit a team of social workers , family support workers a Child and Adolescent Mental Health worker and an administrator.

How the savings will be achieved

4.6 The team will identify, assess and implement interventions that will divert children from entering the care system and priority will be given to those children 13 years old up to their 16th birthday.

2. The Pause Programme

The proposal

2.1 The Pause Programme works with women who have experienced, or are at risk of, repeated pregnancies that result in children needing to be removed from their care. Through an intense, relationship-based programme, women are given the chance to pause and take control of their lives.

2.2 Pause seeks to work with women in a way which addresses everybody in their lives – fathers of their children, partners, family members and friends – as well as professionals such a social

service, housing, the NHS and the justice system. Partnership underpins the work, with the women, with local areas and with policy-makers and service providers.

1.1 Pause offers women an 18-month, individually-tailored, intensive package of support, delivered by a dedicated practitioner, which is intended to address a broad range of emotional, psychological, practical, and behavioural needs. As a condition of beginning this voluntary programme, women agree to use an effective form of reversible contraceptive for the 18-month duration of the programme. This is intended to allow women the opportunity to reflect and focus on their own needs.

Evidence based and learning from best practice

1.2 Pause began in Hackney in 2013 and received funding from the Department for Education Innovation Programme in 2015 to expand the pilot within Hackney, and to Doncaster, Greenwich, Hull, Islington, Newham, and Southwark. There are 31 local authorities that are currently operating the Pause model in England.

1.3 This is a national programme and an evaluation conducted by the DfE reported that findings from qualitative and quantitative data suggested that Pause generally had a positive and significant impact on the women engaging with the programme, many of whom had complex, multiple, and mutually-reinforcing needs.

How the savings will be achieved

5.6 The projected annual cost avoidance relates to care cost savings that would otherwise be borne by the local authority for each year that the child would have been in care.

Investment

5.7 Investment is required for a team of practitioners and a practice co-ordinator.

2. SEND transport

The proposal

2.1 We commissioned a comprehensive review of Haringey SEND transport in April 2019 and this has identified several areas for improvement and efficiency. This proposal is to commission external change management capacity to deliver the recommendations from the review. This will be procured through a restricted tender route and the outcome will be presented to Cabinet for approval.

Evidence based and learning from best practice

6.2 The review has been completed by a company that has a track record of identifying improvements to transport services and efficiencies of between 15-20% across a number of councils in London – they have worked with the Royal Borough of Kingston, Westminster, Hammersmith, Enfield, Hillingdon, Lewisham and have recently been commissioned by Camden.

How the savings will be achieved

6.3 Areas for improvement and efficiency identified included the following:

6.4 Improving Operational management

- Re-procurement to increase competition and develop supply

APPENDIX 3

- Build on good practice (tactically) and conduct full strategic re-routing overhaul
- Re-assessment of escort requirements
- Re-organise and develop travel team

6.5 Demand management

- Build on the good work done so far in 'buddy scheme', with a focus on journeys under 1 mile
- Improve the transport policy to provide greater clarity to parents/carers
- Re-assessment of all passengers against existing policy
- Continued focus on independent travel training

Investment

6.6 Investment is required to deliver the two-year change management programme and service transformation. Significant capability, capacity and leadership is required which is not available in-house. A specification will be developed and we will go to the market to find this capacity to deliver a new and high performing travel operation for Haringey which is fit for purpose to meet current and future demand. This will include capacity to:

- provide clear leadership to the team
- redesign the service
- be embedded in the team and upskill the team to manage the redesigned service
- implement the development of the team and enhance capacity in the travel team
- deliver the recommendations of the review and benefits of the transformation

The table below shows the investment required and forecast savings deliverable from the Children's Invest to Save Programme (2019/20 – 2021/22)

	Priority 1	**Invest to Save Summary**			
	Proposals	**19/20**	**20/21**	**21/22**	**Totals**
1	SEND transport	260,500	346,500	173,000	**780,000**
2	In-house foster carers	206,039	374,278	374,278	**954,595**
3	Family Centre	412,500	663,000	663,000	**1,738,500**
4	Edge of Care	225,809	438,617	425,617	**1,090,043**
5	Pause	245,542	343,500	118,958	**708,000**
6	Additional Rooms F.C.	120,000	300,000	90,000	**510,000**
	Total Investment	**1,470,389**	**2,465,895**	**1,844,853**	**5,781,138**
1	SEND transport	(373,333)	(640,000)	(640,000)	**(1,653,333)**
2	In-house foster carers	(301,625)	(835,875)	(937,500)	**(2,075,000)**
3	Family Centre	(410,059)	(984,143)	(984,143)	**(2,378,345)**
4	Edge of Care	(792,375)	(1,836,500)	(1,775,375)	**(4,404,250)**
5	Pause	0	(157,000)	(314,000)	**(471,000)**
6	Additional Rooms F.C.	(10,158)	(193,005)	(343,685)	**(546,849)**
	Total Savings	**(1,887,551)**	**(4,646,523)**	**(4,994,703)**	**(11,528,777)**
	Net Savings	**(417,162)**	**(2,180,628)**	**(3,149,849)**	**(5,747,639)**

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Report for:	**Cabinet 9 July 2019**
Title:	**Update on the Council housing delivery programme**
Report Authorised by:	**Dan Hawthorn, Director of Housing, Regeneration and Planning**
Lead Officer:	**Alan Benson, Head of Housing Strategy & Commissioning**
Ward(s) affected:	**All**
Report for Key/ Non Key Decision:	**Key Decision**

1. Describe the issue under consideration

1.1. This report provides an update on the Council housing delivery programme since May 2018, including the delivery of new homes funded through the Greater London Authority's (GLA) Building Council Homes for Londoners programme, and progress on sites which have previously been approved.

1.2. The report sets out the progress that has been made putting in place the capacity to deliver these homes, including recruiting the team, setting up the processes and systems to deliver the programme, including consultation and engagement, identifying the pipeline of sites for delivery and accessing external funding to support this programme.

1.3. This report identifies a list of sites and seeks approval for these to be included in the Council housing delivery programme. It also seeks approval to accept revenue funding being offered by the GLA to support the Council housing delivery programme.

1.4. The report also provides an update on the Hornsey Town Hall development and seeks Cabinet approval to acquire up to 11 new affordable homes as part of the redevelopment of the site carried out by Crouch End FEC.

1.5. Finally, the report notes progress on the Cranwood site and seeks Cabinet approval to increase the total cost of land assembly to enable the development to progress.

2. Cabinet Member Introduction

2.1. Haringey's administration was elected in May 2018 on a bold manifesto, which placed housing at its heart. Our manifesto committed to deliver at least a thousand new Council homes at Council rents by 2022; a scale of Council house building not seen since the 1970s. This report updates on the significant progress we have made in the last year and sets out the next steps necessary to deliver this programme.

2.2. There are three key elements required for Councils to deliver new Council homes themselves - land, money and capacity. Over the past year, we have been working hard to ensure that we put all three of these in place.

2.3. Firstly, we need land. This report identifies a list of sites to enter the housing delivery programme and notes those that are already being worked on. These sites are Council-owned and are located all across the borough. This is an area where ward Councillors can make a genuine difference, by helping to bring local communities with us in delivering these homes. I will meet with members of wards with sites to discuss these – and of course any additional sites they may know about.

2.4. Secondly, we need money. I was delighted to present a report at November's

Cabinet meeting accepting over £60m of capital funding from the GLA to build these homes, and am also delighted that this report accepts over half a million revenue funding to support our capacity building. Both of these are a sign of the Mayor's confidence in Haringey to deliver. At the same time, the lifting of the HRA borrowing cap, as noted in the November report and February budget, has transformed our financial capacity to deliver these homes.

2.5. Finally, the Council needs the capacity – the right people, processes and structures. A team of experienced housing delivery professionals is being recruited, with many already in place. Alongside this, the Council is "growing its own", investing in developing the skills of existing staff who exemplify our burning desire to build the best homes we can for the residents of our borough. This new team is also developing the key policies, procedures and programme management that are essential to housing delivery.

2.6. This report shows how the Council has geared up to deliver on our promises, setting in place the mechanisms not just to deliver the first thousand Council homes at Council rents, but to ensure that they are excellent quality and that we have a sustainable programme that can go on to build many thousands more. Putting all this in place is my number one priority and I am pleased to provide both a positive general update and set of significant substantive decisions for Cabinet to consider.

3. Recommendations

3.1. It is recommended that Cabinet:

Council housing delivery programme

a. Note progress to date on the Council housing delivery programme, including the capital and revenue funding, the capacity being built within the Council, the processes and systems being put in place, including those for consultation and engagement and progress to date on the previously approved development sites – as set out in paragraphs 6.1 to 6.36.

b. Approve the Council entering into a funding agreement with the GLA to access £546,000 revenue funding, which has been allocated to the Council from the GLA's Home Building Capacity Fund – as set out in paragraphs 6.37 to 6.41.

c. Approve the new sites, as set out in paragraphs 6.42 to 6.49, which have been identified as potentially appropriate for new build development to be brought forward in the Housing Revenue Account, including approval to progress design and consultation work associated with these sites.

Hornsey Town Hall

d. Approve total project costs and the acquisition of up to 11 affordable homes at the Hornsey Town Hall Development of £2,065,249 - of the total scheme costs, the acquisition will cost £1,890,594; and give delegated authority to the Director of Housing, Regeneration and Planning, in consultation with the Director of Finance and after consultation with the Cabinet Member for Housing and Estate Renewal to agree the final mix and number of affordable homes, the final heads of terms of the acquisition and the final contract. This is detailed in paragraphs 6.50 to 6.55.

Cranwood

e. Approve an increase to the total cost of land assembly at Cranwood agreed by Cabinet on 11 September 2018 by up to 10%, to take account of fluctuations in the market since then. The Director of Housing, Regeneration and Planning, after consultation with the Director of Finance, has been delegated authority to agree the purchase and the terms of the acquisition. This is detailed in paragraph 6.59.

4. Reasons for decisions

4.1. The Council's recently adopted Borough Plan commits to delivering 1,000 Council homes at Council rents by 2022. This report invites Members to note and comment on progress towards meeting this target, both in terms of outputs achieved to date and the capacity and processes being put in place to deliver the programme. It also sets out the key milestones that should be achieved in the coming year towards meeting the 1,000 homes target, including the 500 homes where planning consents are expected to have been achieved and the 345 homes that should have started on site. As such it provides Members with information to hold the Council to account for this delivery as well as to help shape that delivery.

4.2. The GLA's Home Building Capacity Fund will make a valuable contribution to these aims as this will be used to support the capacity the Council needs to put in place to deliver the 1,000 Council homes. The monies that have been allocated to the Council will fund the revenue costs which support the housing development process, including the recruitment of key support staff, training and development.

4.3. The identification of new sites for the Council housing delivery programme is essential if the Council is to build a sustainable pipeline of sites going forward into the next administration and the next GLA funding round. Most of the sites identified in the report's Appendix are at an early stage of development. But this is the first of three stages at which Members have the opportunity to take formal decisions in relation to any given site in the programme. The next stage would be when a site comes forward for planning, at which point members on the Planning Sub Committee would make a decision. Finally, all sites will come back to Cabinet before any contracts are let to build or to purchase homes. This would also be the point at which any decision to formally appropriate any site from the General Fund into the Housing Revenue Account would be taken. So this decision is the first of three stages in a triple lock, ensuring Members have full oversight of the delivery programme. In addition, Ward Members will be engaged on all sites in their ward before any detailed proposals are worked up or any consultation is undertaken with the public, and will be kept informed about the project's process through to delivery.

4.4. The acquisition of up to 11 affordable homes on the Hornsey Town Hall site will allow the Council to maximise the benefits of the existing development partnership and s106 agreement with Crouch End FEC by securing the delivery of Council owned homes. It is intended that these homes will be used to provide much needed housing for adults with learning difficulties and funding is being sought from the GLA's Specialist and Supported Housing Fund to support this acquisition.

5. Alternative options considered

5.1. The alternative to the Council building Council rented homes itself, on its own land, would be to dispose of the sites and for another organisation to deliver homes instead. This was the model adopted in the Cabinet decision of 23 January 2017; to dispose of sites to Sanctuary Housing Association. That decision was revoked at the Cabinet meeting on 13 November 2018, which also determined that the Council should set up its own housing delivery programme to deliver the Borough Plan target of 1,000 Council homes.

5.2. The alternative option for delivery would be for that development to be delivered through the General Fund via a Wholly Owned Company (WOC). The setting up of a WOC was approved on 17 July 2018. However, the need for a WOC to deliver the housing programme no longer exists following the Government's decision to lift the Housing Revenue Account (HRA) borrowing cap. As a result of this, the Cabinet decision of November 2018 was that the Council housing delivery programme would be focused on delivering Council rent homes via the HRA.

5.3. The WOC will instead primarily be used to hold the types of homes that the Council cannot hold in the HRA, such as private rented housing and forms of intermediate

rented housing, should the Council determine it wishes to deliver these types of homes. The WOC will be set up in due course to undertake this role.

5.4. The other option considered would be for the Council not to develop these sites at all. This would undermine the Council's own Borough Plan target to deliver 1,000 Council homes, as well as its ability to hit its overall housing targets and to tackle the needs of over 10,000 households on the housing waiting list.

5.5. The alternative option to accepting the GLA Home Building Capacity Fund would be not to accept it. However, this would both hinder the Council's ability to deliver on its housing commitments and damage the Council's wider financial position. This is because, without this funding, the speed of delivery is likely to be reduced as less resources may be available to the programme, while wider revenue budgets would be put under unnecessary pressure.

5.6. The alternative options to identifying sites for the housing delivery pipeline would be either to rely solely on purchasing affordable homes available under s106 agreements, rather than the Council building out its own sites, or to postpone identifying new sites until new funding is announced. The former would not be acceptable, as purchasing homes from developers, rather than the Council building them itself, means that controls over quality, cost and certainty of delivery are weakened and the new homes would not always be additional affordable homes for the borough. Waiting to identify further sites until there is more funding announced could result in the Council not being in a position to put forward a credible bid, which may result in a significantly smaller share of the available funding than it was awarded in the current GLA funding round.

5.7. The alternative option to the Council acquiring the 11 affordable homes at Hornsey Town Hall would be for a Registered Provider (Housing Association) to acquire the 11 homes instead. In this alternative the Council would still retain nomination rights to the homes but would not have ownership of these homes, would not benefit from the rental income stream, would not be able to set rents at Council rent levels, and would not be able to ensure they are the type of supported housing now intended for the scheme.

6. Background information

Council housing delivery programme – progress report

6.1. In May 2018 the current administration was elected with a commitment to increase the supply of affordable housing and, as the top priority, to deliver 1,000 Council homes at Council rents. This commitment has been enshrined in the new Borough Plan, adopted in February 2019, which commits the Council to "*work together to deliver the new homes Haringey needs, especially new affordable homes*" and, explicitly, "*to deliver 1,000 new council homes at council rents by 2022"*. The rest of this section updates on progress since May 2018.

6.2. Cabinet has received two reports - in July 2018 and November 2018 - on the overall housing delivery programme, alongside four Cabinet reports on specific schemes that will deliver new Council homes: Welbourne, Plevna, 500 White Hart Lane and the replacement homes on Broadwater Farm. The November Cabinet also agreed to cancel the deal to transfer 20 Council owned sites to Sanctuary Housing association and deliver them instead as part of the Council housing delivery programme, discussed in more detail in paragraph 6.43.

6.3. The two key external events that impacted the programme during that period were the 2018 Budget announcement to lift the Housing Revenue Account (HRA) borrowing cap and the award of £62.8m grant funding from the GLA; both discussed below.

6.4. The Chancellor's announcement meant that the HRA would now be in a position to borrow to fund the proposed Council housing development programme, rather than this

having to be undertaken primarily through the previously proposed Wholly Owned Company (WOC) in the General Fund. Officers subsequently brought back a revised HRA Business Plan to February 2019 Cabinet, identifying the opportunities this presents for new housing development and to invest in the Council's existing stock.

6.5. These two Cabinet reports, alongside the four reports on individual sites, together identified fourteen sites – a mixture of those on which the Council will build and those where we are acquiring homes - as set out in Appendix 1. These fourteen sites were originally projected to deliver 881 homes for the Council of which 671 would be Council homes at Council rents. The remainder would be mostly market sale or shared ownership homes to cross subsidise the social rented housing. But it must be noted that these numbers will inevitably shift as these sites go through the design and planning process – for example the Civic Centre site was identified but a wider discussion is now being held in relation to that site, arising from the decision at Cabinet in June 2019. However, most of these sites are in the GLA funded programme, discussed in the following paragraphs.

6.6. The Council was awarded £62.858m in October 2018 from the GLA's Building Council Homes for Londoners Fund. This was to deliver 848 affordable homes of which, at that point, 567 were intended to be Council rented homes and 281 were to be London Living Rent/Shared Ownership homes. This was one of the largest allocations in London and the biggest increase of any Council in London from awards in the previous GLA funding round. It demonstrates significant confidence of the Mayor in Haringey's ability to deliver. This funding is essential in making many developments viable and increasing the proportion of new homes that can be Council homes at Council rents.

6.7. This grant offer was accepted by Cabinet in November 2018. The use of this grant by the Council is subject to contract on the basis of standard form grant agreements and conditions contained in the GLA Capital Funding Guide, to which every Council and housing association receiving grant must sign up. However, although all the grant was allocated to specific schemes named in the bid, the GLA is flexible in allowing this to be moved to other schemes should they prove more deliverable, as long as this is agreed with them in advance and the agreed outcomes in terms of starts on site are delivered each year.

6.8. The total amount of grant will also increase or decrease over the lifetime of the programme based on individual projects' circumstances and progress. For example, two of the Council's named schemes that were to be funded through the Building Council Homes for Londoners Fund are now expected to be funded instead through a different GLA housing fund – the Care and Support Specialised Housing Fund. Other schemes are likely to come into or go out of the programme over the next three years and the overall amount of funding will flex to reflect this.

6.9. In addition to this GLA capital funding, the Council has been successful in securing £546k of revenue funding to help the Council, through the GLA's Home Building Capacity Fund, as set out in paragraphs 6.37 to 6.41 below.

6.10. The previous Phase 1 programme has finally been completed, with final build out, snagging, letting & sales activities all completed, and all 32 homes sold or handed over to Homes for Haringey to manage. A full audit of Phase 1 and lessons learnt exercise has been undertaken to inform the new build programme.

6.11. The first site of new Council homes at Council rents - Templeton Road, N15 - should start on site in July 2019. This was a site in the Sanctuary deal on which they would have delivered a scheme of shared ownership flats. This has been brought back in house and will now deliver 11 Council homes at Council rents.

6.12. Alongside the direct delivery element of its programme, the Council has separately negotiated deals to acquire 170 new Council homes at Council rents on three sites so far, each of which has separately been to Cabinet for approval:

•Welbourne (131 homes)
•500 White Hart Lane (23 homes)
•Plevna (16 homes)

6.13. The 500 White Hart Lane scheme has already started on site. The Council has agreed to purchase 29 affordable homes of which 23 are Council homes at Council rents. There is also potential for a phase 2 scheme. Practical completion of the scheme is due in 2021.

6.14. Three schemes currently underway will provide specialist and supported housing. 267 High Road (Canning Crescent) will provide 21 units of supported housing for adults experiencing mental health difficulties. The site has been acquired and feasibility completed. At Hornsey Town Hall, 11 homes are being acquired to be used to house adults with learning difficulties (see paragraph 6.55 for more information). Over the course of the Council housing delivery programme, as every scheme comes forward, consideration will be given as to whether it could provide specialist and supported housing.

6.15. Across the whole programme housing standards and mix will be ensured, in accordance with the Council's existing Housing Strategy 2017-2022. This means that all homes will meet Building Regulation requirement M4(2) 'accessible and adaptable dwellings', which has replaced Lifetime Home Standards (a series of sixteen design criteria that provide a model for building accessible and adaptable homes). A minimum of 10% will be wheelchair accessible. The programme will also deliver the appropriate mix of family sized homes in line with the Housing Strategy, ensuring that 45% of the new Council homes are 3 bed or larger, with 10% being 4 bed or larger.

6.16. The housing delivery programme that is now being developed is intended to be a sustainable development programme. It encompasses a mixture of self-build and acquisition sites to reduce the risk of programme slippage and to ensure the Council can grasp new opportunities. There is in general a preference for Council direct delivery. This ensures stronger control on value for money and quality, genuine additionality and reduces the Council's exposure to market and third-party failures. But the ability to acquire homes on other schemes in the borough enables the Council to take advantage of additional opportunities to bring more homes into the HRA, and sooner.

6.17. There are several medium to long term financial benefits to the Council from its housing delivery programme. Most obviously, savings to the General Fund, through a reduction of the numbers of households in temporary accommodation. But there is a range of other financial benefits, including the savings made when bringing dispersed individuals needing specialist housing back into the borough, additional council tax income and a growth in the rental income stream in the HRA. All schemes impacting the HRA are to be assessed against a common financial viability/impact model to help the Council assess the impact on the HRA business plan, the contribution towards meeting housing needs and the wider impacts and benefits, eg on regeneration or specialist needs. Benchmarking between delivery methods will ensure that best practice procedures are adhered to, helping to drive cost, quality and programme objectives.

6.18. There are two main routes to the Council delivering new Council housing:

- The Council can build new homes on its own land.
- The Council can acquire homes built by a third party.

6.19. The Council is currently planning to pursue both of these routes to new Council housing. There are advantages and disadvantages to both, and the Council will make decisions on a site by site basis and across the programme as a whole to achieve the best balance.

6.20. Broadly, the advantages of acquisitions are that the homes are generally delivered sooner and therefore the savings arising from new homes discussed above occur earlier. In addition, the Council is often acquiring homes that would previously have been either sold as shared ownership or rented as intermediate or “Affordable Rent” housing. By converting these homes to Council housing, this increases the overall number of social rented homes in the borough.

6.21. The advantages of direct delivery are that the Council retains more control in terms of delivery, design and quality. Direct delivery is usually less expensive per home and is also more sure to deliver a net increase in the number of Council rented homes in the borough.

6.22. As noted above, new Council homes lead to a reduction in the cost to the Council of temporary accommodation. On average, the net cost to the Council of housing a household in temporary accommodation is £4,500 a year. The sooner new homes are delivered, the sooner savings will be achieved, although not all new homes will be allocated to households in temporary accommodation. They will be allocated in accordance with the Council’s allocations policy, which also currently prioritises overcrowded Council tenants, care leavers and those with specific support needs for new housing. Nevertheless, any increase in Council housing can only have a positive effect on homeless households in the borough and will represent a significant saving to the Council.

6.23. However, these savings to the General Fund are not, of themselves, part of the HRA viability calculation when determining the mix of new homes to build or acquire. That viability calculation is premised to ensure that, over the longer term, the HRA remains sustainable and that the new supply makes a positive contribution to it.

6.24. The current housing delivery programme divides sites into four delivery routes or categories:

- Category A: New Build. These are schemes where the Council is the developer on land the Council owns.
- Category B: Regeneration. These are schemes, usually of a large size or involving mixed use, that a partner will build for the Council on its land, or partly on its land.
- Category C: Acquisitions. These are schemes built by someone else on their own land where the Council acquires the homes as part of the s106 negotiations.
- Category D: Asset management. This is maximising capacity on the Council’s existing estates and land, for example through adding storeys to existing buildings, converting non-residential property to housing or “hidden homes” style initiatives.

6.25. Over the next 12 months the Council housing delivery team is aiming to achieve two key delivery objectives:

- That 500 new Council homes will have achieved planning consents.
- That 350 new Council homes will have started on site.

6.26. At the same time, over the next six months, the Council housing delivery team is aiming to deliver three organisational objectives:

- To recruit the staff necessary to deliver a programme of this size.
- To put in place the processes and systems that are essential to underpin delivery.
- To produce key documents on design, development procedures and consultation that will ensure high quality development.

6.27. The delivery team is in its second round of recruitment and, once the Housing, Regeneration and Planning restructuring is finalised, the current interim posts can be made permanent and a third round of recruitment to achieve the levels of staffing necessary to deliver 1,000 homes will be undertaken. This should happen within this calendar year.

6.28. A key part of the processes and systems will be the setting up of a specialist housing programme management function, to ensure that there is robust and effective monitoring and reporting of progress on the new build programme. The systems and processes for this should be set up by the summer and be fully operational by September 2019.

6.29. By the Autumn it is also expected that four key documents will be in place to guide and aid delivery, notably:

- Design Principles
- Employer's Requirements
- Development Procedures
- Communication and Engagement Strategy

6.30. Design Principles: As the Council embarks upon its housing delivery programme it will be critical to ensure that the new housing built or purchased is well designed and will meet the needs of future residents. The Council has a unique opportunity to not only deliver on the housing targets, but also to create housing that makes a positive contribution to its neighbourhood and locale, is sustainable and uses robust materials, meets carbon and sustainability objectives, and is designed internally and externally to the highest quality. To achieve this, work is currently underway in-house to develop a design principles document, encompassing a set of supporting and integrated actions and initiatives that will put in place best practice and processes to ensure a high design quality across the housing programme.

6.31. Employer's Requirements: The Employer's Requirements is a key document for housing delivery. It will provide a detailed description of Haringey's requirements including the detailed specification for the building, scope of service required and allocation of risk for unknown items. Following a successful tender, consultants have been appointed to develop these and the commission for developing them includes a requirement to consult with all key stakeholders.

6.32. Development Procedures: These procedures are the primary means by which organisations that develop housing ensure a consistent and professional approach to delivering housing schemes. Once drafted, they will act as a robust framework and guide on how to take schemes from project inception to completion and will ensure that there is an auditable trail for all housing schemes. Work has already begun to draw up detailed development procedures for all Council housing schemes. The procedure guides will be organised around key development tasks, core development management templates and user manual guidance notes. The development procedures will be developed following rigorous engagement with other teams in the Council, and Homes for Haringey, to ensure existing governance arrangements and wider processes are embedded throughout.

6.33. Communication and Engagement Strategy: This is being drawn up in collaboration with the Corporate Communications team. It will set out how all engagement on the housing delivery programme will be carried out. This will be incorporated into the Development Procedures to ensure that consultation is carried out across all types of housing schemes at the right time and at the correct levels.

6.34. Officers will, in the first instance, consult with and brief Ward Members on the schemes within their ward. As part of this process officers will work with Ward Members to understand if there are further sites within their ward that should be considered for housing development. Following this process, officers will liaise and consult with other stakeholders.

6.35. At a high level the Communication & Engagement Strategy aims to:

- Engage, inform and support residents directly impacted by the Council housing delivery programme.
- Promote the benefits of the Council's commitment to build new Council homes to the community, and stakeholders, in order to create a better understanding of, and support for, Council-led housing delivery.

6.36. The Council will aim to set a gold standard for how it works with residents to deliver the homes they want and need. The Council will:

- Be proactive – with regular and timely communications.
- Be inclusive – all communications will be delivered in a way that suits residents and is accessible to all.
- Be open – operating in a transparent and open forum.
- Be responsive – fast and quick responses.
- Be united – one organisational approach and one voice.

GLA Home Building Capacity Fund

6.37. The GLA's Home Building Capacity Fund specifically aims to help councils build their capacity to deliver new homes. The fund aims to achieve the following strategic objectives:

- Ensuring optimal density of new residential developments.
- Proactive planning in areas with significant growth potential.
- Increasing housing supply by supporting more development on small sites.
- Delivering a new generation of council homes.

6.38. The Home Building Capacity Fund provides the Council with funding to support revenue costs associated with the development lifecycle which cannot normally be capitalised against a project, or are not classified as business as usual expenditure.

6.39. The funding which the Council has secured can only be used for the following purposes, which will be monitored by the GLA:

- Programme support capability and capacity £364,000
- Secondment of staff to Council housing delivery team £156,000
- SDS Proval training and Sequel license and training £ 26,000

(SDS Proval and Sequel are financial viability and project management software to support and monitor the delivery of housing development schemes.)

6.40. The proposed milestones and outputs provided in the Council's bid against these three successful proposals will form part of the funding contract and the Council will be monitored on its progress towards achieving them. These proposals will also be subject to an evaluation at the end of the project to determine if the Council has delivered the proposed outputs and outcomes.

6.41. The funding will be awarded using a standard form of GLA contract, which is not subject to negotiation. The funding will be available for 2019-20 and 2020-21. Funding will be released in arrears and the Council may need to submit supporting evidence.

Sites – building the pipeline

6.42. In addition to the sites identified in Appendix 1 as those that are in the current housing delivery programme, the Council has been seeking to develop a longer pipeline of sites.

6.43. The 20 sites that were to be transferred to Sanctuary have been progressed since the Cabinet decision of November 2018 to cancel that transaction and develop them instead

in the Council housing delivery programme. Agreement has now been reached to obtain the design and cost information prepared by Sanctuary for these sites. This means that the Council can now finalise the design and cost information, then submit schemes to planning for approval. These sites are listed in Appendix 1. It should be noted that one site that was to have been transferred is not included in Appendix 1 as it has been deemed unsuitable for development.

6.44. There are four shop conversion sites which are being proposed to be taken forward for development. These sites are classified as small sites, ie one to nine new homes. The four sites used to be local convenience shops that have sat vacant for two or more years.

6.45. The land for three of the four sites is in the HRA and only one site will be transferred from the General Fund to the HRA. These schemes should only require fit out works and minimal planning approvals, therefore start on site should be possible relatively quickly. To date a building survey on the properties has been undertaken which has confirmed that two of the sites will require light touch renovation works and the other two sites will require works to ensure a structurally sound envelope. Building Surveyors are currently being appointed to take these schemes from design stages through to completion. These sites are listed in Appendix 1.

6.46. There are an additional 35 small/medium sites that were identified during the pipeline building process but do not already fall within the ex-Sanctuary or shop conversion sites. It is proposed to include these sites in the programme, following initial site inspections and feasibility assessments which concluded that they have good development potential based on the following risks/issues factors: site size, risk of statutory services, party wall or rights of light issues, signs of subsidence, site access and disruption caused to the local community.

6.47. Reports on Title and Local Searches are being prepared for these sites. If no issues arise from these reports, design teams will be appointed to take schemes from feasibility to planning submission and carry out consultation work. These sites are also listed in Appendix 1.

6.48. Homes for Haringey will also be investigating how to make better use of existing housing assets in the HRA, for example infill, opportunities for adding additional floors to existing buildings (“top-hatting”) and converting existing non-residential properties such as garages and shops.

6.49. It should be noted that it is fully expected that there will also be a number of schemes in categories B, C and D (Regeneration, Acquisitions and Asset Management) that will become part of the programme going forward.

<u>Hornsey Town Hall acquisitions</u>

6.50. On 18 October 2016 Cabinet agreed to the disposal of the Hornsey Town Hall site to the successful bidder, Crouch End FEC following an OJEU tender process. This decision was called in and considered by the Overview and Scrutiny Panel on 8 November 2016. Cabinet then ratified the decision on 15 November 2016.

6.51. Planning approval was granted to the developer in April 2018 and in the s106 agreement 11 homes were earmarked for affordable housing. The s106 agreement gives the Council first option to acquire the homes. If an agreement cannot be reached, then Crouch End FEC can dispose of them to a Registered Provider.

6.52. The 11 affordable homes are situated in the Grade II listed Broadway Annex and a long leasehold interest of this part of the building will be returned to the Council as part of the deal to acquire the s106 scheme. Crouch End FEC has recently appointed its main building contractor, Ardmore, and will hand over the site officially to them on 8 July 2019. The Council has six months, from the start on site date, to exercise its option to acquire the 11 affordable homes for £1,890,594 as per the s106 agreement.

6.53. To acquire the 11 affordable homes and provide them at Council rents requires a total scheme cost of £2,065,249. This is made up of the acquisition price of £1,890,594 and an estimated £174,655 in professional fees for processing the acquisition and managing the project, on site, to ensure that all homes are built to the agreed standards. This works out as a total cost of £187,750 per home and will be funded from the HRA budget.

6.54. FEC has agreed not to exercise their option of charging inflation on the acquisition price. They also only require a single payment at completion, rather than staged payments. This minimises any financial risk to the Council in buying this scheme.

6.55. It is currently intended to designate the affordable homes in this scheme for adults with learning difficulties. There have been initial very positive discussions with the GLA in terms of funding; and the developers have been appraised of the Council's intentions. This is the Council's preferred option going forward because it will deliver key commitments on supported and specialist housing in the Borough Plan as well as contributing significantly to savings targets and service improvements. Findings from the 2017 Supported Housing Review highlighted an increasing demand for the provision of high-quality housing support and social care, to enable disabled and vulnerable adults to lead fulfilling and independent lives. Disabled adults with some learning difficulties are currently in out-of-borough placements, and this scheme could be a chance for them to return to Haringey into an affordable home; a rare opportunity of significant strategic value.

Cranwood

6.56. Work on the Cranwood site in Highgate is progressing.

6.57. Following a tendering process, the Council has appointed Levitt Bernstein architects to this scheme. The tender process for the employer's agent has commenced. In addition, vacant possession is expected on the first freehold property the Council is acquiring at the end of June and discussions are underway with tenants about their aspirations.

6.58. In September 2018 Cabinet agreed a budget for land assembly including the acquisition of two freehold properties to enable the Cranwood development. Additional flexibility in the budget for site assembly and acquisition by up to 10% is required to account for fluctuations in the market since the acquisition budget was agreed by Cabinet.

7. Contribution to strategic outcomes

7.1. The recommendations in this report will support the delivery of the Housing Priority in the new Borough plan, which sets out in its first outcome that *"We will work together to deliver the new homes Haringey needs, especially new affordable homes".* Within this outcome, the Borough Plan sets the aim to *"Ensure that new developments provide affordable homes with the right mix of tenures to meet the wide range of needs across the borough, prioritising new social rented homes".*

7.2. In particular, the recommendations in this report are explicitly about delivering the aim *"to deliver 1,000 new council homes at council rents by 2022".* The proposals in this report contribute directly to the strategic outcomes on new housing supply that are at the core of the aims of the Council as expressed in the Borough Plan.

8. Statutory officer comments

Finance

8.1. In February 2019, Full Council approved the HRA capital programme which includes capital investment of £680m over a 5 year period for the development and acquisition of new homes.

8.2. The schemes/projects listed in this update are all contained in the HRA business plan which

underpins the HRA capital programme budget.

8.3. The report for each individual site will be presented, reviewed and financial impact assessed prior to commencement of each development or acquisition.

8.4. The acquisition of 11 affordable homes, Hornsey Town Hall project, was built into the HRA business plan and the total cost of this scheme, £2,065,249, has been provided for in the 5 year capital programme as approved by cabinet.

8.5. The scheme cost consists of £1,890,594 acquisition cost and £174,655 professional and project management fees. This represents a per unit cost of £187,750, which compares favourably with the Council's Housing Strategy benchmark of £330,750.

8.6. If the scheme is completed before March 2022, there will be need to reprofile the budget to enable quick payment on completion.

8.7. The £546k is a revenue grant to support the Council's new homes delivery programme. This will be used to fund the necessary administrative, legal, IT and procurement support needed to facilitate the projects. There is no expectation to return the fund as long as it is spent in accordance with the purpose of the grant.

8.8. The proposed 10% increase in the land assembly budget can be contained within the current affordability envelope of the scheme.

Legal

8.9. The Council is seeking to develop a number of sites as set out in recommendation 3.1.c. As mentioned in this report title investigations are being carried to ensure that any issues are dealt with prior to starting any development. Where a site is on a housing estate advice must be sought as to whether or not any statutory consultations are required and how to deal with any third-party rights that may be affected.

8.10. The report seeks authority to accept grant funding from the GLA. The Council is able to accept such funding but must enter into a funding agreement that will contain the terms and conditions. Members should note that if these terms and conditions are not complied with and the grant is drawn down then the funding will have to be paid back.

8.11. The report seeks authority to acquire a number of affordable homes that are to be constructed on a part of the Hornsey Town Hall site. The Council entered into a Development Agreement for that site with Crouch End (FEC) Limited on 8 February 2017 and granted the long leases on 2 May 2018. The Council has authority pursuant to Section 120 of the Local Government Act 1972 to acquire by agreement for the purposes of any of its functions under the 1972 Act or any other enactment any land, whether situated inside or outside its area. The properties will be acquired for housing purposes and will be held within the Housing Revenue Account.

The properties are yet to be constructed and further legal advice will be required as to the best way to protect the Council's interest on this acquisition.

Procurement

8.12. Strategic Procurement notes the update on the Housing Delivery Programme and recommendations within section 3.1 of this report; however, comments are not applicable for property and land transactions as they sit outside of the Procurement Contract Regulations.

Equalities

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

• Eliminate discrimination, harassment and victimisation and any other conduct prohibited

under the Act

• Advance equality of opportunity between people who share those protected characteristics and people who do not

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

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

8.15. This report seeks approval for the Council to enter into a funding agreement with the Greater London Authority; for sites to be brought forward in the Housing Revenue Account; for the acquisition of up to 11 new affordable homes at Hornsey Town Hall as part of the redevelopment of that site carried out by Crouch End FEC, with delegated authority to agree the final mix and number of affordable homes, the final heads of terms of the acquisition, and the final contract; and for variation of the total cost of land assembly at Cranwood.

8.16. The overall objective of the decision is to increase the supply of Council housing in Haringey. The groups that the decision is most likely to directly affect are Haringey residents living in temporary accommodation and Haringey residents who are at risk of homelessness. Data held by the Council suggests that women, young people, and BAME communities are over-represented among those living in temporary accommodation. Individuals with these protected characteristics as well as those who identify as LGBT+ and individuals with disabilities are also known to be vulnerable to homelessness, as detailed in the Equalities Impact Assessment of the Council's Draft Homelessness Strategy. As such, it is reasonable to anticipate a positive impact on residents with these protected characteristics.

8.17. It is noted that it is the Council's preferred option to designate the 11 new affordable homes at Hornsey Town Hall for adults requiring support. It is therefore likely that the decision will have additional benefits for individuals with disabilities and/or long-term health conditions through provision of affordable housing.

8.18. It is noted that Ward Members will be engaged on all sites in their ward and that consultation will be undertaken with the public. These engagement and consultation activities will be inclusive and undertaken with due consideration for equalities in order to ensure that residents who share the protected characteristics are able to participate fully. These activities will also provide opportunities for officers to identify any equalities issues relating to individual sites and thereby develop informed proposals.

9. Use of appendices

Appendix 1 Council housing delivery programme sites

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Site Name	Ward	Land ownership
Approval already exists to enter housing delivery programme		
54-56 Muswell Hill, N10	Fortis Green	General Fund
Cranwood, Woodside Avenue, N10	Muswell Hill	HRA and General Fund
Land at side of 82 Muswell Hill Place, N10	Muswell Hill	HRA
Car Park, Templeton Road, N15	Seven Sisters	HRA
Plevna Crescent, N15	Seven Sisters	Acquisition
Brunel Walk, N15	Tottenham Green	HRA
Depot, Ashley Road, N17	Tottenham Hale	General Fund
Welbourne Centre, Stainby Road, N17	Tottenham Hale	General Fund
Tangmere and Northolt, Broadwater Farm, N17	West Green	HRA
Former Moselle School, N17	West Green	General Fund
500 White Hart Lane (phase 1), N17	White Hart Lane	HRA
500 White Hart Lane (phase 2), N17	White Hart Lane	Acquisition
Canning Crescent, N22	Woodside	HRA
Civic Centre (phase 1), N22	Woodside	General Fund
Requesting approval to enter housing delivery programme		
Woodridings Court, Crescent Road, N22	Alexandra	HRA
Edith Road, N11	Bounds Green	HRA
2-26 Partridge Way, N22	Bounds Green	HRA
Grasmere Court, Palmerston Road, N22	Bounds Green	HRA
43 Finsbury Road, N22	Bounds Green	HRA
141-155 Station Road, N22	Bounds Green and Noel Park	General Fund

138 Winchelsea Road, N17	Bruce Grove	HRA
Hornsey Town Hall, N8	Crouch End	Acquisition
Garages, Mount View Court, N8	Harringay	HRA
Car Park, Tudor Close, N6	Highgate	HRA
Hillcrest, North Hill, N6	Highgate	HRA
Scout Hut, Sheldon Avenue, N6	Highgate	HRA
44 Nightingale Lane, N8	Hornsey	HRA
Stokley Court, Brook Road, N8	Hornsey	HRA
Wat Tyler House, Boyton Road, N8	Hornsey	HRA
27 Harvey House, N8	Hornsey	HRA
Ramsey Court, Barrington Road, N8	Muswell Hill	HRA
Adjacent to 200 Moselle Avenue, N22	Noel Park	HRA
Adjacent to 224 Morley Avenue, N22	Noel Park	HRA
Adjacent to 208, Farrant Avenue, N22	Noel Park	HRA
Garages, Romney Close, N17	Northumberland Park	HRA
Car Park, Fiske Court, Lansdowne Road, N17	Northumberland Park	HRA
Lealand Road, N15	Seven Sisters	HRA
Ball Park, Ermine Road, N15	Seven Sisters	HRA
Grass adjacent to garages, Remington Road, N15	Seven Sisters	HRA
Tennis courts adjacent to 38-84, Cornwall Road, N15	St Ann's	HRA
Red House, N15	St Ann's	Acquisition
23/23a South Grove N15	St Ann's	General Fund
17 South Grove, N15	St Ann's	General Fund
Land between 39-41 Antill Road, N15	Tottenham Green	HRA
Car Park, Jansons Road, N15	Tottenham Green	HRA
The Redlands, Summerhill Road, N15	Tottenham Green	HRA
Car Park, Broad Lane, N15	Tottenham Green	HRA
Car Park, Stainby Road, N15	Tottenham Green	HRA
Land adjacent to 28 Lawrence Road, N15	Tottenham Green	HRA

Watts Close, N15	Tottenham Green	HRA
St Mary's Close, N17	Tottenham Hale	HRA
Car Park, Ashdowne Court, Lansdowne Road, N17	Tottenham Hale	HRA
Garages, Arundel Court, Lansdowne Road, N17	Tottenham Hale	HRA
Car Park, Baldewyne Court, Lansdowne Road, N17	Tottenham Hale	HRA
22-24 Scales Road, N17	Tottenham Hale	HRA
4-6 Poynton Road, N17	Tottenham Hale	HRA
Land at rear 43-49 Ivatt Way, N17	West Green	HRA
Adjacent to 318a White Hart Lane, N17	White Hart Lane	HRA
Car park adjacent to 15-25, Topham Square, Risley Avenue, N17	White Hart Lane	HRA
Rear of 163-173 The Roundway, N17	White Hart Lane	HRA
Scouts Hut, Wolves Lane, N22	Woodside	General Fund

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Report for: Cabinet Meeting 9th July 2019

Title: Local Flood Risk Management Strategy (LFRMS)

Report Authorised by: Stephen McDonell – Director of Environment & Neighbourhoods

Lead Officer: Bernard Tausu, Projects Manager Drainage & Flood Water Management

Ward(s) affected: All

Report for Key/ Non Key Decision: Key Decision

1 Describe the issue under consideration

1.1 This report explains the need for a Local Flood Risk Management Strategy (LFRMS) for Haringey as well as to agree the LFRMS.

1.2 The Flood and Water Management Act (FWMA) 2010 requires a Lead Local Flood Authority (LLFA) to develop, maintain, apply and monitor a strategy for local flood risk management in its area. Local flood risk is defined by the FWMA as flooding from surface water, groundwater and ordinary watercourses.

1.3 The LLFA is responsible for ensuring a strategy is put in place. Haringey, as a London Borough and unitary authority, is a Lead Local Flood Authority and thus responsible for publishing a LFRMS.

2 Cabinet Member Introduction

2.1 This report recommends agreeing the LFRMS for Haringey. This strategy covers the different elements of the FWMA 2010 and Flood Risk Regulation (FRR) 2009.

2.2 The LFRMS also sets out what Haringey will do to manage local flood risk and references the strategies already produced, such as the Surface Water Management Plan (SWMP).

3 Recommendations

3.1 That the Cabinet:

3.2 Approves the adoption of the Haringey LFRMS for the Borough; and:

3.3 Authorises officers to publicise the report on the Council's website and to notify all groups having a particular interest in it.

4 Reasons for decision

4.1 To comply with the Council's legal duties set out by Central Government in the FWMA. It is also a statutory requirement that this document be published to help engage residents and other stakeholders in flood risk issues.

5 Alternative options considered

5.1 Cabinet could decide not to adopt the LFRMS for Haringey and not to make it available on the Haringey's website. In this case Haringey would not be meeting the statutory requirements of the FWMA, and non-compliance would have to be reported to the Department for Environment, Food and Rural Affairs (DEFRA). DEFRA are considering financial penalties for non-compliance, including reducing eligibility for flood grants. It is therefore, not considered necessary to consider other options.

6 Background information

6.1 The FWMA requires a LLFA to develop, maintain, apply and monitor a strategy for local flood risk management in its area. Local flood risk is defined by the FWMA as flooding from surface water, groundwater and ordinary watercourses.

6.2 The LLFA is responsible for ensuring a strategy is put in place. Haringey, as a London Borough and unitary authority, is a LLFA and thus responsible for publishing a LFRMS.

6.3 The LFRMS, once approved by Cabinet, will be a statutory document, which will impact on the activities of all flood risk management authorities active in the Borough. These bodies will all have a 'duty to act consistently with the local strategy' when undertaking their flood and coastal erosion risk management functions and have a 'duty to have regard for the strategy' when discharging other duties that may affect flood and coastal risk (for example spatial planning and development).

6.4 The LFRMS explains the need for a LFRMS for Haringey, the evidence available to inform it, and the responsibilities each of the different parties has in managing flood risk. It will complement and support the national strategy for England published in 2011 but now been revised and released by the EA as a draft strategy reflecting its own views for consultation between 9th May – 4th July 2019. It is a vision for a nation ready for, and resilient to, flooding and coastal change – today, tomorrow and to the year 2100.

6.5 In summary, the LFRMS contains:

- The Flood Risk Management Authorities in Haringey and the flood risk functions that may be exercised by those authorities,
- The objectives for managing local flood risk,
- The measures proposed to achieve the objectives,
- How and when the measures are expected to be implemented,
- The costs and benefits of those measures and how they are to be paid,
- The assessment of local flood risk for the purpose of the strategy,

- How and when the strategy is to be reviewed,
- How the strategy contributes to the wider environmental objectives.

6.6 Haringey is aiming to develop a greater understanding of flood risk amongst residents and property owners, a key requirement of the FWMA and FRRs. Flood risk can best be demonstrated through flood modelling and mapping. Ultimately, Haringey will have a flood risk management portfolio, which will include a series of maps and plans, for all types of potential flooding, to highlight the areas of highest risk, action plans for reducing flood risk and a clear emergency planning process.

6.7 This LFRMS has been out to public consultation having been advertised on the Council's consultation web page; and consulted with other RMAs that are defined under Part 1 Clause 9 (6) of the FWMA. Additionally, we contacted Haringey Federation of Residents Association (HFRA) and other community organisations. In order to encourage participation in what is essentially a specialist exercise, we also invited all contacts to complete a short online questionnaire designed to provide user-friendly means of giving us their views- including any local knowledge and experience of flood risk. Feedback and Questionnaire following the consultation has been included as a part of Appendix B within this LFRMS.

7 Contribution to strategic outcomes

7.1 The LFRMS supports the delivery of the Borough Plan 2019-2023 Place priority. Helping to create a place with strong, resilient & connected communities where people can lead active and healthy lives in an environment that is safe, clean and green.

7.2 The Environmental Assessment of Plans and Programmes Regulations (EAPR) 2004 and The Conservation of Habitats and Species Regulations (CHSR) 2010 respectively require a strategic environmental scoping assessment and a habitats scoping report to be undertaken in relation to the LFRMS. The scoping reports have been completed in accordance with the relevant legislation and both reports concluded that further assessments are not required.

7.3 The FWMA aims to improve flood risk management and the way we manage our water resources. Flood Risk Management Plans (FRMP, published in 2015) fall under the scope of the Strategic Environmental Assessment Directive 2001/42/EC implemented in the UK by the EAPR.

7.4 This build on earlier government reports, EA Foresight Future Flooding 2004; DEFRA Making Space for Water and EU Water Framework Directive that deals with water supply, pollution from waste water, river basin management including ecological and environmental protection.

7.5 Many of the soft engineering techniques used for flood resistance and resilience are now based on adapting existing river corridors to provide space for water at peak times and include opportunities to improve these areas for amenity use, improved biodiversity, habitat, and wildlife and water quality.

7.6 Haringey will continue to work with other RMAs, communities and developers to adapt climate change allowance in flood risk assessments to minimise

vulnerability and provide resilience to flooding change in the future. Climate change allowances are predictions of anticipated peak river flows by river basin district and peak rainfall intensity which are based on climate change predictions and different scenarios of CO2 emissions to the atmosphere.

8 Statutory Officers comments

Finance

8.1 There are no direct financial implications set out in this strategy report. Prioritised schemes are agreed with stakeholders outlined in the report and funding sources are agreed prior to embarking on any works.

8.2 The Council's financial commitment to managing flood risks is included in the agreed revenue and capital budgets and forms part of the annually agreed Medium Term Financial Strategy. Internally managed projects are delivered through the Highways and Sustainable Transport works teams. Cost estimates are agreed and internal funding is earmarked and external funding formally agreed. Financial monitoring of the delivery of agreed schemes forms part of the council's regular revenue and capital monitoring procedures.

Procurement.

8.3 There are no procurement issues arising from this report.

Legal

8.4 The EU Floods Directive 2007/60/EC on the assessment and management of flood risks entered into force on 26th November 2007. This was transposed into UK Law through the FWMA on the 8th April 2010. All Upper Tier and Unitary Authorities were designated as LLFA with RMA powers. One of the statutory duties is to develop, maintain, apply and monitor LFRMS for surface water runoff, groundwater, rivers, lakes and ponds. Not adopting this LFRMS would breach our statutory obligations, put at risk funding and cooperation with other risk management authorities, risk of becoming open to claims for flood damage and loss of reputation.

8.5 Once adopted, RMAs, as defined in Part 1 Clause 6 (13) of the FWMA (which includes the Environment Agency (EA), local authorities and Highways England), must act in a way that is consistent with Haringey's LFRMS when exercising flood and coastal erosion risk management functions, and have regard to it when exercising their functions in a manner that may affect flood risk. Haringey itself, when exercising functions such as flood risk management, planning or highways, will be required to act consistently with or have regard to (as appropriate) the adopted LFRMS.

Equality Comments

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

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

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

8.7 The LFRMS has no foreseeable equality impact as it will benefit all residents, businesses and communities. There are no equality implications as a result of actions identified in the Local Flood Risk Management Plan (FRMP) that were included in the National FRMP. However, any equalities implications will be considered on the merits of each individual project at the inception and appraisal stage that will be produced prior to design and construction.

9 Use of Appendices

Appendix A – Local Flood Risk Management Strategy objectives, Actions and Measures
Appendix B Public Consultation and Online Questionnaire

10, Local Government (Access to Information) Act 1985

- Draft LRMFS

Appendix A – Local Flood Risk Management Strategy Objectives, Actions and Measures

Appendix A – Local Flood Risk Management Strategy Objectives, Actions and Measures

Sr No.	Local Objectives	Actions /Measures	Timescale			Key Partners	Potential source of funding	Comments
			Short	Medium	Long			
1	Identify, define and prioritise Critical Drainage Areas (CDA's), including further definition of existing local flood risk zones, and mapping new areas of potential flood risk.	Previous work undertaken in the Haringey Surface Water Management Plan (SWMP) will be reviewed and the factors that will affect the identification of the scheme(s) to be taken forward looked at more comprehensively. The scheme(s) offering the greatest cost benefit will then be developed in more detail, and funding possibilities identified prior to making a formal funding application.	X	X	X	Haringey Council (HC)	Local funding sources / FCRM GiA / Local Levy	The options proposed should be kept in line with NPPF, The London Plan and local Haringey planning polices.
2	To improve the understanding of flood risk within Haringey and ensure everyone understands their roles and responsibilities in reducing the risks.	• Clear identification of roles and responsibilities of key organisations • Development of clear guidance for the public • Develop a better understanding of flooding through investigations and recording of flooding • Ensure that where there are risks that cannot be reduced in the short-term that emergency plans are in place.	X			HC / Neighbouring LLFAs / TW / EA / Transport for London / Network Rail	Local Levy / Local funding sources	Keep in line with Flood Risk Regulations objectives
3	To confirm all the elements such as tanks, ponds etc. that have a role in surface water management and make the information available to the public and drainage professionals.	The collection of information from different sources and preparation of an Asset Register. (This is a particular requirement of the FWMA).	X	X	X	HC / TW/ EA / other RMAs	Local Levy / Revenue for LLFAs / Local funding sources	
4	To ensure the long term integrity of privately owned structures that have a role in flood protection.	Designation of structures that have a key role in flood risk protection. (Designation is a process identified in the Flood and Water Management Act that enables Haringey to have control over important structures.)	X	X	X	HC / other RMAs / Canal and River Trust / Private owners	Local funding sources	
	To enable Statutory	The convening of regular meetings (at a				HC / EA /	Local	

5	Organisations and the public to work together to reduce flood risks by using all available resources and funds to achieve the greatest benefit	frequency to be determined) of the key flooding organisations so that any plans that might have an impact on flood risk reduction can be considered jointly.	X	X	X	Neighbouring LLFAs / other RMAs	funding sources	
6	To avoid an increase in flood risk as a result of development by preventing additional rainwater entering existing drainage systems wherever possible.	The drainage department became a statutory consultee to the LPA as of April 2016. This requires Haringey under the Flood and Water Management Act to technically assess drainage details associated with development to ensure that they are sustainable and do not worsen flood risk. The main elements of this process will be: • Pre-application discussions with Developers and receiving formal drainage applications • Receiving comments from other organisations on the application • Providing recommendations to the LPA • Inspection of as-constructed drainage works	X	X	X	HC (Planning) / TW / EA	Local funding sources	Measures to be set out in line with the NPPF and the London Plan.
7	To take a sustainable and holistic approach to flood management, seeking to deliver wider economic, environmental and social benefits, climate change mitigation and improvements under the Water Framework Directive.	• Promote effective water cycle management • Consider the joint use of green space for recreation and flood management • Develop guidance documents to set out requirements for new development • Develop guidance on sustainable drainage for house owners • Discuss any scheme proposals with all relevant parties • Ensure that any proposals satisfy Water Framework Directive requirements	X	X	X	HC	Local Levy / Revenue funding for LLFAs	As outlined in the FWMA
8	To encourage the maintenance of privately owned flood defences and ordinary watercourses and minimise any impediment to flow.	• Establish consenting procedures to control building of structures that may affect water flow • Advertise consenting procedures both within and outside the Haringey • Develop guidance for riparian owners on their responsibilities • Provide support to private owners of flood defences • Record all appropriate structures/assets on	X	X	X	HC / other RMAs / Canal and River Trust / Private owners	Local funding sources	

		watercourses so that ownership/responsibility can be identified in the event of flooding.						
9	To develop a process to ensure that critical sections of watercourse are kept clean and maintained on a regular basis to avoid flooding.	The map of Ordinary Watercourse within the Haringey area is to be annotated with information on those watercourses where there is the greatest risk of flooding. Following this the maintenance programme for ordinary watercourses is to be reviewed and where necessary adjusted to reflect where the risk is highest.	X	X	X	HC	Local funding sources	
10	To share information on flood management best practice	• Mechanisms for sharing information to be investigated and/or created. • Best practice examples to be collected	X	X	X	HC / EA / Neighbouring LLFAs	sources / FCRM /GiA / Local Levy	
11	To ensure that proposals and policies are properly integrated with any other flooding related plans.	The current versions of documentation such as the Preliminary Flood Risk Assessment, Haringey's Surface Water Management Plan and the Strategic Flood Risk Assessment will need to be reviewed and any subsequent versions and any new documentation considered in the development of policies.	X	X	X	HC / EA / Neighbouring LLFAs / other RMAs	Local funding sources / FCRM /GiA / Local Levy	

Appendix B – Public Consultation and Online Questionnaire

Public Consultation

To fulfil the requirement the FWMA, Part 1 Clause 9 (6), the draft LFRMS has been consulted with the following RMAs, Haringey Federation of Residents Association (HFRA) and other community organisations and the summary of the comments received from them are tabulated in Table B1.

Table B1: Summary of the Comments

Sr No	Organization	Comments	Response/Action
1	The Environment Agency	Content with the Strategy and No comments to be made	The comments are noted and no changes to the report
2	Greater London Authority	No comments	None
3	London Borough of Waltham Forest	No comments	None
4	London Underground Ltd.	**Page 3, para 5,** It may be worth explicitly mentioning rail infrastructure owners/managers alongside the other entities mentioned given the scale of Network Rail and London Rail assets within the borough.	The report has been modified accordingly
		Page 6, Re. Rail infrastructures owners/managers, it may be worth identifying TfL's and NR's responsibility for drainage systems serving track assets, these may affect adjacent catchments in some circumstances.	The report has been modified accordingly
		General observation:	

		Is it worth mentioning somewhere, an explicit objective of working collaboratively with TfL to ensure joined-up solutions wherever practicable?	This has been incorporated as one of our objective 5.
5	London Borough of Hackney	No comments	None
6	London Borough of Islington	No comments	None
7	Thames Water Utilities Limited	**Thames Water : Water Saving Device – Need Replacement** https://watersavingdevices.thameswater.co.uk/ **Thames Water : Save Water at Home – Need Replacement** https://www.thameswater.co.uk/Be-water-smart/You-can-be-water-smart/your-water-smart-home **Thames Water : Water-Saving Ideas – Need Replacement** https://www.thameswater.co.uk/Be-water-smart/You-can-be-water-smart/your-water-smart-garden **Thames Water : Order your freebies – Need Replacement** https://www.thameswater.co.uk/Be-water-smart/Water-saving-freebies **Also requested to include following statement in the report:** "It is the responsibility of a developer to make proper provision for surface water drainage to ground, water courses or surface water sewer. It must not be allowed to drain to the foul sewer, as this is the major contributor to sewer flooding."	The suggested Links and text has been added within the report.
8	London Borough of Camden	No comments	None

9	London Borough of Barnet	No comments	None
10	London Borough of Enfield	No comments	None
11	Highways England	The Highways England will only be concerned with the proposal that have the potential to impact the safe and efficient operation of the Strategic Road Network (SRN), in this case the A1. After reviewing the consultation, we have no comments.	The comments are noted and no changes to the report.
12	Transport for London	Acknowledgement of the email and no comments to be provided.	No Changes to me made in report.
13	The Canal and River Trust	No comments	None
14	Network Rail	No comments	None
15	Local Community Group	At the moment no comments to make however we should be contacted for the Rivers Forum and any other SuDS proposal	The comments are noted and no changes to the report.

Online Questionnaire

Haringey Local Flood Risk Management Strategy (LFRMS) - Consultation

Q1 **Please state if you are responding as an individual, business, government body, or other organisation**

○ *Individual / resident* ○ *Business* ○ *Governmental or other organisation*

If government or other org, please enter the name:

Q2 **Which of the actions below do you think are most important? (Tick up to 3 choices)**

- ☐ *Sustainable drainage issues to be considered in all major planning applications*
- ☐ *Ensure that flood risk management strategies work in conjunction with environmental pollution control*
- ☐ *Have regular inspections and repairs of drainage systems - including sewers*
- ☐ *Identify all areas within Haringey which are at risk of flooding*
- ☐ *Record information from flood events and use it to identify and manage risk*
- ☐ *The roles and responsibilities of all organisations working on flood risk must be clearly set out*
- ☐ *Promote understanding of flood risk amongst residents and property owners*
- ☐ *Ensure flood risk management specifically includes road drains and gullies*

-Page Break-

Q3 **Residents in areas affected by flooding often comment on the lack of communication about what is happening and what action is being taken. What do you think are the most effective means of keeping the public informed before and during a flood event?**

- ☐ *Letter / newsletter*
- ☐ *Email*
- ☐ *Public meetings*
- ☐ *Residents associations, 'Friends groups'*
- ☐ *Social media*
- ☐ *Other*
- ☐ *Haringey council website*

If other, please state:

Q4 **Other suggestions and comments**

Given the somewhat specialist nature of the consultation, we did not expect many responses. However please see below some of the consultation Analysis from all who responded.

Respondent groups:

		Count	%
Respondent	Individual / Resident	8	53 %
	Business	0	0 %
	Governmental or Other Organisation	7	47 %
	TOTAL	15	100 %

The most important actions to be considered:

		Count	%
Which Actions do you consider most important	Sustainable drainage issues to be considered in all major planning applications	7	54 %
	Ensure that floor risk management strategies work in conjunction with environmental pollution control	7	54 %
	Have regular inspections and repairs of drainage systems – including sewers	10	77 %
	Identify all areas within Haringey which are at risk of flooding	4	31 %
	Record information from flood events and use it to identify and manage risk	0	0 %
	The roles and responsibilities of all organisations working on flood risk must be clearly set out	3	23 %
	Promote understanding of flood risk amongst residents and property owners	2	15 %
	Ensure flood risk management specifically includes road drains and gullies.	4	31 %

Report for: Cabinet 9 July 2019

Item number:

Title: Expansion of Car Clubs

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

Lead Officer: Emma Williamson/Neil Goldberg x4255
neil.goldberg@haringey.gov.uk

Ward(s) affected: ALL

Report for Key/ Non Key Decision: Key

1. Describe the issue under consideration

1.1. This report recommends a waiver of tendering requirements as permitted under CSO 10.01.2(d) and the direct award of contracts to DriveNow UK Limited (DriveNow) and Zipcar (UK) Limited (Zipcar) for the provision of floating car club services in Haringey for a period of three years.

1.2. The report explains how the expansion of Haringey's floating car club scheme, which has no cost to the Council, from a single provider to two providers will be beneficial for the borough with regards to providing an alternative to the private car, reducing private car ownership and congestion, tackling unequal access to mobility, reducing carbon emissions and air pollution and bringing about a change in travel behaviour.

1.3. Enabling more trips to be made by walking, cycling and public transport in Haringey is the overarching objective of the adopted Haringey Transport Strategy but the Council also recognises that getting more people making sustainable travel choices requires a wider range of transport options which will bring about a change in travel behaviour that does not rely on owning a car. Car club services in Haringey continue to support the aims of the strategy as well as providing additional benefits such as improved air quality due to reduced congestion and private car ownership, as well as promoting more active and sustainable travel**.**

1.4. The proposed contracts with DriveNow UK Limited and Zipcar (UK) Limited will enable a floating car club scheme to operate in Haringey, and ensure that the service providers operate in a way that does not negatively impact our highway network.

1.5. DriveNow and Zipcar (operating as Zipcar flex) are the only two floating car club operators in London, although the market is growing and the expectation is that more operators will enter the market in the next few years.

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

2. Cabinet Member Introduction

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

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

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

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

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

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

3. Recommendations

3.1 For Cabinet to approve the proposals to:

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

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

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

4. Reasons for decision

4.1. Car clubs are important to encourage more journeys in Haringey to be made by sustainable modes. This is supported in the Council's adopted Transport Strategy. Entering into contracts with DriveNow and Zipcar has no cost to the Council and will enable a floating car club scheme to operate in Haringey and ensure that the service providers operate in a way which will not negatively impact our highway network.

4.2. Zipcar and DriveNow are the only two operators providing floating car clubs in London which justifies the procurement waiver. Introducing two car clubs into Haringey will provide choice for the users ensuring the users have better access to a variety of cars and hiring options including a range of hiring costs.

5. Alternative options considered

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

6. Background information

6.1. Since 2014, the incumbent service provider DriveNow has been operating a floating car club service in Haringey, however the Council's contract with DriveNow has now expired. DriveNow launched in Hackney, Islington and Haringey at the same time, providing 60 vehicles in each borough, of which 15% of the fleet were electric powered. Gradually, as demand increased, DriveNow expanded its operation into 6 other boroughs including Brent, Barnet, Southwark, Tower Hamlets, Westminster, and Waltham Forest. Their total fleet is 720 vehicles of which 18% are electric.

6.2. This service provides residents with access to vehicles for one-way journeys. The vehicles are 'floating' or 'flexible', meaning their vehicles do not need to be picked up or returned to a specific parking space. Traditional car clubs ('fixed bay' or 'point to point') are booked in advance and encourage considered car use.

6.3. Floating car club use is on demand (typically spontaneous) and paid by the minute. Rentals are open ended with no requirement to make a reservation and no commitment to return by a specific time. Traditional car clubs are used for

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

6.4. Since 2009, Zipcar (formerly called Streetcar) has been the sole operator of all 'fixed bay' car club provision in Haringey. This contract is ongoing and there are plans to expand this contract in the future to include other operators. This will be subject to separate Cabinet approval later in 2019.

6.5. To ensure that the best possible service is provided to Haringey residents, Council support, promotion and coordination is necessary to enable a consistent approach to car clubs to be taken forward. Allowing car clubs to develop on their own based on demand and supply could risk an inconsistent set of services being developed. This may in turn make it harder for residents to access as well as negatively impacting on the highway network and kerb space availability.

6.6. In addition, Section 16 of the Traffic Management Act 2004 requires local authorities to manage the road network in the most effective way with particular focus on "securing (and facilitating) the expeditious movement of traffic on the authority's road network". Implementation of a car club could play a key role in reducing congestion on the road network in Haringey.

6.7. Floating car club operators require borough wide parking permission (in Controlled Parking Zones, pay by phone, mixed use bays) in order to operate the scheme. They also require an agreement with the local authority in regard to parking arrangements and the creation of a specific parking permit.

6.8. The previous contract with DriveNow allowed the operator to pay for all parking costs upfront for an agreed number of vehicles and parking usage is monitored by the Council on a quarterly basis to assess if further parking charges are triggered. This relies on the Council monitoring, and enforcing against, the number of cars in the borough. As well as the expansion of floating car club services in Haringey, it is proposed that rather than paying for all parking costs upfront, the operators would pay a proportion of the costs upfront based on an agreed number of vehicles, and on a quarterly basis the operators will need to report the average numbers of cars parking in Haringey and provide additional parking fees. The proposed contracts would still deal with issues such as parking arrangements and a commitment to increasing the number of electric cars on the fleets.

6.9. The previous contract with DriveNow included the following requirements:

- At least 5% of the total operational fleet to be electric within the first year of operation – This is now 18%
- The share of diesel vehicles of the total fleet shall not exceed 45% - DriveNow have no diesel vehicles on its fleet.

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

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

Benefits of floating car clubs

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

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

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

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

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

6.16. Other benefits include:

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

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

Issues to consider

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

DriveNow

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

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

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

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

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

6.21. DriveNow operates using an app or a card so is simple and easy to use. The app enables you to locate a vehicle; the app or card enables you to open and start it and then drop it off in any borough where DriveNow is operating. Membership is across the whole organisation so you can use vehicles in other countries as well as in the UK.

6.22. The DriveNow fleet used in London consists of MINIs (including the Clubman model), BMW1 series, BMW2 series Active tourer and BMWi3s and the fleet has been diesel free, consisting solely of petrol and electric vehicles for the past 2 years. It operates with 18% of the London fleet being fully electric utilising charge points that use a type-2 European charger (standard cable) such as Source London. The fleet can adapt based on the customer base to ensure the fleet is used and a quality service is provided to customers.

6.23. DriveNow caters for families and booster seats are available in the boot of all BMW1 series, BMW2 series Active tourer and MINI 5 door vehicles. Pets can also be transported in DriveNow vehicles provided that the car is returned in a clean condition.

6.24. DriveNow use incentivised pricing. There is a one-off registration fee of £9.98 with a £20 credit and no ongoing monthly or annual membership fees and use can be bought by the minute (33p per minute for a MINI; 39p per minute for the BMWi3), the hour or at a daily rate. Insurance, fuel, and parking are all included in the price and the electric vehicle fleet are exempt from the Congestion Charge. If a vehicle has less than 25% of fuel remaining, customers are credited with 20 minutes if they re-fuel (or re-charge if electric) and return the car with over 90% in the tank. There are also promotions for holiday periods and saving packages for hourly and day rentals.

Zipcar Flex

6.25. Zipcar Flex joined the market later than DriveNow, trialling a floating car club service in south London in July 2017.

6.26. Zipcar is currently the UK’s leading car-sharing service and became popular with its fixed bay roundtrip service. The company says its roundtrip car club service has taken 10.5 vehicles from the road per Zipcar vehicle .

6.27. The new ‘Flex’ services began with 300 petrol vehicles in a mix of automatic and manual transmission. Many of these vehicles have been phased out and replaced with 325 new Volkswagen e-Golfs which are fitted with an electric motor and battery. The e-Golf claims a range of 144 miles.

6.28. The operating area of the Flex service is similar to DriveNow, with most boroughs choosing to launch with both providers. Zipcar Flex is now available to

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

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

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

7. Operational Management

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

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

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

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

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

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

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

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

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

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

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

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

Parking Income

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

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

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

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

8. Contribution to strategic outcomes

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

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

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

9.1 Finance – Sheela Thakrar

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

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

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

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

9.6 Strategic Procurement - Peter Capp

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

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

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

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

9.10 Legal – Sarah Robson

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

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

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

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

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

9.16 Equalities – Hugh Smith

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

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

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

9.19 The report seeks approval to expand the floating car club project by entering into a new three-year agreement with DriveNow UK Limited and with Zipcar. The new agreement would lead to an increased number of floating car club vehicles in Haringey, an increased proportion of which will be electric vehicles. The objective of expanding the floating car club project is to encourage modal shift from private vehicle ownership and use to more sustainable forms of transport. The Haringey Transport Strategy recognises that getting more people to make sustainable travel choices requires a wide range of transport options that do not rely on owning a car. While walking, cycling and public transport are prioritised, the strategy recognises that a proportion of travel in Haringey will continue to have to be made by car. Accordingly, encouraging a shift from private ownership to a flexible use model is considered an appropriate means of promoting sustainable travel.

9.20 The Haringey Transport Strategy has been subject to an Equalities Impact Assessment (EqIA), which can be viewed here: http://www.minutes.haringey.gov.uk/documents/s100136/Appendix%20D%20-%20Transport%20Strategy%20EQIA%202018.pdf

9.21 The report notes that expansion of floating car club provision, a relatively high proportion of which is electric, is likely to reduce private car ownership and thereby reduce air pollution and congestion. The Transport Strategy EqIA notes that improved air quality is likely to benefit younger and older people, residents with disabilities and/or long-term health conditions, and pregnant women; as well as residents from BAME and faith communities, a higher proportion of whom live in areas with high levels of air pollution. The decision to expand floating car clubs is therefore likely to enable the Council to address a known inequality.

9.22 The report notes that reduced private car ownership is likely to facilitate the expeditious movement of traffic and reduce congestion. This would facilitate benefits associated with reduced air pollution, noted above, while also benefitting groups who rely on car travel such as residents with disabilities and pregnant women. The decision is therefore likely to help meet the particular needs of these groups.

9.23 It is noted that decisions to include other operators in the floating car club agreement will be reserved for Cabinet and will be duly subject to screening for equalities impact at such a time as they are considered.

10. Use of Appendices

10.1. None

11. Local Government (Access to Information) Act 1985

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

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Report for: Cabinet 9 July 2019

Title: Adoption of Conservation Area Appraisal and Management Plans for Bruce Castle, Tottenham Cemetery, Tower Gardens and Peabody Cottages

Report authorised by : Dan Hawthorn, Director, Housing Regeneration and Planning

Lead Officer: Lucy Morrow, Conservation Officer (x4497)

Ward(s) affected: White Hart Lane, Northumberland Park, Bruce Grove

Report for Key/ Non Key Decision: Key

1 Describe the issue under consideration

1.1 This report seeks Cabinet's approval for the adoption of four draft conservation area appraisal and management plan documents covering Bruce Castle, Tottenham Cemetery, Tower Gardens and Peabody Cottages Conservation Areas (attached at Appendices 4-7). Each document includes a comprehensive appraisal of the Conservation Area and sets out the Council's strategy for managing the area going forward in order to protect its special character (including design guidelines). A summary of the special interest of each Conservation Area is provided at paragraph 6.7 below.

1.2 The documents include changes to the boundaries of Bruce Castle and Tottenham Cemetery Conservation Areas, described in 6.8 below. In both cases, the recommendation is for the removal of a small part of the Conservation Area designation. The boundary changes would come into effect upon adoption of the documents.

1.3 Cabinet approved a six week public consultation on drafts of the documents in November 2018. The consultation took place between the 14th January and the 25th February 2019, and the documents have been revised having regard to comments received during the consultation. The response to the consultation is summarised in the consultation statement (Appendix 1) and individual responses are listed in Appendix 2.

2 Cabinet Member Introduction

2.1 The Council is committed to preserving and enhancing the special character of our Conservation Areas. Conservation Area appraisals that are up to date, clear and informative are essential tools to help us achieve this. These documents will play an important role in positive future management of the Conservation Areas and provide clarity for developers, residents, and the Council. These documents are part of an ongoing programme of work to renew Conservation Area Appraisals and Management Plans across the borough.

2.2 The Council undertakes a large amount of conservation work which includes working towards the repair of at risk heritage assets, promoting sensitive reuse of such buildings and assisting in securing funds for restoration, and working with partners to improve the character and appearance of conservation areas for example through shop front improvement projects. The new guidance documents will support and inform projects such as these going forward.

2.3 The documents will also support Haringey's Local Plan policies relating to management of the historic environment, which set out the Council's intention to ensure the conservation of the significance of Haringey's heritage assets, and support the use of the historic environment as a basis for heritage-led regeneration, good design and positive change. They will provide a sound basis for development management decisions, allowing the Council to effectively manage large and small-scale development, enforce against unauthorised works, and protect conservation areas and local heritage assets from harm caused by inappropriate development.

3 Recommendations

3.1 That Cabinet:

1. Notes the comments received to the consultation, and how these have been taken in to account in finalising the draft documents (described in paragraphs 6.9-6.19 and set out in detail in Appendices 1 and 2).

2. Notes the comments of the Regulatory Committee in relation to this report included at Appendix 10.

3. Approves the adoption and publication of the finalised Conservation Area Appraisal and Management Plans as attached at Appendices 4-7.

4. Authorises changes to Conservation Area boundaries detailed in Appendix 3.

Reasons for decision

4.1 The Council has a statutory duty to ensure that Conservation Areas are preserved or enhanced, and publish policies for the implementation of the same (Planning (Listed Buildings and Conservation Areas) Act 1990, Part II). The Council's adopted Local Plan policies support the conservation of the significance of the Borough's heritage assets (SP12, DM9), and require decision makers to have regard to appraisals and management plans when considering the impact of proposals on the historic environment (DM9 C).

4.2 Tottenham Cemetery, Tower Gardens and Peabody Cottages Conservation Areas do not have adopted appraisals. The current appraisal for Bruce Castle Conservation Area has not been updated since 2009, and is considered out of date, while the new document provides an updated survey, management plan and design guidelines. It is important that the Council adopts these appraisals and management plans in order to support the implementation of the Council's Local Plan policies and ensure that the significance of the Conservation Areas is preserved and enhanced. A summary of the special interest of each Conservation Area is provided at paragraph 6.7 below. A summary of the content and structure of the new appraisal documents is provided at 6.6 below.

4.3 Up-to-date Appraisals will provide a sound basis for development management decisions and will serve as a useful guide for property owners and those bringing forward heritage projects and development proposals as to how best to preserve and enhance each area's character. In some cases, the character of these Conservation Areas has been harmed or is vulnerable to harm through inappropriate (often small-scale) development. These documents will be a valuable tool in addressing this.

4.4 The appraisals include a comprehensive review of each Conservation Area's boundary, with small changes to the boundaries of Bruce Castle CA and Tottenham Cemetery CA. It is important that the Council revise the boundaries to ensure that the Conservation Area designations are warranted, meaningful, and in line with statutory requirements and national policy. There is a statutory duty to review conservation area designations from time to time (Planning, (Listed Buildings and Conservation Areas) Act 1990, 69) and the Council must ensure that designated Conservation Areas are of sufficient special architectural or historic interest, in line with the National Planning Policy Framework (paragraph 186) and Historic England guidelines. The proposed boundary changes are described in 6.8 below.

5 Alternative options considered

5.1 The Council has a statutory requirement to "…formulate and publish proposals for the preservation and enhancement of any parts of their area which are conservation areas" under Section 71 of the Planning (Listed Buildings and Conservation Areas) Act 1990. The existing Conservation Area appraisal for Bruce Castle was updated in 2009, and is considered out of date. The area has undergone some changes since then, and best practice guidance for Conservation Area appraisals has evolved. Tottenham Cemetery, Peabody Cottages and Tower Gardens do not have adopted appraisals. Continuing to manage these areas without up-to-date documents in place is not considered advisable.

5.2 The document includes recommendations for alterations to the boundaries of two of the Conservation Areas. The option of leaving the boundaries as they currently are has been considered and is not recommended. The National Planning Policy Framework (Paragraph 186) states that "When considering the designation of Conservation Areas, local planning authorities should ensure that the area justifies such status because of its special architectural or historic interest, and that the concept of conservation is not devalued through the designation of areas that lack special interest". In cases where there is no discernible special character, the designation is unhelpful.

6 Background information

6.1 There are 28 Conservation Areas in Haringey, designated over a period of 45 years, of which 14 have adopted character appraisals. The Council is undertaking an ongoing programme of producing Conservation Area Appraisals and Management Plans, as well as reviewing those existing appraisals that are outdated. Details of the ongoing work programme is provided at Appendix 8. The next batch of Conservation Area appraisals to be taken forward will be Trinity Gardens, Wood Green Common, Bowes Park, Muswell Hill and Fortis Green and these are expected to be completed in July 2019.

6.2 Haringey's Local Plan policies relating to management of the historic environment are SP12 in Haringey's Strategic Policies (2017), which sets out the Council's intention to ensure the conservation of the significance of Haringey's heritage assets, and supports the use of the historic environment as a basis for heritage-led regeneration, good design and positive change, and DM9 Management of the Historic Environment, in Haringey's Development Management DPD (2017), which sets out the Council's approach to managing development affecting heritage assets in more detail, and requires that the Council has regard to character appraisals and management plans when considering the impact of proposed development on the historic environment. It should be noted that the Local Plan has one adopted Site Allocation adjacent to

these Conservation Areas (SA 63 The Roundway), which is allocated for employment led mixed used development. The allocation clearly states any redevelopment should respect and enhance the adjacent Conservation Areas, and the guidance within these appraisals will assist with this.

6.3 An adopted character appraisal provides a sound basis for implementing the Council's approved development plan policies relating to Conservation Areas, and will support development management decisions. The appraisals are for the use of local residents, community groups, businesses, property owners, architects and developers. The Council will use the documents in the assessment of all development proposals, and the Planning Inspectorate will take them into account when it considers and determines planning appeals.

6.4 The appraisals will also be helpful to those considering investing in the area, and can be used to guide conservation projects and new development proposals. When funding is sought for grant aid schemes, such as the recent Townscape Heritage Initiative in North Tottenham, an adopted character appraisal is essential to demonstrate the value of the area.

6.5 The documents included with this report do not introduce new policy. When adopted, they will have the status of evidence base documents. Their purpose is to support existing planning policy already set out in the adopted Local Plan. The National Planning Policy Framework (NPPF) issued by the Government in February 2019 requires local planning authorities to set out in their Local Plan a positive strategy for the conservation and enjoyment of the historic environment. Pursuant to this requirement, Conservation Area appraisals define the special character of Conservation Areas and set out positive strategies for their future management and enjoyment. The Council has a statutory requirement to "...formulate and publish proposals for the preservation and enhancement of any parts of their area which are conservation areas" under Section 71 of the Planning (Listed Buildings and Conservation Areas) Act 1990. The documents have been screened and it was determined that a Strategic Environmental Assessment under the provisions of the SEA Directive (European Directive 2001/42/EC) is not appropriate in this case.

Structure of the Conservation Area Appraisal and Management Plans

6.6 The Conservation Area Appraisals and Management Plans have been written to reflect the framework set out in *Historic England, Historic Environment Advice Note 1: Conservation Area Designation, Appraisal and Management (2019)* as well as other relevant guidance. A brief structure of the documents is set out below:

Appraisal

- **The summary of special interest**: a succinct description of the overall character of the Conservation Area.

- **Comprehensive appraisal:** recording the special character of the area covering; location and setting, historical development and archaeology, architectural quality, public realm, and condition and development pressure.

- **Audit:** A record of all buildings in the area, indicating whether they make a positive, negative or neutral contribution.

Management Plan

- **Principles for development management:** Setting out the Council's approach to managing new development, including when planning permission is required, expectations for applications, and relevant policies.

- **Boundary Review:** In some cases there are proposals for minor changes to the Conservation Area boundary – refer to maps included in the draft documents

Preserving and Enhancing the Conservation Area

- A set of accessible illustrated Design Guidelines detailing how the special character should be preserved or enhanced covering; shop front design, making changes to listed buildings, extensions, external maintenance and facade restoration, and window and door replacements.

Please see Appendices 4 - 7 for the draft documents in full.

Descriptions of the Conservation Areas

6.7 The four adjoining Conservation Areas covered here are located in Tottenham, to the north of Lordship Lane.

- **Tower Gardens** is widely recognised as an important pioneering housing estate and as one of the three seminal London County Council suburban cottage estates of the pre-First World War period. It is of special interest as an exemplar of the pioneering social policies of the LCC in the early years of the 20th century and of the work of the LCC's renowned Architects' Department, for the introduction of garden suburb planning principles, and for the use of Arts-and-Crafts and vernacular architectural features in its design combined with a high degree of craftsmanship and good quality materials. The estate was one of the first of the LCC's new suburban estates for the working class. Its distinctive character owes much to the combination of social commitment and aesthetic ambition that was to characterise the LCC's housing developments over the ensuing half century. The key characteristics of the Conservation Area

are: The underlying structure and discipline of the street layout, and the similar massing and eaves level of the terraces, the high-quality design of the individual terraces including the use of Arts-and-Crafts and vernacular details and materials, and the good quality of the street scene especially where surviving privet hedges maintain a continuous green frontage to the individual terraces.

- **Peabody Cottages** is an important surviving example of a charitably funded suburban development of the early twentieth century, providing new and affordable housing for working-class people. The design of the individual terraces is unremarkable for its time, it is the consistency and coherence provided by the repetition of simple elements and the co-ordinated street frontage, together with its generally good state of preservation, that positively contribute to the highly attractive character of this small enclave. It also has historic interest in a regional context as one of only two cottage estates to be built by Peabody Trust, one of London's oldest and largest providers of social housing.

- **Bruce Castle Conservation Area** has considerable historic and architectural significance. It is important for the survival of three important historic buildings. Bruce Castle (listed Grade I), one of the oldest buildings in Haringey, is an important survival from the Tudor period with well-documented earlier origins. Special interest attaches to the historic and architectural significance of Bruce Castle and its associated structures, and to the relationship between the house and surrounding park. All Hallows Church (listed Grade II*) dates from the fourteenth century onwards but with earlier medieval origins. The survival of both church and manor house represents a continuity that is rare in Greater London. The Priory (listed Grade II*), a fine example of a Middlesex gentry farmhouse, completes this important grouping. The Conservation Area is also important for the survival of historically significant open spaces that have been surrounded by later dense suburban development. The three principal open spaces within the Conservation Area are Bruce Castle Park, All Hallows Churchyard and the forecourt to Edmanson's Court in Bruce Grove.

- Tot**tenham Cemetery** is a good example of a Victorian cemetery, with original paired chapels (listed Grade II) and features of interest from later phases including the distinctive tunnel and several sets of entrance gates. It is of particular note for the tomb of William Butterfield, a major figure of the Victorian Gothic Revival who designed the chancel to All Hallow's parish church adjoining the cemetery. While the majority of monuments are relatively modest, it is of interest as a cemetery that served the local population, the history of which can be traced through the many surviving headstones and memorials. It is also of interest for

the war memorial, the Commonwealth War Graves headstones and other memorials e.g. to civilians who perished in WW2 and to members of the Tottenham Fire Brigade. It is a tranquil green space within a densely built up area with many mature trees and a varied character including the incorporation of an earlier landscape in the Garden of Peace and the natural feature of the Moselle brook. It is also of interest as a nature conservation area of borough importance.

Changes to Conservation Area boundaries

6.8 **Bruce Castle:** Post-war blocks of flats in Beaufoy Road (William Atkinson House and William Rainbird House) will be excluded from the designation. These form a discrete block at the edge of the Conservation Area, and are of no architectural merit. Please refer to the boundary review map in Appendix 3.

Tottenham Cemetery: The allotments to the northeast of the cemetery will be excluded from the designation. While the tree planting around the periphery of the allotment contributes to the setting of the cemetery, the area does not itself possess the special architectural or historic interest to warrant Conservation Area designation. It is however protected by its status as Metropolitan Open Land. Please refer to the boundary review map in Appendix 3.

Community Involvement and Public Consultation

6.9 Public consultation on the draft documents was undertaken in line with the Council's Statement of Community Involvement (SCI). Statutory consultees and subscribers to the planning policy consultation database were notified by email.

The consultation was publicised through a press notice and on the Council's website. Addresses within the Conservation Areas were notified in writing. Two public meetings were held as part of the consultation process, in line with the requirements of Section 71 (2) of the Planning (Listed Buildings and Conservation Areas) Act 1990.

6.10 38 responses were received from 26 consultees. There were 13 responses relating to Tower Gardens Conservation Area, 9 relating to Bruce Castle Conservation Area, 9 relating to the Tottenham Cemetery Conservation Area and just one for the Peabody Cottages Conservation Area and 6 general comments. In general, comments received for all four appraisals expressed support for the adoption of the documents, and emphasised the importance of protecting the special character of these areas. A summary Consultation Statement is in Appendix 1 and a full schedule of Consultation Responses is in Appendix 2. Some of the key consultation feedback is covered below.

6.11 Concerns were expressed about the current condition of these areas and the lack of effective planning enforcement against inappropriate changes and the quality of works by the Council or management partners. The final documents will be shared with all relevant departments and partners to provide a basis for consistent management.

6.12 Some comments were made suggesting additional properties and areas to be included within the Conservation Areas. Surrounding properties and areas were appraised and were not considered to have sufficient heritage interest to warrant designation.

6.13 Comments were received from statutory consultees including Historic England, which supports the adoption of the appraisals.

6.14 Very few respondents objected to the adoption of the documents or raised major concerns about the proposed boundary changes.

6.15 For the Bruce Castle Conservation Area, one consultee did express concern that the area forms part of the setting of the historic park, and the change could represent an unnecessary weakening of conservation control. Officers do not consider this to be the case and Historic England had no objection to the proposed boundary changes. There were also concerns about proposals to use Bruce Castle Park for the NFL Tailgate event. In any case, the park is considered to be part of the curtilage of Grade I Listed Bruce Castle and the entire park including its boundaries is within the Conservation Area, so any proposal for alterations to the park's structures that require planning consent would be considered against relevant legislation and policy, and the appraisal document would be taken into account.

6.16 For the Peabody Cottages Conservation Area, there was a suggestion to note the possibility of pedestrian connections to the north which has been acknowledged in the amended text.

6.17 For the Tottenham Cemetery Conservation Area, concerns were raised about the management of the area by Dignity. The management plan specifically recommends close future liaison with Dignity to include agreement on a consultation process for categories of work that don't come under the control of planning (such as landscaping and repairs).

6.18 For the Tower Gardens Conservation Area, comments were received regarding updating and extending the Article 4 Direction which would extend the current Permitted Development Rights restrictions to the whole of the Conservation Area. The proposed management plan for this Conservation Area includes recommendations to update the existing Article 4 Direction and extend it to include the whole of the Conservation Area. It is the Council's intention to bring this forward, but the changes would not come in to effect upon adoption of this appraisal. Changes to the Article 4 Direction would be consulted on separately in line with the statutory process, and further detailed information would be provided to residents at that time.

6.19 Similar to the above concerns raised regarding Dignity, concerns were raised around Homes for Haringey building works in Tower Gardens and Bruce Castle needing to be sympathetic to the Conservation Areas. The new management plans include a commitment to ensure that all departments work co-operatively to ensure the preservation and enhancement of the CAs. The finalised document will be shared with all relevant departments and other stakeholders, and should provide the basis for a consistent management approach across departments going forward. Where necessary, the conservation team will liaise directly with other departments and partners to address management issues. Development carried out by the Council, Homes for Haringey, and other partners is subject to the same constraints and requirements as any other development, and proposals would be assessed and enforced against relevant planning policy and guidance in the usual way. The Council is keen for public landowners and property management organisations to be setting an exemplar for Conservation Areas.

6.20 There are no major changes to the documents following the consultation. A number of responses suggested small amendments or additions to the documents and where appropriate these are reflected in the finalised versions. Details of how the documents have been amended in response to the consultation are contained in Appendices 1 and 2.

<u>Strategic Environmental Assessment / Sustainability Appraisal (SEA/SA)</u>

6.21 The documents have been screened (Appendix 9) to determine whether a SEA/SA is appropriate under the provisions of the SEA Directive (European Directive 2001/42/EC) which concluded that a SEA/SA is not necessary.

Next Steps

6.22 If Cabinet approves the adoption of the documents, a letter notifying residents of the outcome of the consultation and the decision of the Cabinet will be sent to all addresses within the Conservation Areas. Notice of the variation of the boundaries of Bruce Castle and Tottenham Cemetery Conservation Areas would be given to the Secretary of State and the Historic Buildings and Monuments Commission for England pursuant to sections 70(5) and 70(7) of the (Listed Buildings and Conservation Areas) Act 1990. A press notice would be issued in a local newspaper and the London Gazette as per statutory requirements of Section 70(8) of the Act. Addresses that are affected by the boundary alterations will be notified by letter and Local Land Charges would be updated to reflect the alterations. Additionally, Local Plan documents, Proposals Map and other databases would be updated to reflect the boundary alterations.

6.22 The next batch of Conservation Area appraisals to be taken forward will be Trinity Gardens, Wood Green Common, Bowes Park, Muswell Hill and Fortis Green and these are expected to be drafted in July 2019.

7 Contribution to strategic outcomes

7.1 These documents support the Council's Borough Plan 2019-23 Priority 3 "Place" through Outcome 11 "A culturally engaged place" which commits to "Safeguard and strengthen the borough's cultural heritage by effectively managing, investing in, and encouraging access to our heritage assets". The documents also support Priority 4 "Economy" through Outcome 16 "Regeneration with social and economic renewal at its heart" by supporting heritage-led regeneration.

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

Finance

8.1 This report recommends that Cabinet:

1 Notes the comments received to the consultation, and how these have been taken in to account in finalising the draft documents (described in paragraphs 6.9-6.19 and set out in detail in Appendices 1 and 2).

2 Approves the adoption and publication of the finalised Conservation Area Appraisal and Management Plans as attached at Appendices 4-7.

3 Authorises changes to Conservation Area boundaries detailed in Appendix 3.

There is no financial impact as a result of the above recommendations.

Equalities

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

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

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

8.3 This report seeks Cabinet's approval for the adoption of four draft conservation area appraisal and management plan documents covering four Conservation Areas in White Hart Lane, Bruce Grove, and Northumberland Park wards. The purpose of adopting the documents is to ensure a sufficient strategy for managing the Conservation Areas in order to protect their special characters. The decision will help ensure that local residents benefit from a well-managed environment in line with the Local Plan.

8.4 The three wards noted above have higher proportions of residents than the Haringey and London averages from BAME communities as well as higher proportions of residents with religious affiliations, with notably larger Christian and Muslim communities. In additionally, proportionally more residents of these wards have long-term health conditions or disabilities and proportionally more residents are aged 0-19 than Haringey or London as a whole. Therefore, residents with the protected characteristics of age, disabilitiy, race and ethnitiy, and religion and belief will be overrepresented among those who benefit from the decision.

8.5 Public consultation on drafts of the documents did not highlight any particular equalities issues.

8.6 The documents will support existing planning policy already set out in the Local Plan, which was subject to an Equalities Impact Assessment at the time of its adoption.

Assistant Director of Corporate Governance and legal implications

8.7 As noted in the report there is a duty under section 69(1) of the Planning (Listed Buildings and Conservation Areas) Act 1990 (as amended) ("the Act") for a local planning authority ("LPA") from time to time to determine which parts of their area are areas of special architectural or historic interest the character or appearance of which it is desirable to preserve or enhance, and shall designate those areas as conservation areas. Under section 69(2) of the Act from time to time the LPA shall review the past exercise of the functions noted above. The appraisals are part of this review process.

8.8 The decision to designiate and review convservation areas under section 69 of the Act is a function reserved to the executive.

8.9 The designation of a conservation area will have several planning consequences. These include (and are not limited to):

- Restrictions (and potential criminal offence) concerning demolition in a conservation area without express planning permission.

- The statutory duty under section 72 of the Act will be engaged, when determining planning applications in a conservation area to pay special attention to the desirability of preserving or enhancing the conservation area.

- The statutory duty noted in the report under section 71 of the Act from time to time to formulate, publish proposals and hold a public meeting about them, for the preservation and enhancement of the conservation area. As the report notes the appraisals will assist in the formulation of these proposals in the development plan policies.

- In determining planning applications, these policies regarding conservation areas will then become engaged. Chapter 16 of the government's National Planning Policy Framework will also apply.

- Restrictions on cutting down, topping, lopping, or uprooting trees in a conservation area.

- Greater restrictions for certain otherwise permitted development under the Town and Country Planning (General Permitted Development) (England) Order 2015 (as amended) ("the GPDO").

- Restricts the power of the secretary of state to cancel or modify an immediate Article 4 Direction (restricting permitted development rights) under the GPDO for certain classes of development.

- Greater controls to display certain types of advertisement under the Town and Country Planning (Control of Advertisements) (England) Regulations 2007.

8.10 Paragraphs 6.9-6.19 of this report explain how the Council has discharged its responsibilities under section 71 of the Act to: (1) formulate and publish proposals for the preservation and enhancement of any parts of their area which are conservation areas; (2) consider proposals at a public meeting; and (3) have regard to any views expressed at any public meetings. In addition to the statutory requirements, the Council carried out a 6 week consultation on the proposals and Appendices 1 and 2 set out how the consultations responses have been considered.

8.11 If Cabinet agrees to vary the the boundaries of Bruce Castle and Tottenham Cemetery Conservation Areas, then the Council shall need to give notice of the variations to the Secretary of State and the Historic Buildings and Monuments Commission for England pursuant to sections 70(5) and 70(7) of the Act. It will also need to publish notices in the London Gazette and in at least one newspaper circulating in the borough in accordance with section 70(8).

4 Use of Appendices

Appendix 1: Consultation statement

Appendix 2: List of responses received at consultation

Appendix 3: Map of changes to Conservation Area boundaries for Bruce Castle and Tottenham Cemetery

Appendix 4: Bruce Castle Conservation Area Appraisal and Management Plan

Appendix 5: Tottenham Cemetery Conservation Area Appraisal and Management Plan

Appendix 6: Tower Gardens Conservation Area Appraisal and Management Plan

Appendix 7: Peabody Cottages Conservation Area Character Appraisal and Management Plan

Appendix 8: Planned programme of Conservation Area Appraisal and Management Plans

Appendix 9: Strategic Environmental Assessment / Sustainability Appraisal screening documents

Appendix 10: Comments of Regulatory Committee (to be added following the 1st July meeting of the Regulatory Committee)

5 Background Documents

a) Planning (Listed Buildings and Conservation Areas) Act 1990

b) National Planning Policy Framework (NPPF), February 2019;

c) Historic England Advice Note 1, Conservation Area Designation, Appraisal and Management, 2019

d) LB Haringey Cabinet Report – Consultation on the draft CAAMPS (November 2018)

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Consultation Statement

On the draft Conservation Area Appraisals for Bruce Castle, Tottenham Cemetery, Tower Gardens and Peabody Cottages Conservation Areas.

July 2019

1. Consultation Overview

1.1 In 2018 the Council produced new Conservation Area Appraisal and Management Plans for four conservation areas in Tottenham: Bruce Castle, Tottenham Cemetery, Tower Gardens and Peabody Cottages. This work was part of our ongoing programme to renew Conservation Area Appraisals across the borough. The new documents, researched and written by heritage consultants, include a description of the character of the conservation area, detailed design guidelines, and a review of conservation area boundaries. Small changes were recommended to the boundaries of Bruce Castle CA and Tottenham Cemetery CA. in each case, a small area would be removed from the designation.

1.2 Cabinet approved a six-week consultation on the draft documents in November 2018, aimed at gauging public support for the adoption of the documents and giving residents the opportunity to comment in detail on the documents and make suggestions.

1.3 A total of 38 responses were received from 26 consultees. The majority were from local residents. We also received responses from local residents' groups, CAACs, Historic England and Natural England. The response was generally positive, while concerns over the condition and management of the areas were also expressed.

1.4 The consultation was carried out in line with relevant statutory requirements and the Council's statement of community involvement (SCI).

2. Methodology

2.1 The consultation took place between Monday January 14th 2019 and Monday February 25th 2019. Notifications letters were sent to all addresses within each conservation area explaining the purpose of the consultation and detailing how to take part. Additionally, notifications were sent to all consultees on the Planning Policy consultation database.

2.2 A notice was placed in the Ham & High on the 14th January stating the dates of the consultation, where to view the document and how to respond. Information about the consultation was published on the Council's website. The consultation documents were also available to download from the website. Paper copies of the document were made available to view at Coombe's Croft Library and River Park House.

2.3 Consultees were invited to submit comments either through an online questionnaire accessed from the council's website, through a written questionnaire submitted in person at one of the public meetings, or by writing or emailing the conservation team.

2.4 Section 71 (2) of the Planning (Listed Buildings and Conservation Areas) Act 1990 requires that proposals for the preservation and enhancement of Conservation Areas (such as the new Appraisals and Management Plans that were the subject of this consultation) are submitted for consideration to a public meeting in the area to which they relate. Two public drop-in meetings were held in the area: On 26th January at Bruce Castle Museum, and on 4th February at 639 Enterprise Centre (Tottenham High road). Council officers were available to discuss issues and answer questions.

3. Summary of responses

3.1 Following the consultation, all comments received were analysed. There were a total of 38 responses. 19 were submitted by email, 9 via the online survey, and 10 in writing at public meetings.

3.2 Many of the responses expressed support for the adoption of the new documents and for the preservation and enhancement of the conservation areas, and approved of the general approach and detailed work that has gone in to preparation of the documents. Concerns were expressed about the condition of the conservation areas, the lack of effective planning enforcement and management, and possible future threats including development pressure.

3.3 One respondent objected to the new documents citing the limitations placed on residents, and the cost of complying with guidelines. One respondent objected to the proposed boundary change to Bruce Castle Conservation Area, citing concern over the consequential weakening of heritage protections. There were no objections to the proposed change to the boundary of Peabody Cottages Conservation Area.

3.4 The table on the next page summarises the main issues arising from the consultation, and the Council's response to them. A full list of responses is included in Appendix 2.

Theme	Council response and amendments
General Themes	
Concern about the general condition of the conservation area, and the lack of effective enforcement, including specific enforcement issues.	The new appraisals record the current condition of the conservation areas in some detail, including where unauthorised or inappropriate development has had a detrimental impact. The management plans include a commitment to enforce against inappropriate change in line with the Council's adopted development charter, and outlines specific enforcement priorities (section 2.4). The updated appraisals will be an important tool in ensuring effective enforcement going forward. They highlight key enforcement issues and provide a sound basis for enforcement action that is defensible on appeal. The appraisals include design guidelines clarifying what works are appropriate in the CA and when consent is required. It is hoped that this will help prevent inappropriate works being carried out without consent in the future.
Support for the adoption of appraisals, the general approach, methodology and level of detail. Support for the protection and preservation of the conservation areas in general.	Noted. No amendment
Concern about inappropriate works by the Council or management partners.	The new management plans include a commitment to ensure that all departments work co-operatively to ensure the preservation and enhancement of the CA (section 2.3). The finalised document will be shared with all relevant departments and other stakeholders, and should provide the basis for a consistent management approach across departments. Where necessary, the conservation team will liaise directly with other departments and partners to address management issues. Development carried out by the Council, Homes for Haringey, and other partners is subject to the same constraints and requirements as any other development, and proposals would be assessed and enforced against relevant planning policy and guidance in the usual way. The Council is keen for public landowners and property management organisations to be setting an exemplar for Conservation Areas.
Minor suggested amendments to clarify or correct small errors, or to add in useful information or additional detail	The documents have been amended where appropriate. A full list of amendments is contained in table 5 on page 8.

Bruce Castle Conservation Area	
Concern about the general condition of the conservation area, and the lack of effective enforcement.	Concerns are noted. The new appraisals record the current condition of the conservation areas in some detail, including highlighting where unauthorised or inappropriate development has had a detrimental impact. The management plans include a commitment to enforce against inappropriate change in line with the Council's adopted development charter, and outline specific enforcement priorities (section 2.4). The updated appraisals will be an important tool in ensuring effective enforcement going forward. They highlight key enforcement issues and provide a sound basis for enforcement action that is defensible on appeal. The appraisals include design guidelines clarifying what works are appropriate in the CA and when consent is required. It is hoped that this will help prevent inappropriate works being carried out without consent in the future.
Objections to the proposed boundary change because of concerns that the area forms part of the setting of the historic park and the change represents an unnecessary weakening of conservation control.	There is a statutory duty to review conservation area designations from time to time (Planning, (Listed Buildings and Conservation Areas) Act 1990, 69) and the Council must ensure that designated conservation areas are of sufficient special architectural or historic interest, in line with the National Planning Policy Framework (paragraph 186) and Historic England guidelines. The area in question is not considered to have any special heritage interest warranting designation. Restrictions to certain permitted development rights would no longer apply to the area following the boundary change. However, any development likely to have a significant impact on the setting of the CA would still require planning consent. Relevant planning legislation and national and local planning policy require that any impact on the setting of heritage assets is taken in to account when assessing planning applications. The Council is required to give considerable importance and weight to any harm to the setting of a designated heritage asset.
Support for the adoption of appraisals, the general approach, methodology and level of detail. Support for the protection and preservation of the conservation areas in general.	Noted. No amendment
Concerns about proposals to use Bruce Castle Park for the NFL Tailgate event, and about the impact of associated changes to the park's boundaries.	Concern is noted. Bruce Castle Park is considered to be part of the curtilage of Grade I Listed Bruce Castle. The entire park including its boundaries is also within the conservation area and makes an important contribution to its special interest. Any proposals for alterations to the park's structures that require planning consent would be considered against relevant legislation and national and local planning policy relating to heritage. The

	appraisal document, if adopted, would be taken in to account when deciding any future planning applications affecting the park.
Suggested addition to the CA to the north boundary to include 126-136 Church Road and 83 Church Road, and the rear of the properties along Bruce Castle Road.	The Council's consultants have undertaken a comprehensive review of the conservation area boundaries as part of the appraisal. This included consideration of buildings adjacent to current boundary. The houses at 126-136 and 83 Church Rd were not considered to have sufficient heritage interest to warrant designation. The backs of houses on Bruce Castle Road form part of the setting of Bruce Castle Park, but do not have sufficient heritage interest in their own right to warrant inclusion in the CA. Alterations to these houses affecting the setting of the conservation area would be required to preserve or enhance its special interest in line with national and local policy and legislation.
Concerns about inappropriate works by the council	The new management plans include a commitment to ensure that all departments work co-operatively to ensure the preservation and enhancement of the CA (section 2.3). The finalised document will be shared with all relevant departments and other stakeholders, and should provide the basis for a consistent management approach across departments. Where necessary, the conservation team will liaise directly with other departments and partners to address management issues. Development carried out by the Council, Homes for Haringey, and other partners is subject to the same constraints and requirements as any other development, and proposals would be assessed and enforced against relevant planning policy and guidance in the usual way. The Council is keen for public landowners and property management organisations to be setting an exemplar for Conservation Areas.

Peabody Cottages Conservation Area	
Suggested amendment to the document text to note the possibility of pedestrian connections to the north.	Amendment to 1.6.2 (public realm) "Vehicular access and exit points are confined to Lordship Lane, and parking restrictions apply within the estate. This has meant relatively little signage clutter and limited opportunities for rat-running which contribute to the estate's peaceful ambience. However, the estate's layout would allow for a pedestrian connection to the roundway on the north side that might improve accessibility. Streets are currently closed off with a high walls or fences at their north end."

Tottenham Cemetery Conservation Area	
Support for the adoption of appraisals, the general approach, methodology and level of detail. Support for the protection and preservation of the conservation areas in general.	Noted. No amendment
Concerns about the management of the conservation area by Dignity, including lack of investment/maintenance, inappropriate works, and lack of close working with the Council and residents.	The new management plans include a commitment to ensure that all departments work co-operatively to ensure the preservation and enhancement of the CA (section 2.3). The finalised document will be shared with all relevant departments and other stakeholders, and should provide the basis for a consistent management approach across departments. Where necessary, the conservation team will liaise directly with other departments and partners to address management issues. The management plan specifically recommends close future liaison with Dignity, to include agreement on a consultation process for categories of work that don't come under the control of planning (such as landscaping and repairs). A number of issues raised during the consultation do not generally fall under planning control (such as gardening and landscaping, trees). Comments have been passed on to the Council's Nature Conservation officer for consideration, and will be taken in to account in development of the Council's forthcoming Parks and Open Spaces Strategy and Biodiversity Action Plan as well as other relevant projects.
Specific enforcement complaints	Specific enforcement complaints raised during the consultation have been passed on to the Council's enforcement team who will determine what action is appropriate.

Tower Gardens Conservation Area	
Concern about the general condition of the conservation area, and the lack of effective enforcement.	Concern is noted. The new appraisals record the current condition of the conservation areas in some detail, including where unauthorised or inappropriate development has had a detrimental impact. The management plans include a commitment to enforce against inappropriate change in line with the Council's adopted development charter, and outlines specific enforcement priorities (section 2.4). The updated appraisals will be an important tool in ensuring effective enforcement going forward. They will highlight key enforcement issues and provide a sound basis for enforcement action that is defensible on appeal.

	The appraisals include design guidelines about what works are appropriate in the CA and when consent is required, communicated in an accessible way. It is hoped that this will help prevent inappropriate works being carried out without consent in the future.
Concerns about inappropriate works by the Council and Homes for Haringey	This issue is noted in some detail in the new appraisal (section 1.6). The new management plans include a commitment to ensure that all departments work co-operatively to ensure the preservation and enhancement of the CA (section 2.3). The finalised document will be shared with all relevant departments and other stakeholders, and should provide the basis for a consistent management approach across departments going forward. Where necessary, the conservation team will liaise directly with other departments and partners to address management issues. Development carried out by the Council, Homes for Haringey, and other partners is subject to the same constraints and requirements as any other development, and proposals would be assessed and enforced against relevant planning policy and guidance in the usual way. The Council is keen for public landowners and property management organisations to be setting an exemplar for Conservation Areas. A number of issues raised during the consultation do not generally fall under planning control, but are recognised as making an important contribution to the special character of the estate, such as front garden landscaping and hedges. Comments have been passed on to the Council's Nature Conservation officer for consideration, and will be taken in to account in development of the Council's forthcoming Parks and Open Spaces Strategy and Biodiversity Action Plan as well as other relevant projects.
Comments noting that the Article 4 direction that restricts permitted development rights on the estate needs to be updated and extended to cover the whole CA. Suggestions that further clarification is needed on the Article 4 Direction and planned changes to it.	The management plan includes recommendations to update the existing Article 4 Direction and extend it to include the whole of the conservation area. It is the Council's intention to bring this forward as a priority, but the changes would not come in to effect upon adoption of this appraisal. Changes to the Article 4 Direction would be consulted on separately in line with the statutory process, and further detailed information would be provided to residents at that time. Amendment to include a map included at section 1.3 (Location and setting) showing the current boundary of the Article 4 Direction as well as the conservation area boundary.

Concern about the condition of bushes, hedges, green space and front garden landscaping (including loss of boundary hedges), noting that maintenance requirements can be onerous and that many residents need support maintain these spaces appropriately.	The appraisal notes the important contribution that landscaping, planting and green space makes to the special character of the area in section 1.2 Summary of special interest, 1.3 Location and setting. Section 1.6 Condition and development pressure notes the poor condition of some hedges and gardens, as well as the detrimental impact where hedges have been replaced. Design guidance contained in the management plan states that loss of front gardens and boundary treatments for the creation of parking spaces will not be considered acceptable. It is also note that the retention and maintenance of hedges is encouraged. However, works to hedges (as well as other gardening and planting works) do not fall under planning control. Comments on this issue have been passed on to the Council's Nature Conservation officer for consideration, and will be taken in to account in development of the Council's forthcoming Parks and Open Spaces Strategy and Biodiversity Action Plan as well as other relevant projects.
Support for the adoption of appraisals, the general approach, methodology and level of detail. Support for the protection and preservation of the conservation areas in general.	Noted. No amendment
Specific enforcement complaints	Specific enforcement complaints raised during the consultation have been passed on to the Council's enforcement team who will determine what action is appropriate.
Need to raise awareness of heritage issues among local residents and new home owners. Suggestion to provide new residents with a copy of the appraisal document.	It is hope that the new document will provide a clear and accessible explanation of the area's special heritage interest, as well as the guidelines for appropriate maintenance and restrictions on development. It is not practicable to provide a copy of the document (which is quite large) to every resident. However, if the new appraisal is adopted, a short colour leaflet highlighting the special interest of the CA and design guidelines will be mailed to residents alongside notification of the adoption. New residents looking to buy a house in the area would be made aware of the conservation area designation and Article 4 as these would be revealed in a standard land charges search.
Objection to the designation and the content of the document because of unfair restrictions to homeowners, and the cost of complying with requirements (1 comment).	The conservation area designation has been in place since 1978. There are no proposals to change this, and removal of the conservation area designation was not considered as part of this consulation. The Council has a statutory duty to identify and designate areas of special historic and architectural interest Planning (Listed Buildings and Conservation Areas) Act 1990

	69(1). This comprehensive appraisal confirms that the area has considerable heritage interest warranting designation. There is an existing requirement to preserve and enhance the special interest of the conservation area in line with legislation and national and local adopted planning policy. That requirement is outside the scope of this consultation. The guidelines contained in this document provide clarity on the best way to achieve this, and are not considered particularly onerous or expensive. Using inappropriate materials and techniques when doing work to historic buildings can damage the structure or introduce a maintenance burden. Following the design guidelines can help to avoid that situation and save money in the longer term.
Suggestion to extend the conservation area boundary to include the area to the north between Risley Avenue and the Roundway, and/or to include the green corridor that runs along the rouondway to the east of the CA.	Concerns about the area to the north of the CA are noted. The area between Risley Avenue and the Roundway was developed after the war and did not form part of the original phase of development. It was designed along very different lines to the older part of the estate, and notably lacks the Arts and Crafts influenced architectural character and quality of the earlier phase. A comprehensive review of the boundaries of the conservation area has been undertaken in preparation of the document, and it is not considered that this area has sufficient heritage interest to warrant designation. The green corridor forms part of the setting of the estate but is not considered to have any particular heritage interest in its own right. It is not considered appropriate to include this within the designation.

4. Next steps

4.1 We have considered all comments and where appropriate, have suggested amendments to the document to reflect consultation comments (detailed in the table on page 11).

4.2 The consultation exercise is considered to be successful, demonstrating engagement from local community groups, support for the broad aims of the document and conservation aims in general, and providing useful input so that the final document and will better reflect the needs and outlook of the local community.

4.3 The final amended Appraisal and Management Plans will be referred back to the cabinet for adoption in June 2019.

5. Scedule of Amendments

Paragraph	Amendment	Rational
PB1 Peabody Cottages Appraisal 1.6.2 (Public Realm)	Text amendment: "Vehicular access and exit points are confined to Lordship Lane, and parking restrictions apply within the estate. This has meant relatively little signage clutter and limited opportunities for rat-running which contribute to the estate's peaceful ambience. However, the estate's layout would allow for a pedestrian connection to the roundway on the north side that might improve accessibility. Streets are currently closed off with a high walls or fences at their north end."	To more thoroughly describe the current public realm and access arrangements, in response to comments submitted.
TG1 Tower Gardens Appraisal Section 1.3 (Location and setting)	Ammendment to include a map showing the current boundary of the Article 4 Direction as well as the conservation area boundary.	To clarify the extent of the Article 4 direction
TG2 Tower Gardens Appraisal Section 1.6 Public Realm	Text Amendment: "The principal public open space of Tower Gardens itself is largely concealed from the surrounding streets, but clearly noticeable from the tall trees visible above the roofline of the two storey houses. The street grid therefore forms the main aspect of the public realm within the conservation area and a consistent feature is the survival of the privet hedges fronting the property boundaries. Signs in the estate include the words 'Tower Gardens Conservation Area' underneath the street name. While not an original feature, these are attractively designed and help to highlight the area's special interest. The street names themselves are unusual. A number are thought to be named after former Lords of the Manor of Tottenham."	To more thoroughly describe the conservation area and the contribution made by street furniture and street naming, in response to comments submitted.
TG3 Tower Gardens Appraisal Section 1.3 Setting	Text Amendment: "The Southern boundary is formed by Lordship Lane which is lined with mainly Edwardian terraces ~~and is not within a conservation area~~. The street itself and buildings to its south are not included in a conservation area."	Clarification in response to comments received.
TG4 Tower Gardens appraisal section 1.4 Historical development	Text amendment: "When construction ceased in spring 1915, 963 homes had been built on about 40 acres of land. Risley Avenue School to the north east of the estate and the Church of St Benet Fink (Listed Grade II) had opened to serve the expanding population. The latter, by J S Alder, featured an organ brought from the church of St Peter-le-Poer in the City of London, and was built with money from the demolition of St Peter-le-Poer in 1908.	To more thoroughly describe the history and evolution of the area, in response to comments submitted.

TG5 Tower Gardens appraisal section 1.4 Historical development	Text amendment: "The estate is now ~~roughly 50% owner occupier and 50% Council Owned, the latter managed by social landlords, principally Homes for Haringey~~ split between Council ownership and private ownership, and there is a mix of tenures including owner-occupation, private tenancies, and properties managed by social landlords (including Homes for Haringey)."	Clarification in response to comments received. The exact tenure mix is not known.
TG6 Tower Gardens Appraisal section 1.3 Trees and Open Space	Text amendment: "The principal public open space in the conservation area is Tower Gardens Recreation ground (now known as Tower Gardens Park). It is enclosed by houses on four sides providing a secluded and tranquil character. The main entrance in Risley Avenue has brick gatepiers with stone ball finials and iron gates with a roundel pattern. There is a similar smaller entrance to the south east in Tower Gardens Road; a third to the south west has been blocked. The ~~gardens are~~ park is enclosed by grey brick walls with red brick copings, which also form the rear garden walls of the surrounding houses." "Tower Gardens Park is designated by Haringey as Significant Local Open Land (SLOL)"	Amendment for clarity and to better reflect the commonly used terminology, in response to comments received.
TG7 Tower Gardens Appraisal section 1.3 Views	Text amendment: "The pre-war section of the conservation area is enclosed by terraces and views are largely contained within the grid of streets, with longer views through the conservation area confined to roads that cross the main grid (Waltheof Avenue, Kevelioc Road and Awlfield Avenue), and along Risley Avenue and Tower Gardens Road. Views along Waltheof Avenue looking south frame the entrance gates to Lordship Recreation Ground to the south and provide an important visual connection to that open space. The view looking east along Mortayne Road is terminated to good effect by a carefully positioned pedimented gable on the Awlfield Avenue terrace opposite.	Amendment to more thoroughly describe important views within the CA, in response to comments received.
BC1 Bruce Castle appraisal Introduction (p4)	Additional text to the end of 4th paragraph: "The name of the conservation area was changed in 2019 to Bruce Castle and All Hallows Conservation Area to better reflect the historic importance of All Hallows Church."	Amendment for clarity following recommended name change
BC2 Bruce Castle Appraisal paragraph 1.3.8 Views	Text Amendment: "An unexpected long view is gained looking west along Lordship Lane directly towards Alexandra Palace. This view of Alexandra Palace is identified as a locally significant view in Haringey's Local Plan."	Additional information added in response to comments received.

BC3 Bruce Castle Appraisal Section 3 Preserving and enhancing the conservation area	New text added: "3.9. Development affecting the setting of the conservation area Proposals that would affect the setting of the conservation area or the settings of Listed and locally listed buildings within the conservation area, will also be assessed against heritage policies, and are required to preserve or enhance the significance of the affected heritage assets. The open character of Bruce Castle Park allows for long views, so that large-scale development or tall buildings on nearby sites may be visible and could affect the character of the conservation area. The impact of any such proposals on views from the park should be assessed as part of an accompanying Townscape and Visual Impact Assessment. More detailed guidance on assessing impacts on the setting of heritage assets is contained in *Historic England Good Practice Advice Note 3: The Setting of Heritage Assets.*"	Guidance added in response to comments received from Historic England
BC4 Bruce Castle Appraisal section 4.3 Appendix C – Planning Policy and Guidance Links	Text added: "Historic England Good Practice Advice Note 3: The Setting of Heritage Assets (2017) https://historicengland.org.uk/images-books/publications/gpa3-setting-of-heritage-assets/"	Link added to the guidance document referred to in 3.9
BC5 Bruce Castle Appraisal section 1.5 p.38 Bruce Castle Townscape Map	Amendment to map so that the Elmhurst Public House is shown as an 'important frontage'. It was shown as a statutory Listed Building in the consultation draft, but is not statutory Listed.	Error correction and clarification in response to comments from Historic England.
BC6 Bruce Castle Appraisal section 2.6 Recommended steps: Heritage Lottery Funding	Text Amendment: ~~"Heritage Lottery Funding~~ Funding opportunities and heritage-led regeneration 2.6.4 As a Grade I listed building which houses the Borough Museum and archives service and a public park, Bruce Castle and Park ~~potentially meet the eligibility criteria for Heritage Lottery funding on several counts. For larger projects, project management costs can also be included.~~ is likely to meet the eligibility criteria for the National Lottery Grants for Heritage as well as grant funding from Historic England and other grants programmes and funding streams related to heritage. This could cover a range of costs including capital works and project	

	and delivery costs. Opportunities to obtain funding for repair and enhancement of the assets and their setting through Section 106 planning obligations and CIL should also be explored. 2.6.5. ~~Churchyards too are eligible for Heritage Lottery funding, and future consideration should be given to the repair and enhancement of~~ All Hallows churchyard is an important historic space and local amenity, and consideration should be given to opportunities for grant funding to support repair and enhancement. 2.6.6. ~~The two assets,~~ Bruce Castle and All Hallows Church are important buildings within Tottenham. Given the wider regeneration aspirations for the area, ~~joint efforts~~ co-ordinated working should be sought to ensure that these heritage assets are ~~integrated in~~ integral to current and future ~~area improvement~~ regeneration plans, and to ensure that the historic environment is used as a basis for heritage-led regeneration and positive change (in line with Haringey's Local Plan policy SP12)."	
TC1 Tottenham Cemetery Appraisal Section 3 Preserving and enhancing the conservation area	New text added: "3.9. Development affecting the setting of the conservation area Proposals that would affect the setting of the conservation area or the settings of Listed and locally listed buildings within the conservation area, will also be assessed against heritage policies, and are required to preserve or enhance the significance of the affected heritage assets. The open character of the cemetery allows for long views, so that large-scale development or tall buildings on nearby sites may be visible and could affect the character of the conservation area. The impact of any such proposals on views from the cemetery should be assessed as part of an accompanying Townscape and Visual Impact Assessment. More detailed guidance on assessing impacts on the setting of heritage assets is contained in *Historic England Good Practice Advice Note 3: The Setting of Heritage Assets.*"	Guidance added in response to comments received from Historic England
TC2 Tottenham Cemetery Appraisal section 4.3 Appendix C – Planning Policy and Guidance Links	Text added: "Historic England Good Practice Advice Note 3: The Setting of Heritage Assets (2017) https://historicengland.org.uk/images-books/publications/gpa3-setting-of-heritage-assets/ "	Link added to the guidance document referred to in 3.9

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Consultation Responses

Name		Comments	Conservation Area	Council Response
BB	Resident	Thanks for your circular dated 10 January 2019. I've been a Tower Gardens resident for thirty years and am passionate about maintaining its conservation status. However it feels that due to Central Government cuts and lack of interest by local Council Officers, we've lost the battle. Although Tower Gardens conservation status is (I believe) protected by law, it hasn't been enforced. The front of our houses is protected. We're forbidden from placing satellite dishes below the gutter on the front of our homes. We're also forbidden from removing hedges, maintaining the character of the estate. Yet the satellite dishes have gone up and hedges have been removed. In some cases front gardens have become car ports, interesting as the cars don't fit and stick out on pavements. Of course once the residents of one house removes their hedge and erects a satellite dish, the neighbours invaribly follow. Do you have powers of enforcement? I sincerely hope that it's not too late to halt the decline. Perhaps in the near future you could leaflet all house on the estate reminding residents that they could be prosecuted for removing hedges and placing satellite dishes below the gutter on the front of houses. In thirty years, I don't believe I've received any notice from Haringey Council regarding residents' obligation not to contravene planning regulations. I've surveyed the whole estate and can forward the results if they would help.	Tower Gardens	Concern is noted. The new appraisals record the current condition of the conservation areas in some detail, including where unauthorised or inappropriate development has had a detrimental impact. The management plans include a commitment to enforce against inappropriate change in line with the Council's adopted development charter, and outlines specific enforcement priorities (section 2.4). The updated appraisals will be an important tool in ensuring effective enforcement going forward. They will highlight key enforcement issues and provide a sound basis for enforcement action that is defensible on appeal. The appraisals include design guidelines about what works are appropriate in the CA and when consent is required, communicated in an accessible way. It is hoped that this will help prevent inappropriate works being carried out without consent in the future. It is not practicable to provide a copy of the document (which is quite large) to every resident. However, if the new appraisal is adopted, a short colour leaflet highlighting the special interest of the CA and design guidelines will be mailed to residents alongside notification of the adoption. New

				residents looking to buy a house in the area would be made aware of the conservation area designation and Article 4 as these would be revealed in a standard land charges search.

Tower Gardens Residents Group	Residents group	Please find attached a response to the draft Tower Gardens CA appraisal. In doing this I've been gathering views from as many interested parties as possible, including CAAC members, and this is noted in the letter. We have made quite a number of observations, including about green spaces, CA boundary and Article 4 designations. Residents are also very concerned about the fate of the area to the immediate north of the CA, in particular Waltheof Gardens, which they consider to be an integral part of the estate's design and on which it is feared there may be future development pressure. 25th February 2019 All groups consulted have welcomed the new Appraisal and hope that helps conserve and enhance the estate for residents, now and in the future. <u>General Comments</u> Mention could be made of origin of some road names on the estate – most are former lords of the manor of Tottenham. There is no mention of the fact that street signs in Tower Gardens say that it is a conservation area – we believe these cast iron signs were made when the CA was designated. Mention could be made of the fact that the estate has featured in London Open House/Open City for at least the past 15 years. Page 4 – this refers to Tottenham Cemetery Conservation Area when it should be Tower Gardens Conservation Area. Page 7 – Section 1.3 'The setting of the conservation area' section is misleading. "1907" repeated twice. Says Lordship Lane 'not within conservation area'- but Nos. 132-458 are in the conservation area, as noted elsewhere within the draft. Page 8 – It is unclear what "Other images 4" means. Page 9 refers to the opening of Risley Avenue School in 1912. The draft should also mention nationally listed St Benet Fink church, immediately to the south of the CA, which was built at the same time	Tower Gardens	<u>The Conservation Area Boundary</u> Concerns about the area to the north of the CA are noted. The area between Risley Avenue and the Roundway was developed after the war and did not form part of the original phase of development. It was designed along very different lines to the older part of the estate, and notably lacks the Arts and Crafts influenced architectural character and quality of the earlier phase. A comprehensive review of the boundaries of the conservation area has been undertaken in preparation of the document, and it is not considered that this area has sufficient heritage interest to warrant designation. The green corridor forms part of the setting of the estate but is not considered to have any particular heritage interest in its own right. It is not considered appropriate to include this within the designation. <u>General Comments</u> The text has been amended to include reference to street names (amendment TG2). Various errors have been corrected as appropriate. Concern about notice boards is noted. Concern about condition and enforcement is noted. The new appraisals record the current condition of the conservation areas in some detail, including where unauthorised or inappropriate development has had a detrimental impact. The management plans include a commitment to enforce against inappropriate change in line with the Council's

		also to serve the new population of the estate, and which was derived from an ancient foundation in the City of London. Page 9 – the draft says "now roughly 50% owner occupier and 50% Council owned." We think that these figures need to be checked. The estate is comprised of privately owned and occupied, privately owned and rented, owned by social landlords and rented (housing associations) and owned and rented by Homes for Haringey. 50/50 split is not accurate enough. Page 22 – notice boards on the estate – the residents' group has petitioned the council for new boards that are an asset to the CA. It is acknowledged that there have been some negative alterations to houses and gardens in the CA that it is hoped may be reversed by more sensitive restoration in future, and through clear and robust advice to home owners and enforcement where necessary. <u>Trees and Open Spaces</u> Page 7 'Trees and open spaces' refers to 'Tower Gardens Recreation Ground' and page 8 overleaf refers to 'Tower Gardens'. We suggest consistent use of 'Tower Gardens Park', which is what the open space is known as. The draft should include more detail about trees generally – paragraph 2 on page 8 is contradictory about street trees on the estate. The draft does not mention the avenue of limes on Waltheof Ave, some of which are original planting, and which has been reinforced with two subsequent plantings in the early 21st C. This will soon appear as an almost continuous line of trees. Street trees on Gospatrick Rd, many of which are large old specimens including Caucasian maples, should be noted. There are also very large old London plane trees on Awlfield Avenue. Additional trees on the estate are unusual – for example false acacias, some original specimens of which survive on Tower Gardens Road and which could be used to inspire new planting on the estate.		adopted development charter, and outlines specific enforcement priorities (section 2.4). The updated appraisals will be an important tool in ensuring effective enforcement going forward. They will highlight key enforcement issues and provide a sound basis for enforcement action that is defensible on appeal. The appraisals include design guidelines about what works are appropriate in the CA and when consent is required, communicated in an accessible way. It is hoped that this will help prevent inappropriate works being carried out without consent in the future. <u>Trees, Open Spaces, hedges and gardens</u> The appraisal includes some detail on trees and green landscaping, as does the management plan. The paragraph referenced on Page 8 is not contradictory: the comments refer to the pre-war estate and post-war estate respectively. The appraisal notes the important contribution that landscaping, planting and green space makes to the special character of the area in section 1.2 Summary of special interest and 1.3 Location and setting. Section 1.6 Condition and development pressure notes the poor condition of some hedges and gardens, as well as the detrimental impact where hedges have been replaced. Design guidance contained in the management plan states that loss of front gardens and boundary treatments for the creation of parking spaces will not be considered acceptable. It is

		On the Roundway, there are some large original surviving red flowered hawthorn trees. Privet Hedges The draft should make a stronger the case for protection of hedges on front boundaries (section 3.1). The loss of hedges and poor maintenance of them has been one of the most important issues discussed in the residents' group over the past 15 years. For most parts of the estate, hedges have been carefully conserved or replaced over the past 15 years. Gardens The draft could include more information about the important back gardens of the estate, for example the very long back gardens in Gospatrick Road. In addition, the allotment gardens in Risley Avenue could be described (including their gates). Views and vistas The view down Waltheof Gardens and Avenue frames the gates of Lordship Rec beautifully and links the gardens (as they were once) with the Recreation Ground; the view from De Quincey Road along Morteyne Road is also beautiful, with the terrace being symmetrically placed at the end. Conservation Area Boundary It is noted that it is not proposed to change the boundary of the conservation area. We would like to raise the option of extending the conservation area boundary in the northeast of the estate, to include the Roundway boundary with the large green corridor noted on page 8. This would make a neater and more logical boundary to the estate and balance it with the western boundary. The CA could also include the very fine houses on Bedwell Road, which lies to the north of the Roundway. The houses in Bedwell Road have more in common with the oldest parts of the estate and we think that this should be visited and analysed. Article 4 Boundary Maps in the draft do not show where the Article 4 boundary lies in		also note that the retention and maintenance of hedges is encouraged. However, works to hedges (as well as other gardening and planting works) do not fall under planning control. Comments have been passed on to the Council's Nature Conservation officer for consideration, and will be taken in to account in development of the Council's forthcoming Parks and Open Spaces Strategy and Biodiversity Action Plan as well as other relevant projects. The text has been amended to make reference to 'Tower Gardens Park' instead of 'Tower Gardens Recreation Ground' (amendment TG6). Article 4 Boundary The management plan includes recommendations to update the existing Article 4 Direction and extend it to include the whole of the conservation area. It is the Council's intention to bring this forward as a priority, but the changes would not come in to effect upon adoption of this appraisal. Changes to the Article 4 Direction would be consulted on separately in line with the statutory process, and further detailed information would be provided to residents at that time. The document has been amended to include a map at section 1.3 (Location and setting) showing the current boundary of the Article 4 Direction as well as the conservation area boundary (amendment TG1). Views and Vistas

		relation to the whole CA. The differing boundary of the CA and the Article 4 boundary has caused endless confusion over many years, and is only understood by a very small number of people. It is understood that there is a question about the quality of the conservation area outside the Article 4 boundary. However, if the two boundaries were coterminous, this would give vital clarity and protection to all areas of the estate, and in our view lead to sustained improvements. The draft does not seem to enumerate in full those features that are protected by the Article 4 designation. Is this deliberate and where will these features be listed? <u>Area boundaries A-E</u> Four double fronted houses at the north end of Waltheof Ave. We think these should be in Area E, not Area A, as the document itself says that they are from the 1919-23 period and are stylistically closest to Gospatrick and Henningham Rd (fenestration, brick, roofing, gardens). This would also reinforce the views about the Article 4 boundary above, and the importance of the coherent junction and long views in this part of the estate, which contributes hugely to its character. There would be no detriment to Area A in transferring these four houses to Area E. We hope that these views are useful and please do not hesitate to contact me if you would like further information on any point. Yours sincerely, Matthew Bradby Secretary, Tower Gardens Residents' Group and Chair, Tottenham Conservation Area Advisory Committee		The appraisal text has been amended to include specific reference to the views noted in this comment (amendment TG7).

AM		I am writing in response to the Bruce Castle Conservation Area Appraisal and Management plan draft and the Haringey Local Heritage List Consultation draft. I would like to make 3 points which relate to the north and north east boundaries of Bruce Castle Park. 1) Regarding the exclusion of William Atkinson House and William Rainbird house from the conservation area as per the map on page 45 of the Bruce Castle Conservation Area Appraisal and Management plan draft (section 2.7.1): The exclusion of William Atkinson House and William Rainbird house from the conservation area represents a weakening of the conservation area as a whole. It is located strategically on the border of Bruce Castle Park and as such falls in an area which Haringey council should maintain full powers of enforcement with regards to planning. By removing this area from the conservation area, over half of the north side border of Bruce Castle park will fall outside of a conservation area. Given the historic importance of Bruce Castle Park, perhaps unequaled in Haringey, this seems an unnecessary concession which will reduce the council's control over the destiny of this side of the park. I would argue that the immediate setting around the park impacts massively on the park itself. The view out from the park is just as important as the view within the park. The loss of these sites from the conservation area weakens both the council's control over the appearance of this part of the park's boundary and local Haringey residents' ability to object to developments which would in future fall within permitted development rights, such as demolition. 2) The inclusion of houses along the north boundary of Bruce Castle Park currently outside the conservation area : Relating to the existing conservation area along the north boundary of Bruce Castle Park that includes the terrace houses numbers 158 to 166, and also the cottages on Prospect Place and cottages on Cemetery Road. I would ask that the terraced houses that run from number 126 to 136 Church Rd be included in the conservation area along with the single house on the north east corner of the park	Bruce Castle	There is a statutory duty to review conservation area designations from time to time (Planning, (Listed Buildings and Conservation Areas) Act 1990, 69) and the Council must ensure that designated conservation areas are of sufficient special architectural or historic interest, in line with the National Planning Policy Framework (paragraph 186) and Historic England guidelines. The area in question is not considered to have any special heritage interest warranting designation. Restrictions to certain permitted development rights would no longer apply to the area following the boundary change. However, any development likely to have a significant impact on the setting of the CA would still require planning consent. Relevant planning legislation and national and local planning policy require that any impact on the setting of heritage assets is taken in to account when assessing planning applications. The Council is required to give considerable importance and weight to any harm to the setting of a designated heritage asset. The Council's consultants have undertaken a comprehensive review of the conservation area boundary as part of the appraisal. This included consideration of buildings adjacent to current boundary. The houses at 126-136 and 83 Church Rd were not considered to have sufficient heritage interest to warrant designation. The backs of houses on Bruce Castle Road form part of the setting of Bruce Castle Park,

		(Number 83 Church Rd). This would mean the entire north boundary of the park falls within a conservation area. Number 83 Church Road appears on the same map of 1864 as the terrace comprising numbers 158 to 166 Church Road, cottages on Cemetery Rd and cottages on Prospect Place (pg 14 of the draft plan). It represents the last surviving house in that terrace and as such should be given further protections. I would argue it has at least equal historic value as other houses within the current conservation area. Numbers 126 to 136 Church Road appear on the 1896 map (pg 14 of the draft plan) alongside other houses which currently fall within the conservation area along Beaufoy Rd. I would also argue that (at least) the rear of the properties along Bruce Castle Road that back onto the park also be included. Views of these properties are seen from many points within the park. The current ramshackle development along the rear of the properties on Bruce Castle Road presents nothing more than an eyesore within the historic context of the park at large. In summary: I am concerned about a weakening of the council's powers with regards to planning regulation and enforcement along the north and north east boundaries of Bruce Castle Park. By retaining number 158 to 166 Church Road on the Local Heritage List, by keeping William Atkinson House and William Rainbird House within the existing conservation area, and by extending the boundary of the current conservation area to include Number 83 Church Rd, Numbers 126 to 136 Church Rd and (at least) the rear of the properties on Bruce Castle Road the council will strengthen its control over all buildings that either face onto or back onto Bruce Castle Park. Haringey council will be able to enforce correct and appropriate planning procedures in arguably the most historically important open public space in Haringey and preserve its continuity for future generations.		but do not have sufficient heritage interest in their own right to warrant inclusion in the CA. Alterations to these houses affecting the setting of the conservation area would be required to preserve or enhance its special interest in line with national and local policy and legislation.

Historic England	Statutory Consultee	Dear Design and Conservation Team Bruce Castle, Peabody Cottages and Tower Gardens Conservation Area Appraisals and Management Plan Consultations Thank you for consulting Historic England on Haringey's Draft Conservation Area Appraisals Management Guidelines. In order to avoid unnecessary repetition this response covers: Bruce Castle; Peabody Cottages; and Tower Gardens. Tottenham Cemetery is subject to a separate response dated 8 February 2019. As the Government's adviser on the historic environment Historic England is keen to ensure that the protection of the historic environment is fully taken into account at all stages and levels of the local planning process. Accordingly, we welcome the opportunity to comment upon the above draft consultation. We have reviewed these documents against the National Planning Policy Framework (NPPF) and its core principle that heritage assets be conserved in a manner appropriate to their significance, so that they can be enjoyed for their contribution to the quality of life of this and future generations. NPPF Policy 186 sets out that when considering the designation of conservation areas, local planning authorities should ensure that an area justifies such status because of its special architectural or historic interest, and that the concept of conservation is not devalued through the designation of areas that lack special interest. Historic England supports the Haringey's proposals to provide up to date appraisals and management guidelines for these conservation areas. <u>Historic England General Advice</u> Historic England welcomes the publication of this document, which will help to provide a positive framework for the management of the conservation area and listed buildings. We consider the documents to be comprehensive and to provide a balanced assessment of significance and condition. We do therefore have any substantive	Tower, Peabody, Bruce Castle	Support is noted. The documents have been amended to include guidance on development affecting the settings of Bruce Castle and Tottenham Cemetery Conservation Areas (amendments BC2 and TC1). The map contained in the Bruce Castle Appraisal has been amended to accurately reflect the designation of The Elmhurst Public House (amendment BC4). Section 2.6 Heritage Lottery Funding in the Bruce Castle appraisal has been updated (amendment BC5).

		comments but can offer the following minor comments and recommendations: Bruce Castle Conservation Area Appraisal and Management Plan **Boundary Changes**: We note the recommendation to remove the post-war flats at the Cemetery Rd/Church Road junction. We would agree that while these are not over-scaled they do not demonstrate qualities which would make a case for inclusion in the conservation area. As such we are content for this change to be determined by the Council on the basis of advice from its specialist conservation staff. **Comments on text**: Page 37 and Page 38: The Elmhurst PH is shown as Statutory Listed and Locally Listed on the Positive and Negative Contributors Map and the Townscape Map. The principal designation should be identified. Page 44 Heritage Lottery Funding. It may be useful to refer to the wider opportunities for funding in respect of opportunities arising from S106 and Historic England. Also HLF has changed its name to National Lottery Heritage Fund and has re-prioritised grants programmes. It would therefore be sensible to update this section prior to adoption. Peabody Cottages Conservation Area Appraisal and Management Plan The significance of the Cottages is well defined, lying in their social history and the consistent architectural approach to the provision of charitable housing. As such, they have wider regional significance as a reflection of the developing concepts and typologies of suburban social housing, contrasting the denser urban approach of the Peabody Trust and LCC in inner London. As such they are of clear architectural and historic significance, the character and appearance of which it is desirable to preserve or enhance. The conservation area is clearly defined and coherent and as such we do not consider it necessary to comment further. Tower Gardens Conservation Area Appraisal and Management Plan The variety of picturesque architectural approaches and rich social history of Tower Gardens makes this one of the borough most notable		

		conservation areas. There have been concerns over the gradual erosion of the architectural qualities through inappropriate changes for a number of years. Historic England therefore strongly supports the proposals to produce a detailed appraisal and guidance, and the recommendations set out in Section 2.6 of the Management Plan. We consider the draft appraisal to insightful and well detailed and do not consider it necessary to offer detailed comments on the text. <u>Conclusion</u> Historic England supports the publication of these documents and we hope the above comments will assist in its delivery. If you require clarification or wish to discuss any specific issues raised please do not hesitate to contact me. Finally, it must be noted that this advice is based on the information provided by you and for the avoidance of doubt does not reflect our obligation to advise you on, and potentially object to, any specific development proposal which may subsequently relate to this or later versions of the Guidance, Appraisals and Management Plans, and which may have adverse effects on the environment.		
Historic England	Statutory Consultee	<u>Tottenham Cemetery Conservation Area Appraisal and Management Guidelines</u> Thank you for consulting Historic England on Haringey's Draft Tottenham Cemetery Conservation Area Appraisal SPD and Management Guidelines. As the Government's adviser on the historic environment Historic England is keen to ensure that the protection of the historic environment is fully taken into account at all stages and levels of the local planning process. Accordingly, we welcome the opportunity to comment upon the above draft consultation. We have reviewed these documents against the National Planning Policy Framework (NPPF) and its core principle that heritage assets be conserved in a manner appropriate to their significance, so that they	Tottenham Cemetery	Support is noted. The documents have been amended to include guidance on development affecting the settings of Bruce Castle and Tottenham Cemetery Conservation Areas (amendments BC2 and TC1).

		can be enjoyed for their contribution to the quality of life of this and future generations. Historic England General Advice Historic England welcomes the publication of this document, which will help to provide a positive framework for the management of the conservation area and listed buildings. We do not have any substantive comments but can offer the following comments in respect of the recommended boundary change and issues of setting. Boundary Changes We note the recommendation to alter the existing area boundary to exclude the allotments from Sub-Area C. NPPF Policy 186 sets out that when considering the designation of conservation areas, local planning authorities should ensure that an area justifies such status because of its special architectural or historic interest, and that the concept of conservation is not devalued through the designation of areas that lack special interest. Given that the prosed reduction removes an area of land designated as Metropolitan Open Land but not associated with cemetery use we are content that the proposal can be justified on such terms, and as such we are content for this to be determined by the local planning authority based on advice from its own specialist conservation staff. Setting Given the opportunity for long views across the Cemetery it would be beneficial to set out the potential sensitivities in respect of the potential impact of development within its setting which affects its significance. Our advice is available at: https://historicengland.org.uk/images-books/publications/gpa3-setting-of-heritage-assets/ Conclusion Historic England supports the publication of this document and we hope the above comments will assist in its delivery. If you require clarification or wish to discuss any specific issues raised please do not hesitate to contact me.		

		Finally, it must be noted that this advice is based on the information provided by you and for the avoidance of doubt does not reflect our obligation to advise you on, and potentially object to, any specific development proposal which may subsequently relate to this or later versions of the Guidance, Appraisals and Management Plans, and which may have adverse effects on the environment.		
Natural England		Thank you for your consultation request on the above, dated and received by Natural England on 14th January 2019. Natural England is a non-departmental public body. Our statutory purpose is to ensure that the natural environment is conserved, enhanced, and managed for the benefit of present and future generations, thereby contributing to sustainable development. Natural England does not have any specific comments on the Conservation Area Appraisals and Management Plans for Bruce Castle, Tottenham Cemetery, Tower Gardens and Peabody Cottages Conservation Areas. For any further consultations on your plan, please contact: consultations@naturalengland.org.uk	All	Noted.
JR		I realise this is a draft document so some of the things I've mentioned below would no doubt be picked up. Best wishes, Joyce 1. Interesting history etc. Mention could be made of origin of some road names eg Waltheof 2. No mention of the fact that street signs in Tower Gardens say that it is a conservation area – I think the only Haringey conservation area where this is the case. 3. I couldn't see map or other information showing what is in Article 4 Directive area. 4. Page 4 – refers four times to Tottenham Cemetery Conservation Area when it should be Tower Gardens Conservation Area.	Tower Gardens	The Tower Gardens Appraisal has been amended to include reference to street names (amendment TG2). Various errors have been corrected as appropriate. Concern about notice boards is noted. The document has been amended to include a map at section 1.3 (Location and setting) showing the current boundary of the Article 4 Direction as well as the conservation area boundary (amendment TG1).

		5. Page 7 – "1907" twice. Says Lordship Lane "not within a conservation area"- Nos. 132-458 are in conservation area. 6. Page 8 – Unclear what "Other images 4" means. 7. Page 9 – Says "now roughly 50% owner occupier and 50% Council owned.." Should say "50% owner occupier and private tenants and 50% Council owned". 8. Page 20 – a photo on this page appears again on page 29. 9. Page 22 – see photo of former community hall – another sad sign is the neglected yellow notice board. Perhaps this should be removed.		
JN		I am responding to the consultation on the draft appraisal for the Tottenham Cemetery Conservation Area, with the following two comments. 1. Paragraphs 1.6.1 and 1.6.2 on pages 21-22 of the draft appraisal address the current state of the cemetery, drawing attention to a "general appearance" of "abandoned decay" and noting that "many of the monuments are now at serious risk of being damaged or becoming lost to future generations ... the tarmac paths are in need of resurfacing ... Church Path has an unkempt appearance due to invasive buddleia and sycamore growth and rusting ironwork along its border ... The boundary railings to the cemetery generally are in need of repair and maintenance". It is not at all clear from the document what action might be proposed to rectify the problems they summarise, although in view of the fact that the overall management of the cemetery was some years ago passed to Dignity Funeral Services it is surely appropriate for the council to write formally to the firm to remind it of its responsibilities in this respect -- for both the safe maintenance of the cemetery and its monuments, for the repair and upkeep of its fences and paths, and for the day-to-day cleaning, weeding and litter-picking necessary for the presentation of a tidy, welcoming and attractive site. 2. The council may be aware, since the passing over of the management of the cemetery to Dignity Funeral Services, of a good deal of public disquiet about the manner in which this management	Tottenham Cemetery	The new management plans include a commitment to ensure that all departments work co-operatively to ensure the preservation and enhancement of the CA (section 2.3). The finalised document will be shared with all relevant departments and other stakeholders, and should provide the basis for a consistent management approach across departments. Where necessary, the conservation team will liaise directly with other departments and partners to address management issues. The management plan specifically recommends close future liaison with Dignity, to include agreement on a consultation process for categories of work that don't come under the control of planning (such as landscaping and repairs). A number of issues raised during the consultation do not generally fall under planning control (such as gardening and landscaping, trees). Comments have been passed on to the Council's Nature Conservation officer for consideration, and will be taken in to account in

		has been exercised, in particular with respect to the cutting down of several mature trees close to the southern entrance to the cemetery and the partial dredging of the lake in the northwest corner. These and other works appear to have been carried out without reference to the council or to the public who enjoy visiting or walking through the cemetery, yet when approached with comments about these actions and requests for advance communication before any such future work is undertaken -- indeed, with general expressions of a desire for continued dialogue with the firm -- the response has been at best dismissive and unconcerned. It is therefore surely appropriate for the council to write formally to Dignity Funeral Services reminding it that the cemetery is a conservation area and that in consequence no substantive work of any kind -- i.e. more substantial than repairs and general upkeep -- should be undertaken until and unless it has sought and obtained planning permission for same, and that such planning permission will only be granted for work which satisfies the general criteria and standards laid down in Conservation Area appraisals.		development of the Council's forthcoming Parks and Open Spaces Strategy and Biodiversity Action Plan as well as other relevant projects.
SB		I live in Topham Square in the Tower Gardens estate and got the letter about the new draft plan. I have no comments except to support it as a really excellent piece of work. It's such a lovely estate, and very nice to see it given the attention of a careful piece of work it deserves.	Tower gardens	Support noted.
JN		I am responding to the consultation on the draft appraisal for the Tottenham Cemetery Conservation Area, with the following two comments.I am responding to the consultation on the draft appraisal for the Bruce Castle Conservation Area (in future to be known as the Bruce Castle and All Hallows Conservation Area), with the following comment: I was advised, during a conversation with Conservation Officer Lucy Morrow at the public consultation exercise on Saturday 26 January 2019, that Bruce Castle Park was considered to be covered by the statutory listing of Bruce Castle Museum and the associated Round Tower as Grade I national heritage assets. I was given to understand	Bruce Castle	Bruce Castle Park is considered to be part of the curtilage of Bruce Castle itself and will be treated as such in the exercise of the Council's planning functions. Planning permission is required for development that includes alteration to gates, fences, walls and other means of enclosure that are within the curtilage of a Listed Building or surrounding a Listed Building.

		that this coverage applied to the area of the Park, the Park's boundaries and everything within the Park (trees, shrubs, flower borders, etc.). The Conservation Officer and other council officials will doubtless be aware of the proposals by Tottenham Hotspur Football Club to temporarily appropriate the Park for "NFL Tailgate events" on at least four occasions during a calendar year. An application for such an event in October 2018 was made last summer, but subsequently withdrawn because the football club's new stadium was not ready for use. The application included a proposal to "improve" the Park by making a new gate along its northern boundary, which among other things would involve the removal and levelling of (part of) the elevated bank along Church Road. Such, however, would amount to the deliberate destruction of an eighteenth century landscape feature. This and other of the Park's landscape features were investigated and described in the Bruce Castle Landscape History Study, a study completed and published in February 1994 which is available only in print form and is held in the archives at Bruce Castle Museum. In paragraphs 3.14 and 3.15 of this study, it was noted, firstly, that the bank and ditch on the northwestern and northern boundaries (i.e., along the eastern side of Church Lane at the point where it turns northwards opposite the eastern front of All Hallows Church, and along the southern side of Church Road to the junction with New Road) were visible on the 1864 Ordnance Survey map of Tottenham; and, secondly, that this bank and ditch were likely to be a remnant of the Mount Walk referred to in the 1789 Sales Particulars (when the Bruce Castle estate was put for auction by Henry Hare Townsend). Although not specifically addressed in the Bruce Castle Landscape History Study, it is likely that this Mount Walk was part of either a ha-ha, or a raised walk around the "home park" part of Bruce Castle's once considerably more extensive grounds. The Conservation Officer and other council officials will need to keep this history in mind when Tottenham Hotspur Football Club make a fresh application -- as it undoubtedly will, once its new stadium is		The entire park including its boundaries is also within the conservation area and makes an important contribution to its special interest. Any proposals that require planning consent would be considered against relevant legislation and national and local planning policy relating to heritage. The appraisal document, if adopted, would be taken in to account when deciding any future planning applications affecting the park. The appraisal already includes includes a very detailed description of the special interest of Bruce Castle Park incorporating insights from a wide variety of documentary sources (pages 20-22). This covers the history and evolution of the park, historic and current landscape features and their significance, and a detailed description of the layout and boundary treatments identifying their provenance and significance.

		ready for use -- to temporarily appropriate the Park for an "NFL Tailgate event", which may again include a proposal to "improve" the Park by removing and levelling (part of) the elevated bank along Church Road. It is likely that neither the football club nor the commercial firm engaged to run its "NFL Tailgate event" is aware that the Grade I listing of Bruce Castle Museum and the associated Round Tower applies to the Park, the Park's boundaries and everything within the Park, and will therefore need to be advised to reformulate the application accordingly.		
CS		No Comment: attached useful photo of church path	Bruce Castle	Noted.
JN		Is it therefore appropriate to request the council to write formally to Dignity to remind them that the cemetery is now a Conservation Area in its own right, and that in consequence no material, physical changes can be made to it without formal approval following a formal planning application?	Tottenham Cemetery	As above
CS		Chris, you are so right. Dignity has ruined the cemetery. I haven't felt able to go over to see my grandparents' and aunts' graves since they wrecked the lake. Carol	Tottenham Cemetery	As above.
CL		Did send over recently my view and concerns on Dignity's tenure ship in the cemetery. Main worry is physical changes " without planning notice or permission". Hence the destruction of a small woodland area and provision of a burial area. Fear is Dignity will seriously change the grounds further .without undue care or notice. The TCAAC at the time applied with success that the Cemetery be made into a CA to protect its future.	Tottenham Cemetery	As above.
JN		Tottenham Cemetery CA -- paragraphs 1.6.1 and 1.6.2 on pages 21-22 of the draft appraisal address the current state of the cemetery, although it's not at all clear from the document what actual action might be proposed to rectify the problems they summarise. Should	Bruce Castle	Concerns over he management of the cemetery are noted. The finalised document will be shared with all relevant departments and other stakeholders, and should provide the basis for a

		we perhaps ask what pressure Haringey can or will bring to bear on Dignity (the firm which now manages the cemetery) to deal with the issues raised? For reference, I paste in the relevant text herewith: "1.6.1 With the exception of the Garden of Peace and the war memorial areas, the latter maintained by the CWGC, the general appearance throughout much of the cemetery is one of abandoned decay. This is a problem common to very many older cemeteries since families, who are responsible for the upkeep of their monuments, have often dispersed. "1.6.2 Whilst the principal features of the Victorian cemetery remain and the overall layout is still intact, within this landscape sit many monuments that are slowly decaying. Although this romantic decay adds to the character of the area, many of the monuments are now at serious risk of being damaged or becoming lost to future generations. Many of the tarmac paths are in need of resurfacing. "Church Path has an unkempt appearance due to invasive buddleia and sycamore growth and rusting ironwork along its border. Graffiti detracts from the appearance of the Grade II listed tunnel beneath the pathway. The boundary railings to the cemetery generally are in need of repair and maintenance." Bruce Castle CA -- my comments (probably to be made on behalf of the Friends of Bruce Castle) will be addressed to threat to the bank-and-ditch along the northern boundary of the Park, which is thought to be an eighteenth century landscape feature but which (in last summer's application for an NFL Tailgate event) Spurs and its commercial partner wanted to level as part of their proposal to "improve" the Park by inserting a new gate in the northern boundary (to provide easier access for their trucks, of course -- nothing to do with what park users might desire). Lucy Morrow confirmed that the Grade I listing of the Museum and the Round Tower extended to the Park as well, so this deliberate destruction would not be possible without the express permission of Historic England and the SoS for the DCMS.		consistent management approach across departments going forward. Where necessary, the conservation team will liaise directly with other departments and partners to address management issues. Development carried out by the Council, Homes for Haringey, and other partners is subject to the same constraints and requirements as any other development, and proposals would be assessed and enforced against relevant planning policy and guidance in the usual way. The Council is keen for public landowners and property management organisations to be setting an exemplar for Conservation Areas. The management plan specifically recommends close future liaison with Dignity, to include agreement on a management plan and consultation process for categories of work that don't come under the control of planning (such as landscaping and repairs). Further detail on the scope of the proposed cemetery management plan is included at section 3.1. Bruce Castle Park is considered to be part of the curtilage of Bruce Castle itself and will be treated as such in the exercise of the Council's planning functions. Planning permission is required for development that includes alteration to gates, fences, walls and other means of enclosure that are within the curtilage of a Listed Building or surrounding a Listed Building. The entire park including its boundaries is also within the conservation area and makes an important contribution to its special interest.

				Any proposals that require planning consent would be considered against relevant legislation and national and local planning policy relating to heritage. The appraisal document, if adopted, would be taken in to account when deciding any future planning applications affecting the park. Historic England are a statutory consultee for planning applications affecting a Grade I Listed Building.
Canal and River Trust	Statutory Consultee	Thank you for your consultation regarding the Conservation Area Appraisal and Management plans for Bruce Castle, Tottenham Cemetery, Tower Gardens and Peabody Cottages Conservation Areas. The Canal & River Trust (the Trust) is the guardian of 2000 miles of historic waterways across England and Wales. We are among the largest charities in the UK. Our vision is that “living waterways transform places and enrich lives”. The Trust has reviewed the appraisal and management plans, and on the basis that they appear unlikely to have any impact on our waterways we have no comment to make at this time.	All	Noted.
AT		Thank you for your letter dated 10 January regarding the above. I hope the conclusion the Planning Department of Haringey Council will be to maintain the Tower Gardens Conservation Area as it is permitting people to undertake limited developments such as re-pointing brick work, installing windows in the same style as old wooden windows and doors while keeping the architectural character of the building. I hope in the above appraisal Haringey Council does not decide to de-conserve the Tower Gardens area. I note from plans sent round last year that a block of old flats on the Lordship Lane will be knocked	Tower Gardens	There is no proposal to amend or remove the existing conservation area designation. The Council’s guidelines on preserving and enhancing the houses of the historic estate have not changed substantially, but it is hoped that the new document presents the information in a clear and accessible format. All new developments within the conservation area or affecting its setting are required to preserve and enhance the area's special character in line with

		down and developed into luxury flats, I am aware of a proposed new development of luxury flats in Tottenham only 25% of which will be affordable housing. There is the new development around the new Tottenham stadium. There are proposed new developments along Wood Green High Road, and a proposed development (now shelved along Station Road). By considering whether to de-conserve the Tower Gardens Area, Bruce Castle and Tottenham Cemetery I hope Haringey Council is not allowing these areas to become vulnerable to large developers such as the proposed development in Totteham Hale.What assurances can you give to residents of the Tower Gardens Conservation area that this will not happen?		legislation and national and local planning policy.
LM	Resident (owner)	Cars speeding through the cemetery are an issue. Can the signage for speed limits be reviewed?	Tottenham Cemetery	Concerns are noted. Traffic management is outside the scope of this consultation.
LM	Resident (owner)	Balliol Road (west side) boundary hedge in one front garden has been recently removed entirely.	Tottenham Cemetery	Design guidance contained in the management plan states that loss of front gardens and boundary treatments for the creation of parking spaces will not be considered acceptable. It is also note that the retention and maintenance of hedges is encouraged. However, works to hedges (as well as other gardening and planting works) do not fall under planning control. Comments on this issue have been passed on to the Council's Nature Conservation officer for consideration, and will be taken in to account in development of the Council's forthcoming Parks and Open Spaces Strategy and Biodiversity Action Plan as well as other relevant projects.
MP	Resident (Council Tenant)	There does not seem much change to the already existing planning policy, however, there is not much point in having a conservation policy if breaches of the conservation rules are nt enforced and are	Tower Gardens	Concern is noted. The new appraisals record the current condition of the conservation areas in some detail, including where unauthorised or

		also committed by the Council itself! For instance: 100 Tower Gardens Road is in breach by having a big yellow sigm outside the premises, gate sthat do not conform, and extension to the building that does not conform. No.220 Tower Gardens Road has had a UPVC front door put in by Homes for Haringey. Mo.17 Tower Gardens Road has had its roof replaced by Homes for Haringey and the tiles and tops do not conform. All these issues have been reported either by ourselves or by people we know but nothing has been done about it! Enforcement seem to concentrate on people who erect satellite dishes, and whilst I agree that the large size ones are a blight on the landscape, the small black ones are hardly noticeable and should be allowed. There are many other infringements of the conservation rules on Tower Gardens estate, not least the removing of hedges to be replaced by walls. If you want people to keep their hedges, more help should be given to people who ostruggle to prune them, and collection of green clippings should be free (haringey Council charge for this service now).Tower Gardens Estate should look really beautiful but it has suffered years of neglect from the Council and under-funding, and people do not feel supported in their efforts to keep the estate as it was intended. The Council ha a duty to make sure that the conservation area is respected and well kept, but they are not prepared to do a lot of the work that is needed to do so. If you really want to see how Tower Gardens Estate has become run down and te conservation rules flaunted, some by the Council themselves, all you have to do is have a proper walk about and note down all the infringements you see. I believe that the rest of Tower Gardens Estate should also become part of the conservation area as it causes a lot of consfusion for some people.		inappropriate development has had a detrimental impact. The management plans include a commitment to enforce against inappropriate change in line with the Council's adopted development charter, and outlines specific enforcement priorities (section 2.4). The updated appraisals will be an important tool in ensuring effective enforcement going forward. They will highlight key enforcement issues and provide a sound basis for enforcement action that is defensible on appeal. The new management plans include a commitment to ensure that all departments work co-operatively to ensure the preservation and enhancement of the CA (section 2.3). The finalised document will be shared with all relevant departments and other stakeholders, and should provide the basis for a consistent management approach across departments going forward. Where necessary, the conservation team will liaise directly with other departments and partners to address management issues. Development carried out by the Council, Homes for Haringey, and other partners is subject to the same constraints and requirements as any other development, and proposals would be assessed and enforced against relevant planning policy and guidance in the usual way. The Council is keen for public landowners and property management organisations to be setting an exemplar for Conservation Areas. A number of issues raised during the consultation do not generally fall under planning control, but are recognised as making an

				important contribution to the special character of the estate, such as front garden landscaping and hedges. Comments have been passed on to the Council's Nature Conservation officer for consideration, and will be taken in to account in development of the Council's forthcoming Parks and Open Spaces Strategy and Biodiversity Action Plan as well as other relevant projects. Specific enforcement complaints have been passed on to the Council's enforcement team who will determine the appropriate course of action.
JP	Resident (Council Tenant)	The Council Themselves have ridden roughshod over conservation rules for many years. Number 100 Tower Gardens Road has had a large wall demolished and an ugly iron gate put up instead.It has also disregarded rules on extensions as a very ugly modern extension has been built that is not only visible from the road but is dominant as you pass by the building. Acros sthe road, two houses were retiled with modern tiles not in keeping with the style of the houses and the Council themselves have used UPVC doors and windows (front doors) (take a look at number 220 Tower Gardens Road). When and every time we have informed or complained to the Council, absolutely nothing has changed, even when the works were incomplete and would have been very simple to address. What is the point of having a conservation area if the very people who are supposed to enforce it are themselves oe of the main offenders in contravening it? P.s. Take a look at 100 Tower Gardens Road and try to justify the vandalism the Council have done to the building. it is beyond any hope of justification as it is now an eyesore.	Tower Gardens	Concern is noted. The new appraisals record the current condition of the conservation areas in some detail, including where unauthorised or inappropriate development has had a detrimental impact. The management plans include a commitment to enforce against inappropriate change in line with the Council's adopted development charter, and outlines specific enforcement priorities (section 2.4). The updated appraisals will be an important tool in ensuring effective enforcement going forward. They will highlight key enforcement issues and provide a sound basis for enforcement action that is defensible on appeal. The appraisals include design guidelines about what works are appropriate in the CA and when consent is required, communicated in an accessible way. It is hoped that this will help prevent inappropriate works being carried out without consent in the future.The new management plans include a commitment to ensure that all departments work co-operatively

				to ensure the preservation and enhancement of the CA (section 2.3). The finalised document will be shared with all relevant departments and other stakeholders, and should provide the basis for a consistent management approach across departments going forward. Where necessary, the conservation team will liaise directly with other departments and partners to address management issues. Development carried out by the Council, Homes for Haringey, and other partners is subject to the same constraints and requirements as any other development, and proposals would be assessed and enforced against relevant planning policy and guidance in the usual way. The Council is keen for public landowners and property management organisations to be setting an exemplar for Conservation Areas.
SW	Resident (owner)	I support the purpose of the conservation area appraisals, particularly in respect to ensuring a 'robust policy framework for planning decisions'. It is encouraging that Haringey has a planning enforcement charter, but the extent of unauthorised works in conservation areas suggests that enforcement is not always as robust as it should be. Are steps being taken to improve the situation? There are also concerns that the Council sometimes ignores its own guidelines when it undertakes developments in conservation areas. Who scrutinises/polices the Council in such cases? It is most encouraging that Haringey is committed to 'preserving and enhancing' its valuable heritage assets, although financial constraints and powerful commercial interests can make this difficult.	Bruce Castle	Support noted. Development carried out by the Council, Homes for Haringey, and other partners is subject to the same constraints and requirements as any other development, and proposals would be assessed against relevant planning policy and guidance in the usual way. The new management plans include a commitment to ensure that all departments work co-operatively to ensure the preservation and enhancement of the CA (section 2.3). The finalised document will be shared with all relevant departments and other stakeholders, and should provide the basis for a consistent management approach across departments going forward. Where necessary, the conservation team will liaise directly with other departments and partners to address

				management issues. Development carried out by the Council, Homes for Haringey, and other partners is subject to the same constraints and requirements as any other development, and proposals would be assessed and enforced against relevant planning policy and guidance in the usual way. The Council is keen for public landowners and property management organisations to be setting an exemplar for Conservation Areas.
DC	Resident (Council tenant)	Great idea I fully approve since my house seems to be falling apart from the outside it is affecting the inside.		Support noted.
DL	Resident (owner)	Thank you for the information regarding the Conservation Are Appraisal and Management plans for Tower Gardens and the surrounding area - it all sounds positive and I'm happy to play a part in conserving the original features of the area.	Tower Gardens	Support noted.
PS	Resident (owner)	This seems to me a very thorough appraisal of the Tower Gardens area. Your rules regarding alterations to properties are clear and realistic and I believe are unaltered. However the problem has always been the policing of any rogue alterations. As council budgets get tighter, I would be very surprised if it is possible to provide designated inspectors. Recently it seems that it is down to local residents to "grass up" their neighbours and, unless the digression is very great, one is loath to do this. It is important that newcomers to the estate should be made aware of the conservation area rules, preferably before taking up a tenancy or buying a house. This could be done via Homes for Haringey, estate and letting agents. A copy of the conservation document could be sent to residents when they apply for council tax. In order that people respect the rules, it is necessary that "wrong sort of windows"etc. should be seen to be made to change. Unfortunately some of the worst offenses seem to be historical and one just has to accept them as part of life's wear and tear and not be too precious about living in chocolate box world.	Tower Gardens	Support noted. Concern over enforcement is noted. The new appraisals record the current condition of the conservation areas in some detail, including where unauthorised or inappropriate development has had a detrimental impact. The management plans include a commitment to enforce against inappropriate change in line with the Council's adopted development charter, and outlines specific enforcement priorities (section 2.4). The updated appraisals will be an important tool in ensuring effective enforcement going forward. They will highlight key enforcement issues and provide a sound basis for enforcement action that is defensible on appeal.

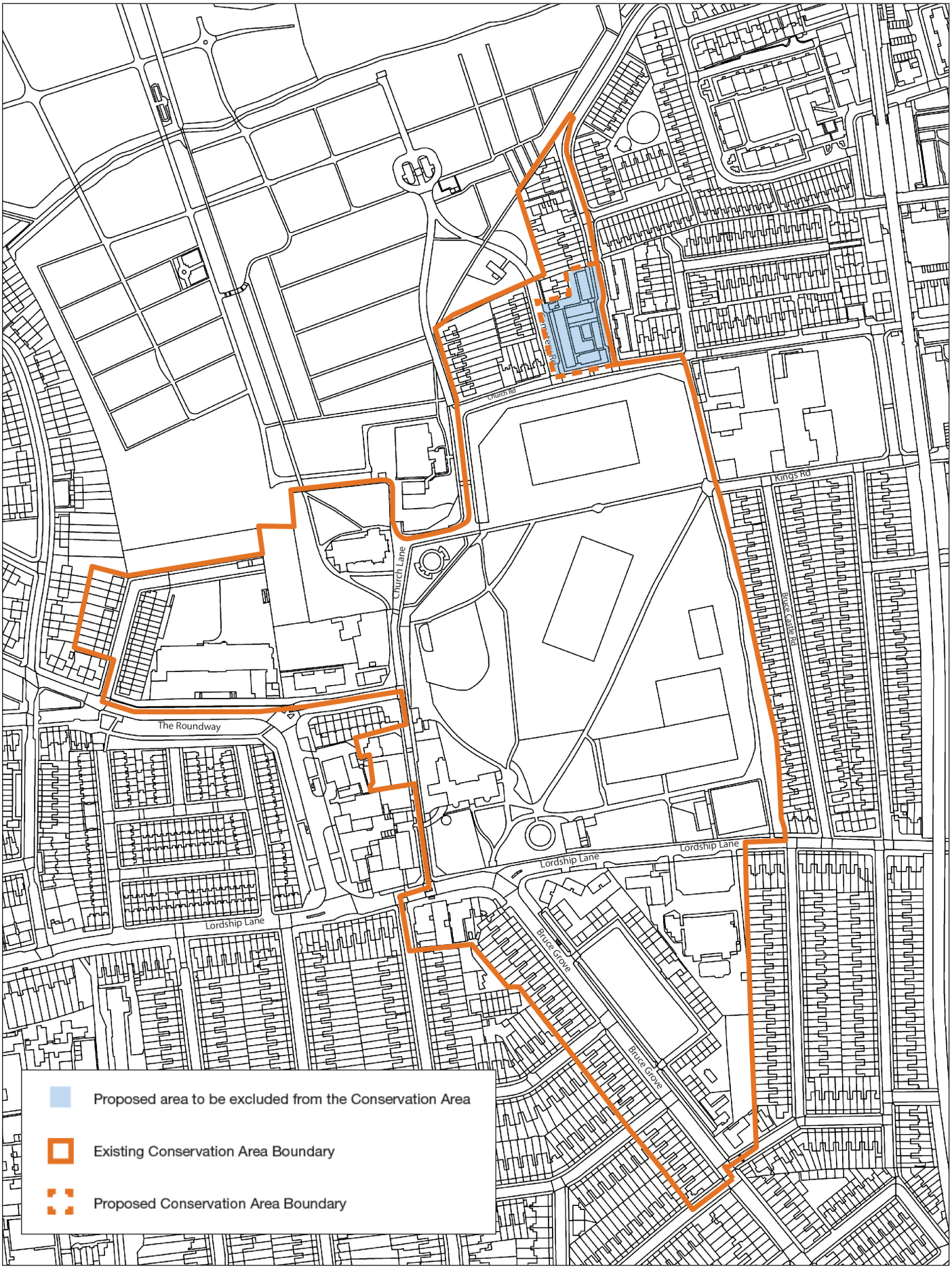
				The appraisals include design guidelines about what works are appropriate in the CA and when consent is required, communicated in an accessible way. It is hoped that this will help prevent inappropriate works being carried out without consent in the future. If the new appraisal is adopted, a short colour leaflet highlighting the special interest of the CA and design guidelines will be mailed to residents alongside notification of the adoption. New residents looking to buy a house in the area would be made aware of the conservation area designation and Article 4 as these would be revealed in a standard land charges search.
ST	Other	I have lived on Risley Avenue for 20 years, I grew up here. Bruce Castle park has played a large part of my childhood. I remember visiting Bruce Castle Museum and spending countless summer days after school playing in the park. I have a particular attachment to nature and strongly believe that we need to preserve it. Especially in our day and age where our environment is already suffering from all the damage we have caused. For this reason I would like Bruce Castle to remain as a Conservation Area.	Bruce Castle	Noted. There is no proposal to remove the conservation area designation.
AC	Resident (owner)	I totally disagree with the Draft it doesn't take into account the owners and residents views. I don't think it is a real reflection of the stage of the neighbourhood therefore I think it is a very dishonest report. It tries to give the impression that it is a well kept area and it is actually all the opposite. I straggle to believe 3 houses in a row are in a good stage and following the proposal guidelines. In many houses the low brick compliance walls are damaged and having missing bricks. It has been like that ever since I have moved to this area in 2007. According to your guidelines it is followed but really is it? Many houses they looked like if they were abandoned and in a terrible stage and you don't do anything to keep up the stage of the neighbourhood. You only seem to be bothered by those neighbours that decided to invest a bit of	Tower Gardens	Concern is noted. The new appraisals record the current condition of the conservation areas in some detail, including where unauthorised or inappropriate development has had a detrimental impact. The management plans include a commitment to enforce against inappropriate change in line with the Council's adopted development charter, and outlines specific enforcement priorities (section 2.4). The updated appraisals will be an important tool in ensuring effective enforcement going forward. They will highlight key enforcement

		their resources in improving the look of their homes but nothing is done about those neighbours that are neglecting the stage of their houses making the neighbourhood looking terrible. If we speak about the bushes… they are so many kind of bushes, colours and shapes in the neighbourhood. The local council doesn't support owners regarding where to buy them at low price so we could comply with the guidelines. Also, there isn't any support in term of maintenance, replacement and growing. It is unfair this cost is forced onto owners. The council houses are the worse. In most of the cases the bushes are dying or ill and nothing is done to improve them or to look after them. I have personally looked after my neighbour's one as he didn't and this make the look of our houses very unkept which is not my way of being. If we speak about the chimneys. I am really worry about the stage of most of them. Especially my neighbour ones which are lose and any day they will fall and hopefully it doesn't on my family or a walking person. If this was to happen I will hold the council responsible for keeping their houses so unfit for the purpose and unsafe. I think the general state of the neighbourhood is neglected and look terrible due to the fact that people are not investing in keeping their house look good. Why is this? I believe it has to be with the fact that your guidelines are very costly and people leaving in this area are not able to spend this money and they don't have the time to maintain the bushes therefore they just ignore their front doors which is very sad as in many cases they look terrible. I think if people were able to decide the kind of front garden they would like to have without any restriction people will engage much better in making them nice and proud of but they cant as they can afford it and the guidelines don't meet our expectations. Also, owners we should be able to protect our families and home from the growing crime in our area. Many neighbours have reported drug related activity to the policy and council but nothing seems to be done to protect us. In few occasions I have observed fights related to drugs issues and these criminals have run through our gardens and back gardens without any difficulties as there isn't any physical barrier to stop them from doing so. I have a small boy who		issues and provide a sound basis for enforcement action that is defensible on appeal. The appraisals include design guidelines about what works are appropriate in the CA and when consent is required, communicated in an accessible way. It is hoped that this will help prevent inappropriate works being carried out without consent in the future. A number of issues raised during the consultation do not generally fall under planning control, but are recognised as making an important contribution to the special character of the estate, such as front garden landscaping and hedges. Comments have been passed on to the Council's Nature Conservation officer for consideration, and will be taken in to account in development of the Council's forthcoming Parks and Open Spaces Strategy and Biodiversity Action Plan as well as other relevant projects. The guidelines contained in this documents are not considered particularly onerous or expensive. Using inappropriate materials and techniques when doing work to historic buildings can damage the structure or introduce a maintenance burden. Following the design guidelines can help to avoid that situation and save money in the longer term. Extensions within the conservation area are not prohibited, and this document offers specific guidance on how best to extend houses without causing harm to the special character of the area.

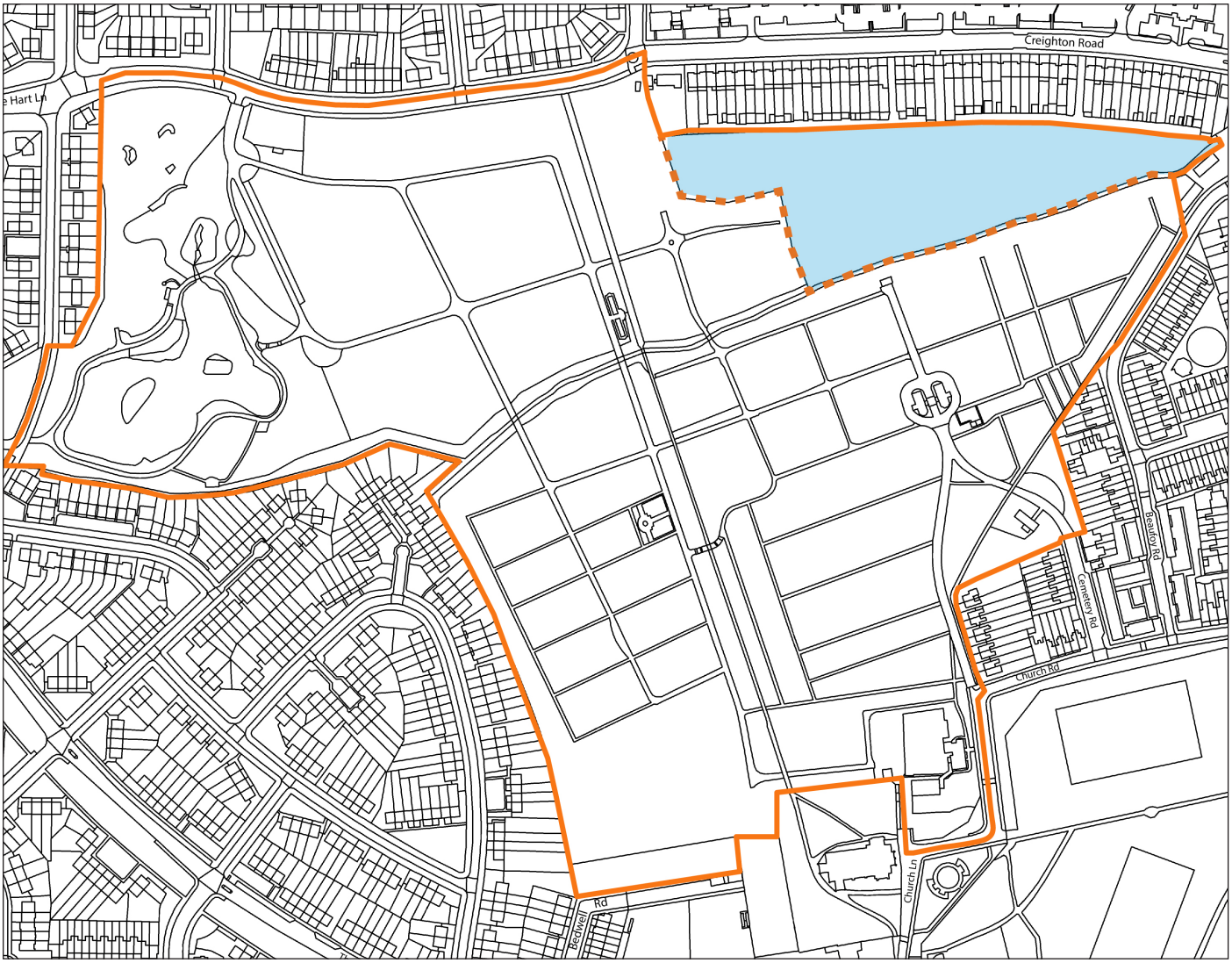
		should be able to play in my front garden or back garden but I cant let him because I am afraid he can be in the wrong place at the wrong time. But how unfair is this? It is my house I pay a monthly morgate of £1300 since 2007. Don't you think I should have the right to protect my child? Well I cant because what would stop these people from running across our front gardens is not within your draft. Regarding extensions, again how unfair. If we get a new addition to our family in order to live comfortably the only way forward is to move as extensions are not allowed to make our houses biggest. This means young families are continually moving in and out the area. This doesn't support the good stage of the neighbourhood as owners cant invest in our front gardens as we must think of moving. Summary, I really think the draft is not a fair reflection of the area and it limits its owner to make the area a good area due to how many limitations which are very costly.		
GA	Resident (owner)	I THINK OWNERS SHOULD BE ABLE TO DO WHAT THEY NEED TO DO TO THEIR HOMES ACCORDING TO THEIR CULTURAL BELIEVES AND RESOURCES. THE DRAFT LIMITS PEOPLE ABILITIES TO LOOK AFTER THEIR HOMES IN THE WAY THEY BELEIVE THEY SHOULD DO. ALSO MANY HOUSES ARE NOT COMPLYING WITH THE POLICY, WHY SOME OWNERS ARE GETTING PRESSURED TO REMOVE THE CHANGES MADE AND OTHERS THEY HAVE BEEN LIKE THAT SINCE 10 YEARS AGO OR MORE. IF YOU WANT TEH AREA TO LOOK THE SAME WAY YOU SHOULD ENSURE ALL HOUSES (OLD AND NEW CHANGES) TO BE REMOVED AND THE HOUSES DAMAGED TO BE FORCED TO MAKE THEM LOOK UP TO A MINIMUM STANDARD. THE AREA DOESNT LOOK NEAT AND WELL LOOK AFTER AS YOU SHOW IN THE REPORT WHICH IS NOT A FAIR AND HONEST REFLECTION OF THE HOUSES AROUND HERE, CERTAINLY NOT THE TOWER GARDEN ROAD. FINALLY, OWNERS SHOULD BE ABLE TO DO SOMETHING ABOUT THE SAFETY OF THEIR HOMES AS THE POLICE IS NOT DOING MUCH TO STOP THE DRUG CRIME OF THE AREA.	Tower Gardens	The conservation area designation has been in place since 1978. There are no proposals to change this, and removal of the conservation area designation was not considered as part of this consulation. The Council has a statutory duty to identify and designate areas of special historic and architectural interest as per the Planning (Listed Buildings and Conservation Areas) Act 1990 69(1). This comprehensive appraisal confirms that the area has considerable heritage interest warranting designation. There is an existing requirement to preserve and enhance the special interest of the conservation area in line with legislation and national and local adopted planning policy. That requirement is outside the scope of this consultation. The guidelines contained in this document provide clarity on the best way to achieve this, and are not considered particularly onerous or

				expensive. Using inappropriate materials and techniques when doing work to historic buildings can damage the structure or introduce a maintenance burden. Following the design guidelines can help to avoid that situation and save money in the longer term.
AM	Resident (owner)	I note the proposed change of excluding "the post-war blocks of flats in Beaufoy Road (William Atkinson House and William Rainbird House), which form a discrete block at the edge of the conservation area, and which are of no architectural merit." In light of this proposal I need to stress the importance of keeping the park's boundaries on the north-western and northern side (Church Road), including the bank and the ditch within the conservation area due to their historical importance as outlined in the "Bruce Castle Landscape History Study", a study completed and published in February 1994 which is available only in print form and is held in the archives at Bruce Castle Museum (particularly paragraphs 3.14 and 3.15). these are important historical features that are essential to the overall history of the area and need particular protection.	Bruce Castle	This is noted. The appraisal already includes a very detailed description of the special interest of Bruce Castle Park incorporating insights from a wide variety of documentary sources (pages 20-22). This covers the history and evolution of the park, historic and current landscape features and their significance, and a detailed description of the layout and boundary treatments identifying their provenance and significance.

Appendix 3 - Maps of proposed changes to conservation area boundaries



Bruce Castle Conservation Area boundary alterations



Tottenham Cemetery Conservation Area boundary alterations

Proposed area to be excluded from the Conservation Area

Existing Conservation Area Boundary

Proposed Conservation Area Boundary

Bruce Castle and All Hallows Conservation Area Appraisal and Management Plan

July 2019

Haringey LONDON

Foreword

I am pleased to present the Bruce Castle and All Hallows Conservation Area Appraisal and Management Plan. This document will play a significant role in the positive future management of Bruce Castle and All Hallows Conservation Area and be a guide for residents, the Council, and all those with an interest in the history of the area.

Bruce Castle and All Hallows Conservation Area has considerable architectural and historic significance and contains some of Haringey's oldest buildings. Grade I listed Bruce castle in its surrounding park dates from the Tudor period. Its survival along with All Hallows Church and The Priory represents a continuity that is rare in London and provides a powerful connection to the past. The historically significant open spaces connected to these buildings, including several ancient trees, contribute to the unique character of this area.

Conservation area designation should not prevent all change, especially where this can help to ensure the preservation and enhancement of the historic environment and bring wider benefits for the community. This document will be an important tool in managing change and provides a clear explanation of the significance of the area that can be used to inform heritage projects and decision making. It includes simple design guidelines for the area, and will be taken into account when the Council is considering planning applications. The appraisal was prepared by independent heritage consultants and is based on detailed site surveys and observation work.

As a Council, we are committed to preserving and enhancing the Borough's built heritage. Good heritage management is only possible with the support and involvement of the local community and I encourage everyone to read and make use of this document.

Councillor Kirsten Hearn

Cabinet Member for Climate Change and Sustainability

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General Introduction

Conservation areas were introduced in 1967 and there are now over 9,000 in England. They are designated under the provisions of Section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990, which defines a conservation area as an "area of special architectural or historic interest the character and the appearance of which is desirable to preserve or enhance". Local authorities have a statutory duty to determine those areas that fulfil these criteria, to designate them as conservation areas, and to review these procedures from time to time.

Section 71 of the Act requires local authorities to formulate and publish proposals for the preservation and enhancement of conservation areas. Current best practice, in accordance with published guidance by Historic England, is to prepare Conservation Area Appraisals and Conservation Area Management Plans, usually as a consolidated document.

Conservation areas are identified as 'designated heritage assets' in the National Planning Policy Framework (NPPF).

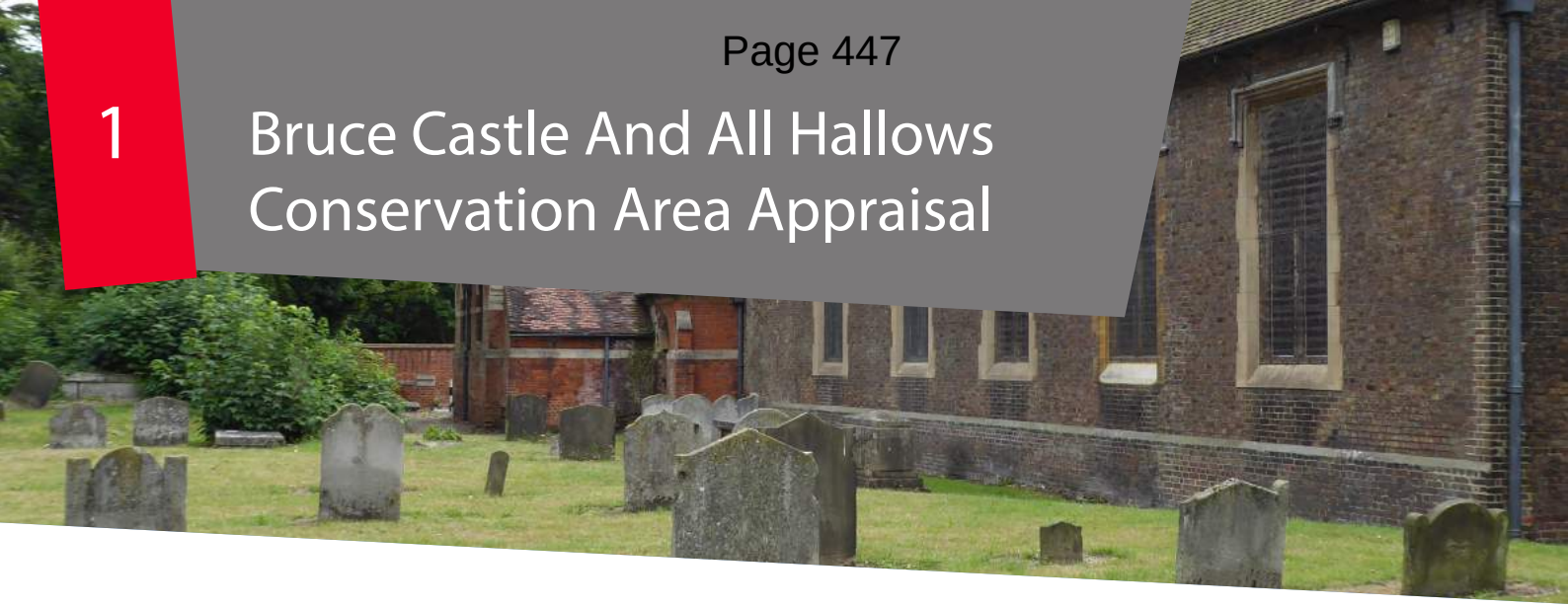
The London Borough of Haringey has 28 conservation areas. The original Bruce Castle Conservation Area was designated in 1976 in two sections: the northern part comprising All Hallows Church and Bruce Castle Park and a smaller detached southern part incorporating the south-east end of Bruce Grove. The boundary was extended in 1998, joining the two sections. In 2017, the southern section was re-designated as part of the Bruce Grove Conservation Area. The name of the Conservation Area was changed to Bruce Castle and All Hallows Conservation Area in 2019 to better reflect the importance of All Hallows Church.

This document comprises three parts: Part I Bruce Castle and All Hallows Conservation Area Appraisal, which sets out the conservation area's special interest, highlighting those elements which contribute to or detract from its character; Part II Bruce Castle and All Hallows Conservation Area Management Plan, setting out a strategy for managing change in the conservation area to ensure that its character is preserved or enhanced; and Part 3 Preserving and Enhancing the Conservation Area, which provides simple design guidelines for changes within the area.

The methodology of this Appraisal and Management Plan follows the best practice guidance set out in Historic England's Historic Environment Advice Note 1: Conservation Area Designation, Appraisal and Management (2019).

This document will be treated as a material consideration in assessing planning applications affecting the Bruce Castle and All Hallows Conservation Area.

1 Bruce Castle And All Hallows Conservation Area Appraisal



1.1 The Purpose of Conservation Area Appraisals

1.1.1 Understanding significance is the key to ensuring that changes to our historic environment can be managed in an informed and positive way. Conservation area appraisals are vital tools in this process. Their principal functions are:

- to articulate why the conservation area is special, highlighting those elements which contribute to, and those which detract from, its character;
- to support a robust policy framework for planning decisions;
- to inform and guide the associated Conservation Area Management Plan.

1.1.2 Conservation area appraisals are not intended to provide an exhaustive account of the conservation area. The omission of any specific building, feature, space or view should not be taken to imply that it lacks significance.

1.2 Summary of Special Interest

1.2.1. The conservation area has considerable historic and architectural significance. It is important for the survival of three important historic buildings.

1.2.2. Bruce Castle (listed Grade I), one of the oldest buildings in Haringey, is an important survival from the Tudor period with well-documented earlier origins. Special interest attaches to the historic and architectural significance of Bruce Castle and its associated structures, in particular the Tudor tower, and to the relationship between the house and surrounding park, which form the core of the medieval manor of Tottenham.

1.2.3. All Hallows Church (listed Grade II*) dates from the fourteenth century onwards but with earlier medieval origins, the east end added by the distinguished Victorian church architect William Butterfield. The survival of both church and manor house represents a continuity that is rare in Greater London.

1.2.4. The Priory (listed Grade II*), a fine example of a Middlesex gentry farmhouse, completes this important grouping.

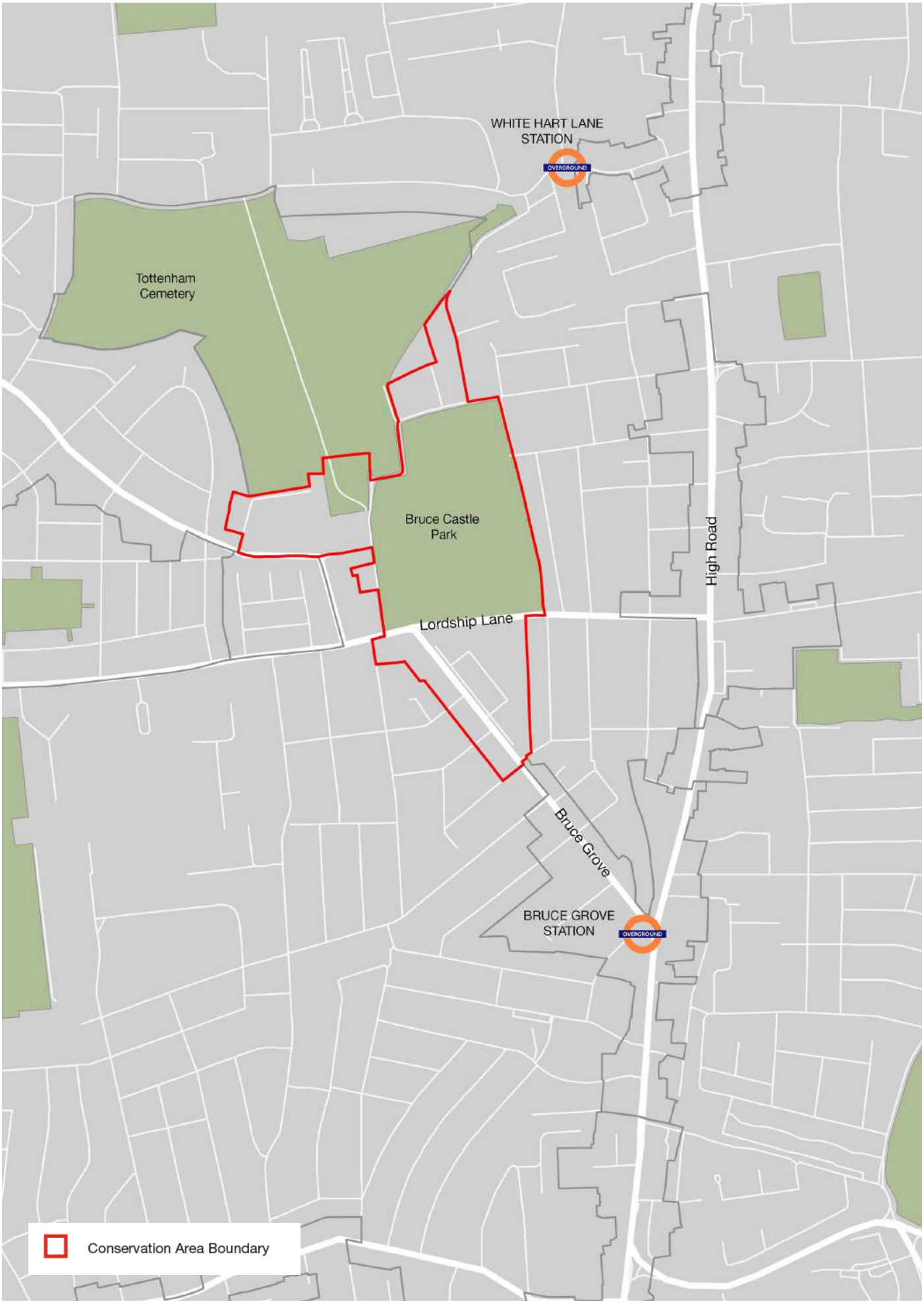
1.2.5. The conservation area is also important for the survival of historically significant open spaces

that have been surrounded by later dense suburban development. The three principal open spaces within the conservation area are Bruce Castle Park, All Hallows Churchyard and the forecourt to Edmanson's Court in Bruce Grove.

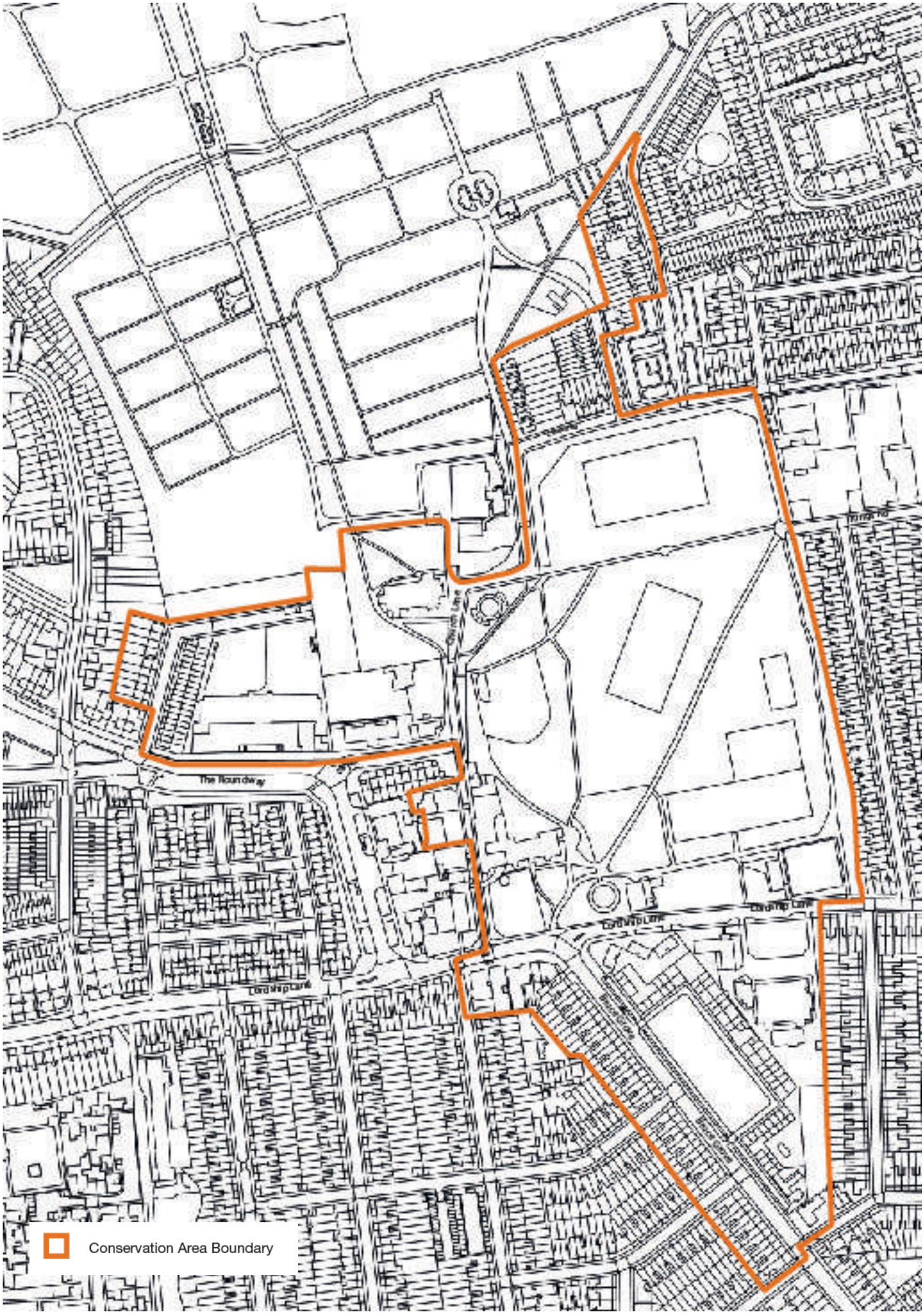
1.2.6. The relationship between the principal historic buildings and their associated open spaces, for example, Bruce Castle and Park, All Hallows Church and churchyard and the adjoining Tottenham Cemetery to the north, has helped to preserve the unique character of the area, in contrast to the later residential development that was built on the open land between Bruce Grove and Tottenham High Road by the end of the 19th century.

1.2.7. The conservation area is also important for the extent of tree cover, including several ancient trees that remain from the earlier period. It retains an open, green character with views of the adjoining cemetery to the north. Many historic features survive including earlier footpaths, such as Church Path leading from All Hallows Churchyard and through the Victorian cemetery and Prospect Place, part of a footpath leading north-east from Church Road.

1.2.8. The surviving groups of early to mid-19th century cottages and terraced houses in the adjoining streets to the north contribute a quiet and modest domestic character to the area, albeit that this scale of building has been broken by the introduction of the modern blocks of flats.



Location map - Bruce Castle and All Hallows Conservation Area



Bruce Castle and All Hallows Conservation Area boundary map

1.3 Location And Setting

Location

1.3.1. Bruce Castle and All Hallows Church stand to the north of the historic parish of Tottenham, which included Wood Green. Tottenham is located to the north-east of the former County of Middlesex and in the eastern part of the modern London Borough of Haringey. It is bordered by Edmonton (London Borough of Enfield) to the north, the River Lea and Walthamstow (London Borough of Waltham Forest) to the east, Stoke Newington (London Borough of Hackney) to the south, Hornsey (London Borough of Haringey) to the west and Friern Barnet (London Borough of Barnet) to the north-west.

Topography and geology

1.3.2. Most of the central section of the conservation area is relatively flat, sloping gently towards the east. The highest part of the conservation area is the western section of The Roundway and Bedwell Road. The area is predominantly London Clay with brick earth occurring in patches, surrounded by Taplow Gravel, at Bruce Castle and part of Church Lane.

The setting of the conservation area

1.3.3. The conservation area is located to the west of the historic corridor of Tottenham High Road and the line of the former Great Eastern railway. For the most part, it consists of historic areas of open space surrounded by a dense suburban setting of residential development dating mainly from the mid-19th to the early-20th century. The eastern boundary is defined by late-19th century streets of terraced houses, while the greater part of the northern boundary adjoins the open space of the Tottenham Cemetery Conservation Area. To the west, the boundary encompasses the churchyard of All Hallows church and extends as far as the Roundway to include Risley Avenue School and Bedwell Avenue. Lordship Lane separates the open space of Bruce Castle Park from the linear character of Bruce Grove, which runs south-east from Bruce Castle to Tottenham High Road.

Trees and open spaces

1.3.4. A large proportion of the conservation area constitutes open space within or directly impacting upon the public realm, the principal open spaces being Bruce Castle Park, All Hallows churchyard and the forecourt of the former almshouses, Edmanson's Close, in Bruce Grove. Each of these spaces has a distinct character and makes a major contribution to the conservation area's special interest.

1.3.5. Bruce Castle Park is a large mainly grassed open space notable for the contribution made by mature trees, set either in avenues or as individual historic specimens. All Hallows churchyard is a quieter and more secluded space forming a link with the cemetery to the north, the tree-planted grounds of the adjacent Priory and Lodge forming an important continuum with the churchyard. In Bruce Grove, the forecourt to Edmanson's Close is a large green space that, with its trees, forms an impressive setting for the Grade II listed buildings, which are set well back from the road.

1.3.6. These open spaces are complemented by grassed and tree-planted verges in Church Lane and Church Road, and by mature street trees along Lordship Lane, The Roundway and All Hallows Road. The open grassed area in front of the magistrates' court in Lordship Lane also makes an important contribution not only to the setting of the Grade II listed building, but also to the area's visual amenity and to the setting of Bruce Castle Park opposite.

1.3.7. Bruce Castle Park is designated as Metropolitan Open Land (MOL) and as a nature conservation area of borough importance. All Hallows Churchyard, Bruce Castle Park and Edmanson's Court are included in the London Parks and Gardens Trust Inventory of London's Green Spaces of Local Historic Interest.

Views

1.3.8. The principal views of interest are those from within Bruce Castle Park and to a more limited extent views from the surrounding streets into the park. There are views of Tottenham Cemetery from within the conservation area. The only long view within the conservation area is that along Bruce Grove towards Bruce Castle, although the house itself is well screened

by trees and does not close the view. An unexpected long view is gained looking west along Lordship Lane directly towards Alexandra Palace. This view of Alexandra Palace is identified as a locally significant view in Haringey's Local Plan.

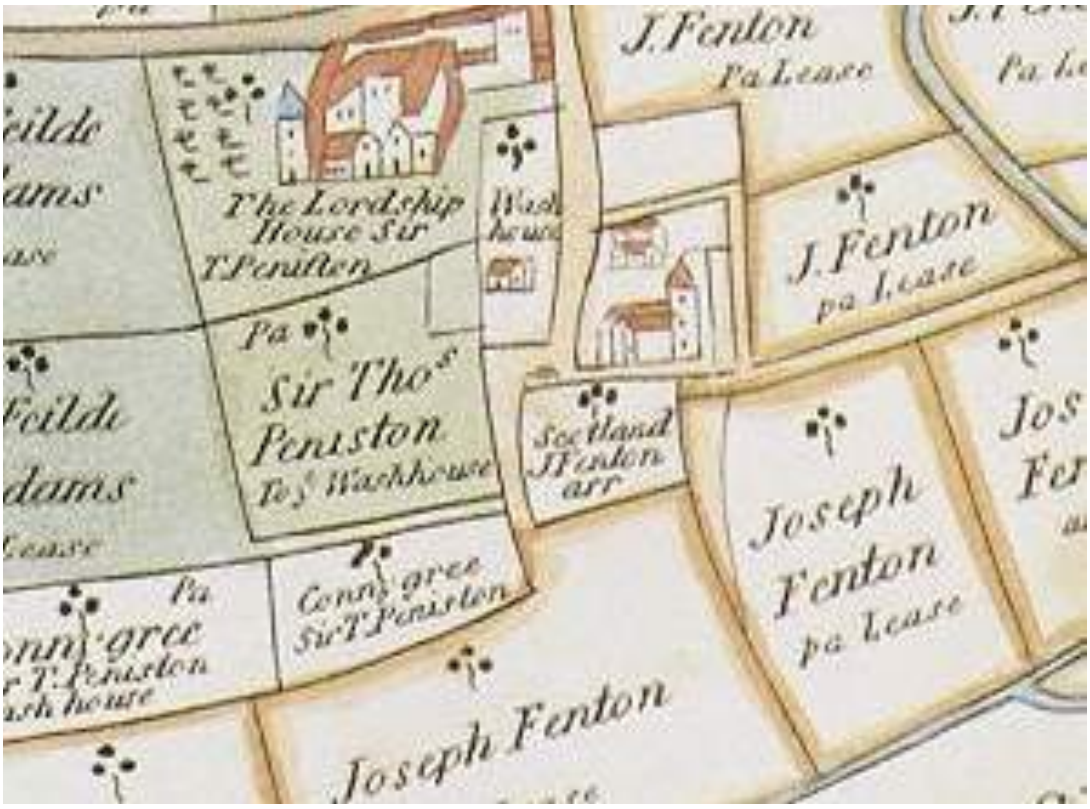
1.4 Historical Development and Archaeology

1.4.1. Tottenham High Road, the successor to Ermine Street, the Roman road from London to Lincoln and York, was an important northern route into London. The linear settlement of Tottenham grew along the High Road while the village centre, as such, was marked by the Green and the High Cross. The area surrounding the parish church and manor house would thus remain essentially rural until the late-19th century.

1.4.2. The Domesday Survey (1086) records that Tottenham manor was held by Countess Judith, a niece of William the Conqueror and widow of Waltheof, Earl of Huntingdon, whose daughter Maud married the future King David I of Scotland. A priest held land in Tottenham in 1086 and by 1134 King David I of Scotland had given the church of Tottenham to the Augustinian canons of Holy Trinity, Aldgate.

1.4.3. For some 200 years the manor was owned by a succession of Scottish noblemen, culminating in its division in 1254 into three lordships including that of Sir Robert de Brus (Bruce). The manor house at that time comprised a hall and other rooms, granges, fishponds, and garden. Following Scottish independence in 1314 under Bruce's grandson and namesake, the manors reverted to English ownership and in the early-15th century they were acquired and reunited by John Gedney, a wealthy London draper.

1.4.4. Thomas Clay's map of Tottenham (1619) for the Earl of Dorset, then owner of Tottenham Manor, depicts Bruce Castle - the 'Lordship House' - and its tower on a site that is similar in extent to the present public park. The main link between the church and manor and the High Road was Berry Lane (now Lordship Lane), the road from Tottenham to Wood Green, with Church Lane, as yet un-named branching northwards along the west side of Bruce Castle.



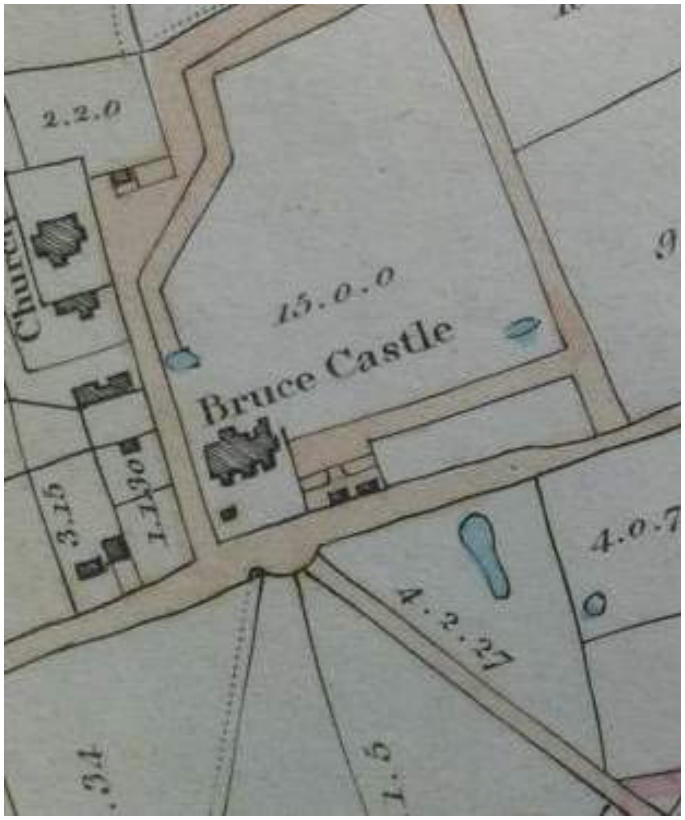
Thomas Clay's map of Tottenham 1619
(the map is oriented south)

1.4.5. South of the churchyard stood an un-named farmstead: this was Awlfield Farm, later named Church Farm, the property of local landowner Joseph Fenton, a City barber-surgeon who rebuilt the farmhouse in 1620. It was later named the Priory because it was believed to occupy the site of a house of the priors of Holy Trinity, City of London.

1.4.6. The development of Bruce Grove was enabled by the disposal of the manorial lands in 1789. The straight line running south-east between Bruce Castle and the High Road follows one of the avenues eading to Bruce Castle. Building commenced with a series of villas on the south side near the junction with the High Road (within Bruce Grove Conservation Area), but little further development took place until the late-19th century.

John Rocque's map 1757

1.4.7. Wyburd's parish map (1798) shows the present Church Road linking the High Road with All Hallows Church. Just to the north-east of the church stood a small house, the Sexton's cottage, a weather-boarded building whose site is now the vehicle entrance to Haringey Mortuary (within Tottenham Cemetery Conservation Area). The map shows pathways leading northward from the churchyard across fields to White Hart Lane, and another leading north-eastward from Church Lane to White Hart Lane which terminated at the end of Love Lane opposite the vicarage in White Hart Lane.



Wyburd's parish map 1798

1.4.8. Tottenham parish tithe map (1844) shows a series of detached villas in large gardens along the west side of Church Lane south of Church Farm and around the junction with Lordship Lane. A large house named Elmslea, as named on subsequent maps, had been built on the south side of Lordship Lane opposite Bruce Castle Park. By contrast, to the north of the park, a row of modest paired cottages had been built in Prospect Place. Dated 1820, they were later complemented by the present Nos. 158-170 Church Road and 1-15 Cemetery Road. These houses illustrate the spectrum of dwellings that were built in this attractive area of Tottenham in the late-Georgian and early-Victorian period.

Tottenham parish tithe map 1844, courtesy of Bruce Castle Museum, Haringey Libraries, Archives and Museums Service

1.4.9. In 1868 almshouses were built in Evelyn Place (now in Beaufoy Road) by Sir William Staines, a former Lord Mayor of London, replacing almshouses in Jacob's Passage in the City of London which made way for the Metropolitan Railway. The former Drapers' Almshouses (now Edmanson's Close) were built by an amalgamation of City charitable foundations under the trusteeship of the Drapers' Company, replacing institutions in Bow. In 1868-9 the company purchased Elmslea, by then a school, and the adjacent land to the west, building the almshouses on the latter site. They were also known as the Sailmakers' Almshouses after one of the charities' beneficiaries. Elmslea continued as a school until 1930.

1.4.10. The opening of the Liverpool Street-Edmonton branch of the Great Eastern Railway in 1872 instigated a development boom and in 1894 Tottenham, administered by a local board since 1850 and now separated from Wood Green, became an Urban District. By 1894 the area between Bruce Castle Park and the High Road was developed and soon after the entire south side of Bruce Grove was built up, continuing around the junction with Lordship Lane and further westwards. In 1904 an electric tram route was introduced, connecting the High Road and Wood Green via Bruce Grove and Lordship Lane.

1.4.11. In the Edwardian period the land to the west of the conservation area boundary began to be developed with planned working-class housing, starting with Tower Gardens (1903-13), the first stage of the London County Council's White Hart Lane Estate, and Peabody Cottages (1907). Although Church Farm and the open land to the west still appear on the 1913 OS map, Risley Avenue (now The Roundway/All Hallows Road) had been created connecting Church Lane with the emerging housing developments to the west, severing the former farmstead. Risley Avenue School (1913) stood on the north side of the new road and in 1918 a second school, Risley Avenue Central School, a selective boys' school, was built just to the east. In the early/mid 20th century, all but one of the Georgian villas around the south-west side of Church Lane and the junction with Lordship Lane made way for a series of industrial buildings. Inter-war development includes three small blocks of flats - Bruce Castle Court - at the north-east junction of Bruce Grove and Lordship Lane, and the former Magistrates Court (1937) on the site of Elmslea. Later in the 20th century, blocks of flats replaced houses in Church Road and Beaufoy Road destroyed in World War II.

Bruce Castle

1.4.12. The evolution of Bruce Castle is complex. In 1513 the manor was purchased and the medieval house rebuilt by Sir William Compton, a courtier of Henry VIII. Compton's grandson Henry substantially rebuilt the south wing in the late-16th century. In 1626 the manor passed to Hugh Hare, Lord Coleraine, whose son Henry Hare, an antiquarian, carried out major alterations in 1682-6 (a plan of 1684 shows a U-plan house) and may have adopted the name of Bruce Castle at that time. The building was extended and remodeled in the early-18th century, and again in 1764 by Alderman James Townsend. From 1804-1815 it was the home of the politician and author John Eardley Wilmot, notable for helping refugees from the American War of Independence and the French Revolution, and from 1815-1827 by a merchant named John Ede, who demolished the west wing and stables and coach house to the north. From 1827 it was occupied as a private boys' school set up by the progressive educationalist Rowland Hill, better known as a postal reformer and inventor of the Penny Black stamp, and his brother Arthur. A one-storey west wing was added in the mid-19th century and raised to three stories c1870. In 1892 the grounds were purchased by Tottenham Local Board and opened as Tottenham's first public park. The house became Tottenham's first public museum in 1906, and houses Haringey's Local History Archive service.

All Hallows Church

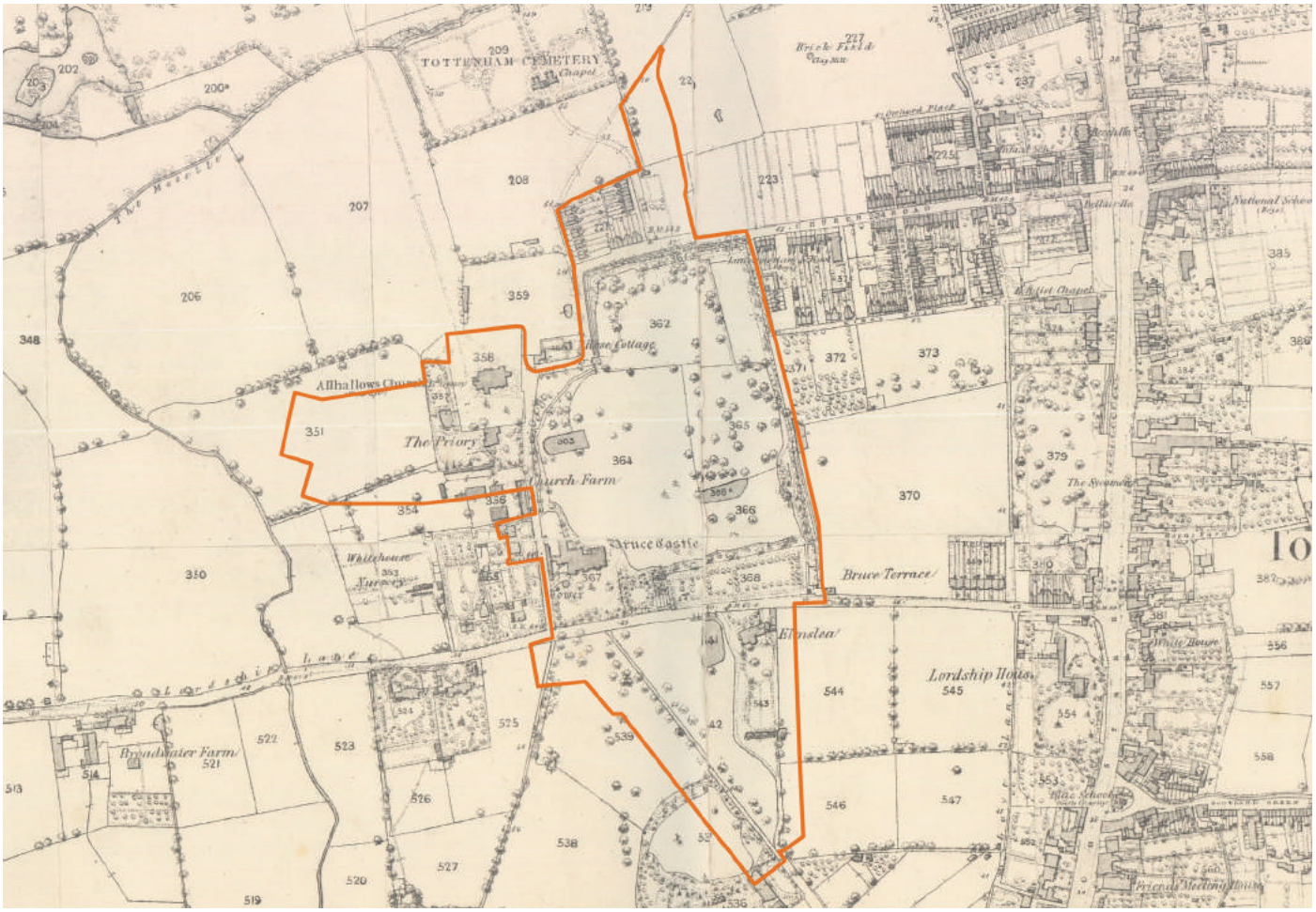
1.4.13. The parish church, originally dedicated to All Saints and renamed All Hallows in the 15th century, is visibly dateable to the early-14th century with later medieval and 19th-century rebuilding and extensions. The church was extended to the east in 1875 - 77 by the architect William Butterfield, who worshipped here and is buried in Tottenham Cemetery.

1.4.14. The churchyard was extended on the north side by half an acre in 1792, and was closed for burials in 1857 when Tottenham Cemetery was opened. The first recorded vicarage house, which is shown on the 1619 map, stood in White Hart Lane near the junction with the High Road. It was largely demolished to make way for the railway, after which the vicarage was relocated to No. 776 High Road. In 1906 the Priory became the vicarage of All Hallows.

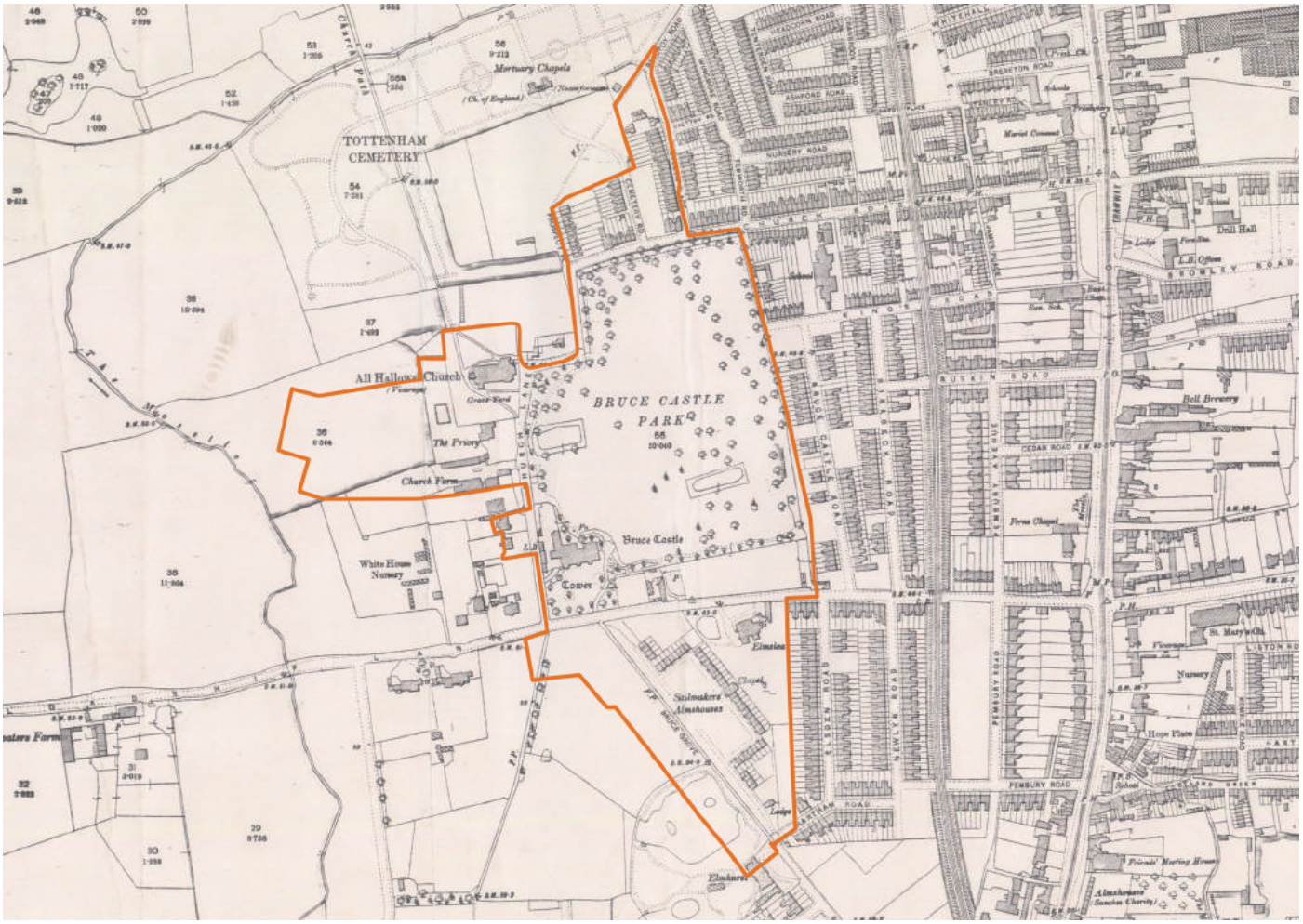
Archaeology

1.4.15. Bruce Castle and Park, All Hallows Church and Churchyard, and the area to the north and east of Bruce Castle Park are within the Bruce Castle and All Hallows Church Archaeological Priority Area (APA). This means that, based on existing information, there is significant known archaeological interest or particular potential for new discoveries.

1.4.16. In 1999 a geophysical survey revealed the presence of two chambers beneath the tower's existing floor. A community dig carried out in 2006 under the direction of the Museum of London Archaeological Service (MOLAS) excavated two trenches: one at the rear of the house and one adjoining the tower. The former revealed the south-east corner of a chalk-founded medieval building, which had been truncated by a system of 18th-century drains. The latter exposed two of the arches at the base of the tower which had cruciform cross-loop windows, which indicate that the tower was built to a lower level and may have been surrounded by water. Penetration by a small camera revealed the upper chamber to be vaulted.

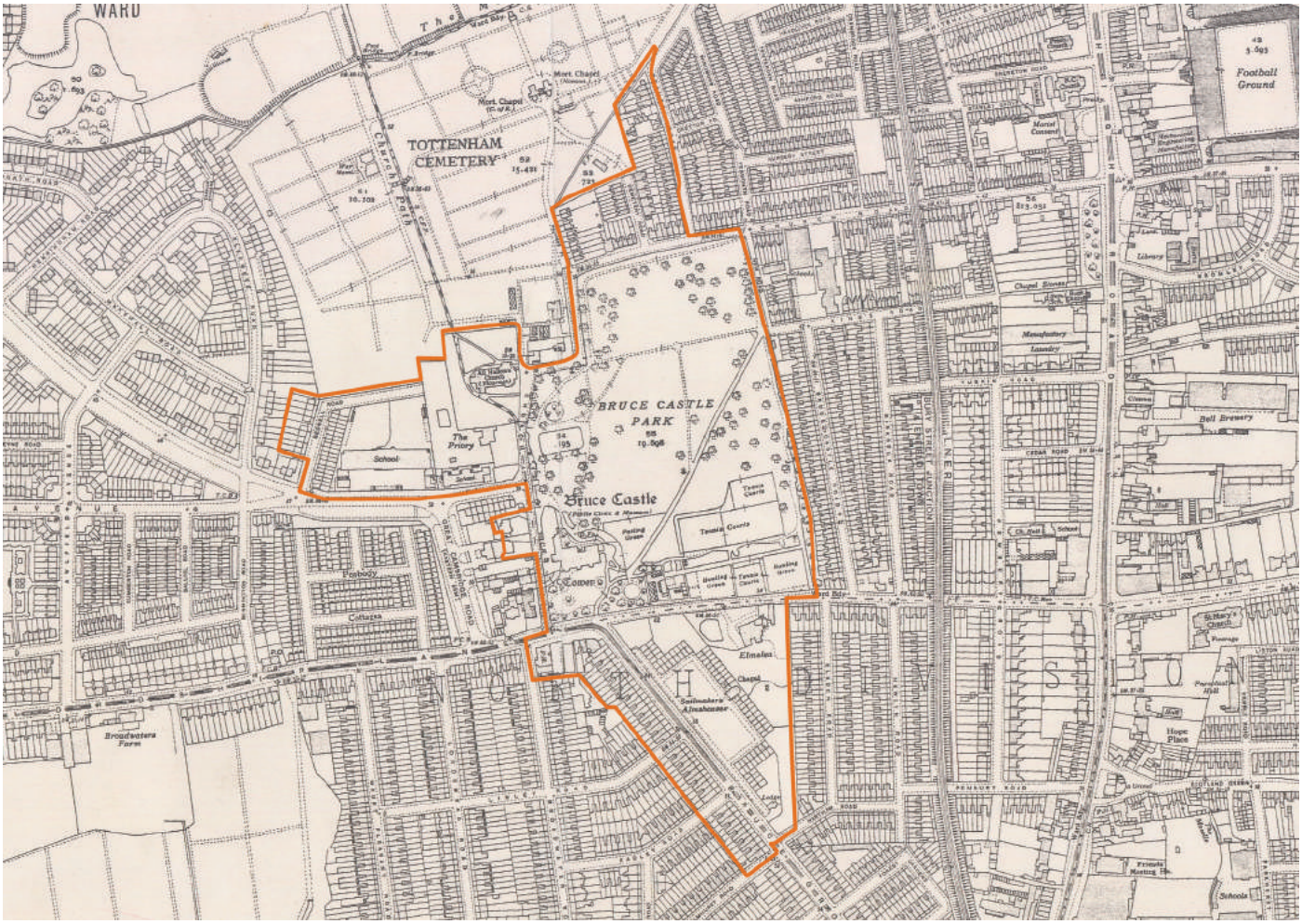


The area in 1864



The area in 1894

The area in 1894



The area in 1935

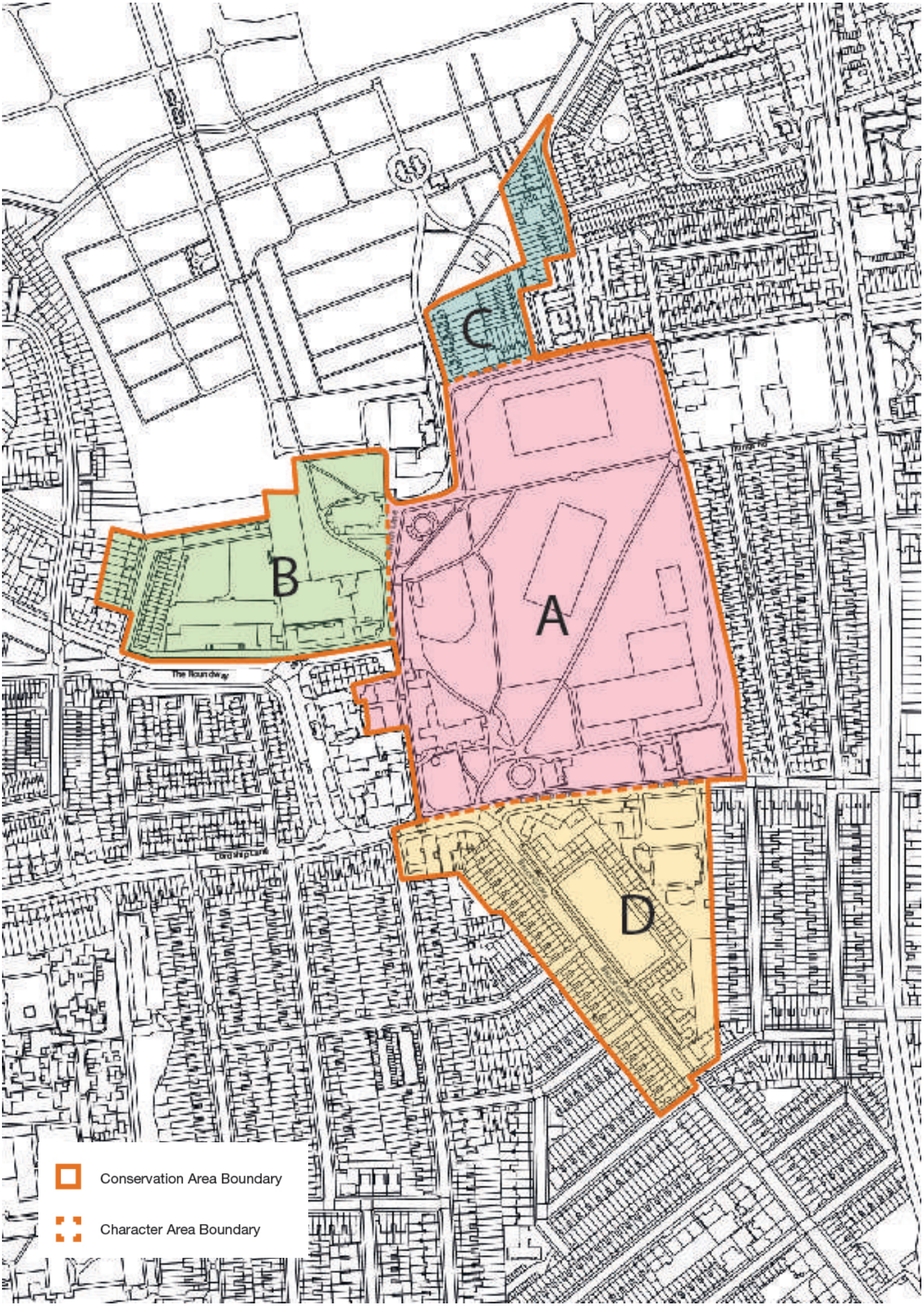
1.5 Architectural Quality and Built Form

Character sub-areas

1.5.1. Character sub-areas are a helpful way of understanding conservation areas that contain development of more than one period. They are also a useful means of identifying the differences in townscape character of parts of the conservation area.

1.5.2. Bruce Castle and All Hallows Conservation Area consists of the following character sub-areas:

- Sub-area A: Bruce Castle and Park, Church Lane (south of All Hallows Road)
- Sub-area B: All Hallows Church, Church Lane (north of All Hallows Road), All Hallows Road/The Roundway and Bedwell Road
- Sub-area C: Prospect Place, Church Road, Cemetery Road and Beaufoy Road
- Sub-area D: Bruce Grove and Lordship Lane


C
B
A
D
The Roundway
Conservation Area Boundary
Character Area Boundary

CHARACTER SUB-AREA A

Bruce Castle and Park

Bruce Castle

1.5.3. Bruce Castle, a Grade I listed building, forms the historic and architectural centrepiece of the conservation area. Architecturally the house is a composite creation reflecting different periods of construction and remodeling. A brief description of the external appearance of the house is as follows.

1.5.4. The oldest parts of the present house date from the early-16th century after Sir William Compton took possession of the manor. His grandson Henry Compton made changes to the house in c1570, and much was subsequently remodeled during the 17th and 18th centuries. It is thought that the existing south elevation originally formed part of the south front of an earlier courtyard house. The current appearance of the south front is mainly derived from the 1684 remodeling by Henry Hare (2nd Lord Coleraine) of an earlier symmetrical composition, adding a clock tower and cupola to the Elizabethan porch and raising the height of the polygonal end bays. An extra range of rooms surmounted by a heavy pediment was added to the north front by Henry 3rd Lord Coleraine after he succeeded his grandfather in 1708. Hare's original gabled attics were removed after 1764 when the east wing was remodeled, or rebuilt, by James Townsend. The west wing, along with stables and a coach house, was demolished in c1813 by John Ede and replaced by the existing three-storey extension in c1870 when the house was used as a school.

Painting of Bruce Castle 1686, attributed to Wolridge. Courtesy of Bruce Castle Museum, Haringey Libraries, Archives and Museums Service

1.5.5. The principal three-storey south elevation is a symmetrical composition in red brick with roofs concealed behind a parapet and with prominent stone quoins and window dressings. The façade is dominated by the ornate central clock tower containing a ground floor round-arched Doric entrance porch with painted stone quoins, and a first-floor sash window with painted Ionic pilasters supporting a white-painted bracketed timber balustrade at second-floor level. The tower is stuccoed above first floor level and extends above the roof parapet to include a large clock at third floor level. It has a white painted timber balustrade and glazed octagonal belvedere at fourth floor level surmounted by a prominent open drum and cupola with a lead-covered domed roof and gilded weathervane. The central five bays are flanked by massive brick and stone half-octagonal side wings that rise to parapet level. The windows are 18th-century type sash windows with glazing bars and exposed moulded timber frames.

Bruce Castle Principal South Elevation

1.5.6. The three-storey east wing, built in a plum-coloured brick, has the proportions of a large but plain Georgian house, having been designed to appear as a free-standing building with its own east-facing principal elevation, rather than as an extension to the original building. The eight window wide façade has red gauged-brick window arches and timber sashes with glazing bars. The three southernmost ground-floor windows take the form of French doors. The façade is asymmetrical, reflecting the plan of the older building, with an off-centre doorway emphasised by the arched window above on the first floor. The door case has a pair of wide six-panelled doors with a semi-circular fanlight within an open pediment supported on Ionic pilasters.

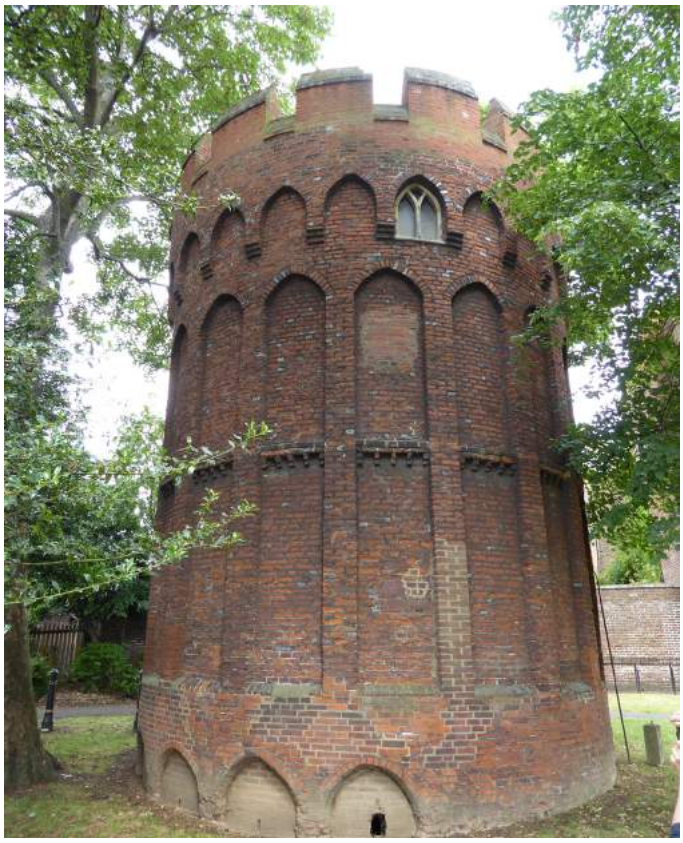
Bruce Castle - east wing

1.5.7. The early-18th century five-bay two-storey façade of pinkish brick dominates the north elevation, with a heavy timber entablature and pediment cornice containing Lord Coleraine's achievement of arms. The recessed sash windows have glazing bars and gauged segmental red-brick arches with keystones. A first-floor band course rests on the keystones of an arcaded ground floor, originally an open loggia, with a stone impost band and very finely gauged red-brick arches. The windows to either side of the central arch have been partially infilled.

1.5.8. The three-storey yellow stock-brick extension with red-brick dressings and a tall central pyramidal ventilator was added to north-west of the main building in c1870 to accommodate the use of Bruce Castle as a private boarding school.

Victorian school wing

1.5.9. Immediately south-west of Bruce Castle is a circular battlemented red-brick tower (also listed Grade I), believed to date from the early-16th century. The tower has a corbel table of pointed brick arches below the parapet, below which is continuous four-centred arcading. Another corbel table of single carved bricks runs around the arcade panels just over half way up. The panels rest on a plinth that is arcaded on the south side with a four-centred arched entrance to the basement. Access is by a modern door reached by means of five stone steps on the north-west side. The tower also has a quatrefoil window, probably a later insertion, and a 19th-century window with Y-tracery. Wolridge's painting of 1685 shows that the tower was surmounted by an octagonal brick structure, also battlemented, which had gone by the late-18th century.



Bruce Castle tower

1.5.10. The building's original purpose is uncertain, with some suggestions that it was a conduit house and/or a belvedere banqueting house for entertainment, but it is a rare survival of considerable architectural and archaeological interest.

Bruce Castle - north elevation

Bruce Castle Park

1.5.11. Bruce Castle Park is an attractive and well-used landscaped space, which contributes a sense of openness to this part of the conservation area. The present layout of the former landscaped park, which is some 8ha in extent, dates mainly from the 19th and 20th centuries, but preserves some 18th-century features. A painting attributed to Wolridge shows the house in c1686 after Hare's alterations, with a series of formal gardens on the north, east and south sides beyond which was open parkland.

1.5.12. The park was surrounded by a belt of planting and an elm avenue was planted as a formal approach to Bruce Castle from Tottenham High Road on the line of the present Bruce Grove. In the late-18th century the park timber was sold and only one ancient tree, a four-hundred-year-old oak tree located close to the centre of the park, remains as a well-known landmark. In the 19th century the Bruce Castle estate was reduced in size to its current 19 acres. The mature trees including limes, horse chestnut, cedar, yew and oak that now dominate the park and line the pedestrian pathways that cross the green space, some of which are thought to be over 200 years old, mostly remain from this period. The surrounding belt of trees and shrubs was gradually reduced in the 19th and 20th centuries. In the 20th century a new path was laid across the north of the park, flanked with London plane trees.

Ancient oak tree in Bruce Castle Park

Avenue of plane trees - Bruce Castle Park

1.5.13. Bruce Castle was opened as Tottenham's first public park in 1892, after which it was given a new layout, most of the physical features of which remain today. The formal gardens were replaced with shrubberies and serpentine paths around the house and a circular flower garden to the south-east was adapted in 2001 as the Holocaust Memorial Garden with a sculpture designed by local artist Claudia Holder, unveiled in 2008. The memorial garden, which is attractively landscaped and enclosed by cast-iron railings, is adjoined to the east by a single-storey park-keeper's cottage, built in London stock brick with red-brick dressings and a pantile roof. The cottage is surrounded by a densely planted area and

is currently used for storage and the park's staff room. Beyond this is the site of the original walled garden which abutted the south boundary wall of the park, of which a fine section along Lordship Lane remains.

1.5.14. It is assumed that the entire park would have been enclosed by a brick boundary wall, of which sections survive in Lordship Lane and Church Lane. This was incrementally replaced by railings, although the railings with urn finials enclosing the forecourt of Bruce Castle and the south-west return in Church Lane, shown in a late 18th-century view and in early-20th century photographs, do not survive, possibly removed during WWII. In the mid-20th century much of the west, north and east park boundary was moved back a few metres and enclosed by functional railings with concrete piers, creating green tree-planted verges along Church Lane, Church Road and New Road.

The Antwerp Arms c1900. Courtesy of the National Brewery Heritage Trust on Historypin

1.5.15. The eastern fishpond, which can still be discerned as a depression, was filled in in 1905 and the western pond adapted as a paddling pool, which has in turn been replaced by a modern pool. Near to this on the west boundary is a 1930s loosely Art Deco red-brick and concrete public toilet block that is now disused and boarded up.

1.5.16. The park's main east-west axis, which leads from King's Road towards the east front of All Hallows' Church, was re-established in the early-20th century and is lined by an avenue of London plane trees.

1.5.17. Early-20th century brick and stone gate piers with decs. orative iron gates distinguish the park entrances in Church Lane and King's Road. In Lordship Lane the wrought-iron gates have an ornate overthrow bearing the name of the park. The southern boundary to the park is defined by the impressive length of red-brick boundary wall with a sloped coping and plinth, which extends westward from the south-east corner of the park. Probably dating from the 17th century with a section at the east end rebuilt, the wall also served to enclose the south side of the former kitchen garden and is truncated a few metres short of the main entrance where it is replaced by mid-20th century railings. Otherwise, only a short stretch of the historic boundary wall now survives to the north of the museum entrance in Church Lane where it encloses a service area and small car park.

South west corner of Bruce Castle Park, early 1900s, showing

cast-iron railing

Lordship Lane: 17th century boundary wall to Bruce Castle Park

1.5.18. The northern wall of the kitchen garden was removed in the early-20th century and a bowling green and putting green were laid out on part of the site, with tennis courts and an asphalted pitch area to the north. The pavilion of c1971 by Andrews, Downie and Kelly is noted in The Buildings of England London: North as "neat and attractive with interlocking monopitch roofs and boarded walls", but the bowling green has not been maintained.

Park gates in Church Lane

Church Lane (south of All Hallows Road)

1.5.19. At the T-junction with All Hallows Road, the rural character of Church Lane, as described in Sub-area B below, ends abruptly. On the east side is a utilitarian brick 1930s park toilet block which detracts from the streetscape. This is followed by the c1870 school wing of Bruce Castle, an imposing building of an urban scale and character, set within a yard behind a boundary wall. The boundary wall has been rebuilt crudely and set back from the line of the historic red-brick boundary wall to Bruce Castle, which survives for several metres up to the south-west museum entrance where it is replaced by a post-war brick-wall followed by a picket fence.

Church Lane - Victorian school wing to Bruce Castle

1.5.20. On the west side, the frontage commences with the flank of Nos. 2-18 All Hallows Road, an unremarkable 1920s terrace which is excluded from the conservation area. After this, No.14 Church Lane, now a nursery, albeit altered, is of significance as the last survivor of a group of three late-Georgian villas; it was also the home of Albert Hill of the Hill family of Bruce Castle School. It is two storeys high, built in stock brick with a shallow pitched roof but its original symmetry has been marred by a late-Victorian full-height window bay; the entrance with its original patterned fanlight is enclosed in a modern porch and the right-hand window, set in a recessed arch, converted to a door. This is followed by a series of post-war vehicle repair garages which detract badly from the streetscape, and an early-20th century brick former electricity substation at the junction with Lordship Lane (outside the CA boundary). The Elmhurst Public House is attractively framed in the view looking south along Church Lane.

No. 14 Church Lane – altered early 19th century villa

Church Lane, east side: view into Bruce Castle Park

Church Lane – garages

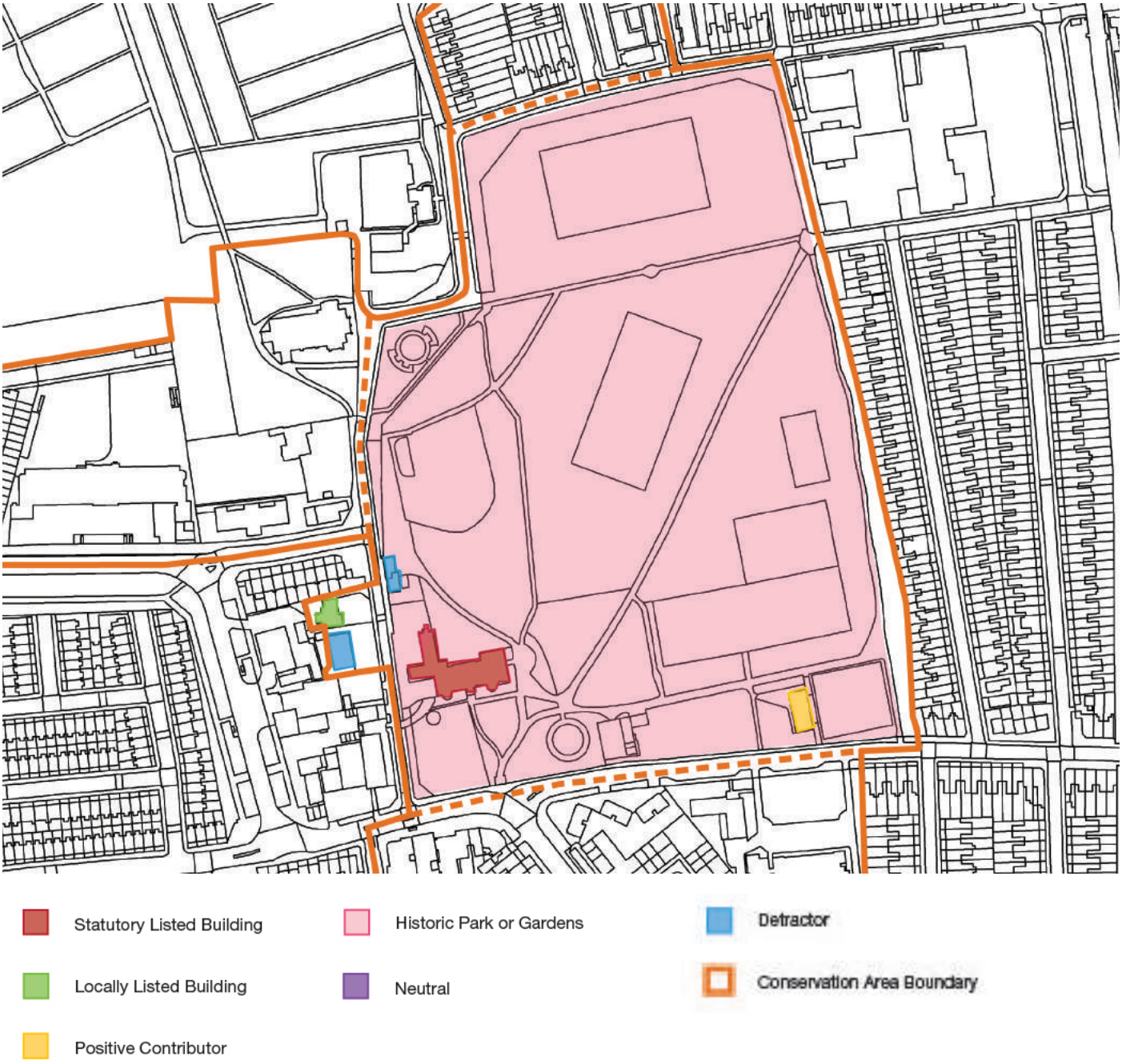
Church Lane – poorly integrated 20th century boundary walls to Bruce Castle

Townscape summary

1.5.21. The special architectural and historic interest of the sub-area lies in the historic and architectural significance of Bruce Castle and its associated structures, and in the relationship between the house and surrounding park that retains the essential character of its historic setting.

1.5.22. The house itself is a unique combination of architectural styles ranging from the early-16th to the late-19th centuries, resulting in a building that, whilst lacking a coherent appearance, tells a different story on each elevation. The history of the house is uniquely read on the exterior and the differing architecture, rather than clashing, adds up to an amalgam that visually underscores the historic narrative.

1.5.23. Over many years the house has undergone repairs of varying quality with different brickwork and pointing clearly apparent, especially on the south front. The tower in particular has undergone some poor quality brickwork repairs and repointing in cement mortar. Although these do not detract significantly from the interest and importance of the buildings, consideration should be paid to mitigating their impact in future restoration projects.



Sub-area A: Audit map

CHARACTER SUB-AREA B

All Hallows Church, Church Lane (north of All Hallows Road), All Hallows Road/The Roundway (north side) and Bedwell Road

Church Lane (north of All Hallows Road)

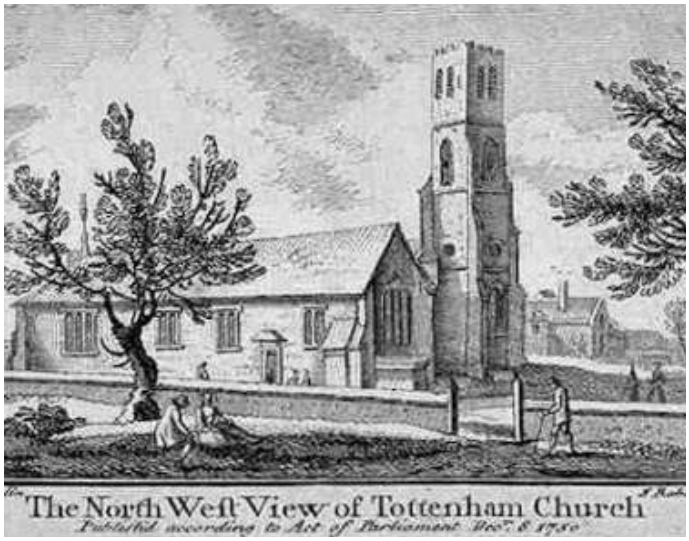
1.5.24. The east side of Church Lane is bounded by Bruce Castle Park. The road has a grass verge planted with mature trees.

1.5.25. The parish Church of All Hallows stands at the centre of a large rectangular churchyard at the north-west end of Church Lane. At this point, the grass verge on the east side of the lane broadens into a triangular green, originally part of Bruce Castle Park; the lane then dog-legs east and northwards up to Church Road. The green is planted with trees, providing visual continuity with Bruce Castle Park. At the bend of the road is a 1920s brick wall enclosing the grounds of The Lodge (Haringey Mortuary). The churchyard is bounded on the north-east side by the grounds of The Lodge, on the north by the cemetery and on the south by the garden of The Priory.

1.5.26. The church is notable for its contrasting styles and building materials: flint, ragstone, local ferricrete and pebbles, brickwork of several periods, and stone dressings. It consists of a seven-bay aisled nave, chancel, north and south transepts, a north-east vestry, south porch and a four-stage west tower. The tower and six western nave arcades date from the 14th century and demarcate the extent of the original church, which had an undivided nave and chancel. A rood-loft turret on the south side marks the transition between the original nave and the chancel. The aisles were rebuilt in the later 15th century in the Perpendicular style and the fine two-storey brick battlemented south porch was added c1500 - a later, corbelled-out chimney stack on the west side served a fireplace in a first-floor schoolroom. A circular north-east mausoleum/vestry for the Hare family was built in 1696 and demolished to make way for the new chancel in 1875. The tower's battlemented parapet was rebuilt in brick in 1741 and in 1816 the north aisle was rebuilt in yellow stock brick in a similar style to its predecessor.

1.5.27. William Butterfield's restoration of 1875 comprised an extended nave, chancel, transepts and vestries, designed in the Geometrical Gothic style in his characteristic red brick with stone banding and blue-brick diapering.

18th-century engraving of All Hallows Church showing the circular Hare family mausoleum



18th-century engraving of All Hallows Church with the gateway from Church Path in the foreground

View of All Hallows Church from Bruce Castle Park, J Bonny, c1912; the Priory to the left, the Sexton's Cottage in the backgound, the west pond in the foreground. Courtesy of Bruce Castle Museum, Haringey Libraries, Archives and Museums Service

The Sexton's Cottage which stood just to the east of the Church. Early 1900s photograph courtesy of Bruce Castle Museum, Haringey Libraries, Archives and Museums Service

All Hallows Church

All Hallows Church tower – contrasting medieval building materials

All Hallows Church – north elevation

Chancel of All Hallows Church by William Butterfield

1.5.28. The churchyard is mainly grassed with mature trees including yews, one of which is c200 years old, and plane trees on the west and north boundaries. It has some good 18th and early-19th century monuments, although some chest tombs are broken and in poor condition. The churchyard is enclosed by brick boundary

walls of various builds: along Church Lane, the low southern section is modern while the northern section with gabled stone copings appears contemporary with Butterfield's chancel. The northern wall (east of Church Path) and the western boundary wall incorporate sections of earlier brickwork; the former, which backs onto the wall of Tottenham Cemetery, is in a very poor condition.

17th century west wing to the Priory

All Hallows Churchyard

1.5.29. The Priory (All Hallows Vicarage), rebuilt in 1620 and extended in the early-18th century, stands within substantial tree-planted grounds abutting the churchyard to the south. Only the house's early-18th century east front is visible from the road and this has a fine red-brick façade with a segmental pediment and a Doric doorcase. The high red-brick walls and gate piers also date from the 18th century; the handsome wrought-iron gates, which are attributed to the local smith George Buncker, were brought here in 1906 from No. 776 Tottenham High Road, where the vicarage had previously been located. The house's earlier gabled north cross-wing abuts the churchyard.

Church Lane - view north

The Priory, Church Lane: walls, gatepiers and wrought-iron gates

Church Lane entrance to Bruce Castle, early1900s. Courtesy of Bruce Castle Museum, Haringey Libraries, Archives and Museums Service

The Priory, Church Lane: walls, gatepiers and wrought-iron gates

All Hallows Road/The Roundway (north side)

1.5.30. At the junction with Church Lane, No. 18 All Hallows Road, Tottenham Scout Hall, is an undistinguished two-storey building of the 1960s built in brick with concrete tile-hanging. To the west is the 1970s infant block to Risley Avenue School, which occupies the site of the demolished Risley Avenue Central School, designed in a modern vernacular style with a steep pitched tiled roof with gablets to either end.

1.5.31. Immediately to the west on the north side of The Roundway, Risley Avenue Primary School, built by Tottenham UDC in 1913 to the design of G.E.T. Laurence, is well-composed two-storey building whose style and materials reflect the cottage character of the emerging public housing of the area. It is built in brown brick with red-brick dressings and roughcast render, original timber windows and a pitched clay tile roof with a timber cupola. The front elevation has projecting gabled bays with timber bargeboards, stone porches and broad segmental windows. The rear elevation is very similarly treated.

Risley Avenue School

The contemporary caretaker's house (No. 309 The Roundway), designed in a complementary style and materials, has a tablet in the door-hood recording its original use. The forecourt is enclosed by a low brick wall and gate piers with terracotta pyramidal caps, and functional modern steel security railings.

Bedwell Road

1.5.32. The east side of this cul-de-sac, bordering the west side of Risley Avenue School grounds, was completed by 1914 under the first phase of the LCC's Tower Gardens Estate development. The houses (Nos. 2-38) follow the picturesque cottage estate style of the earlier phase, as seen in Risley Avenue and the streets to the south. They are built in brick with characteristic tile-hanging, multi-pane sash windows, tile-creasing lintels and door pediments with fretwork valances. The terrace is relatively intact despite replacement of several windows in uPVC or aluminium.

1.5.33. On the west side, Nos. 1-11 and 13-19 belong to 1920s expansion of the estate (White Hart Lane Estate), and are of a similar design to the houses in the streets further west. They are faced in roughcast render, their sash or casement windows mostly replaced. Nos. 1-11 are distinguished by bracketed door canopies and narrow rectangular fanlights with geometric-pattern glazing, but the houses are otherwise plain and lacking the variety and contrast in materials and detailing of the terrace opposite. The road terminates at the north end with a view of the cemetery

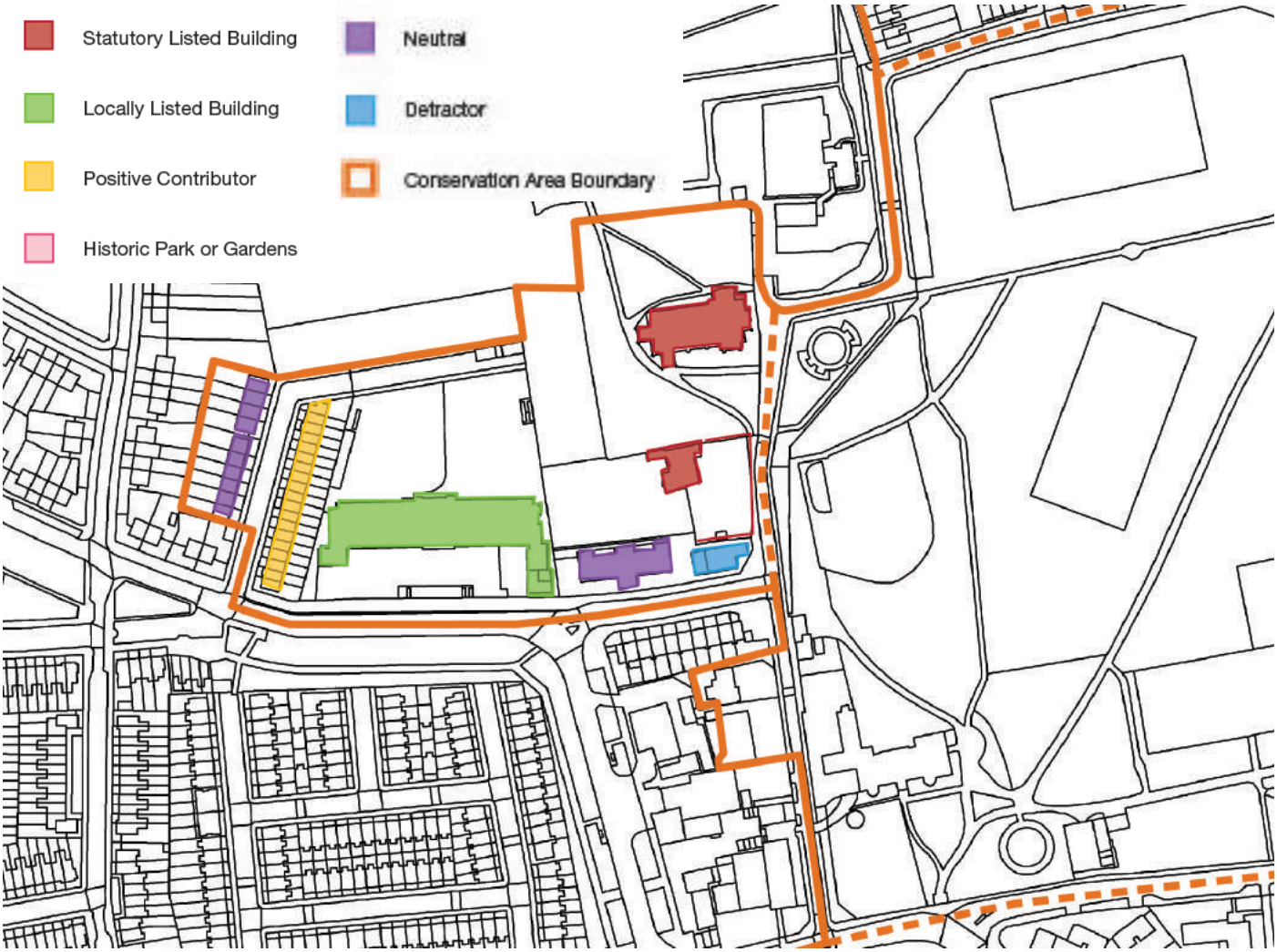
entrance gates and stone gate piers (within Tottenham Cemetery Conservation Area). Looking east from the end of the road is an attractive view of All Hallows Church and the trees in the garden of The Priory, but this is marred by the security gates and car parking to the rear of Risley Road School.

Bedwell Road

Townscape summary

1.5.34. The special architectural and historic interest of the sub-area focuses principally on the grouping of the medieval parish church, its churchyard and the Priory, and from their strong visual relationship with Bruce Castle Park. An abundance of trees both in the public and private realm is enhanced by the continuity with the cemetery which has been a major factor in preserving the setting of this historic enclave. Church Lane retains its essential village character while further south, as a result of the incursion of All Hallows Road in the early-20th century, the area has a much more suburban character.

1.5.35. Risley Road School, which forms part of Tottenham's impressive portfolio of early-20th century school buildings, has an important historical relationship and group value with the Peabody and Tower Gardens cottage estates to the south that are also designated conservation areas.



Sub-area B: Audit map

CHARACTER SUB-AREA C:

Prospect Place, Cemetery Road and Beaufoy Road

Prospect Place

1.5.36. Prospect Place is a pedestrian path next to the entrance gates of Tottenham Cemetery in Church Road, immediately to the north of Bruce Castle Park and All Hallows church. It is an attractive footpath that cuts across the cemetery's boundary to emerge at Beaufoy Road. The path has an enclosed feeling between tall hedges with occasional views out into the cemetery. The eastern side of the path is lined with five pairs of small, semi-detached two-storey cottages that would originally have had an open prospect over adjoining fields.

1.5.37. The Grade II listed cottages are built in yellow stock brick with shallow hipped slate roofs, prominent brick chimney stacks with terracotta pots, and windows set beneath gauged-brick flat arches with the entrance on the side return. Sadly, they have been much altered with most of the windows changed from sashes to casements and much of the brickwork either painted or rendered. The central pair (Nos. 5 and 6) have a pedimented front with a stone panel inscribed 'Prospect Place 1822' and this pair still retains its original iron railings along the front boundary. The best preserved pair is possibly Nos. 1 and 2, which retain unpainted brickwork and vertical sliding sash windows beneath rendered and painted brick lintels, although a side porch has been added to No. 2.

Prospect Place - Grade II listed cottages

Church Road

1.5.38. Nos. 158-170 on the north side of Church Road is a two-storey terrace of cottages which does not appear on the 1844 tithe map but was probably built shortly after. They are built in yellow stock brick with white painted stucco banding and a projecting cornice. All retain their timber sash windows except No. 156 which has tilting uPVC windows, and the ground floor of the end house No. 158, which was a shop for much of the 20th century and has a Regency style former shop front with a bow window. No. 164 has a simple four-pane rectangular fanlight typical of the period.

1.5.39. At the west end the terrace incorporates the Antwerp Arms public house (No.168 and 170), originally two separate houses and united as a single premises before 1894. No. 170 has a hipped, tiled roof while No.168 was originally the end unit of the adjoining terrace whose roofs are concealed behind a stucco parapet and moulded cornice. The brickwork of the public house has been coated in roughcast render and the projecting pub front is a modern replacement of the tiled Victorian original. The south side of the road is bordered by Bruce Castle Park.

Church Road - early Victorian terrace

Cemetery Road

1.5.40. Cemetery Road is a short cul-de-sac terminated at its northern end by the ornate stone gate piers of Tottenham Cemetery which date from the 1880s when the cemetery was extended (these are within Tottenham Cemetery Conservation Area). Beyond these the view is dominated by the cemetery's dense tree cover and planting. The road was originally lined on both sides with two-storey Victorian terraces, but following WWII bomb damage some of these have been replaced with mid to late 20th century three-storey blocks of flats.

1.5.41. On the west side of the road, Nos. 1-15 is a well-preserved early-Victorian terrace of two-storey cottages; although not present on the 1844 tithe map they were probably built shortly after. Built in yellow London stock brick with red-brick dressings and clay pantile roofs, they retain their timber sash windows with Georgian-style glazing bars and have round-arched entrances. They have small front gardens (some well maintained) and low picket fences. The group is locally listed and makes a notable contribution to the street.

Nos. 1-15 Cemetery Road

1.5.42. On the east side of the road, Nos. 8 and 10 are the remaining pair of an original terrace of five double-fronted late-Victorian houses. They are built in yellow London stock brick with red-brick door and window reveals and prominent white-painted lintels with keystones. No. 10 retains its sash windows but those of No. 8 have been replaced in uPVC. Both now have concrete roof tiles. The exposed southern flank elevation of No. 8 has been rendered.

1.5.43. Together with houses in the parallel Beaufoy Road, Nos. 2-6 Cemetery Road were damaged by WWII bombing and were replaced c1970 by a modern block of flats, William Atkinson House. This is three storeys high, built in yellow stock brick with shallow-pitched concrete tile roofs and is of little architectural merit. The single-storey substation building on the site of No. 6 Cemetery Road further detracts from the streetscape. On the west side No.158A (built in the rear garden of 158 Church Road) is a late-20th century detached house of no architectural merit with three oversized dormer windows in a steeply pitched mansard roof.

Nos. 8 and 10 Cemetery Road

Beaufoy Road

1.5.44. The west side of Beaufoy Road forms the eastern boundary to the sub-area. The late-Victorian terraced houses on the west side of the road (Nos. 53-65) are built in yellow stock brick with slate roofs, red-brick banding and window arches and projecting gabled timber porches and glazed front entrance doors. The terrace is largely intact and the houses retain their timber sash windows. There are small front gardens behind some surviving original metal railings and gates.

Nos. 53-65 Beaufoy Road

1.5.45. Next come the former Alderman Staines Almshouses, a small group of two-storey houses arranged around three sides of a small square, dating from 1868. They are built in yellow stock brick with stone dressings, designed in the Tudor Gothic style with tall gables and steeply pitched slate roofs. There is a coat-of-arms and motto on the gable end of No. 45. The ground and first floor windows have segmental relieving arches and the doors have four-centred gauged brick arches. The Grade II listed houses, together with their central garden, form a distinctive group of architectural merit in the area.

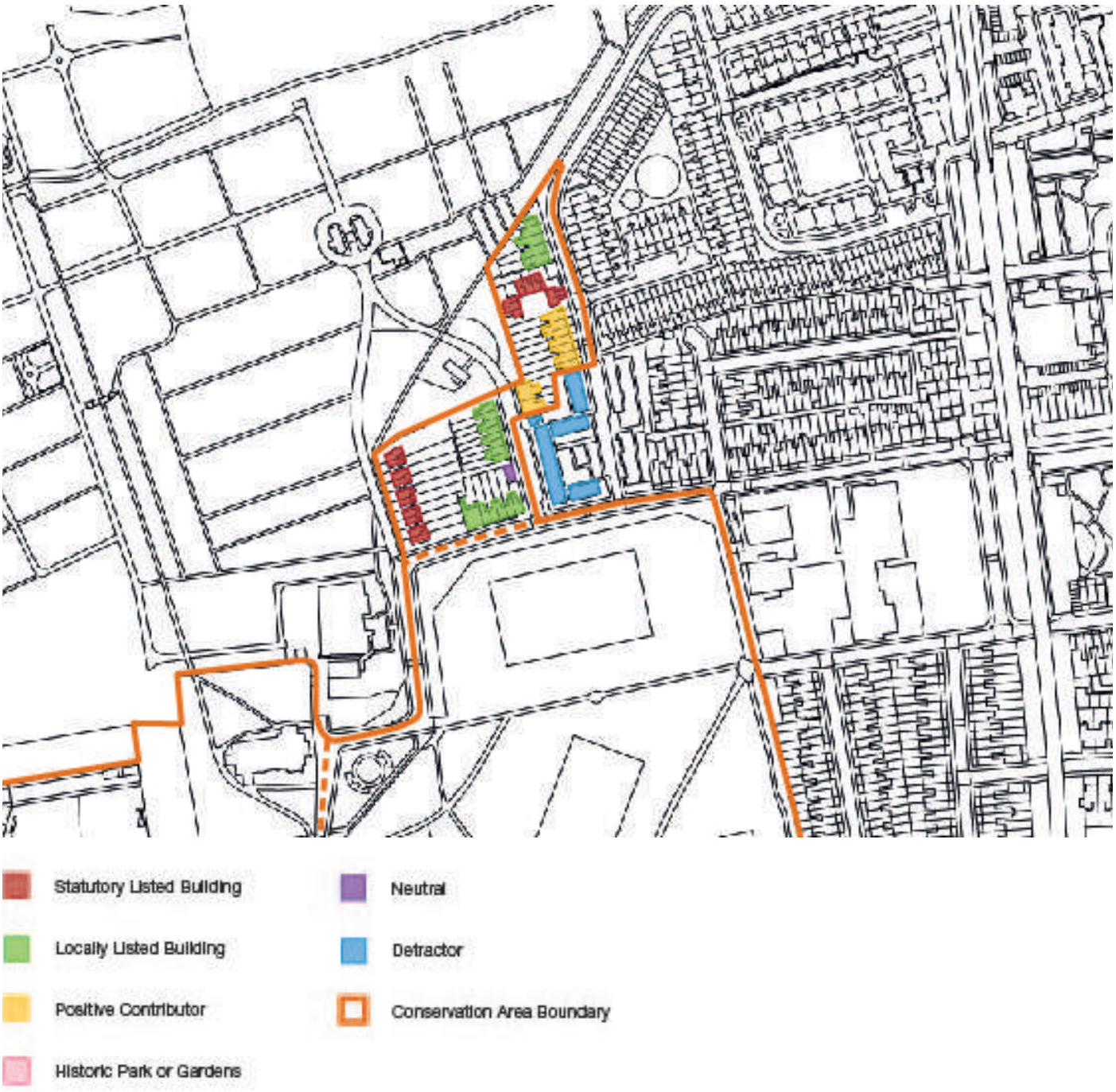
Former Staines Almshouses, Beaufoy Road

1.5.46. Nos. 25-37 Beaufoy Road, another terrace of two-storey late-Victorian houses, is built in yellow stock brick with slate roofs. The window and door openings have white-painted lintels with keystones, similar to those to Nos. 8-10 Cemetery Road. Many of the houses have uPVC replacement windows, and some also now have concrete roof tiles in place of the original slate. Most of the front boundary railings are still in place, but overall the terrace has lost much of its visual integrity because of the piecemeal changes that have taken place.

Nos. 25-37 Beaufoy Road

Townscape summary

1.5.47. The special interest of the sub-area derives principally from the groups of early to mid-19th century cottages and terraced houses which still contribute a quiet and modest domestic character to the area, albeit this has been broken by the introduction of the modern blocks of flats. They are important survivals of the modest, artisan-class dwellings that were built in the hinterland of Tottenham High Road in the late-Georgian and early Victorian period, of which relatively few examples have survived. The grouping of the former Almshouses in Beaufoy Road around a central garden provides an interesting contrast to the prevailing terrace form of the surrounding streets. Prospect Place is part of an historic local footpath network that crossed adjoining fields.



Sub-area C: Audit map

CHARACTER SUB-AREA D:
Bruce Grove and Lordship Lane

The north-east and south-west sides of Bruce Grove are described respectively as north and south.

Bruce Grove (south side) and Lordship Lane (west of Bruce Grove)

1.5.48. From the conservation area boundary at Elmhurst Road to the junction with Lordship Lane, Bruce Grove is lined with three two-storey terraces of c1900: Nos. 27-37, 38-48 and 49-67, intersected by Radley Road and Linley Road. The majority of the houses are built in red brick, all with precast lintels and decorative details and paired recessed porches. The predominant design comprises a square, full-height bay with paired windows divided by a pilaster, often surmounted by a gable, and a French window above the entrance with a small balconette. Gables have roughcast infill, either with decorative timber framing and fretted bargeboards, or moulded cornices. A few houses retain sash windows with decorative glazing bars to the upper lights and the majority their glazed panelled doors.

1.5.49. Nos. 38-41 are built in stock brick with red-brick banding, canted bay windows and coved roughcast cornices; some retain sashes with multi-pane upper lights. The porches have a small gable inset with terracotta decoration; terracotta panels also embellish the window bays and the flank elevation of No. 38.

1.5.50. The group as a whole has been badly affected by piecemeal alterations including replacement of the majority of windows in uPVC or aluminium, painting of brickwork, replacement of roof slates with concrete tiles and mis-matching boundary walls and balcony balustrades. The conversion of front gardens to parking hard standings has particularly affected the westernmost terrace.

1.5.51. At the curved return into Lordship Lane, Nos. 119-125 Lordship Lane is a two-storey parade of shops and flats of c1900 built in stock brick with red brick banding, a moulded stucco cornice and parapet with elaborate Gothic style cast-iron cresting. Nos. 119 and 121 now a surgery. A postcard of c1910 shows the corner shop units occupied by A. Bolton Toilet Saloon (a barber's shop). The shops are divided by glazed brick pilasters with heavy consoles and retain their moulded cornices. The shop fronts of 119-121 are modern facsimiles, those to No.123 and 125 are modern, the latter now part of the garage at No. 127.

Shopping parade at corner of Bruce Grove and Lordship Lane

1.5.52. The majority of sash windows have been replaced in uPVC, and the brickwork of Nos. 123 and 125 has been painted which disrupts the integrity of the parade. The appearance is further undermined by a continuous fascia and forecourt shared between No. 125 and the garage at No. 127, an inter-war building of no architectural merit which detracts from the streetscape.

1.5.53. At the junction with the Broadwater Road, the Elmhurst public house, built in 1903 to the design of Charles M. Cobb, is a picturesque neo-Tudor composition, possibly a deliberate response to Bruce Castle. It is built in red brick with an oriel window and corner turret, gables with decorative timber framing, pargetting, stone mullion and transom windows with original leaded lights, and inset relief panels depicting people at work, a distinctive feature. To the south is a single-storey billiard room and to the east a wall with scalloped coping encloses the yard.

The Elmhurst Public House, Lordship Lane

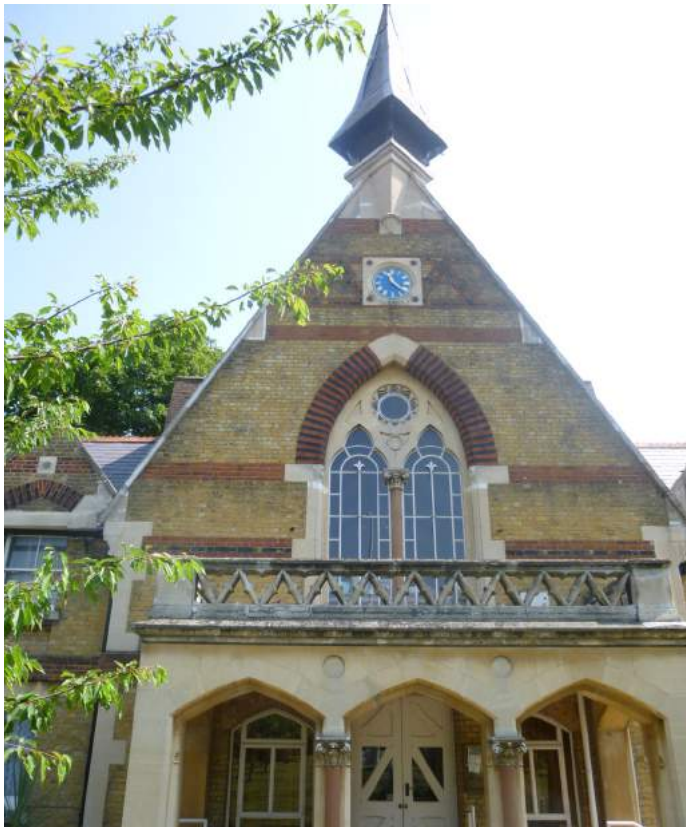
Bruce Grove (north side) and Lordship Lane (east of Bruce Grove)

1.5.54. At the corner of Hartham Road is a nurses' home (No. 68E), a modest 1930s two-storey detached building built in Fletton brick with concrete lintels and a hipped concrete tile roof.

1.5.55. Immediately to the north, the former Drapers' Almshouses (now Edmanson's Close) was built in 1868-9 to the design of Herbert Williams, architect to the Drapers' Company, who also designed the Drapers' College (later High Cross School) in Tottenham High Road. The almshouses are laid out around three sides of a broad courtyard with short detached wings to either side fronting Bruce Grove. They are designed in the High Victorian Gothic style, two storeys high built in yellow brick with contrasting red and blue brick, stone dressings, slate roofs and moulded chimneystacks. The gables are accentuated by over-scaled stone 'kneelers' and red-brick relieving arches. Each pair of almshouses shares a timber porch with an integral wooden seat. The central chapel has a stone portico with an openwork parapet and a large Gothic window with plate tracery. Above is a timber flèche.

Drapers' Almshouses

Drapers' Almshouses



Drapers' Almshouses Chapel

1.5.56. The former lodge to the south is designed in a matching style and materials. Originally detached, it is now linked to the almshouses by a late 20th century single-storey brick range with an oversailing mansard attic and verandah. While subsidiary in scale to the Victorian buildings and borrowing details such as the bracketed verandah posts, the mansard roof and loss of separation between lodge and almshouses detract from the original composition. Behind the almshouses are small individual gardens and an allotment area. The grassed courtyard is enclosed by trees and shrubs behind modern railings.

1.5.57. The junction with Lordship Lane is lined with mature street trees which continue east as far as the magistrates' court.

1.5.58. In Lordship Lane, Bruce Castle Court comprises three late-1930s Moderne style blocks of flats laid out on a zig-zag arrangement, the westernmost block angled to face the junction with Bruce Grove behind a triangular lawn. They are three storeys high, faced in red brick with painted render or stone storey-bands and parapets, the slightly projecting central entrance bay with a narrow vertical stair window. The original steel Crittall windows have been replaced in uPVC, which is particularly unfortunate in the curved end bays where the curved windows have been replaced with flat casements. The forecourt is enclosed by a low brick wall with inset render panels.

Bruce Court, Lordship Lane: 1930s flats

1.5.59. Tottenham Magistrates (originally Police) Court was built in 1937 design of the Middlesex County Council Architect, WT Curtis. It is a dignified neo-Georgian composition faced in brown and blue brick with rubbed red-brick and stone dressings and banding. The symmetrical nine-bay frontage block is two storeys high with a hipped tile roof with dormers, flanked by single-storey wings. The central stone entrance has a segmental open pediment on columns, inset with a plaque of the MCC arms, continuing to a central first floor window with a scrolled surround. To the rear are contemporary courtrooms and a modern extension.

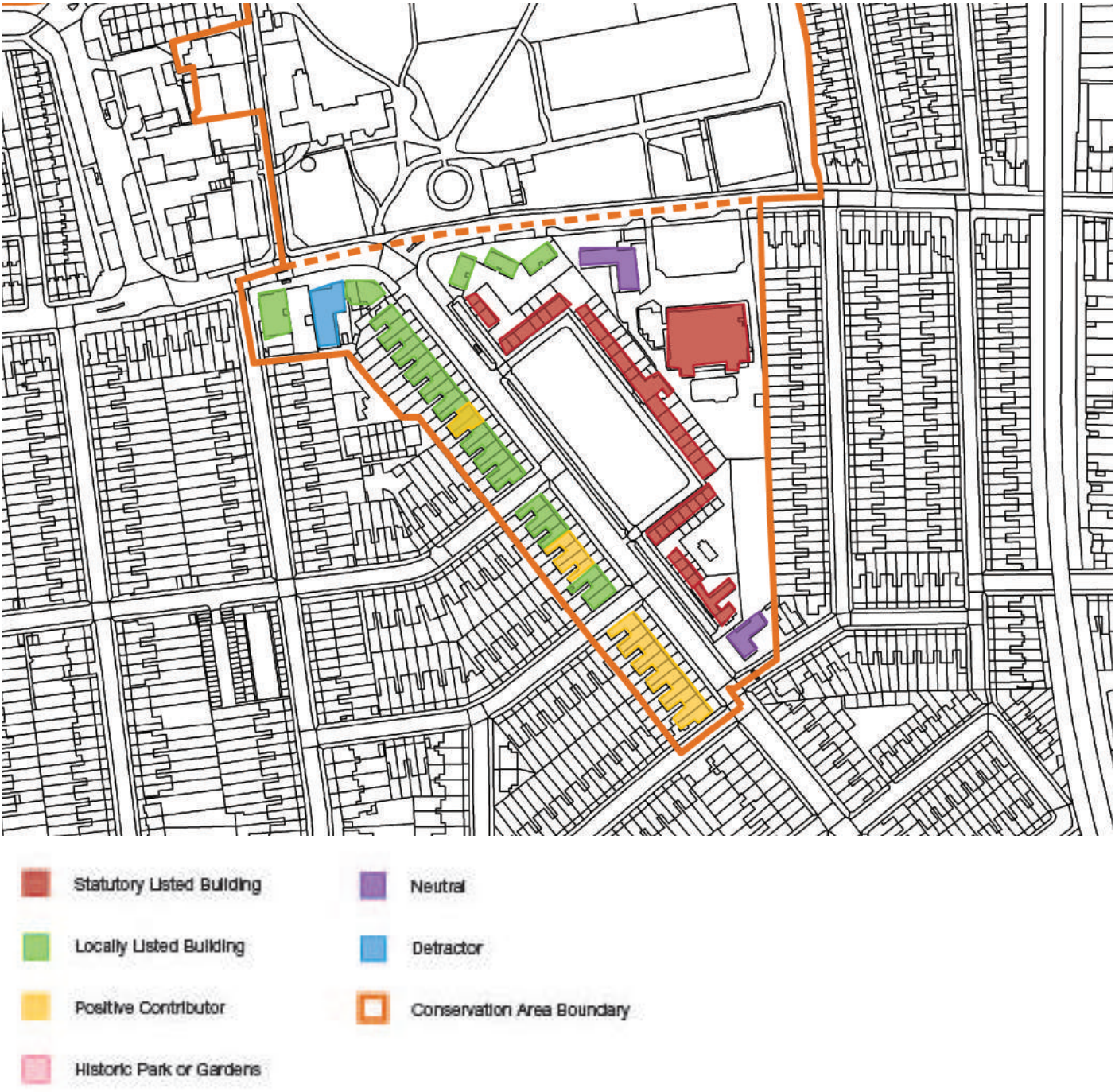
1.5.60. The courthouse is set back behind a deep lawn flanked by mature trees. Along the road frontage is a contemporary low red-brick wall and gate piers with metal gates and railings with geometric-pattern panels. The brick boundary wall enclosing the site's eastern boundary belonged to the grounds of Elmslea, the early-19th century house that previously stood on the site. To the west, the probation office (No. 71) is a plain 1970s brick L-plan building of one and two storeys, of no architectural merit.

Former magistrates' court, Lordship Lane

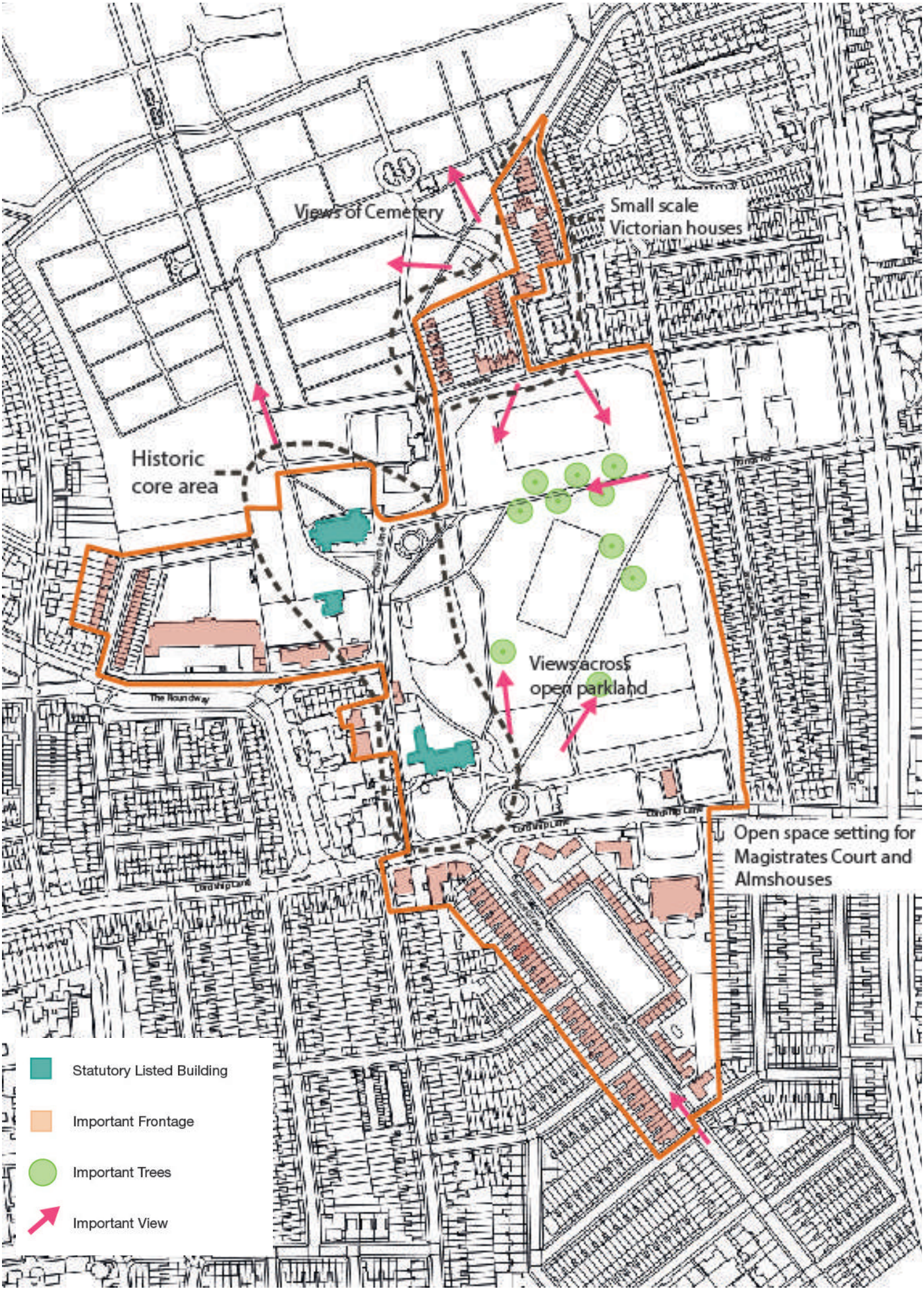
Summary of townscape interest

1.5.61. The architectural centrepiece of the sub-area is the Grade II listed 1860s almshouses which are a fine example of their type and period, reflecting the time when many charitable City institutions were relocating their almshouse provision to London's suburban-rural fringes. The sub-area is otherwise predominantly late-Victorian and Edwardian in character, the most notable building of that period being the Elmhurst Public House, one of Tottenham's most architecturally impressive pubs. Of the inter-war period, the Magistrates' Court, listed Grade II, is an impressive example of its type.

1.5.62. The terraces on the south side of Bruce Grove and corner shopping parade complete the linear streetscape of Bruce Grove and, with the Almshouses opposite, play an important role in framing the approach to Bruce Castle. However, the level of alteration to these terraces is reaching a critical stage where their continuing inclusion in the conservation area may be difficult to justify.



Sub-area D: Audit map



Bruce Castle Townscape Map

1.6 Public Realm

1.6.1 Bruce Castle Park and All Hallows Churchyard are important parts of the public realm. Church Path appears to be a well-used pedestrian route linking Church Road with White Hart Lane to the north via All Hallows churchyard. The southern part of Church Lane has lost any sense of its original historic character but the northern section, dividing All Hallows Church from Bruce Castle Park, has townscape potential that could be realised by resurfacing to reduce the visual impact of the tarmac road and double yellow lines, and with a better connection between the park and the churchyard.

1.6.2 The area around the traffic roundabout at the junction of Bruce Grove and Lordship Lane is affected by an accumulation of signage and street furniture.

Signage and street furniture clutter detracting from setting of Bruce Castle

1.7 Condition and Development Pressures

General condition

1.7.1. All Hallows Church is included in Historic England's Register of Heritage at Risk, which records its condition as 'poor'. Grant aided works are currently (2017) being undertaken.

All Hallows Churchyard – north boundary wall in poor condition

1.7.2. Most of the churchyard monuments are in a fair condition, but damage has occurred to some chest tombs. The north boundary wall, which backs onto the south boundary wall of Tottenham Cemetery, is in a very poor condition.

Damaged chest tomb - All Hallows Churchyard

1.7.3. Also included in the Heritage at Risk Register are the Grade II listed south and west boundary walls to Bruce Castle, in Lordship Lane and Church Lane respectively.

1.7.4. The condition of most buildings is moderate to good but there are instances of poor maintenance or repair practices – as seen in the brickwork repairs on Bruce Castle tower and boundary walls. The open spaces vary – the Park appears reasonably well maintained but is affected by broken glass and litter not removed.

Bruce Castle tower – poor quality brickwork repairs and repointing

1.7.5. Some of the terraced houses retain their historic integrity, but there have been many incremental changes which detract from their character, especially in the terraces on the south side of Bruce Grove.

Pinated brickwork and poor shop fronts detract from the group

1.7.6. These include:

- replacement of original timber sash or casement windows in uPVC or aluminium;
- replacement of original timber doors;
- painting or rendering of brickwork;
- replacement of original roofing material with concrete tiles;
- loss of decorative architectural detail;
- satellite dishes on front elevations;
- removal of front boundary walls to create parking hardstandings.

Bruce Grove: right-hand house with original sash windows; left-hand house with replaced windows and painted brickwork

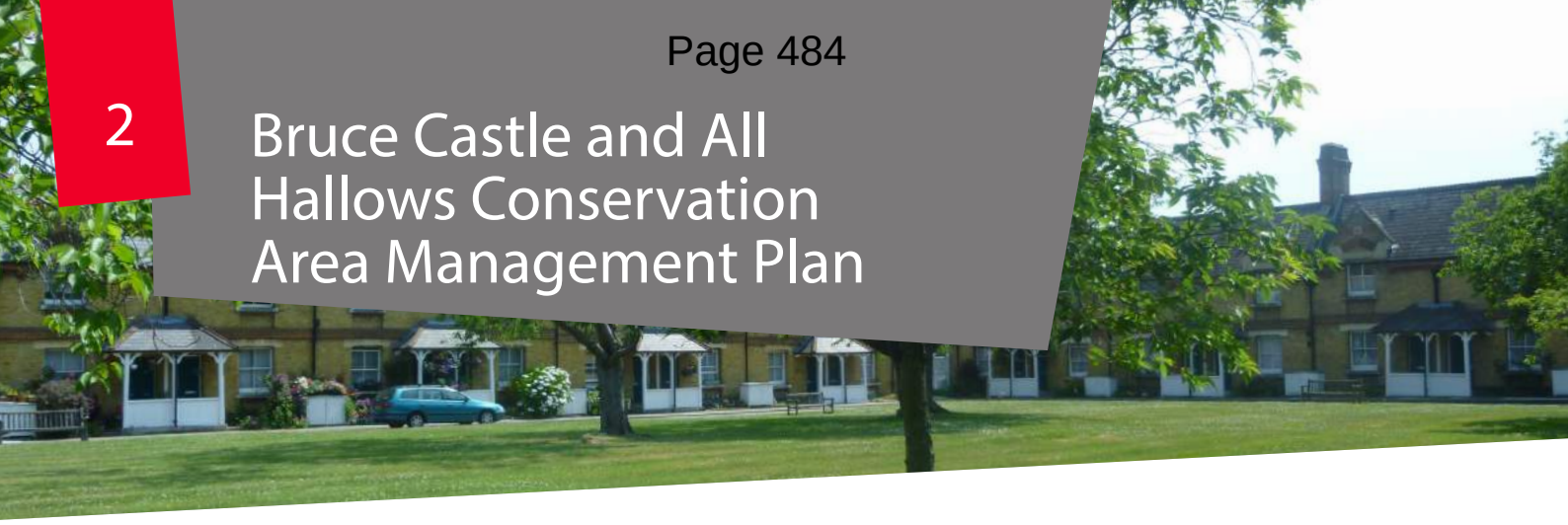
Bruce Grove: painting of brickwork

Bruce Grove – loss of front gardens to parking

Other development pressures

1.7.7. There are limited development opportunities within the conservation area. The potential change of use of the Magistrates Court site may lead to pressure for additional development on the open space in front of the building, infilling the open aspect from Lordship Lane. This could be harmful to the setting of the listed building and to the character and appearance of the conservation area. The front boundary wall and gates also make an important contribution to this part of the conservation area.

1.7.8. The principal site where future redevelopment may be anticipated is the vehicle repair garage at No. 12 Church Lane, together with adjoining sites containing a number of large sheds and other buildings. This combined site, including the former electricity substation at the junction with Lordship Lane, forms part of a large and disparate group of 20th century industrial buildings which stand largely outside the conservation area boundary but which impact significantly upon the setting of Bruce Castle and Park. The garage forecourt at No. 12 Church Lane preserves the setback building line of the original detached house that stood on the site (as seen at the neighbouring No. 14 Church Lane) and this provides an important cue for the future redevelopment and enhancement of this blighted frontage. The scale and height of future development on this site will be crucial in maintaining the setting of the listed buildings and historic open spaces. It is recommended that a detailed heritage-based urban design appraisal should be carried out prior to any future development proposals in order to establish agreed principles regarding acceptable height, scale and massing that should form part of any development brief for the site.



2 Bruce Castle and All Hallows Conservation Area Management Plan

2.1 The Purpose of Conservation Area Management Plans

2.1.1. Local authorities have a duty to formulate and publish proposals for the preservation and enhancement of conservation areas. Conservation Area Management Plans are essential tools in this process. Their principal functions can be summarised as follows:

- To set out the council's strategy for managing change in the conservation area
- To provide guidance to all stakeholders to ensure that future change in the conservation area will preserve or enhance its special character

2.2 Summary of the Implications of Conservation Area Designation

2.1.2. Conservation area designation introduces stricter planning controls over demolition and tree protection:

- Demolition of buildings greater than 115m^3 and structures over 1m high next to a public highway, path or open space; or over 2m high elsewhere
- Works to trees with a trunk diameter greater than 75mm at 1.5m^2 above ground level: written notice must be given to the council, which has six weeks to decide whether to grant permission or make a Tree Preservation Order (TPO). Failure to comply may result in prosecution

2.1.3. Generally, development must preserve or enhance the character or appearance of the conservation area. There is a strong presumption against the demolition of buildings or structures which make a positive contribution to its character or appearance, and similarly to preserve trees.

2.1.4. Additionally, there are restrictions on the types of development that can be carried out without planning permission (permitted development) in conservation areas. Flats and non-residential premises have fewer permitted development rights than dwelling houses. Advice should always be sought from the council on what works are likely to require planning permission.

2.1.5. Stricter rules apply in conservation areas with regard to the type and size of advertisements that can be erected without advertisement consent.

2.3 Managing Change in the Conservation Area: Key Principles

- In considering development proposals in the conservation area, the council will apply the relevant national, regional and local policies and guidance.
- All new development in the conservation area should preserve or enhance its special interest in terms of scale, design and materials and should have regard to the design guidance provided in Part 3 – Preserving and Enhancing the Conservation Area.
- The council recommends that pre-application advice is sought from the Planning Services.
- The council will endeavour to ensure that its departments work corporately to ensure that development decisions preserve or enhance the conservation area.

2.4 Enforcement

2.4.1. The council has an adopted Planning Enforcement Charter and will investigate and, where necessary, take enforcement action against unauthorised works in the conservation area.

2.4.2. Advertisements and signs: the council is committed to taking enforcement action against inappropriate signage and advertising where this is not 'historic', appropriate notices are being served and actions have been taken. The council will continue to do so in the future.

2.4.3. Notices under Section 215 of the Town and Country Planning Act (1990) have been served on properties that 'adversely affect the amenity of the area'. The council will continue to serve such notices where deemed appropriate on a case-by-case basis and in accordance with the provisions of the legislation.

2.4.4. To carry out works affecting the special character of a listed building without consent is a criminal offence and can result in severe fines and even imprisonment. Works to listed buildings, therefore, should never be carried out without consent. Where alterations to a listed building have been carried out without consent and are considered to be unacceptable, the council may seek to prosecute those responsible and/or serve a listed building enforcement notice.

2.5 Quality of Planning Applications

2.5.1. Applications should provide sufficient information to enable the council to assess the impact of the proposed development and its setting to enable the council to assess the impact of the proposals on the character and appearance of the conservation area. Applications for outline planning permission will not normally be accepted. The council's Validation Checklist sets out the level of information required in support of planning applications. The following are of key importance:

Level of detail

2.5.2. A typical planning application might include:

- plans, elevations and sections of the proposed building at scale 1:50, showing the proposal in relation to existing buildings;
- plans, elevations and sections of the existing at scale 1:100 or 1:50, marked up to show the extent of demolition;
- detail drawings of elements such as windows, doors, decoration at scales 1:20 and 1:5;
- drawings annotated to show proposed materials;
- any other information considered necessary to assess the potential impact of the development (including, for example, colour perspective drawings, models, photographs, structural engineers statement);
- planning applications for replacement of windows should include elevations at scale 1:10 or with all dimensions clearly annotated, property elevations or photographs of the whole of the property, with the windows to be replaced numbered to correspond with window elevations, a cross-section at a scale of 1:5 or preferably full size through the transom showing the relationship of fixed and opening lights and drip rails, with full size details of any glazing bars or leaded lights.

Heritage Statements

2.5.3. All applications should be supported by a design and access statement or heritage statement where appropriate. The amount of detail that is required will vary according to the particular proposal. The statement should include:

- an assessment of significance of any heritage assets which may be affected including their setting;
- an assessment of the likely impact of the proposed development on the heritage asset(s) and their setting;
- an explanation of the rationale behind design choices, including how the proposal would relate to its context and how potential negative impact on heritage assets would be avoided.

Archaeology

2.5.4. Where a site falls within an Archaeological Priority Area or has the potential to contain archaeological deposits, planning applications should be accompanied by an archaeological assessment and evaluation of the site, including the impact of the proposed development. It is advisable to contact Historic England's Greater London Archaeological Advisory Service (GLAAS) before the submission of a planning application.

Materials and workmanship

2.5.5. Planning applications should be supported by details of the proposed materials to be used for the external finish and details. Samples of the materials may also be required.

Experienced consultants and builders

2.5.6. The council strongly advises that applicants appoint consultants and builders with proven experience in historic buildings work.

2.6 Recommended Steps

2.6.1. A dated photographic survey of the more significant elements of the conservation area is recommended as an aid to monitoring changes, the efficacy of the Management Plan, and to support enforcement action. It may be possible to engage local volunteers in this exercise.

2.6.2. Several properties in the conservation area are in uses that have limited permitted development rights with regard to external alterations, and many of the works identified in the Appraisal as adversely affecting the conservation area are already subject to planning controls. The principal issue is therefore the effective and consistent application of development control policies and, where necessary, enforcement.

2.6.3. The conservation area has a number of single family dwellings that do not require planning permission for many types of common external alteration, and a significant proportion of these have undergone alterations that have diminished their character. Article 4 Directions would be the most effective means of controlling the most prevalent alterations such as replacement windows and painting/rendering of brickwork, coupled with design guidance encouraging best practice generally.

Funding opportunities and heritage-led regeneration

2.6.4. As a Grade I listed building which houses the Borough Museum and archives service and a public park, Bruce Castle and Park is likely to meet the eligibility criteria for the National Lottery Grants for Heritage as well as grant funding from Historic England and other grants programmes and funding streams related to heritage. This could cover a range of costs including capital works and project and delivery costs. Opportunities to obtain funding for repair and enhancement of the assets and their setting through Section 106 planning obligations and CIL should also be explored.

2.6.5. All Hallows churchyard is an important historic space and local amenity, and consideration should be given to opportunities for grant funding to support repair and enhancement.

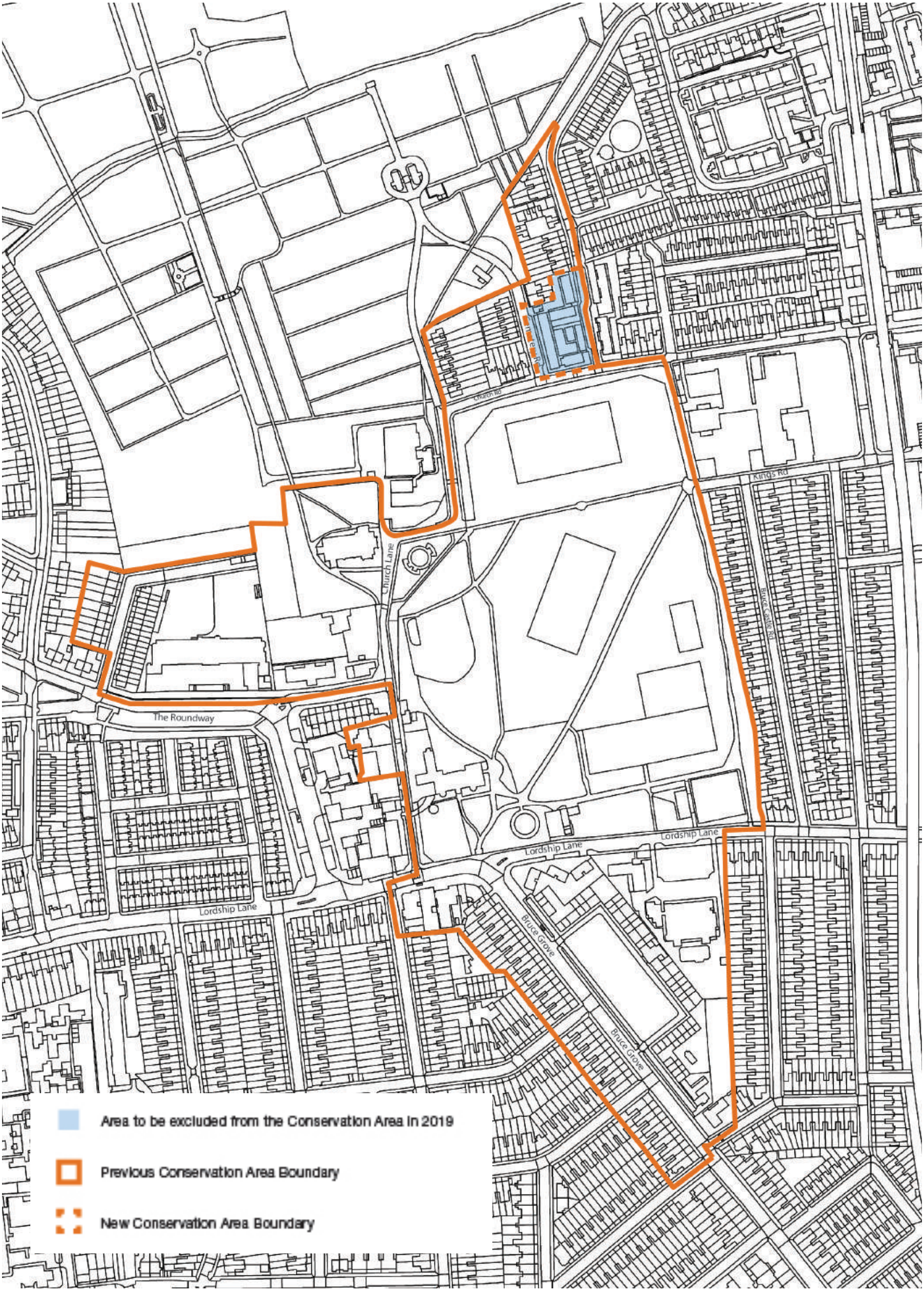
2.6.6. Bruce Castle and All Hallows Church are important buildings within Tottenham. Given the wider regeneration aspirations for the area, Co-ordinated working should be sought to ensure that these heritage assets are integral to current and future regeneration plans, and to ensure that the historic environment is used as a basis for heritage-led regeneration and positive change (in line with Haringey's Local Plan policy SP12).

2.7 The Conservation Area Boundary

2.7.1 The post-war blocks of flats in Beaufoy Road (William Atkinson House and William Rainbird House), which form a discrete block at the edge of the conservation area, and which are of no architectural merit, were excluded from the conservation area in 2019 as shown on the map opposite.

2.8 Monitoring And Review

2.8.1 The council will review this Conservation Area Appraisal and Management Plan as part of a five-year programme, in compliance with national legislation and policy.



Bruce Castle and All Hallows boundary alterations 2019

3 Preserving And Enhancing The Conservation Area

The following guidance applies to all buildings within the conservation area and reflect what the council considers to be the best approach to preserving and enhancing the character of the conservation area. Applicants for planning permission or listed building consent should ensure that all proposals are in line with the guidelines contained here.

3.1 When is Permission Needed?

3.1.1. Many common alterations will require planning permission. Some changes which would ordinarily be considered 'permitted development' will require planning permission in a conservation area. Below is a brief guide to common projects requiring planning permission. More information is available at https://www.planningportal.co.uk.

Maintenance and Repairs

3.1.2. Planning permission is not required for like for like repairs using tradition techniques, materials and finishes.

Windows and doors

3.1.3. Planning permission is needed for replacement of, or alteration to windows and external doors on flats, or non-residential buildings. Replacement of windows and doors of a house is considered 'permitted development' and does not require planning consent, provided that the replacement windows are of similar appearance to the existing ones.

Rendering and cladding

3.1.4. Rendering and cladding is not considered permitted development in a conservation area, and will require planning consent.

Extensions

3.1.5. Single storey rear extensions to private dwelling houses of up to 3 metres in depth (or 4m in the case of a detached house) are considered 'permitted development' and do not require consent, provided that the design and materials match the existing building. Most other extensions including extensions and alterations to roofs will require planning consent.

Boundaries and gardens

3.1.6. Planning permission is required for the construction, alteration or demolition of a wall, fence or other boundary treatment over 2m in height, or over 1m in height when abutting a highway.

Vents, satellite dishes and solar panels

3.1.7. Permission is required for the installation of any of these on a wall or roof slope facing the street.

Demolition

3.1.8. Permission is required for the total or substantial demolition of a building with a cubic content of more than 115 cubic metres (measured externally). It is an offense to carry out such works without consent. If in doubt, please consult the council's conservation team.

Trees

3.1.9. The council must be notified six weeks prior to cutting down or carrying out works to a tree in the conservation area.

Listed buildings

3.1.10. Like-for-like repairs can be carried out without consent, but Listed Building Consent must be obtained for any work that is likely to affect the building's character or significance. This applies to internal alterations, external alterations, works to boundary walls, buildings within the curtilage, or structures attached to the listed building. It is an offense to carry out such works without consent. If in doubt, please consult the council's conservation team. In some circumstances it will be necessary to apply for planning permission alongside listed building consent.

Change of Use

3.1.11. Changes of use will often require planning permission. Change of use from shops (A1) or financial or professional services (A2) to use as a dwelling house (C3) requires planning permission within the conservation area.

Shop fronts

3.1.12. Planning permission is required for any alterations or removals that affect the appearance of the shop front. This includes alterations to doors, windows or stall risers, and the installation of shutters or security grills. A separate consent is required for advertisements and shop signs (see below).

Advertisement Consent

3.1.13. Advertisement consent is usually required for exterior signs and advertisements which are illuminated, or with an area of greater than 0.3 square metres. This also applies to advertisements displayed inside of a shop window, which can be viewed from outside the building. More information about advertisement consent is available at www.planningportal.co.uk.

3.2 Listed Buildings

Listed building consent

3.2.1. Listed building consent is required for any works of demolition, alteration or extension of a listed building which might affect its character as a building of special architectural or historic interest. This applies to internal as well as external works. It is for the council to determine in each case whether consent is required.

3.2.2. Decisions must be based on an assessment of the significance of the building in accordance with Historic England guidance. The list descriptions held by Historic England are intended mainly for identification purposes and are rarely a comprehensive record of all features of interest. They should not be relied upon to determine which features are significant, or whether or not listed building consent is required. Buildings that lie within the curtilage of a listed building and objects fixed to the building are also subject to listed building control even if they are not specifically mentioned in the list description.

3.2.3. Certain types of work do not normally require consent. These include internal redecoration not involving removal of any internal features of significance, renewal of concealed services and routine repairs and maintenance in matching materials. More substantial repairs may require consent. In case of doubt, the advice of the council should be sought in writing.

3.2.4. Applicants for listed building consent should make sure that proposals are in line with the guidelines set out here.

General Principles

- The council will need to be satisfied that all aspects of proposals for alterations are necessary, and that the overall effect of a proposal is not detrimental to the architectural or historic integrity of the building.
- Alterations should normally be entirely in accordance with the period, style and detailing of the original building or with later alterations of architectural or historic interest.

- As far as possible, existing detailing and features of the building should be preserved, repaired or, if missing, replaced.

- All works, will should be carried out in the correct scholarly manner, under proper supervision, by specialist labour where appropriate.

Maintaining listed buildings

3.2.5. Regular maintenance is essential to the long-term preservation of listed buildings. Prompt action to remedy minor defects will prevent costly and disruptive repairs at a later stage. Routine maintenance is the responsibility of the owners of a listed building. The council should usually be consulted to confirm whether consent will be needed.

3.2.6. Masonry surfaces can easily be damaged by inappropriate cleaning, and in many cases it is best to leave them undisturbed. External cleaning of buildings with low-pressure intermittent water sprays and bristle brushes does not normally require listed building consent. Other methods of cleaning stone or brickwork will generally require listed building consent as these can have a marked effect on the character of the building. Cleaning methods should be carefully specified and appropriate for the circumstances. Cleaning should only be carried out by specialist firms and under close supervision, and it is advisable to employ an independent stone cleaning consultant to specify and supervise such works.

Interiors

3.2.7. Interior features of interest may include chimney pieces, plasterwork, panelling, doors and door surrounds, staircases and balustrades. These should always be retained and fully protected from damage during the course of any works to the interior of a listed building. Proposals for the internal refurbishment of listed buildings should be supported by drawings which clearly identify all interior features of interest, and confirm their retention. It is important that original plan forms and room proportions are maintained during any conversion. In sensitive interiors, alterations may have to be restricted to a minimum

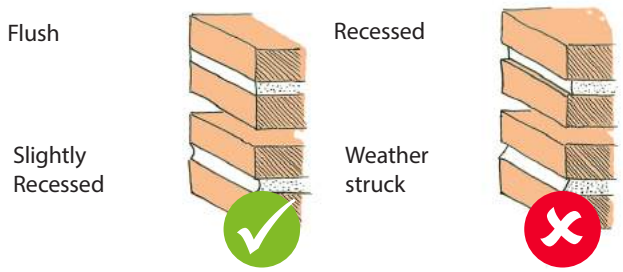
3.3 General Maintenance and Improvements

Masonry and brickwork

3.3.1. Brickwork, stone, terracotta, tiles, and other original facing materials should not be painted, rendered, or covered with cladding. This can affect the appearance of the building or group, cause damage to the building, and introduce a long-term maintenance burden. Such works will not normally be permitted. Where inappropriate painting or cladding has taken place, the council supports its removal, provided this can be achieved without damaging the fabric of the building. It is important that a specialist using appropriate non-abrasive methods undertakes the work.

3.3.2. Repairs to brickwork should accurately match the bond, colour, texture, dimensions and pointing of the original brickwork. Any decorative features should be retained, and where necessary repaired or reinstated. Decayed bricks should be replaced with bricks of a similar quality and colour, and laid in the same pattern as the original. In all cases, skilled bricklayers with an understanding of historic brickwork should be employed.

3.3.3. Where necessary, older brickwork should be repointed with an appropriate mortar mix – usually a ime-based mortar carefully matching the existing mix in texture and colour. A flush or slightly recessed mortar joint profile is most appropriate. Cement based hard mortar should not be used on older buildings as it is less permeable than a lime mortar mix and can lead to deterioration of brickwork. This is one of the principal causes of decay in historic masonry and can cause irreversible damage to the appearance of external wall surfaces.



A flush or slightly recessed mortar joint is the most appropriate.

Roofs

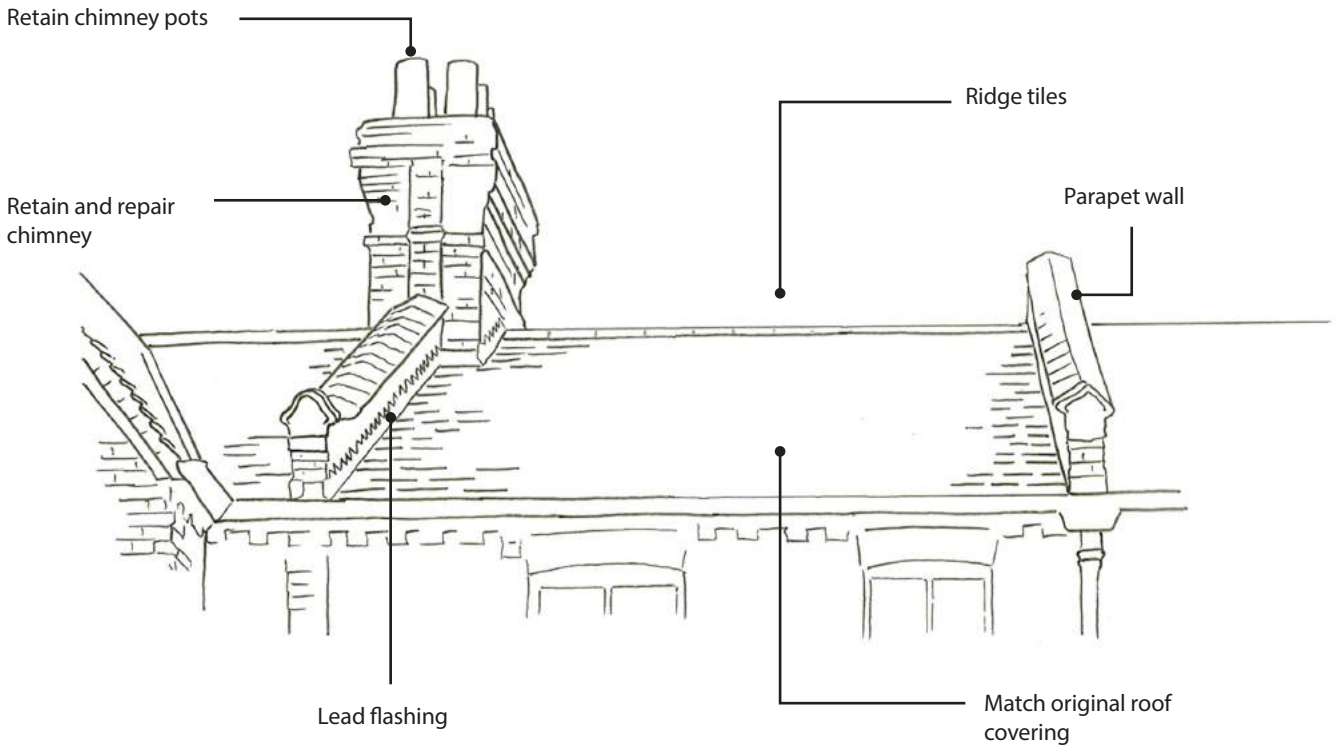
3.3.4. The form, structure and materials of historic roofs are almost always of interest. Where original roofs survive, there will be a presumption will be in favour of their retention.

3.3.5. Where repairs or reroofing is required, this should be done in materials to match the original, in type, size and colour. On older buildings this will most often be either slate or clay tile. Where possible, the original slates or tiles should be retained and reused. Features such as parapet walls, ridge tiles and flashing should be retained or restored.

3.3.6. Artificial roof coverings such as Eternit should not be used even when these purport to replicate the appearance of the original, as they are often a short term solution. Where the original roofing material has been lost and the roof needs to be replaced, the original material (or the most appropriate material for the building type) should be used. Ridge tiles, finials and other details should always be retained and reused, or replicated. The layout, tile/slate size and any patterning in the original roof should be replicated.

3.3.7. Where additional ventilation is required, his should be provided at the eaves and ridge line and should not affect the appearance of the roof. Vents should not be installed on the roof slope.

3.3.8. Chimney stacks are important features of the roofscape and should never be removed or altered without consent. Repairs may be necessary to stabilise the chimney, but the council recommends that the height is not reduced and pots are not removed.

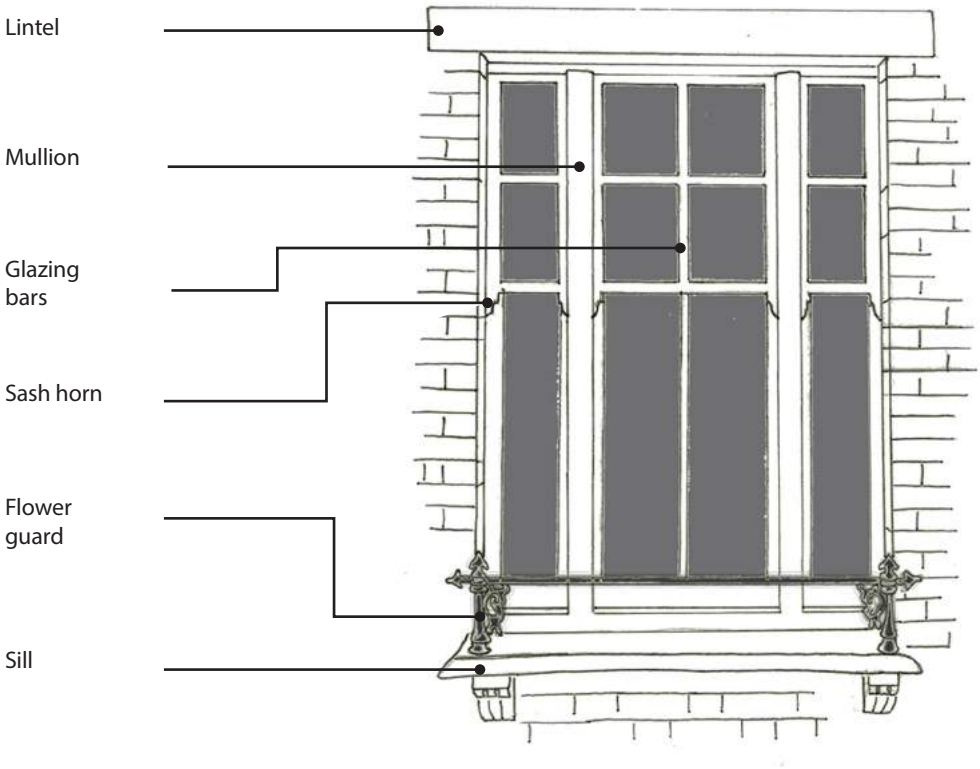


Roof features including chimneys should be retained or reinstated when doing work to the roof.

Windows and doors

3.3.9. Original windows and doors are important elements of the conservation area. Their inappropriate alterations or replacement can be very damaging to the special character and appearance of the building wider area. Where windows and doors have been altered, every opportunity should be taken to restore them to their original style. In cases where a previously altered window is to be replaced, the new window should replicate the original design and materials, which can usually be ascertained by looking at nearby houses of the same type.

3.3.10. It is always best to retain original doors and windows. These can be repaired and overhauled which is often cheaper than replacing them and will protect the appearance and value of the house. Timber doors and windows should be painted regularly to prolong their life.



The features of a historic sash window, which should be carefully replicated if new windows are installed.

3.3.11. In the case of listed buildings, the council will strongly resist the loss of original windows and doors (including historic glass). Where an original window or door is beyond repair, it should be replaced on an exact like for like basis, and double glazing will not usually be acceptable. Historic glass, whether decorative or plain, should be retained where possible, and carefully protected from damage during building works.

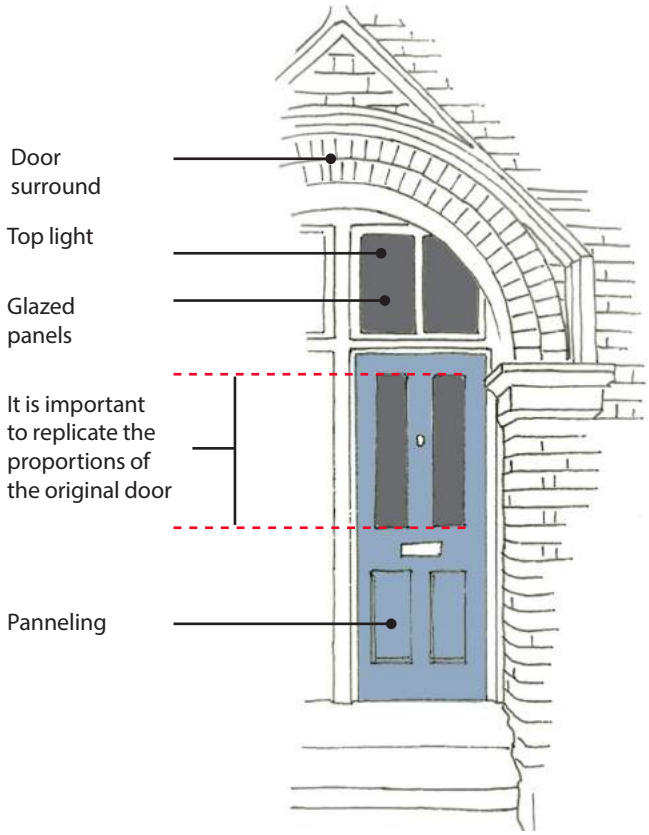
3.3.12. The thermal performance of windows can be significantly improved through the use of draught-proofing, discreet secondary glazing, shutters and curtains or blinds. In the case of listed buildings, the installation of secondary glazing will usually be permitted where it can be accommodated without harm to the significance of the building interior.

3.3.13. Where it is necessary to replace windows, high quality single or double glazed timber replacements which closely replicate the design and dimensions of the originals will usually be considered acceptable. UPVC which closely replicates the design and dimensions of the original may be considered appropriate on rear elevations that are not visible from the street. Glazing bars should always be mounted externally.

3.3.14. Where it is necessary to replace a door, a high quality timber replacement which closely replicates the original design will usually be acceptable. Side lights and top lights are an important part of the door design and should not be covered or altered. UPVC doors will not usually be considered acceptable.

3.3.15. It is never appropriate to alter the original configuration of windows, the size and proportions of window and door openings, or details such as lintels, brick arches and sills. The depth to which window frames are set back from the face of the building should not be altered.

3.3.16. External security grills, gates and shutters should not be installed to doors or windows as this harms the character of the area. Residents wishing to improve security are advised to seek specialist advice on more appropriate solutions.



It is important to replicate the design and proportion of the original door, and to retain surrounding features such as top lights.

Architectural features and detailing

3.3.17. Original architectural features and decoration (and later features which add to the architectural or historic interest of the building) should be retained as far as possible. These might include features such as porches, parapets, balconies, railings, barge boards, carved details in stone or timber, moulded brickwork and terracotta panels, statuary, and ornamental ironwork.

3.3.18. Repairs to decorative features should usually be carried out by an appropriately skilled craftsperson or conservator.

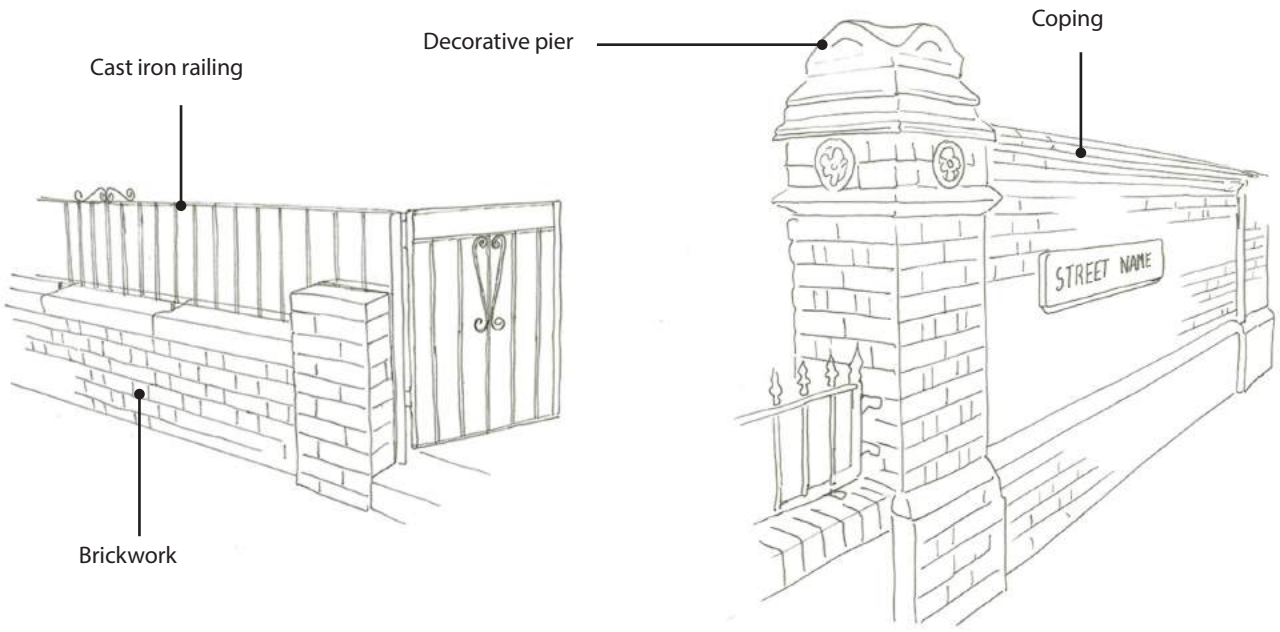
3.3.19. Where architectural features or decorative details have been lost, or replaced with poor-quality substitutes, the council will strongly encourage their reinstatement (if there is clear evidence of their original appearance.)

3.3.20. It is always best to retain the original porch arrangement which is often an integral part of the design of a building. Open porches should not be enclosed. Canopies or enclosed porches at the front of the house that are not part of the original design, will not be considered appropriate.

Boundary walls, front gardens and Parking

3.3.21. Walls, fences and other boundary treatments to both front and back gardens make an important contribution to character. Their removal, or the addition of a boundary treatment of a different height or type will not be considered appropriate.

3.3.22. Where boundary walls are in poor repair or have been lost entirely, they should be carefully repaired or rebuilt to reflect the original appearance. Repairs to brickwork should accurately match the bond, colour, texture, dimensions and pointing of the original brickwork.



Boundary walls make an important contribution to character and should be retained and restored where possible.

3.3.23. Substantial loss of front gardens and/or boundary treatments in order to create parking spaces will not usually be considered acceptable. The creation of hard standing should not cover more than 50% of the original garden and should be appropriately landscaped. The original boundary treatment should usually be retained.

External services and fitting

3.3.24. External services such as ventilation equipment, flues, satellite dishes or electrical equipment should only be installed where absolutely necessary, and should be designed and located to minimise the impact on appearance. Where possible these should be in unobtrusive locations and on walls and roof slopes that are not visible from the street. In the case of listed buildings, such additions will require listed building consent.

3.3.25. Roof plant should be avoided if at all possible. It may be possible to locate it within the envelope of the building. If not, it must be concealed in views from ground level.

3.3.26. Satellite dishes will only be acceptable where they cannot be easily seen from the street or other public areas - usually at the rear of the property below the level of the roof ridge, or on hidden roof slopes.

3.4 Extensions

3.4.1. In many cases historic buildings can be extended without damage to their character, subject to sensitive handling of scale and detail. However, in some cases extensions would detract from the uniformity of a formal group of buildings, or from the integrity of a particular design and will therefore be unacceptable in principle.

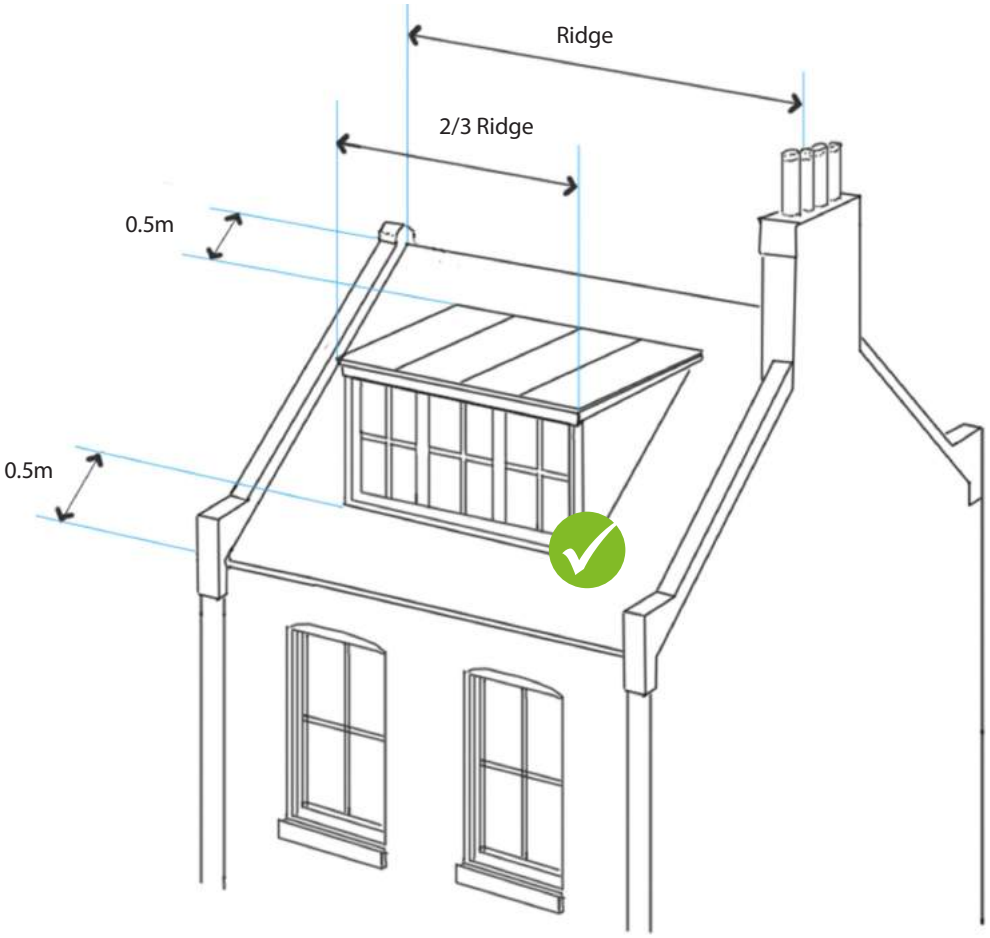
3.4.2. Extensions will only be permitted if subordinate in size and appearance to the original building. Care

should be taken that the form and proportions of the original building are not obscured.

3.4.3. Design, detailing and materials (including roofing material, windows and doors) should be carefully considered to reflect or complement the existing building and the character of the area, and to be visually subordinate to the existing building. The design might reflect the style of the original building, or provide a modern contrast which complements (and does not compete with) the original.

Dormers and roof extensions

3.4.4. Rear dormers should be subordinate to the size of the roof. Usually the width of the dormer should be not more than 2/3 the length of the ridge. Dormers should usually be set in 0.5m from both sides of the roof and the eaves, and 0.3m from the ridge. Overly large and solid dormers with large 'cheeks' and 'aprons' to create habitable roof space will not be considered acceptable.

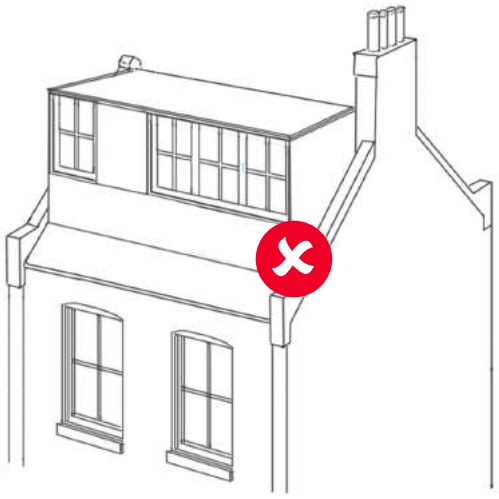


Dormer roof extensions should be subordinate to the original roof.

3.4.5. Roof extensions to the front or side of the property will not usually be considered acceptable, unless these are a feature of the original building or an established characteristic of the street.

3.4.6. Hip to gable extensions will not usually be considered acceptable.

3.4.7. Juliet balconies, roof terraces and 'cut in' terraces will not be considered acceptable as part of a roof extension, unless they are a feature of the original building or an established characteristic of the street.



Overly large dormers designed to increase the habitable roof space will not be considered acceptable.

3.4.8. Mansard roof extensions will not be considered appropriate unless these are a feature of the original building, or they are an established characteristic of the street scene and can be accommodated behind an existing parapet.

3.4.9. Roof extensions should complement the original form of the roof, matching the original roof type and slope, roofing material and details such as parapets and ridge tiles. Architectural details such as chimney stacks, finials and decorative brickwork should be retained where possible.

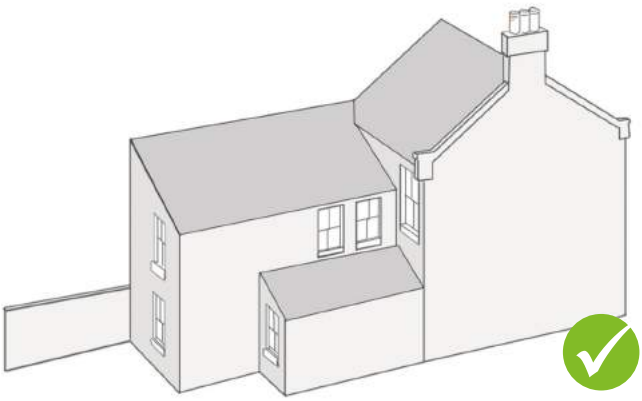
3.4.10. Roof lights should be conservation type and sit flush with the roof slope. These should be located on roof slopes not visible from the street and should be of a size that does not dominate the roof slope.

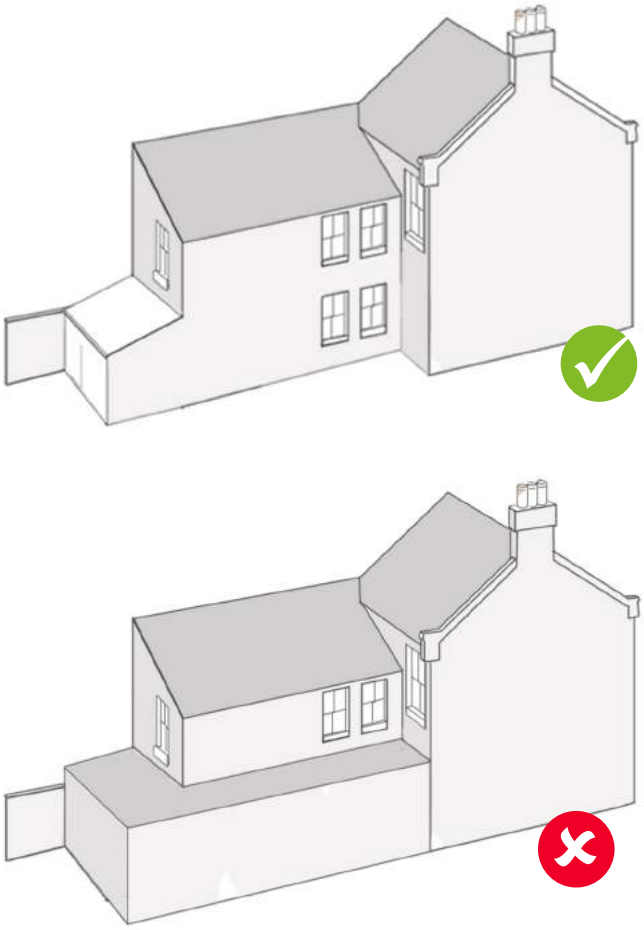
Rear and side extensions

3.4.11. Rear extensions should usually be one storey lower than the original building and should generally extend no more than 3m beyond the rear wall in terraced properties, or 4m in detached properties.

3.4.12. Rear extensions should not be wider than the width of the house. Where the original footprint of the house is L shaped, extensions should reflect this, and should not obscure the original massing and footprint. (see diagrams.)

3.4.13. Side extensions may be acceptable in some circumstances. These should be set back at least 1m from the front wall of the house with a roof ridge height lower than the ridge of the original roof. Side extensions should preserve suitable gaps between buildings where these contribute to the character of the area.





Extensions should not obscure the original footprint of the house. 'Wrap-around' extensions will not usually be appropriate.

3.5 Energy efficiency in historic buildings

3.5.1. The council is keen to support sustainable design and construction methods and to improve the energy efficiency of buildings. It is possible to reduce energy loss in traditionally built buildings without compromising their historic and architectural character. However, some interventions may be unsuitable in certain types of historic building. Detailed advice about improving energy efficiency in older buildings is published by Historic England and is available on their website: www.historicengland.org.uk/advice/your-home/saving-energy

3.5.2. Improvements for energy efficiency should minimise disturbance to existing fabric and be easily reversible without damaging the existing fabric (especially changes to services).

3.5.3. It is important that when proposing any works to modify an older building, its construction, condition and

performance are appropriately understood. Traditionally constructed buildings perform differently to modern buildings. They are more porous and naturally ventilated, so they 'breathe'. They generally include softer materials such as lime based plasters and mortars which respond to air and moisture differently.

3.5.4. The first measure should always be repairs and draft proofing, which can deliver significant improvements with very little disruption and cost. The installation of modern energy efficient boilers, appliances and heating systems will generally improve efficiency without harming the building's character.

Insulation

3.5.5. Older buildings tend to be constructed from permeable materials and it is important that water vapour is able to evaporate from the fabric to prevent moisture build up. The installation of some modern insulation materials can alter this and cause damp to build up on or within the structure leading to problems such mould growth, rot and decay. It is usually better to choose vapour permeable materials such as natural wool, and great care should be taken to provide appropriate ventilation.

3.5.6. It will usually be possible to install insulation in the roof with good results. If additional ventilation is needed, this should be incorporated in to the ridge and under the eaves. Vents should not be installed on the roof slope.

3.5.7. External wall insulation will usually be harmful to the character of the building and should only be considered on hidden facades at the rear of the building, or on rendered facades. It should always match the appearance of the original building or group of buildings, including replicating window reveals and frames, doorways, and any other architectural or decorative features.

3.5.8. It is usually possible to insulate the walls internally. materials should be chosen and installed with great care in order to avoid moisture build-up or cold spots where condensation may occur. Expert advice should be sought.

Repairing and draft-proofing windows can deliver significant improvements in their thermal performance, as can the use of blinds, shutters, and secondary glazing. Where it is necessary to replace a window, appropriately designed double glazing will often be considered appropriate (see p__ 'Windows').

Micro-generation equipment

3.5.9. Micro-generation equipment such as solar panels will often deliver improvement in the overall energy efficiency of the building but its application in the conservation area will necessarily be limited and other interventions should be considered in the first instance. It is not appropriate to install solar panels or other microgeneration equipment on facades or roof slopes that are visible from the street. Discretely located installations on hidden elevations or rear roof slopes may be appropriate.

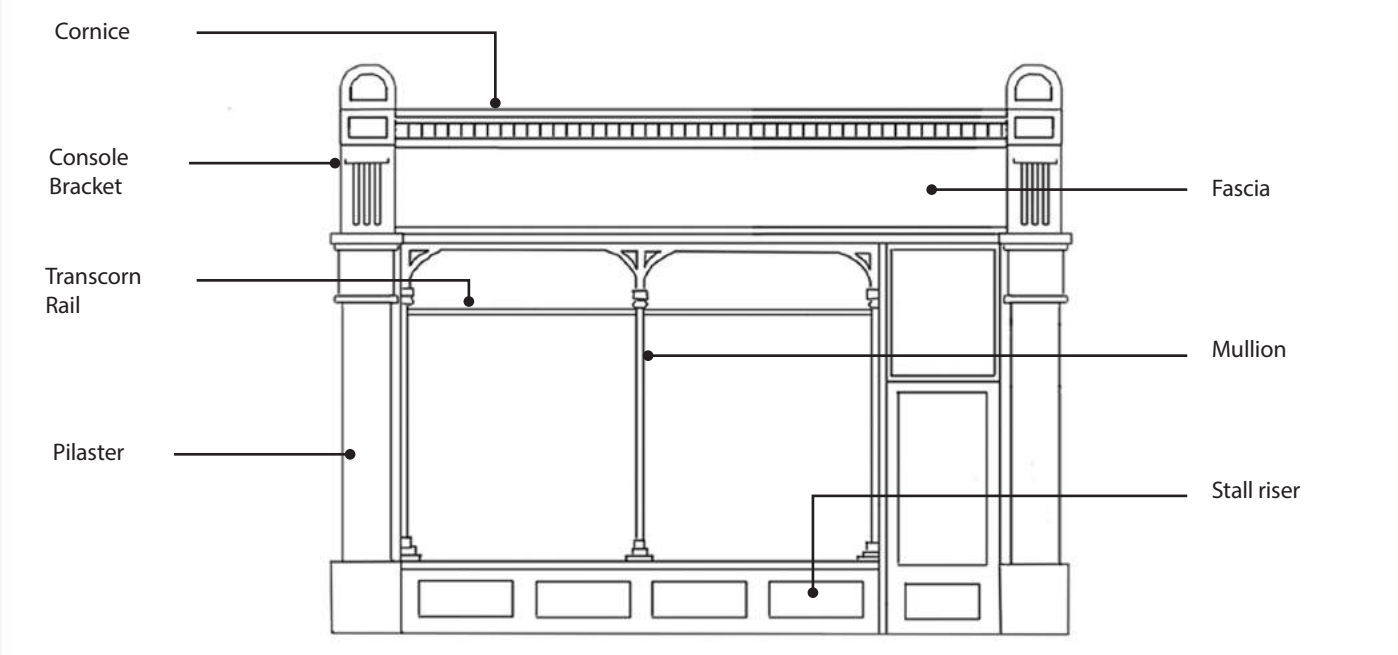
3.6 Shop Fronts

3.6.1. High quality shop fronts make an important contribution the character of an area. Some shop fronts in the conservation area have been extensively altered or are in poor repair. Nonetheless, original features remain and the council will encourage shop owners to repair and restore shop fronts. Planning permission is required for most changes that will alter the appearance of the shop front, including for shutters and awnings.

3.6.2. Historic features should be conserved and restored as far as possible. The removal of original shop front features will not usually be permitted unless these are beyond repair.

3.6.3. Shop fronts should have regard to their context, so that the design complements the building as a whole and the street scene. Each design should relate to other shop fronts in the area, taking account of fascia lines, stall riser heights, transom height, bay width and materials. Individual shop fronts should not dominate the street scene.

3.6.4. Designs should incorporate the elements and proportions of traditional shop front design (see diagrams) and make use of high quality traditional materials like timber, that complement the character of the building. Shop fronts in the conservation area need not always be reproductions of historic styles. New designs are encouraged, but these should also express the features and proportions of a traditional shop front.



Shop fronts should incorporate the elements and proportions of a traditional shop front.

3.6.5. Shop fronts that combine more than one shop unit can disrupt proportions, relating poorly to buildings around them. In these cases, pilasters should be retained or included to provide a visual break. Fascia signs should not be extended over multiple units.

3.6.6. Designs must be simple and uncluttered. Shop owners are encouraged to reduce clutter such as unnecessary signage, electrical equipment, stickers and additional advertising. Any signs, lighting, security measures or canopies should be incorporated within the design and should not obscure architectural elements.

3.6.7. Canopies and awnings will only be permitted if they can be accommodated without damage to the character of the building, and are capable of fully retracting. Retractable traditional straight canvas blinds accommodated within the cornice or architrave will usually be acceptable.

Shop fronts should relate to others in the area. Fascia signs should be in proportion, and not extend across multiple units.

Signage and Advertising

3.6.8. Materials, colours and design for all signage should complement the historic character of the building and area. Signwriting directly on to the timber or metal fascia board or individually mounted lettering are usually appropriate. Perspex, acrylic and other non-traditional materials are not.

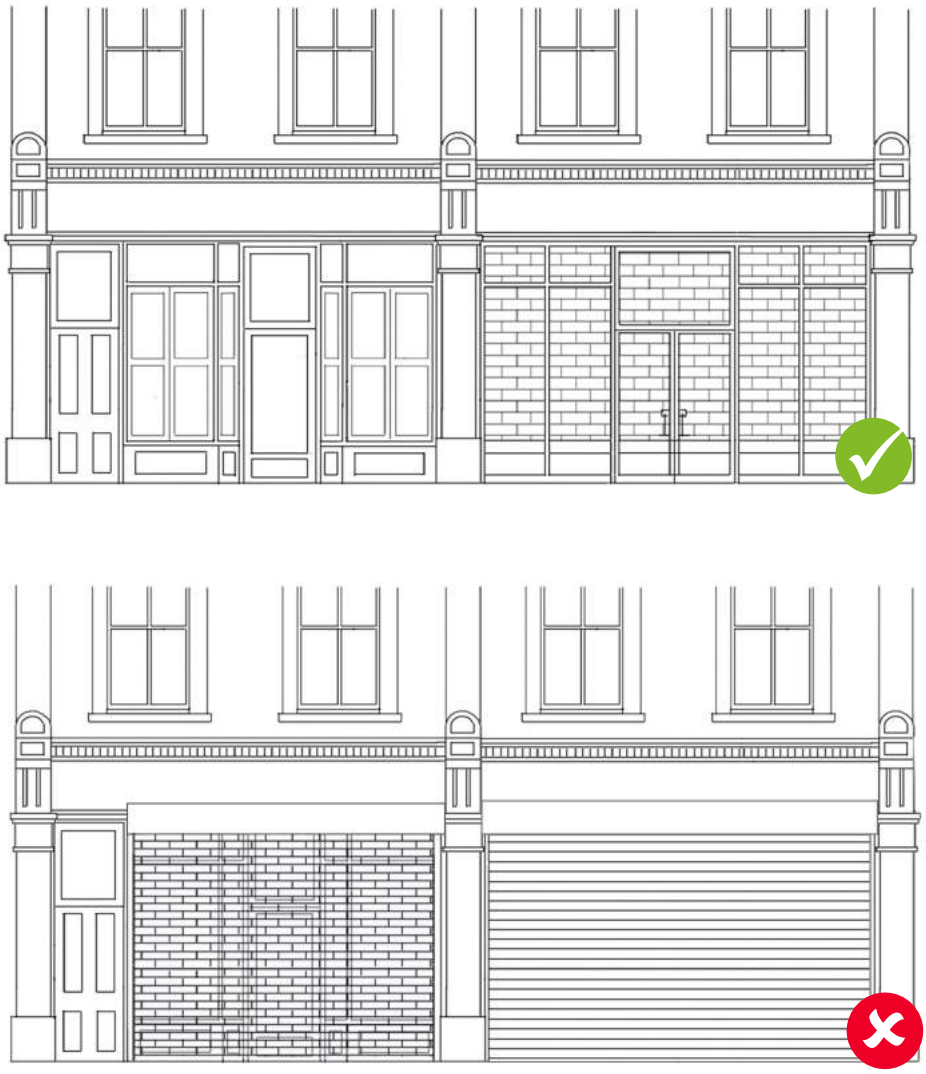
3.6.9. Fascia signs should not obscure architectural features, project forward of other features, extend unbroken over more than one shop unit, or impinge upon first floor windows. Box fascias and projecting box signs are not acceptable. Additional signs applied to the facade above fascia level or on upper storeys will not usually be permitted.

3.6.10. Internally illuminated panels, signs or lettering will not usually be permitted. There will be a preference for illuminating signs indirectly with an appropriate swan neck or trough light. Matt finish slim metal lettering with discrete individual halo illumination may be considered appropriate in some instances.

Shutters, Grills And Security

3.6.11. All security measures should be integrated within the overall shop front design and should not have a negative impact on the street scene or obscure architectural features.

3.6.12. Shop fronts should use the least visually intrusive security solution. Toughened or laminated glass; Internal screens, grills and shutters; or traditional removable external shutters are the council's preferred solutions. Rod and link (or other open type) external grills may be permitted in exceptional circumstances where it can be shown that it is the only possible solution, but these must be integrated with the overall shop front design (including box and runners).



Solid external shutters are not acceptable.

3.7 Demoliton

3.7.1. There is a presumption in favour of the retention of all buildings on the statutory list, locally listed buildings and buildings that make a positive contribution to the conservation area, in line with national and local policy. Permission for demolition will not normally be granted.

3.7.2. In exceptional cases consent for demolition, or part demolition, may be granted. The National Planning Policy Framework (NPPF) sets out the criteria to be used by the council in assessing proposals that cause total or substantial loss of significance of a heritage asset. The contribution made by the existing building must be assessed. The council will also consider:

- The condition of the building, the cost of repairing and maintaining it in relation to its importance, and to the value derived from continued use;
- The adequacy of efforts made to retain the building in use; and
- The merits of alternative proposals for the site.

3.7.3. Consent for demolition would not be granted simply because redevelopment is economically more attractive to the applicant, or because the applicant acquired the building at a price that did not reflect than the condition and constraints of the existing historic building.

3.7.4. Proposals involving demolition of any part of a listed building will be subject to consultation with the national amenity societies, as well as being referred to Historic England. Historic England must be notified of all proposals to demolish listed buildings, and allowed access to buildings which it wishes to record before demolition takes place.

3.8 Uses for historic buildings

3.8.5. The great majority of historic buildings must remain in economically viable use if they are to be maintained in the long term. The best use for a historic building is often that for which it was originally designed. However, if buildings are left empty, neglect becomes a considerable danger.

3.8.6. Change of use of a may be appropriate in these circumstances, if it will result in the preservation of an historic building and if it can take place without loss of character and is consistent with national and local policies. The aim should be to identify the optimum viable use that is compatible with the fabric, interior and setting of the historic building.

3.8.7. The preservation of facades alone, and the gutting and reconstruction of interiors, is not normally an acceptable approach to the re-use of historic buildings: it can destroy much of a building's special interest and create problems for the long-term stability of the structure.

3.9 Development affecting the setting of the Conservation Areas

3.8.8. Proposals that would affect the setting of the conservation area or the settings of listed and locally listed buildings within the conservation area, will also be assessed against heritage policies, and are required to preserve or enhance the significance of the affected heritage assets.

3.8.9. The open character of Bruce Castle Park allows for long views, so that large-scale development or tall buildings on nearby sites may be visible and could affect the character of the conservation area. The impact of any such proposals on views from the park should be assessed as part of an accompanying Townscape and Visual Impact Assessment.

3.8.10. More detailed guidance on assessing impacts on the setting of heritage assets is contained in Historic England Good Practice Advice Note 3: The Setting of Heritage Assets.

4 Appendices

4.1 Appendix A - Audit

STATUTORILY LISTED BUILDINGS

The National Heritage List for England (NHLE) is maintained by Historic England. The NHLE, or the local planning authority, should always be consulted in order to ascertain whether or not a property is listed, as information from other sources may be out of date.

	Grade
Beaufoy Road (west side)	
Nos. 39-51	II
Bruce Grove (north side)	
Drapers' Almshouses (Nos. 1-59)	II
Chapel at Drapers' Almshouses	II
Nos. 60 and 61, Lodge to south-east of Drapers' Almshouses	II
Church Lane (west side)	
Parish Church of All Hallows'	II*
The Priory (All Hallows' Vicarage)	II*
Boundary wall and gates to The Priory	II*
Church Lane (east side)	
Wall along western boundary of grounds of Bruce Castle	II
Lordship Lane (north side)	
Bruce Castle	I
Tower to south-west of Bruce Castle	I
South boundary wall to Bruce Castle Park	II
Lordship Lane (south side)	
Tottenham Magistrates' Court	II
Prospect Place (east side)	
Nos. 1-10	II

LOCALLY LISTED BUILDINGS

Beaufoy Road (west side)
Nos. 53-65 (odd)

Bruce Grove (south side)
Nos. 38-41 (consecutive)
Nos. 46-54 (consecutive)
Nos. 57-67 (consecutive)

Cemetery Road (west side)
Nos. 1-15

Church Lane (west side)
No. 14

Church Lane (east side)
Bruce Castle Park gates and piers opposite church

Church Road (north side)
Nos. 158-166 (even)
Nos. 168 and 170 (Antwerp Arms Public House)

Kings Road
Bruce Castle Park gates and piers

Lordship Lane (south side)
Wall on east boundary of Magistrates Court (former Elmslea garden wall)
Nos. 1-18 Bruce Castle Court
Nos. 119-125
No. 129 (The Elmhurst Public House)
Boundary wall to east of The Elmhurst

Lordship Lane (north side)
Wrought-iron entrance gates to Bruce Castle (incorporating overthrow and lantern housing)

The Roundway (north side)
Risley Avenue School (main building)
No. 309 (former Risley Avenue School Caretakers House)

BUILDINGS MAKING A POSITIVE CONTRIBUTION TO THE CONSERVATION AREA

Beaufoy Road
Nos. 25-37

Bedwell Road
Nos. 2-38

Bruce Grove
Nos. 27-37
Nos. 42-45
Nos. 56 and 57

Cemetery Road
Nos. 8 and 10

Lordship Lane
Bowling Pavilion, Bruce Castle Park

BUILDINGS MAKING A NEUTRAL CONTRIBUTION TO THE CONSERVATION AREA

All Hallows' Road (north side)
Infant block to Risley Avenue School

Bedwell Road
Nos. 1-11 and 13-19

BUILDINGS AND SITES WHICH DETRACT FROM THE CONSERVATION AREA

All Hallows' Road
Community Hall at the junction with Church Lane

Bedwell Road
Car parking area to the rear of Risley Avenue School

Cemetery Road
Substation adjacent to No. 8

Church Lane
No. 12

Lordship Lane
No. 127

4.2 Appendix B - Planning Policy Context

National

- Planning (Listed Buildings and Conservation Areas) Act 1990 (as amended) is the principal legislation governing the built historic environment. Part II of the Act relates to conservation areas.
- National Policy Planning Framework (NPPF), published by the Department for Communities and Local Government (2018) sets out twelve 'core planning principles' which include the conservation of heritage assets. The main policies are in Chapter 16. Further advice is provided by DCLG in Planning Practice Guidance: Conserving and Enhancing the Historic Environment (2014).
- Historic Environment Advice Note 1: Conservation Area Designation, Appraisal and Management. A good practice guide published by Historic England in 2019.

Regional

- The London Plan published by the Greater London Authority (GLA) in 2011 and amended to comply with the NPPF, sets out the spatial development strategy for Greater London. Chapter 7 includes policies for planning applications affecting heritage assets, and notes that conservation areas make a significant contribution to local character and should be protected from inappropriate development.
- Supplementary Planning Guidance: Shaping Neighbourhoods: Character and Context published by the GLA in 2014, is of particular relevance to conservation areas
- Streets for All: A Guide to the Management of London's Streets English Heritage (2000) sets out good practice in managing streets and public realm

Local

- Haringey Local Plan: Strategic Policies (2013) is the principal statutory plan for the development of the Borough up to 2026. Section 6.2 (SP12) relates to the historic environment.
- The Development Management DPD (adopted July 2017) sets out detailed development policies. DPD Policy DM9 relates to the management of the historic environment.
- Haringey's Streetscape Manual provides guidance on public realm management
- Links for all the above documents are provided in the Sources section.

4.3 Appendix C - Planning Policy And Guidance Links

National

Planning (Listed Buildings and Conservation Areas) Act 1990
www.legislation.gov.uk/ukpga/1990/9/contents

Department of Communities and Local Government, The National Policy Planning Framework (NPPF)
www.gov.uk/government/uploads/system/uploads/attachment_data/file/6077/2116950.pdf

DCLG, Planning Practice Guidance: Conserving and Enhancing the Historic Environment
http://planningguidance.planningportal.gov.uk/blog/guidance/conserving-and-enhancing-the-historic-environment/.

Historic England, Historic Environment Advice Note 1: Conservation Area Designation, Appraisal and Management (2019). https://historicengland.org.uk/images-books/publications/conservation-area-designation-appraisal-management-advice-note-1/

Historic England Good Practice Advice Note 3: The Setting of Heritage Assets (2017) https://historicengland.org.uk/images-books/publications/gpa3-setting-of-heritage-assets/"

Regional

The London Plan www.london.gov.uk/priorities/planning/publications/the-london-plan

Chapter 7 of the London Plan: London's Living Places and Spaces www.london.gov.uk/sites/default/files/LP2011%20Chapter%207.pdf

Supplementary Planning Guidance: Shaping Neighbourhoods: Character and Context, www.london.gov.uk/priorities/planning/publications/shaping-neighbourhoods-character-and-context

Historic England, Streets for All: A Guide to the Management of London's Streets http://historicengland.org.uk/images-books/publications/streets-for-all-guide-to-management-of-londons-streets/

Local

Haringey Local Plan: Strategic Policies www.haringey.gov.uk/sites/haringeygovuk/files/final_haringey_local_plan_2017_online.pdf

Haringey Development Management DPD www.haringey.gov.uk/sites/haringeygovuk/files/final_haringey_dmp_dtp_online.pdf

Haringey Streetscape Manual www.haringey.gov.uk/parking-roads-and-travel/roads-and-streets/road-care-and-maintenance/streetscape

4.4 Appendix D Sources

Bibliographic

William Robinson, The History and Antiquities of the Parish of Tottenham of Tottenham (1818)

Royal Commission on the Historical Monuments of England, An Inventory of the Historical Monuments in Middlesex (1937

Victoria County History, History of the County of Middlesex, vol. 5 (1976)

Royal Commission on the Historical Monuments of England, Bruce Castle Historic Building Report (1995)

Bridget Cherry and Nikolaus Pevsner, The Buildings of England, London 4: North (1998)

Chris and Hazel Whitehouse, Haringey Pubs (2004)

Purcell, Miller Tritton, Bruce Castle Museum and Park Conservation Management Plan (2008)

Christine Protz, Tottenham: A History (2009)

Christine Protz and Deborah Hedgecock, Tottenham Then and Now (2011)

Historic England Historians' files: HAR/3; HAR/ 22; HAR/ 49; HAR/ 56; HAR/ 81

Maps

Thomas Clay's map of Tottenham (1619)

John Rocque's Map of the County of Middlesex (1757}

Wyburd's map of Tottenham (1798)

Tottenham Parish Tithe Map (1844)

Ordnance Survey 1:2500: Middlesex XII 3 1864, 1894, 1913, 1935

Websites

London Parks and Gardens Trust Inventory of London's Green Spaces of Local Historic Interest entries for All Hallows Churchyard, Bruce Castle Park and Drapers' Almshouses

www.londongardensonline.org.uk/gardens-online-record.php?ID=HGY003

www.londongardensonline.org.uk/gardens-online-record.php?ID=HGY006

www.londongardensonline.org.uk/gardens-online-record.php?ID=HGY012 accessed on 17 August 2017

Museum of London Archaeological Archive http://archive.museumoflondon.org.uk/laarc/catalogue/siteinfo.asp?id=18833&code=BCP06&terms=BCP06&search=simple&go=Go accessed on 17 August 2017

4.5 Appendix E - Glossary

Arch the spanning of an opening by means other than a lintel, made up of wedge-shaped blocks. Arches may be flat, semi-circular, segmental (a section of a circle) or pointed

Band an unmoulded, horizontal projecting stringcourse, often delineating a floor/storey.

Bargeboards projecting boards set against the incline of a gable, sometimes decoratively carved

Battlement a parapet with alternating higher and lower parts

Bay the vertical division of the elevation of a building, usually defined by window openings

Bay window a projecting window, sometimes curved (also known as a bow window), canted (angled) or square

Capital the head of a column or pilaster, often ornamented

Casement window a window hinged vertically to open like a door

Cladding an external covering applied to a structure for protective or aesthetic purposes

Column an upright, often supporting, structure, usually circular but sometimes square or rectangular in form

Console a scrolled bracket supporting the cornice of a shop front, marking the termination of one shop unit and the beginning of another

Coping a protective capping or covering on top of a wall, either flat or sloping to discharge water

Cornice a projecting, decorative moulding along the top of a building, wall, arch or shop front. A dentil cornice comprises small, square blocks

Corbel a projecting block, usually stone, supporting a beam, arch, parapet etc.

Cresting a decorative finish along the ridge of a roof, often in terracotta or metal

Cupola a dome that crowns a roof or turret

Dog-tooth a series of mouldings consisting of four leaf like projections radiating from a raised centre.

Dormer window a projecting window placed vertically in a sloping roof with a roof of its own

Dressings a finish, sometimes in a contrasting material to that of the main elevation, most commonly surrounding windows or doors

Eaves the lower part of a roof slope, overhanging a wall or flush with it

Elevation the external wall or face of a building

Façade the front or face of a building

Fanlight a window above a door, often semi-circular with radiating glazing bars, most commonly associated with Georgian buildings

Gable the triangular upper part of a wall at the end of a pitched roof

Glazing bar a vertical or horizontal bar of wood or metal that subdivides a window frame and holds the panes of glass in place

Heritage asset a building, monument, site, place, area or landscape identified as having a degree of significance meriting consideration in planning decisions. Heritage asset includes designated heritage assets and assets identified by the local planning authority (including local listing).

Keystone a central wedge-shaped stone at the crown of an arch, sometimes carved

Lintel a horizontal beam or stone bridging a door or window

Mortar a mixture of cement (traditionally lime), sand and water laid as an adhesive between masonry courses

Moulding a continuous projection or groove with a contoured profile used decoratively, or to throw water away from a wall

Mullion a vertical bar dividing a window opening into two or more lights

Nail-head a series of pyramidal mouldings resembling

the heads of medieval nails

Pantile a roofing tile with a curved S shape designed to interlock

Parapet a low protective wall at the edge of a roof, balcony, bridge etc.

Paterae circular moulded ornaments derived from classical architecture

Pediment a low-pitched gable above a portico, opening or façade

Perpendicular style Gothic style of the late-15th and early-16th centuries

Pier a solid masonry support as distinct from a column, often flanking openings

Pilaster a shallow pier projecting slightly from a wall, often crowned with a capital

Pitched roof a roof with two slopes and a gable at each end

Plinth the projecting base of a wall or column

Pointing the exposed mortar finish to brick or masonry joints

Quoin a dressed stone at the angle of a building usually laid so that their faces are alternately short and long

Render plaster or stucco applied to an external wall surface

Rooflight a window set flush into the slope of a roof
Sash window a window that is double hung with wooden frames (sashes) that slide up and down with pulleys and weights

Setts rectangular blocks of stone (commonly granite) used for road surfacing

Sill (or cill) horizontal projecting element at the base of a window or door opening

String-course a continuous horizontal band, usually moulded

Stucco a form of plaster finish applied to the external face of a building, or as contrasting moulded decoration e.g. to window and surrounds

Transom a horizontal bar of stone or wood across a window opening

Tottenham Cemetery Conservation Area Appraisal and Management Plan

July 2019

Haringey LONDON

Foreword

I am pleased to present the Tottenham Cemetery Conservation Area Appraisal and Management Plan. This document will play a significant role in the positive future management of Tottenham Cemetery Conservation Area and be a guide for residents, the Council, and all those with an interest in the history of the area.

Tottenham Cemetery served the local population for many years, and the history of the area can be traced through the many surviving headstones and memorials. It also provides a tranquil green space within a densely built up area with many mature trees and the Moselle Brook, and is a nature conservation area of Borough wide importance.

As a Council, we are committed to preserving and enhancing this valuable asset. This document will be an important tool in achieving this and provides a clear explanation of the significance of the area that can be used to inform heritage projects and future management. It includes simple design guidelines for the area, and will be taken into account when the Council is considering planning applications. The appraisal was prepared by independent heritage consultants and is based on detailed site surveys and observation work.

Good heritage management is only possible with the support and involvement of the local community, and I encourage everyone to read and make use of this document.

Councillor Kirsten Hearn

Cabinet Member for Climate Change and Sustainability

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1.3 Location and setting
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1.5 Architectural quality and built form
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2. TOTTENHAM CEMETERY CONSERVATION AREA MANAGEMENT PLAN

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2.2 Summary of the implications of conservation area designation
2.2 Managing change in the conservation area: Key principles
2.3 Enforcement
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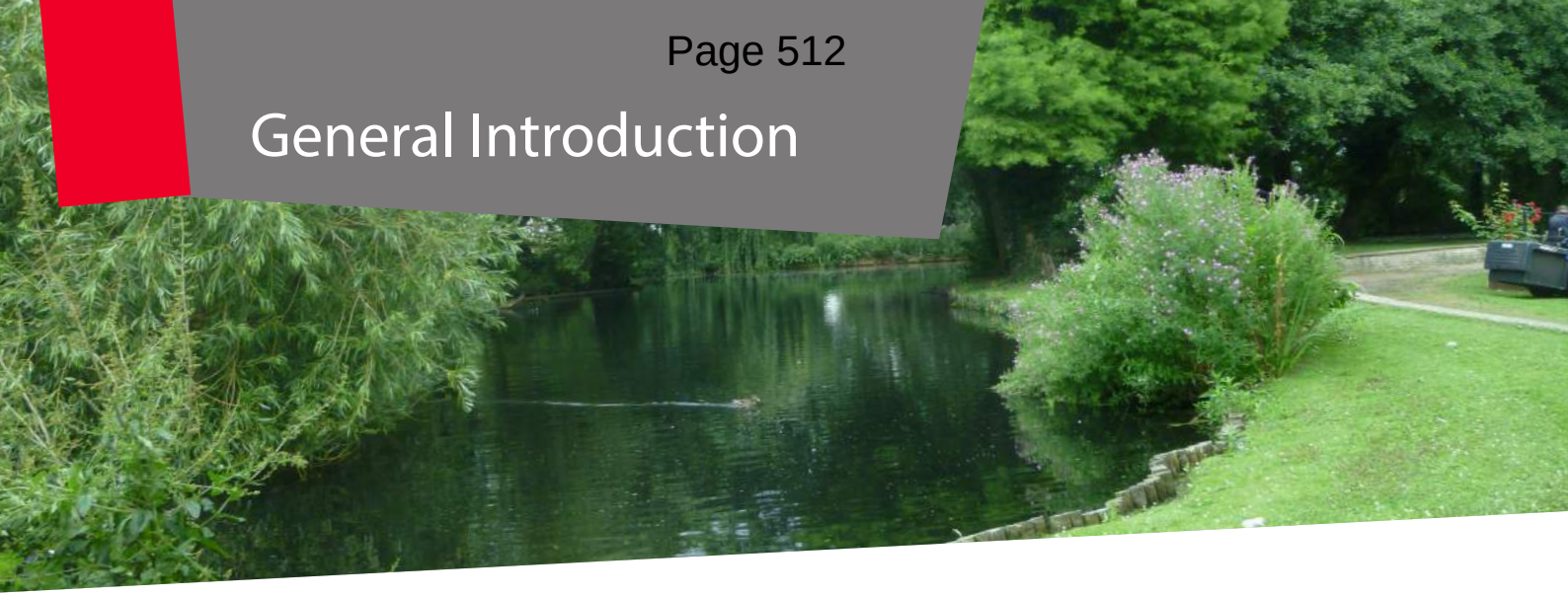
General Introduction



Conservation areas, introduced in 1967, now number over 9,000 in England. They are designated under the provisions of Section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990, which defines a conservation area as an "area of special architectural or historic interest the character and the appearance of which is desirable to preserve or enhance". Local authorities have a statutory duty to determine those areas that fulfil these criteria, to designate them as conservation areas, and to review these procedures from time to time.

Section 71 of the Act requires local authorities to formulate and publish proposals for the preservation and enhancement of conservation areas. Current best practice, in accordance with published guidance by Historic England, is to prepare Conservation Area Appraisals and Conservation Area Management Plans, usually as a consolidated document.

Conservation areas are identified as 'designated heritage assets' in the National Planning Policy Framework (NPPF).

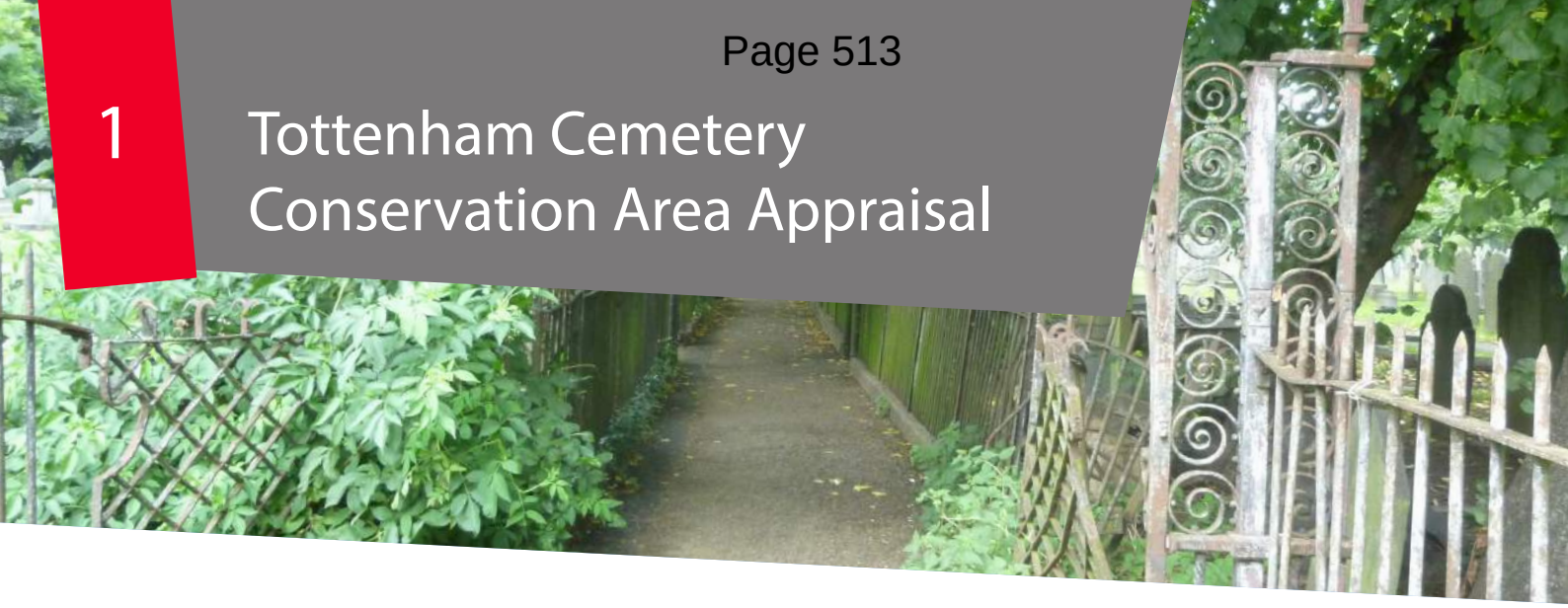
The London Borough of Haringey has 28 conservation areas. Tottenham Cemetery Conservation Area was designated in 1976.

This document comprises three parts: Part I Tottenham Cemetery Conservation Area Appraisal which sets out the conservation area's special interest, highlighting those elements which contribute to or detract from its character, Part II Tottenham Cemetery Conservation Area Management Plan, a strategy for managing change in the conservation area and Part III Preserving and Enhancing the Conservation Area, which provides more detailed guidance for development within the conservation area.

The methodology of this Appraisal and Management Plan follows best practice guidance in Historic England's Historic Environment Advice Note 1: Conservation Area Designation, Appraisal and Management (2019).

This document will be treated as a material consideration in assessing planning applications affecting the Tottenham Cemetery Conservation Area.

1 Tottenham Cemetery Conservation Area Appraisal



1.1 The Purpose of Conservation Area Appraisals

1.1.1 Understanding significance is the key to ensuring that changes to our historic environment can be managed in an informed and positive way. Conservation area appraisals are vital tools in this process. Their principal functions are:

- To articulate why the conservation area is special, highlighting those elements which contribute to, and those which detract from, its character
- To support a robust policy framework for planning decisions
- To inform and guide the associated Conservation Area Management Plan

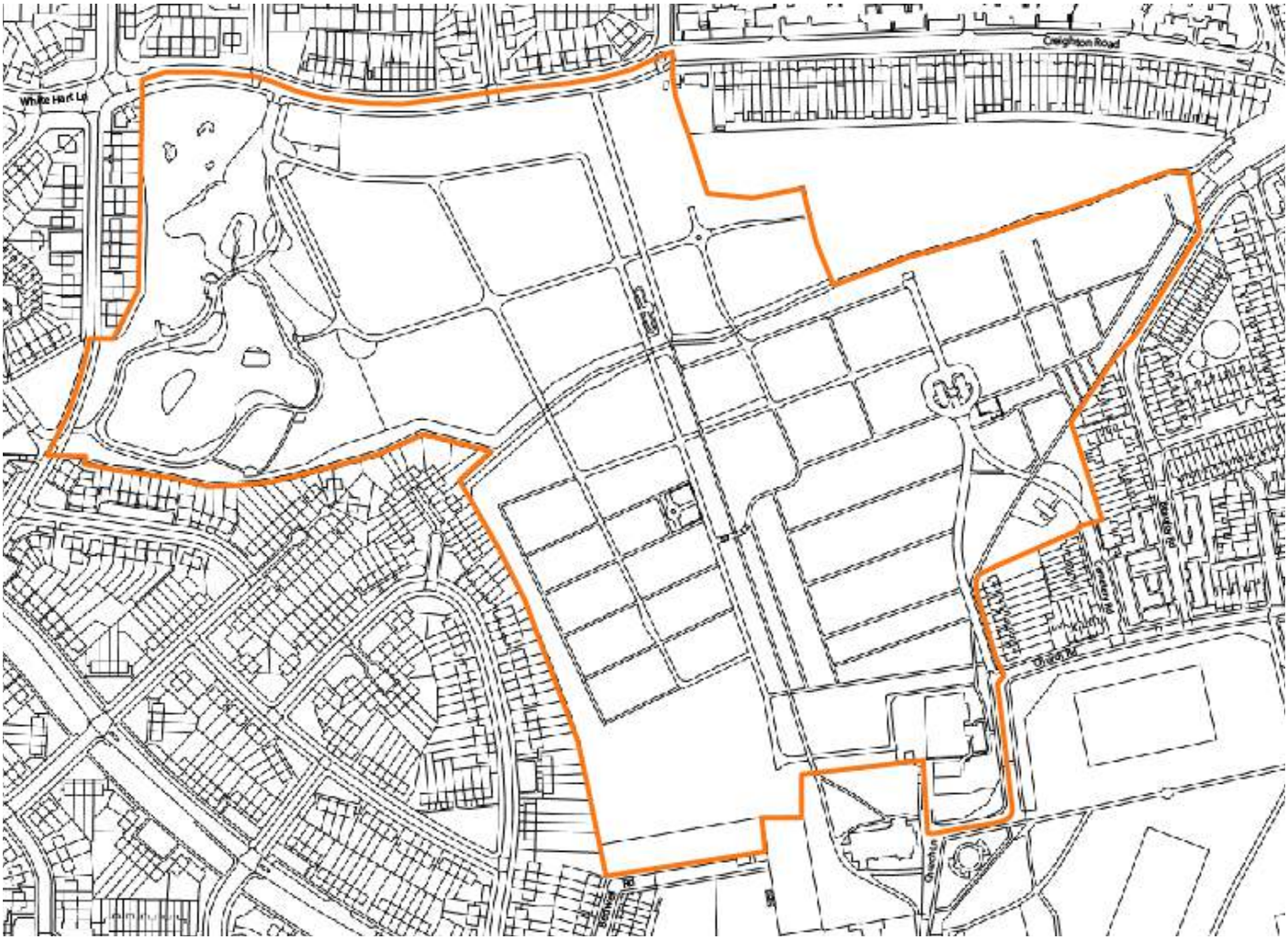
1.1.2 Conservation area appraisals are not intended to provide an exhaustive account of the conservation area. The omission of any specific building, feature, space or view should not be taken to imply that it lacks significance.

1.2 Summary of Special Interest

1.2.1. Tottenham cemetery is a good example of a Victorian cemetery built after the Metropolitan Interments Act, with original paired chapels (listed Grade II) and features of interest from later phases including the distinctive tunnel and several sets of entrance gates. It is of particular note for the tomb of William Butterfield, a major figure of the Victorian Gothic Revival who designed the chancel to All Hallow's parish church adjoining the cemetery. While the majority of monuments are relatively modest, it is of interest as a cemetery that served the local population, the history of which can be traced through the many surviving headstones and memorials. It is also of interest for the war memorial, the Commonwealth War Graves headstones and other memorials e.g. to civilians who perished in WW2 and to members of the Tottenham Fire Brigade.

1.2.2. It is of particular interest as a tranquil green space within a densely built up area with many mature trees and a varied character including the incorporation of an earlier landscape in the Garden of Peace and the natural feature of the Moselle brook. It is also of interest as a nature conservation area of borough importance.

Location map - Tottenham Cemetery conservation area



Tottenham Cemetery conservation area boundary

1.3 Location And Setting

Location

1.3.1. The historic parish of Tottenham, which included Wood Green, is located to the north-east of the former County of Middlesex and to the east of the modern London Borough of Haringey. It is bordered by Edmonton (London Borough of Enfield) to the north, the River Lea and Walthamstow (London Borough of Waltham Forest) to the east, Stoke Newington (London Borough of Hackney) to the south, Hornsey (London Borough of Haringey) to the west and Friern Barnet (London Borough of Barnet) to the north-west. Tottenham Cemetery occupies a large, irregularly shaped plot of 22.68 ha (56 acres) at the north of the historic parish and immediately to the north of All Hallows Parish Church.

Topography and geology

1.3.2. Most of the central section of the conservation area is relatively flat, sloping gently towards the east. The area is predominantly London Clay with brick earth occurring in patches, surrounded by Taplow Gravel, at Bruce Castle and part of Church Lane.

1.3.3. The Moselle brook, whose names derives from 'Mosse-Hill' (Muswell Hill), the location of one of the brook's sources, ran its course north-eastwards from Hornsey, meandering northwards south of the present Broadwater Farm Estate and curving eastwards towards the junction of White Hart Lane and Tottenham High Road. The brook was incrementally culverted in the 18th and 19th centuries. The section running east-west through Tottenham Cemetery is one of the longest un-culverted parts to survive.

The setting of the conservation area

1.3.4. The cemetery is located to the north of Bruce Castle Park and All Hallows churchyard, the latter forming part of its southern boundary, which greatly extends the scale of the open space. To the north, the inter-war extension that includes the Garden of Peace has its northern boundary formed by White Hart Lane,

and the open space of the allotment gardens. To the west and east though, the boundaries are adjoined by densely built up residential streets mostly having back gardens facing onto the cemetery.

Trees

1.3.5. The old part of the cemetery has many fine mature trees including 19th-century cedar, oak, conifers, yew and hollies, with trees enclosing the banks of the Moselle brook. The south-west extension has 20th-century pollarded limes and acers along the grid of paths. The cemetery periphery is also largely enclosed by a belt of trees and shrubs. The grounds of the mortuary also contain mature trees.

1.3.6. Tottenham Cemetery is designated as Metropolitan Open Land (MOL) and as a nature conservation area of Borough importance. It is also included in the London Parks and Gardens Trust Inventory of London's Green Spaces of Local Historic Interest.

Views

1.3.7. There are long views within and across the cemetery, both along the gridded network of paths and across the grassed areas containing gravestones. The view along Church Path is contained by the trees that closely line the route. The views into the cemetery are mainly those of the northern section when seen from White Hart Lane and more limited views from Prospect Place, a footpath to the south east. Otherwise views into and out of the cemetery are very restricted.

1.4 Historical Development and Archaeology

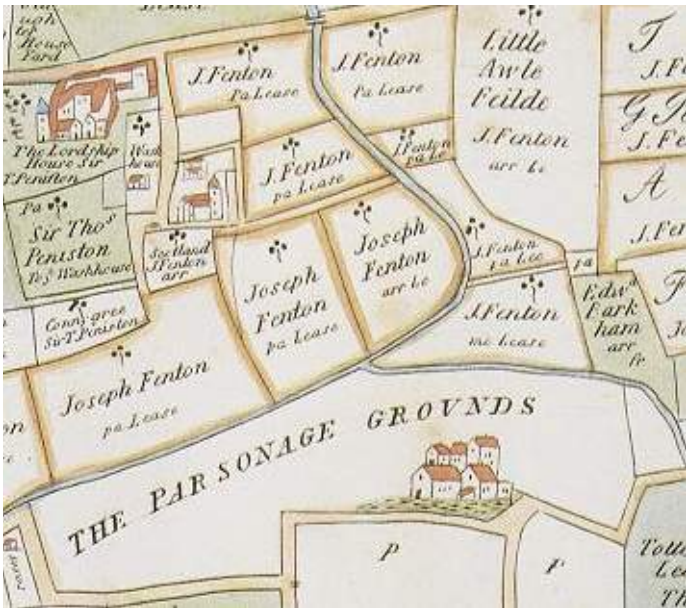
1.4.1. Tottenham Cemetery was opened in 1858 under the provisions of the Metropolitan Interments Act (1850), a response to the acute shortage of space in London's churchyards and burial grounds. The Act enabled the construction of new cemeteries by publicly financed burial boards run by parish vestries. Tottenham Burial Board was formed in 1854 with offices at No. 586 High Road. The parish churchyard of All Hallows was closed for burials in 1857.

1.4.2. The Board purchased 5 acres (2 ha.) of agricultural land in 1858, of which the western three acres were consecrated for Anglican burials in December 1857, while the remaining two acres on the east side were reserved for nonconformist burials. A pair of mortuary chapels linked by a carriage arch served the Anglican and nonconformist denominations. The chapels were designed by George E Pritchett (1824-1912) of Bishops Stortford, who also drained and landscaped the land, laying out axial paths.

1.4.3. The original rectangular cemetery plot, as depicted on the 1864 OS map, was largely surrounded by fields with its northern border formed by the Moselle brook. The original entrance was located immediately to the south of the chapels, accessed from Cemetery Road and thence via a road across a field. The imposing stone entrance gates, gate piers and cast-iron railings were removed when the cemetery was extended southwards in the 20th century.

View of the original entrance gates and chapels from the south approach from Cemetery Road, courtesy of Bruce Castle Museum, Haringey Libraries, Archives and Museums Service

1.4.4. To the north-west of the cemetery stood Tottenham Park, a fine mansion within substantial grounds which had formed part of an ancient estate belonging to the demesne of the Dean and Chapter of St Paul's, named on the 1619 map as 'The Parsonage Grounds'. The house was occupied by a series of gentry lessees and rebuilt in the 17th century (although photographs indicate a façade of c1700). It was also known as the Rectory and, by 1797 as the Moated House, but the moat was filled in before 1816. The house was demolished in 1904.

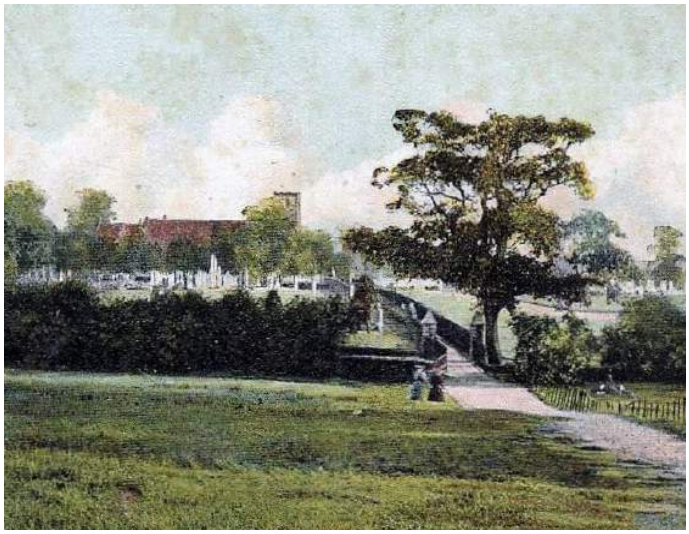


Thomas Clay's map of Tottenham 1619 (the map is oriented south)

John Rocque's map 1757

Tottenham Park, courtesy of Bruce Castle Museum, Haringey Libraries, Archives and Museums Service

1.4.5. The rapid expansion of Tottenham following the opening of the Liverpool Street-Edmonton branch of the Great Eastern Railway in 1872 meant that the cemetery would soon become inadequate and in 1883 the original rectangular plot was extended to the west and south-west, with a connecting tunnel under Church Path, an old footpath linking All Hallows Church and White Hart Lane. A northern entrance in Church Path, located at the footbridge across the Moselle, was presumably created at this time.



Victorian postcard looking south, northern cemetery entrance at footbridge across the Moselle, Church Path

1.4.6. A triangular plot to the north-east was also added around this time on land previously known as Well Field, so-called because it contained the Bishop's Well which had dried up when the cemetery was drained. The western extension was originally laid out with curving walks but altered to a formal grid of paths.

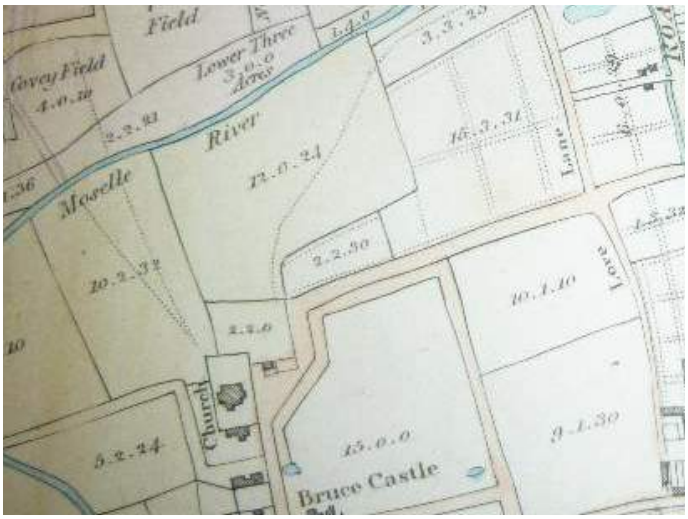
1.4.7. Under the Local Government Act 1894, the burial board duties were transferred to Tottenham Urban District Council. By that time, the area between the cemetery and the High Road was built up with terraced housing while the land to the north and west was still undeveloped, but this would change with the sale of the Tottenham Park estate in 1913 and the inter-war expansion of the London County Council's White Hart Lane Estate into the agricultural land to the west and north of Tottenham Cemetery.

1.4.8. After the first World War, the cemetery was extended north-westwards up to White Hart Lane on land acquired from the Tottenham Park Estate. The land included a lake with two islands that now forms

the centre of the 'Garden of Peace' (opened in 1952). Land to the south of the 1858 and 1883 boundaries was also absorbed, extending the cemetery to the northern boundary of All Hallows churchyard and to Bedwell Road, with entrances at the south end of Prospect Place and in Bedwell Road. The war memorial commemorating the fallen of WW1 was integrated into the formal layout of the western part of the cemetery and dedicated in 1922.

1.4.9. A cemetery lodge (now Haringey Mortuary) was built in Church Lane in 1926-7 to the design of John CS Mummery (1862-1949) of Rowland Plumbe and Partners, who had previously been architects to Tottenham Burial Board. Around this time a formal entrance to the cemetery was created at the north end of Church Lane next to Prospect Place.

1.4.10. The land to the south of the Lodge within the angle of Church Lane was previously occupied by the Sexton's Cottage, a weather boarded building shown on the 1798 map (demolished in 1937), and Rose Cottage, an early-19th century house (demolished c1950). This is now the mortuary yard.



Wyburd's parish map 1798

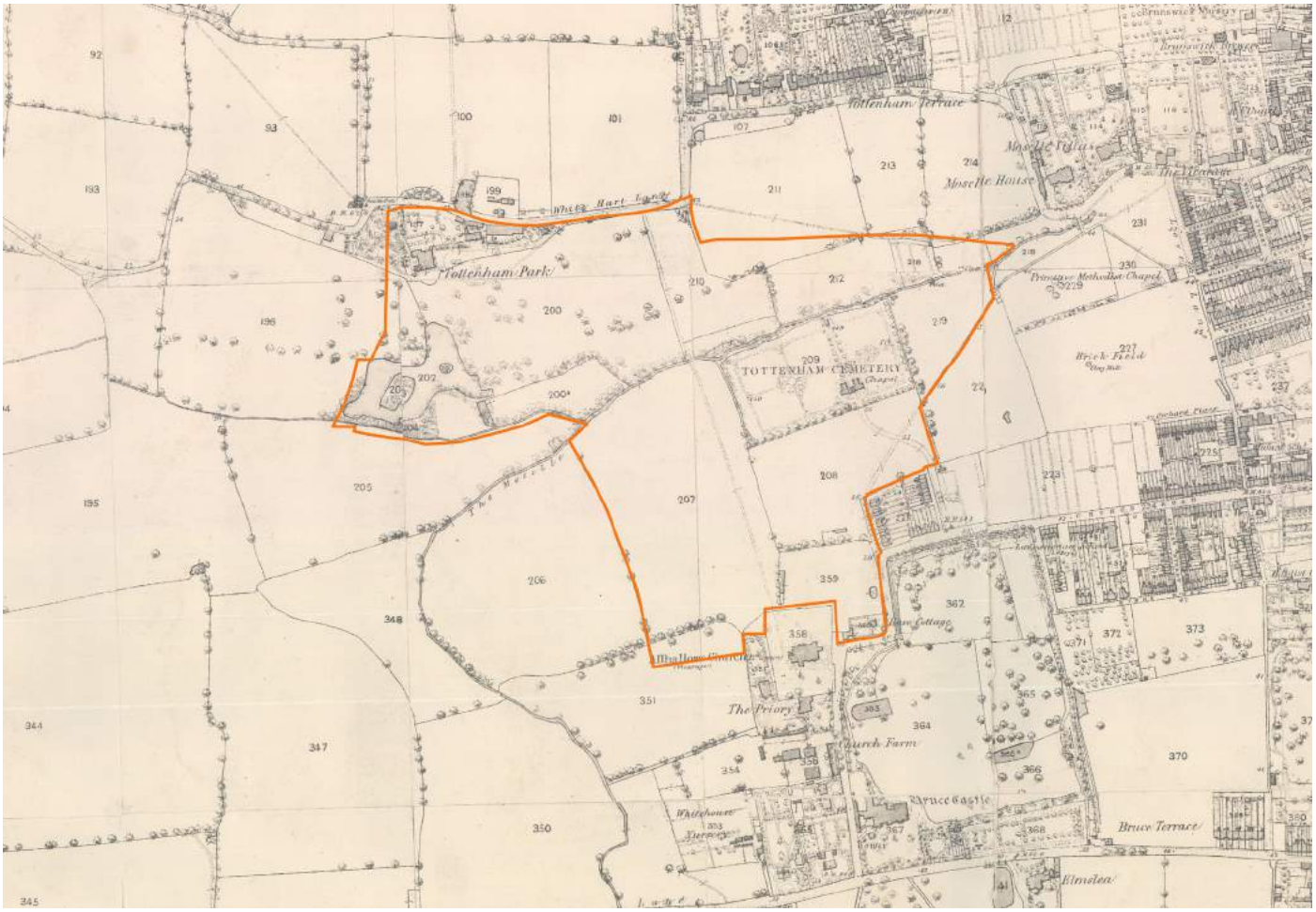
Tottenham parish tithe map 1844, courtesy of Bruce Castle Museum, Haringey Libraries, Archives and Museums Service

The Sexton's Cottage, Church Lane, on site of present mortuary yard. Early 1900s photograph courtesy of Bruce Castle Museum, Haringey Libraries, Archives and Museums Service

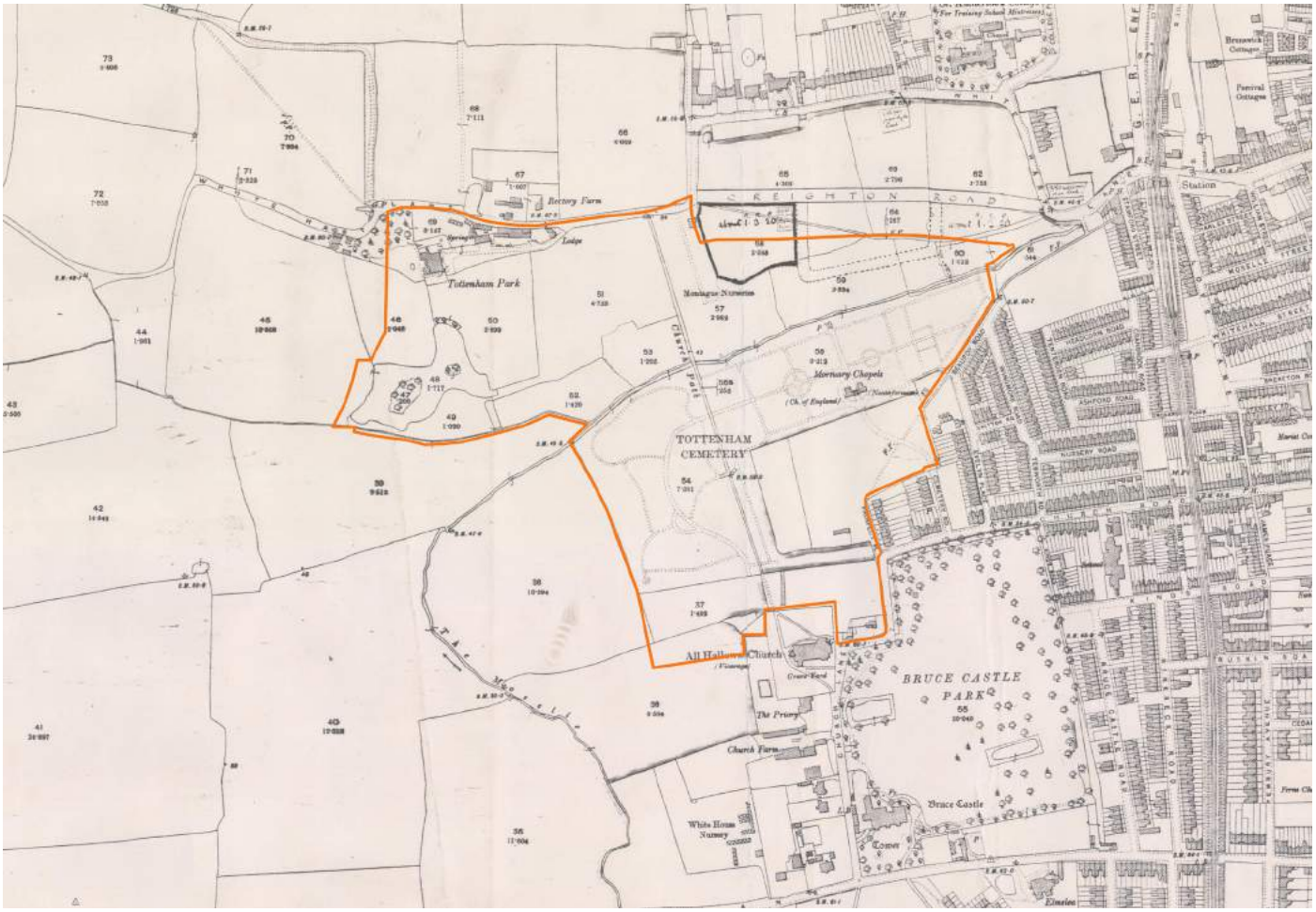
Rose Cottage, Church Lane, on site of present mortuary yard. courtesy of Bruce Castle Museum, Haringey Libraries, Archives and Museums Service

Archaeology

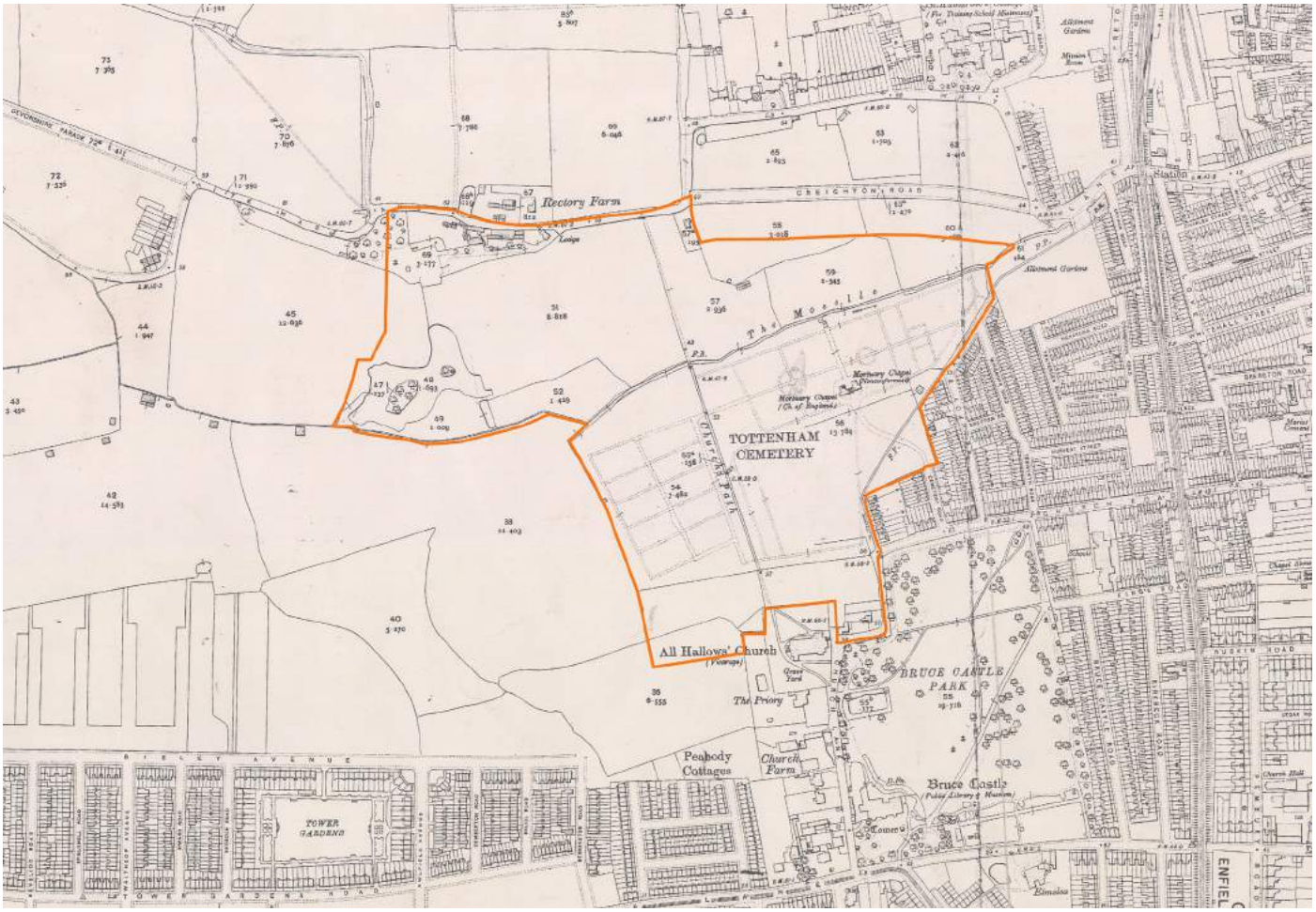
1.4.11. The south-western part of the cemetery adjacent to All Hallows Churchyard is within the Bruce Castle and All Hallows Church Archaeological Priority Area (APA). Additionally, the north-eastern corner of the cemetery, including part of the Garden of Peace is included within the Medieval Moated Manor House, White Hart Lane APA. This means that, based on existing information, there is significant known archaeological interest or particular potential for new discoveries.



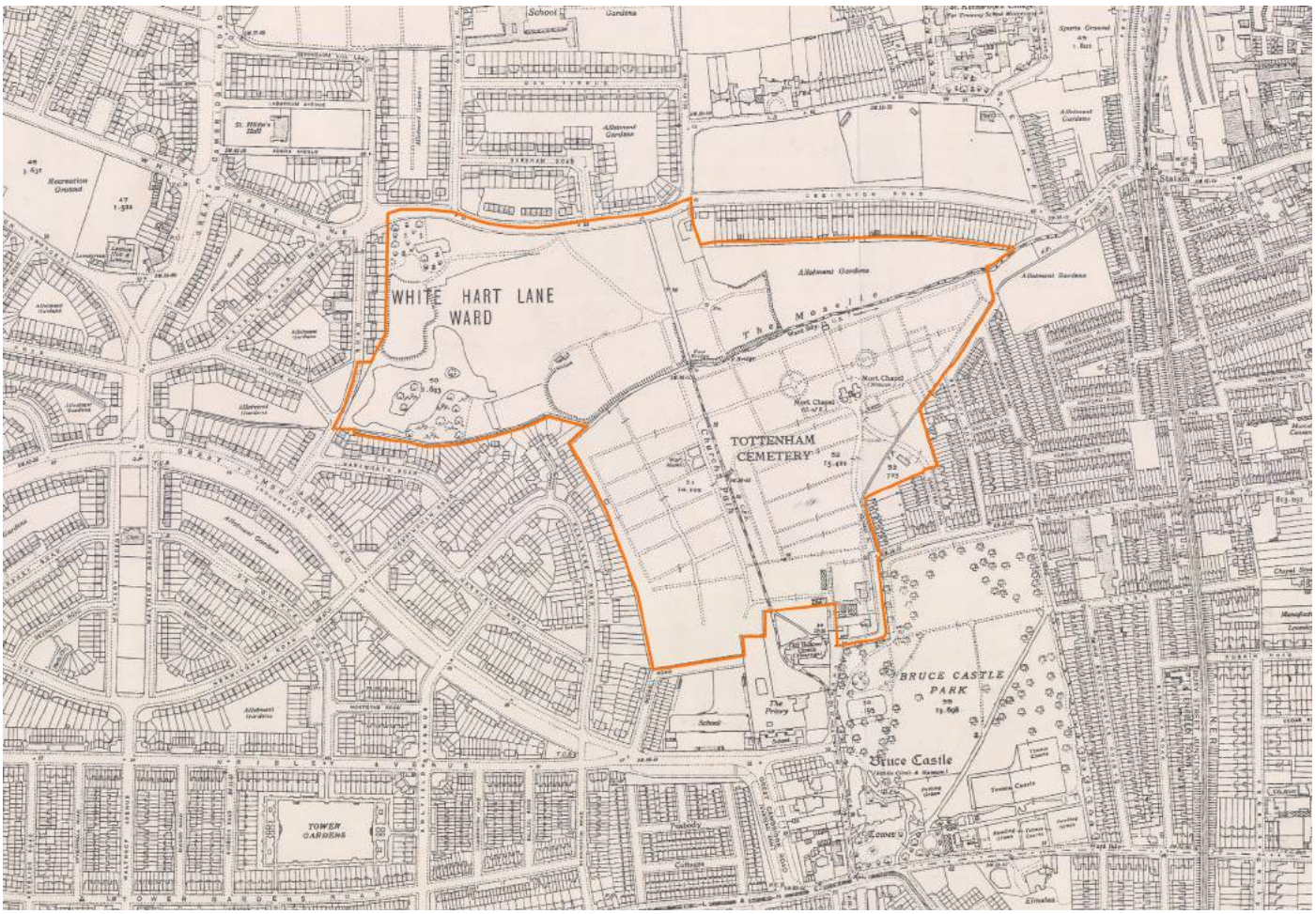
The area in 1864



The area in 1894



The area in 1913



The area in 1935

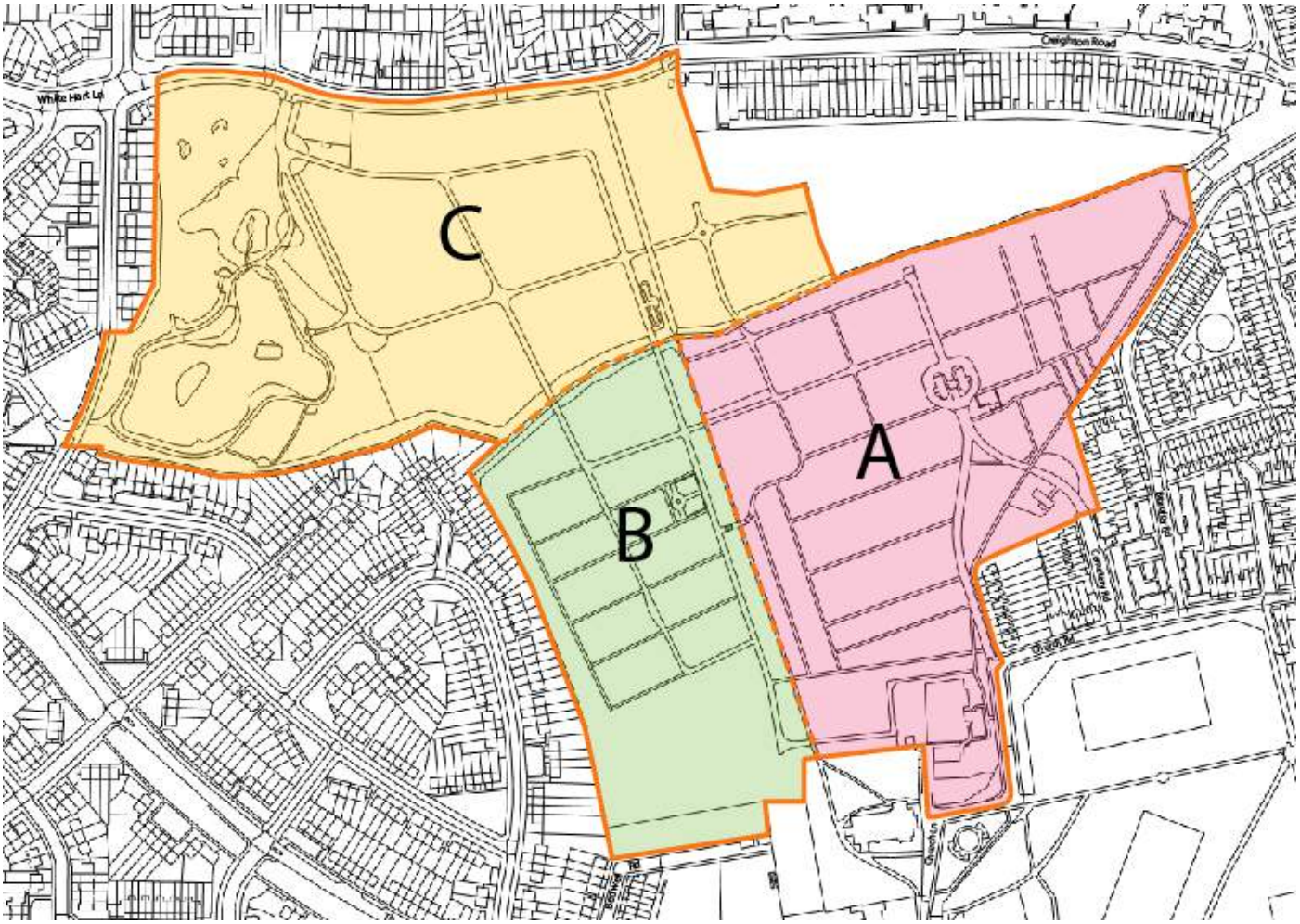
1.5 Architectural Quality and Built Form

Character sub-areas

1.5.1. Character sub-areas are a helpful way of understanding conservation areas that contain development of more than one period. They are also a useful means of identifying the differences in townscape character of parts of the same conservation area.

1.5.2. Tottenham Cemetery Conservation Area consists of the following character sub-areas:

- Sub Area A: The area to the south of Moselle Brook and to the east of Church path
- Sub Area B: The area to the south of Moselle Brook and to the west of Church Path
- Sub Area C: The area to the north of Moselle Brook.



Character sub-areas

General Introduction

1.5.3. The layout of the first generation of Victorian cemeteries was influenced by the work of John Claudius Loudon, whose treatise On the laying out, planting and management of cemeteries was published in 1843. Loudon set out to create a distinctive cemetery landscape which satisfied both aesthetic and functional requirements. Loudon's ideal cemetery had a grid plan, to make it easier to find and deal with graves. He also advocated the planting of evergreen trees planted as single specimens rather than in clumps which would obstruct the space for burials.

CHARACTER SUB AREA A:

The area to the south of Moselle Brook and to the east of Church Path

1.5.4. This sub-area includes the original part of the cemetery with its twin chapels. Originally the chapels would have been approached across a field from the north end of Cemetery Road. An imposing entrance screen, consisting of four stone piers in ragstone with

ashlar dressings, with a central carriage entrance and two side pedestrian gates, flanked by cast-iron railings, was an integral part of the symmetrical design of the chapels.

1.5.5. It is possible that the original gate piers were relocated to the north end of Cemetery Road on the cemetery's expansion, as they appear identical to those featured in the early photographs.

1.5.6. The cemetery is now approached principally from Church Road through an entrance adjacent to Prospect Place.

Victorian view of original entrance, courtesy of Bruce Castle Museum, Haringey Libraries, Archives and Museums Service

Entrance gates and gatepiers, Cemetery Road

1.5.7. The chapels are designed in a simple Decorated Gothic style, built in Kentish ragstone with ashlar dressings, and have fish scale slate roofs with iron crestings. The Anglican and nonconformist chapels are linked by a shared bellcote structure over a central arched carriageway. The chapels are identical, each consisting of three bays with a lower, angled apse and with a porch each side that gives a strong cross-axis to the composition. The windows and bellcote have cusped decorated tracery, the smaller windows in the apse with square heads and with recticulated tracery in the liturgical 'west' window. The carriage arch is vaulted, with stone ribs and bosses. The former nonconformist chapel is used for burial services, while the former Anglican chapel is used for storage. The chapels have a suitably austere air to them, fitting for their purpose as mortuary chapels.

The cemetery chapels from the south

The Anglican chapel from the west

Yew tree close to the chapels

The Moselle brook

1.5.8. The Moselle brook forms the northern boundary of this part of the cemetery. The rectangular grid layout of the original cemetery gives long east-west views along the main tree lined paths with some specimen trees such as a large yew tree close to the chapels. There are few large monuments and little funerary sculpture typical of some other Victorian cemeteries. Particularly in the oldest part of the cemetery the appearance is one of abandoned decay. This character continues in the south-western part of the cemetery, added in 1883. One of the principal north-south paths leads to William Butterfield's resting place adjacent to a gate leading to Church Path. In contrast to the use of polychromy in his churches, Butterfield designed his own memorial in the form of a simple medieval stone coffin with a sculpted relief cross on top. A very similar monument lies immediately next to it and is believed to be that of Butterfield's sister's family, although the inscription is no longer legible; a third is located just to the north.

Main east-west path in the original cemetery

William Butterfield's tomb

View along Church Path

1.5.9. Church Path is a historic footpath that runs right through the cemetery from All Hallows churchyard northward to White Hart Lane. Only a fragment remains of the Victorian decorative iron entrance overthrow that marked the southern entrance to the extended cemetery of 1883, as shown in old photographs. Just to the north of this is a pair of gates on either side of Church Path, each with Victorian cast-iron gate piers with decorative finials. Further north along Church Path, next to the footbridge over the Moselle brook, a pair of stone gate piers mark what was the northern access point to the cemetery before the inter-war extension. The iron railings which enclose Church Path, consisting of simple spikes on a concrete plinth, are later in date.

Remains of 1880s ironwork to former entrance gateway in Church path

Victorian postcard view of the southern entrance to the 1880s cemetery extension, Church Path

Cast-iron gatepiers in Church Path

View along Church Path

The tunnel beneath Church Path

1.5.10. The southern part of Church Path (within the Victorian part of the cemetery) is lined with trees on both sides and is an attractive and interesting feature of the cemetery, although there are instances of uncontrolled plant growth and weeds at the path edge. The tunnel joining the two parts of the cemetery, roughly halfway along its length, is an intriguing feature, consisting of two flights of stone steps and a segmental stone arch supporting a rock-faced stone wall with a stepped coping, with a plaque bearing a trefoil and the date (1883).

1.5.11. On the west side of Church Lane, the former cemetery lodge of 1926-7, now Haringey Mortuary, is a good example of late arts-and-crafts influence built in yellow stock brick with deep slate roofs, a tile-hung gable and hood-moulded doorways sheltering recessed porches picked out in dressed stone. A modern extension has been successfully added to the north side of the building which sits behind a fine screen of cast-iron railings set upon a stone wall with a chamfered coping. The mortuary yard to the south is enclosed by a red-brick wall of inter-war appearance, laid in English bond inset with openwork panels of overlapping tiles.

The Lodge (now Haringey Mortuary)

Railings to The Lodge

1.5.12. The wrought-iron entrance gates to the cemetery entrance at the north end of Church Lane are flanked by handsome stone gate piers carved with coats of arms.

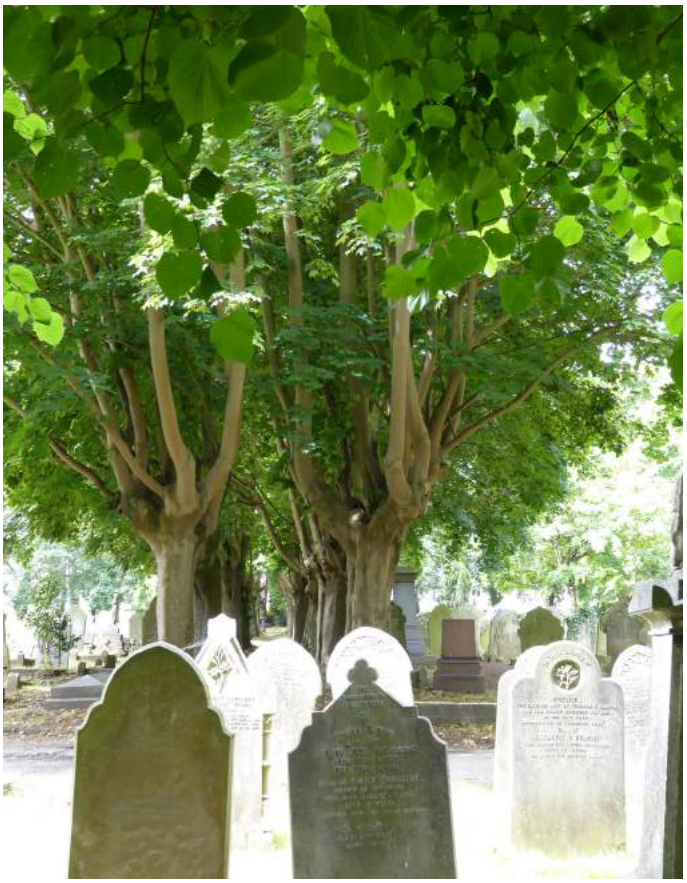
Entrance gates and gatepiers, Church Lane

1.5.13. The boundary to the 1883 north-eastern section of the cemetery along Beaufoy Road consists of a low grey stock-brick wall with stone copings and piers with pyramidal stone caps. The wrought-iron railings, largely concealed by ivy, are in poor condition.

CHARACTER SUB AREA B:

The area to the south of Moselle Brook and to the west of Church Path

1.5.14. This part of the cemetery has the same general character as the earlier section to the east of Church Path, but it also contains a more formal area within which the war memorial forms the centrepiece. A closely planted east-west avenue of trees forms a significant natural feature just to the north of the war memorial which is dedicated to the men of Tottenham who gave their lives in the Great War. The design is the 'Cross of Sacrifice' devised in 1919 by Sir Reginald Blomfield for the Imperial (now Commonwealth) War Graves Commission (CWGC) for war cemeteries abroad but widely adopted in Britain. It consists of a Portland stone cross overlaid with a bronze sword, on an octagonal stepped plinth. Behind is a curved stone screen wall bearing the names of those buried within the cemetery, which was restored to commemorate the centenary of WW1.



Avenue of trees to the west of Church Path

War memorial

1.5.15. The cemetery also contains over two hundred Commonwealth war graves of those killed in WW2, including a small, well-mown plot of graves opposite the WW1 memorial, adjacent to Church path and enclosed by a hedge. Another memorial is dedicated to members of the Tottenham Fire Brigade who died in service. The southernmost part of the cemetery, backing onto Bedwell Road, has no path layout and here the gravestones are simply set in rows in the grass.

Commonwealth War Graves

Fire Brigade memorial

Cemetery entrance, Bedwell Road

CHARACTER SUB AREA C:

The area to the north of Moselle brook.

1.5.16. The Moselle brook is a natural feature forming the boundary between the earlier Victorian cemetery and the later inter-war addition. The northern addition has a much more open aspect with fewer paths; the gravestones are set within larger areas of grass.

1.5.17. Also in this part of the cemetery is a memorial to civilians who lost their lives in the WW2. It is built in brick with a moulded stone coping. The back wall bears a stone panel with an inscription while the canted side walls each carry a metal plaque inscribed with names.

Civilian memorial WW2

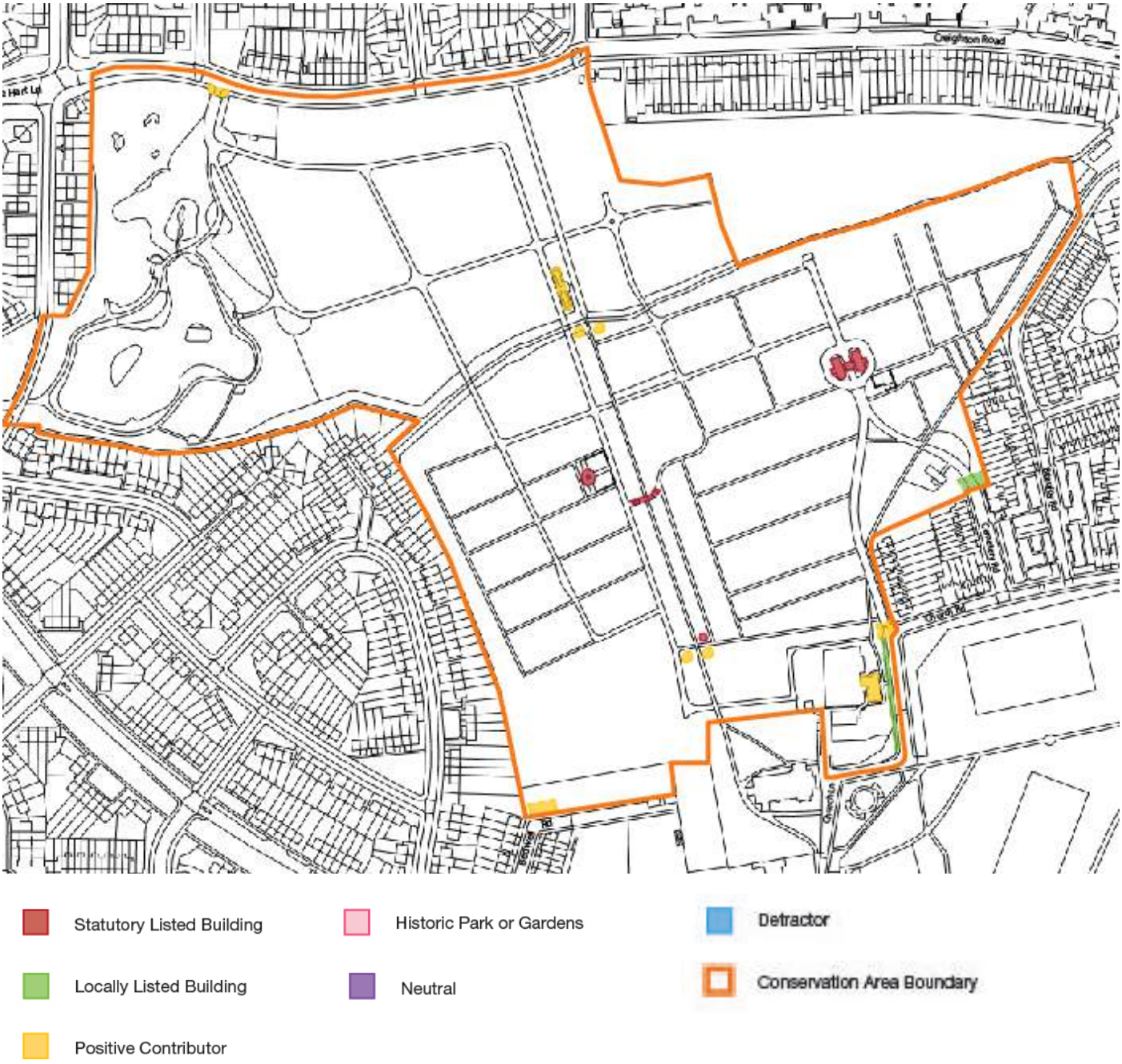
1.5.18. The Garden of Peace is a complete change of character from the rest of the cemetery. It is based around the pond or lake of the former Tottenham Park Estate and it follows in the English landscape tradition with its informality and a cultivated natural appearance. In part, it has the air of a municipal park, but the best views feature the serpentine lake surrounded by mature trees including several large weeping willows. To the north-west of the lake is a raised landscaped area, accessed by steps, enclosed by low, curving stone columbarium walls inset with niches for cremation ashes.

Garden of Peace: lake

Garden of Peace: columbarium area

1.5.19. The northern cemetery boundary along White Hart Lane consists of simple spiked railings on a low brick wall with a stone coping; the entrance to Church Path is flanked by gate piers with gabled caps. The entrance to the Garden of Peace, dating from 1952, comprises a brick quadrant wall with a Portland stone frieze inscribed GARDEN OF PEACE, with rusticated gate piers with stone ball finials, and wrought-iron gates.

Entrance to Garden of Peace, White Hart Lane

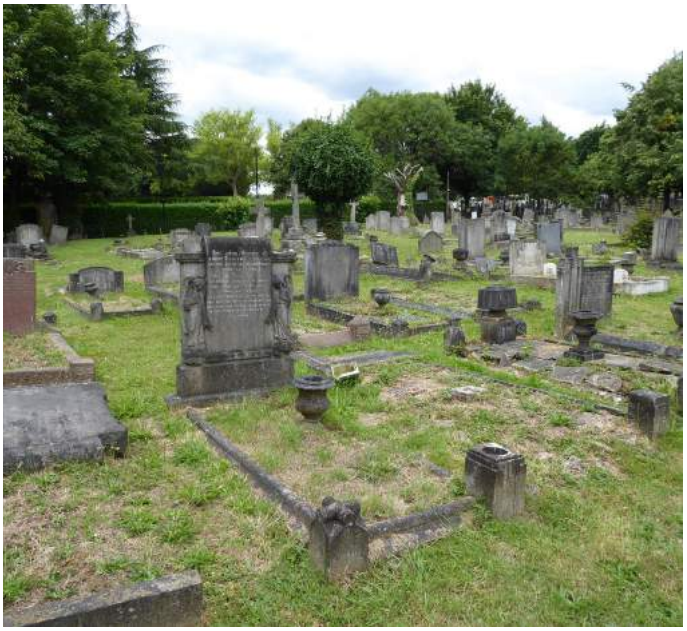


Audit map

1.6 Condition

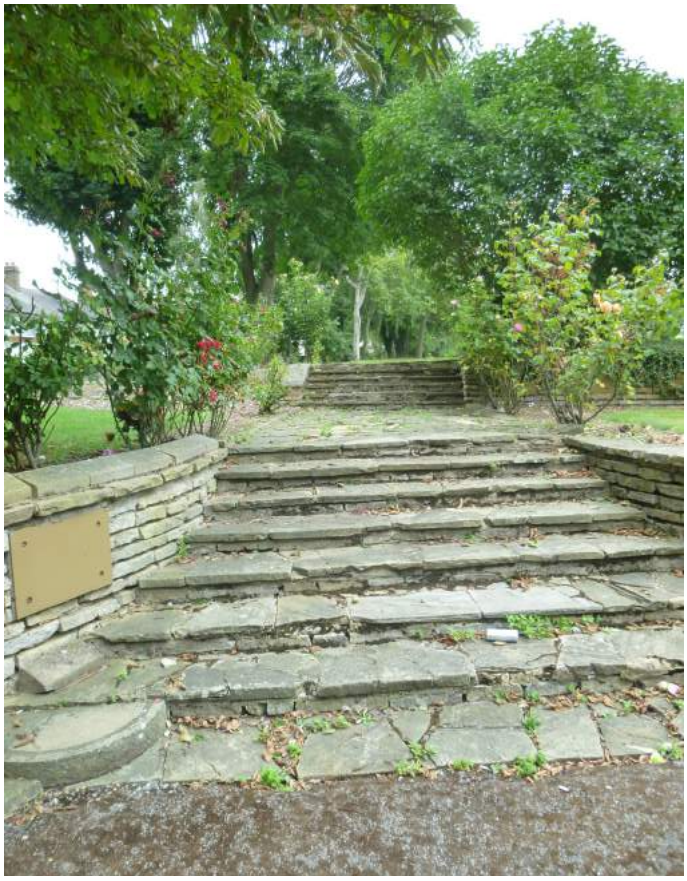
1.6.1. With the exception of the Garden of Peace and the war memorial areas, the latter maintained by the CWGC, the general appearance throughout much of the cemetery is one of abandoned decay. This is a problem common to very many older cemeteries since families, who are responsible for the upkeep of their monuments, have often dispersed.

1.6.2. Whilst the principal features of the Victorian cemetery remain and the overall layout is still intact, within this landscape sit many monuments that are slowly decaying. Although this romantic decay adds to the character of the area, many of the monuments are now at serious risk of being damaged or becoming lost to future generations. Many of the tarmac paths are in need of resurfacing.



Abandoned decay

Damaged graves

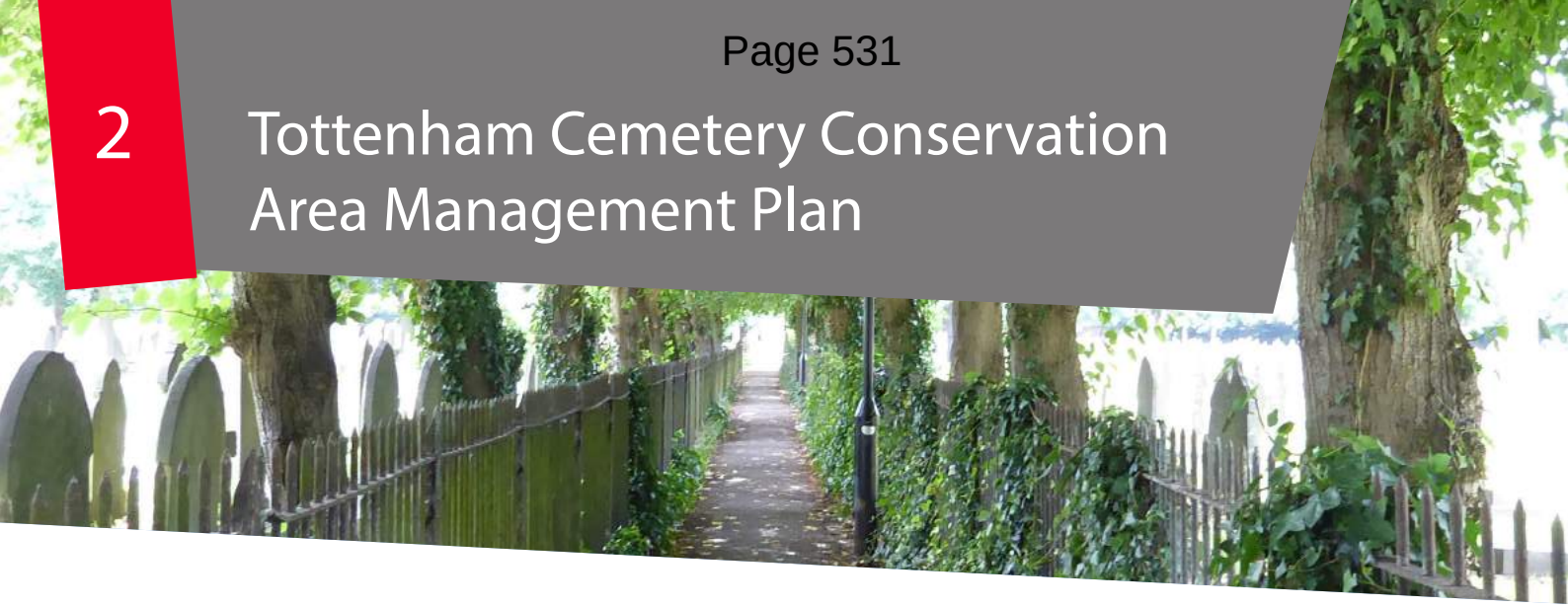


Garden of Peace; stone steps in poor condition

Church Path has an unkempt appearance due to invasive buddleia and sycamore growth and rusting ironwork along its border. Graffiti detracts from the appearance of the Grade II listed tunnel beneath the pathway. The boundary railings to the cemetery generally are in need of repair and maintenance.

Invasive plant growth, Church Path

2 Tottenham Cemetery Conservation Area Management Plan



2.1 The Purpose of Conservation Area Management Plans

2.1.1. Local authorities have a duty to formulate and publish proposals for the preservation and enhancement of conservation areas. Conservation Area Management Plans are essential tools in this process. Their principal functions can be summarised as follows:

- To set out the Council's strategy for managing change in the conservation area
- To provide guidance to all stakeholders to ensure that future change in the conservation area will preserve or enhance its special character

2.2 Summary of the Implications of Conservation Area Designation

2.2.1. Conservation area designation introduces stricter planning controls over demolition and tree protection:

- Demolition of buildings greater than 115m^3 and structures over 1m high next to a public highway, path or open space; or over 2m high elsewhere
- Works to trees with a trunk diameter greater than 75mm at 1.5m^2 above ground level: written notice must be given to the Council, which has 6 weeks to decide whether to grant permission or make a Tree Preservation Order (TPO). Failure to comply may result in prosecution

2.2.2. Generally, development must preserve or enhance the character or appearance of the conservation area. There is a strong presumption against the demolition of buildings or structures which make a positive contribution to its character or appearance, and similarly to preserve trees.

2.2.3. Additionally, there are restrictions on the types of development that can be carried out without planning permission (permitted development) in conservation areas. Non-residential premises have fewer permitted development rights than dwelling houses. Advice should always be sought from the Council on what works are likely to require planning permission.

2.2.4. Stricter rules apply in conservation areas with regard to the type and size of advertisements that can be erected without advertisement consent.

2.3 Managing Change in the Conservation Area: Key Principles

- In considering development proposals in the conservation area, the Council will apply the relevant national, regional and local policies and guidance
- All new development in the conservation area should preserve or enhance its special interest in terms of scale, design and materials and should have regard to the design guidance provided in Part 3: Preserving and Enhancing the Conservation Area
- The Council recommends that pre-application advice be sought from the Planning Services

- The Council will endeavour to ensure that its departments work corporately to ensure that development decisions preserve or enhance the conservation area.

2.4 Enforcement

2.4.1. The Council has an adopted Planning Enforcement Charter and will investigate and, where necessary, take enforcement action against unauthorised works in the conservation area.

2.4.2. Advertisements and signs: the Council is committed to taking enforcement action against inappropriate signage and advertising. where this is not 'historic'. Appropriate notices are being served and actions have been taken. The Council will continue to do so in the future.

2.4.3. Notices under Section 215 of the Town and Country Planning Act (1990) have been served on properties that 'adversely affect the amenity of the area'. The Council will continue to serve such notices where deemed appropriate on a case-by-case basis and in accordance with the provisions of the legislation

2.4.4. To carry out works affecting the special character of a listed building without consent is a criminal offence and can result in severe fines and even imprisonment. Works to listed buildings, therefore, should never be carried out without consent. Where alterations to a listed building have been carried out without consent and are considered to be unacceptable, the Council may seek to prosecute those responsible and/or serve a listed building enforcement notice.

2.5 Quality of Planning Applications

2.5.1. Applications should provide sufficient information to enable the Council to assess the impact of the proposed development and its setting to enable the Council to assess the impact of the proposals on the character and appearance of the conservation area. Applications for outline planning permission will not normally be accepted. The Council's Validation Checklist sets out the level of information required in support of planning applications. The following are of key importance:

Level of detail

2.5.2. A typical planning application might include:

- plans, elevations and sections of the proposed building at scale 1:50, showing the proposal in relation to existing buildings
- plans, elevations and sections of the existing at scale 1:100 or 1:50, marked up to show the extent of demolition
- detailed drawings of elements such as windows, doors, decoration at scales 1:20 and 1:5
- drawings annotated to show proposed materials
- any other information considered necessary to assess the potential impact of the development (including, for example, colour perspective drawings, models, photographs, structural engineers statement).
- planning applications for replacement of windows should include elevations at scale 1:10 or with all dimensions clearly annotated, property elevations or photographs of the whole of the property, with the windows to be replaced numbered to correspond with window elevations, a cross-section at a scale of 1:5 or preferably full size through the transom showing the relationship of fixed and opening lights and drip rails, with full size details of any glazing bars or leaded lights.

Heritage Statements

2.5.3. All applications should be supported by a design and access statement or heritage statement where appropriate. The amount of detail that is required will vary according to the particular proposal. The statement should include:

- An assessment of significance of any heritage assets which may be affected including their setting
- An assessment of the likely impact of the proposed development on the heritage asset(s) and their setting; and
- An explanation of the rationale behind design choices, including how the proposal would relate to its context and how potential negative impact on heritage assets would be avoided.

Archaeology

2.5.4. There are two Archaeological Priority areas that fall partly or within the boundary of the Conservation area. Any proposals, including maintenance works, should be accompanied by an archaeological assessment and evaluation of the site, including the impact of the proposed development. It is advisable to contact Historic England's Greater London Archaeological Advisory Service (GLAAS) before the submission of a planning application or preparation of Management Plans.

Materials and workmanship

2.5.5. Planning applications should be supported by details of the proposed materials to be used for the external finish and details. Samples of the materials may also be required.

Experienced consultants and builders

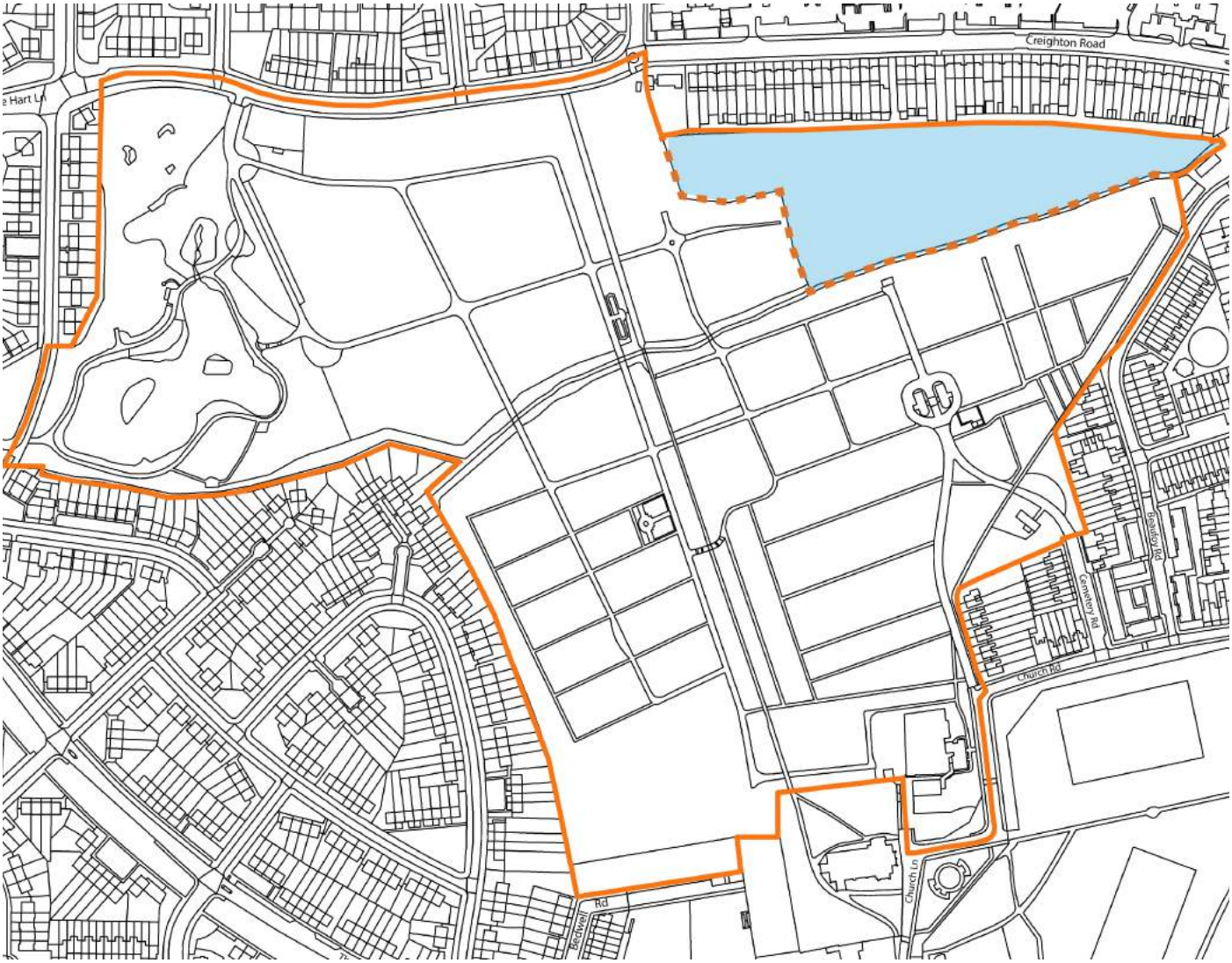
2.5.6. The Council strongly advises that applicants appoint consultants and builders with proven experience in historic buildings work.

2.6 Recommended Steps

- A dated photographic survey of the more significant elements of the conservation area is recommended as an aid to monitoring changes. It may be possible to engage local volunteers in this exercise.
- A detailed conservation management plan is strongly recommended in order to provide a basis for the future maintenance of the cemetery's historic and ecological interest, and for enhancing its potential as a local amenity and educational resource. The condition of several of the monuments, headstones and pathways is considered precarious and appropriate steps should be taken to repair them. The potential for Heritage Lottery funding should also be explored.
- It is important to ensure that close liaison is maintained between the Council's Planning Department and the cemetery management company (Dignity UK). This should include a consultation process for those categories of work which may fall outside planning controls but which may potentially affect the conservation area's character.

2.7 The Conservation Area Boundary

2.7.1. The allotments to the north-east of the cemetery were excluded from the Conservation Area in 2019. While the tree planting around the periphery of the allotment contributes to the setting of the cemetery, the area does not itself possess the special architectural or historic interest to warrant conservation area designation. It is however protected by its status as Metropolitan Open Land.

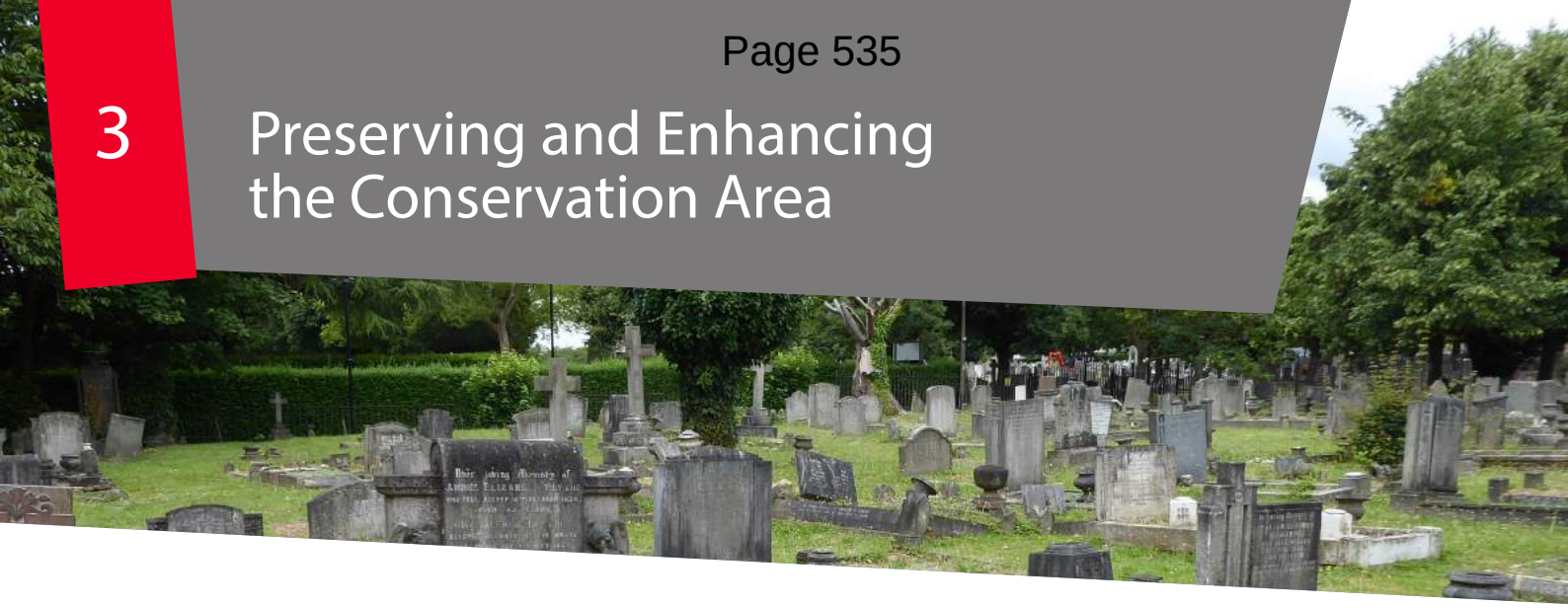


Tottenham Cemetery Conservation Area boundary alterations

Monitoring and Review

The Council will review this Conservation Area Appraisal and Management Plan as part of a five-year programme, in compliance with national legislation and policy.

3 Preserving and Enhancing the Conservation Area



The following guidance applies to all buildings and structures within the conservation area and reflects what the Council considers the best approach to preserving and enhancing the character of the conservation area. Applicants for planning permission or listed building consent should ensure that all proposals are in line with the guidelines contained here.

3.1 Cemetery Conservation Management Plan

3.1.1. The cemetery's landscaping and layout as well as several memorials, monuments and other structures contribute to the special character of the area. The Council and Cemetery Management Company (Dignity UK) are responsible for the overall maintenance and management of the grounds. As recommended in section 2.5, a detailed Management Plan for the regular repair and maintenance of these structures and the landscaping should be prepared in collaboratively by the two organisations. This should address the following issues:

- Boundary walls, railings, shelters, gates and piers should be maintained and repaired. Where these are in poor condition, they should be carefully rebuilt rather than dismantled. Where original detailing is missing and good historic evidence of this exists, this should be reinstated in traditional materials when the opportunity arises.
- The variety of memorials and monuments within the Conservation Area are a significant part of the cemetery's aesthetic and historic interest. Provision should be made for the regular maintenance of these structures including regular grass cutting and removal of vegetation, and the management of trees within the cemetery.
- All relevant structures within the cemetery should be tested for safety. If a memorial, monument or tombstone is in danger of falling over then it is recommended, in line with guidance from Historic England, to raise the monument and then rebury it deeper in the soil making sure that as much of the inscription is legible as possible. This approach ensures that the memorial is both safe and still in its original position.
- The cemetery is an important open green space within Tottenham. The trees and pathways within the cemetery are an important historic feature and define the landscape. There is a need to safeguard important avenues and historic pathways. Some have drainage problems and others have been churned up by mechanical diggers. Routine arboriculture maintenance and pathway improvement, as well as minor woodland management work should be considered in any future plans.

3.2 When is Permission Needed?

3.2.1. Although the area does not contain many buildings within it, many common alterations will require planning permission. Some changes which would

ordinarily be considered 'permitted development' will require planning permission in a conservation area. Below is a brief guide to common projects requiring planning permission. More information is available at www.planningportal.co.uk.

Maintenance and Repairs

3.2.2. Planning permission is not required for like for like repairs using tradition techniques, materials and finishes.

Windows and Doors

3.2.3. Planning permission is needed for replacement of, or alteration to windows and external doors on flats, or non-residential buildings.

Rendering and Cladding

3.2.4. Rendering and cladding is not considered permitted development in a conservation area, and will require planning consent.

Boundaries and Gardens

3.2.5. Planning permission is required for the construction, alteration or demolition of a wall, fence or other boundary treatment over 2m in height, or over 1m in height when abutting a highway.

Vents, Satellite Dishes and Solar Panels

3.2.6. Permission is required for the installation of any of these on a wall or roof slope facing the street.

Demolition

3.2.7. Permission is required for the total or substantial demolition of a building with a cubic content of more than 115 cubic metres (measured externally). It is an offense to carry out such works without consent. If in doubt, please consult the Council's conservation team.

Trees

3.2.8. There is special provision for trees within a Conservation Area that are not the subject of a Tree Preservation Order. Anyone proposing to carry out works to a tree in a Conservation Area is required to give the Local Planning Authority six weeks prior notice. Work to trees that are dead, dying or dangerous is exempt from this requirement, as is work carried out by or on behalf of the Local Planning Authority.

Listed Buildings

3.2.9. Like for like repairs can be carried out without consent, but Listed Building Consent must be obtained for any work that is likely to affect the building's character or significance. This applies to internal alterations, external alterations, works to boundary walls, buildings within the curtilage, or structures attached to the listed building. It is an offense to carry out such works without consent. If in doubt, please consult the Council's conservation team. In some circumstances it will be necessary to apply for planning permission alongside listed building consent.

Change of Use

3.2.10. Changes of use will often require planning permission. Change of use from shops (A1) or financial or professional services (A2) to use as a dwelling house (C3) requires planning permission within the conservation area.

3.3 Listed Buildings

Listed building consent

3.3.1. Listed building consent is required for any works of demolition, alteration or extension of a listed building which might affect its character as a building of special architectural or historic interest. This applies to internal as well as external works. It is for the Council to determine in each case whether consent is required.

3.3.2. Decisions must be based on an assessment of the significance of the building in accordance with Historic England guidance. The list descriptions held by Historic England are intended mainly for identification purposes and are rarely a comprehensive record of all features of interest. They should not be relied upon to determine which features are significant, or whether or not listed building consent is required. Buildings that lie within the curtilage of a listed building and objects fixed to the building are also subject to listed building control

even if they are not specifically mentioned in the list description.

3.3.3. Certain types of work do not normally require consent. These include internal redecoration not involving removal of any internal features of significance, renewal of concealed services and routine repairs and maintenance in matching materials. More substantial repairs may require consent. In case of doubt, the advice of the Council should be sought in writing.

3.3.4. Applicants for listed building consent should make sure that proposals are in line with the guidelines set out here.

General Principles

- The Council will need to be satisfied that all aspects of proposals for alterations are necessary, and that the overall effect of a proposal is not detrimental to the architectural or historic integrity of the building.
- Alterations should normally be entirely in accordance with the period, style and detailing of the original building or with later alterations of architectural or historic interest.
- As far as possible, existing detailing and features of the building should be preserved, repaired or, if missing, replaced.
- All works, will should be carried out in the correct scholarly manner, under proper supervision, by specialist labour where appropriate.

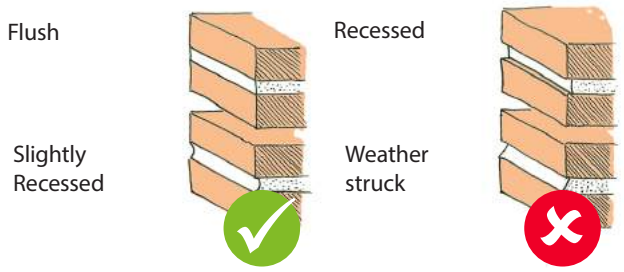
3.4 General Maintenance and Improvements

Masonry and brickwork

3.4.1. Brickwork, stone, terracotta, tiles, and other original facing materials should not be painted, rendered, or covered with cladding. This can affect the appearance of the building or group, cause damage to the building, and introduce a long-term maintenance burden. Such works will not normally be permitted. Where inappropriate painting or cladding has taken place, the Council supports its removal, provided this can be achieved without damaging the fabric of the building. It is important that a specialist using appropriate non-abrasive methods undertakes the work.

3.4.2. Repairs to brickwork should accurately match the bond, colour, texture, dimensions and pointing of the original brickwork. Any decorative features should be retained, and where necessary repaired or reinstated. Decayed bricks should be replaced with bricks of a similar quality and colour, and laid in the same pattern as the original. In all cases, skilled bricklayers with an understanding of historic brickwork should be employed.

3.4.3. Where necessary, older brickwork should be repointed with an appropriate mortar mix – usually a ime based mortar carefully matching the existing mix in texture and colour. A flush or slightly recessed mortar joint profile is most appropriate. Cement based hard mortar should not be used on older buildings as it is less permeable than a lime mortar mix and can lead to deterioration of brickwork. This is one of the principal causes of decay in historic masonry and can cause irreversible damage to the appearance of external wall surfaces.



A flush or slightly recessed mortar joint is the most appropriate.

Roofs

3.4.4. The form, structure and materials of historic roofs are almost always of interest. Where original roofs survive, there will be a presumption will be in favour of their retention.

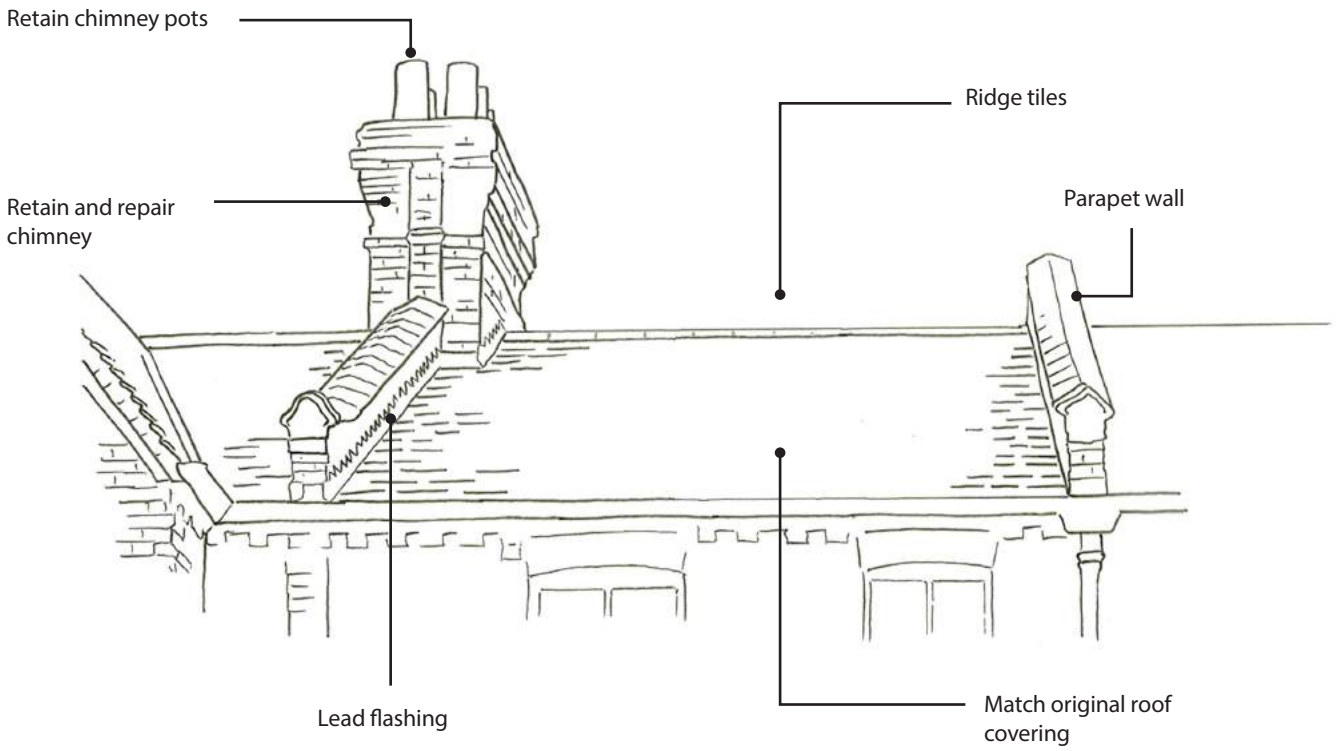
3.4.5. Where repairs or reroofing is required, this should be done in materials to match the original, in type, size and colour. On older buildings this will most often be either slate or clay tile. Where possible, the original slates or tiles should be retained and reused.

Features such as parapet walls, ridge tiles and flashing should be retained or restored.

3.4.6. Artificial roof coverings such as Eternit should not be used even when these purport to replicate the appearance of the original, as they are often a short term solution. Where the original roofing material has been lost and the roof needs to be replaced, the original material (or the most appropriate material for the building type) should be used. Ridge tiles, finials and other details should always be retained and reused, or replicated. The layout, tile/slate size and any patterning in the original roof should be replicated.

3.4.7. Where additional ventilation is required, his should be provided at the eaves and ridge line and should not affect the appearance of the roof. Vents should not be installed on the roof slope.

3.4.8. Chimney stacks are important features of the roofscape and should never be removed or altered without consent. Repairs may be necessary to stabilise the chimney, but the Council recommends that the height is not reduced and pots are not removed.



Roof features including chimneys should be retained or reinstated when doing work to the roof.

Windows and Doors

3.4.9. Original windows and doors are important elements of the conservation area. Their inappropriate alterations or replacement can be very damaging to the special character and appearance of the building and wider area. Where windows and doors have been altered, every opportunity should be taken to restore them to their original style. In cases where a previously altered window is to be replaced, the new window should replicate the original design and materials, which can usually be ascertained by looking at nearby houses of the same type.

Materials and detailing

3.4.10. The materials used in the construction of historic buildings and monuments within the conservation area are usually natural materials such as slate and stone, or traditionally manufactured ones such as brick, stucco and glass. Traditional techniques and fabrication methods result in a finish that is typical of traditional building materials. The imperfections and markings in natural stone, wrinkles in hand made bricks, and the natural process of ageing and weathering,contribute to the character of the buildings and monuments. As far as possible these features should be preserved.

3.4.11. Repairs to decorative features should usually be

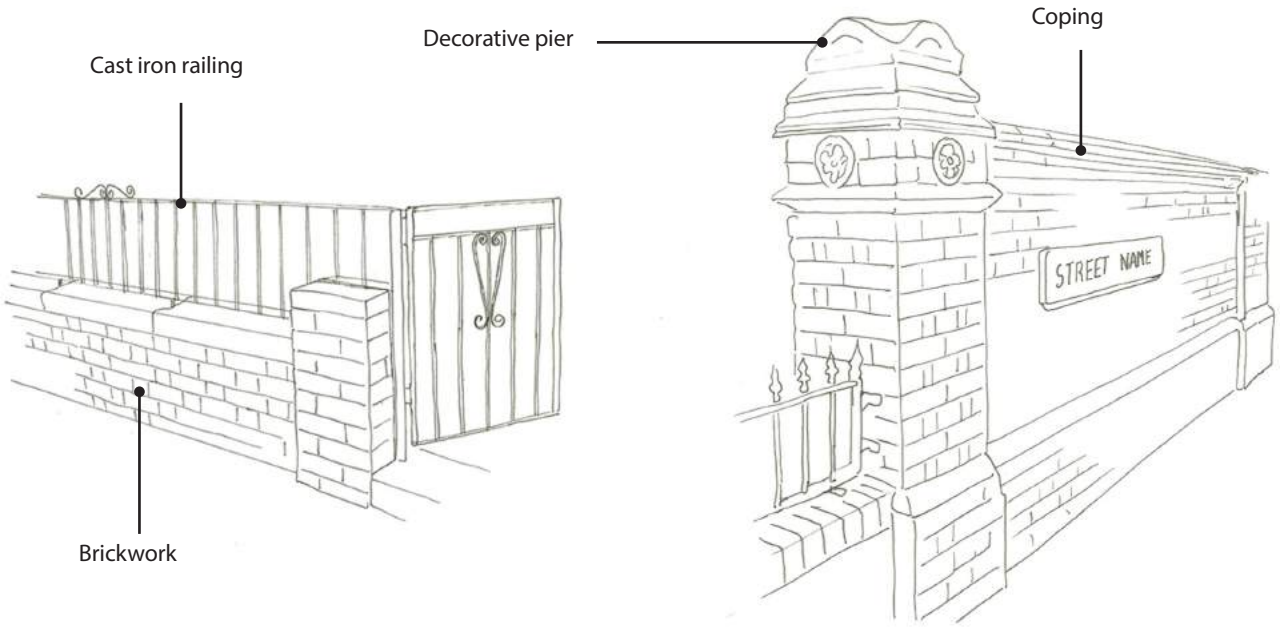
carried out by an appropriately skilled craftsperson or conservator.

3.4.12. Where architectural features, inscriptions, or decorative details have been lost, or replaced with poor-quality substitutes, the Council will strongly encourage their reinstatement (if there is clear evidence of their original appearance.)

Boundary Walls, Front Gardens and Parking

3.4.13. The cemetery has several sections of historic cast iron railings including railings around some memorials and monuments. Walls, fences and other boundary treatments make an important contribution to character. Their removal, or the addition of a boundary treatment of a different height or type, will not be considered appropriate.

3.4.14. Where boundary walls or railings are in poor repair or have been lost entirely, they should be carefully repaired or rebuilt to reflect the original appearance. In many cases, the railings have rusted, sections have become loose, finials have been lost, and the surround and kerbing have become detached. Repairs to brickwork should accurately match the bond, colour, texture, dimensions and pointing of the original brickwork.



Boundary walls make an important contribution to character and should be retained and restored where possible.

External Services and Fitting

3.4.15. External services such as ventilation equipment, flues, satellite dishes or electrical equipment should only be installed where absolutely necessary, and should be designed and located to minimise the impact on appearance. Where possible these should be in unobtrusive locations and on walls and roof slopes that are not visible from the street. In the case of listed buildings, such additions will require listed building consent.

3.4.16. Roof plant should be avoided if at all possible. It may be possible to locate it within the envelope of the building. If not, it must be concealed in views from ground level.

3.4.17. Satellite dishes will only be acceptable where they cannot be easily seen from the street or other public areas - usually at the rear of the property below the level of the roof ridge, or on hidden roof slopes.

3.5 Extensions

3.5.1. In many cases historic buildings can extended without damage to their character, subject to sensitive handling of scale and detail. However, in some cases extensions would detract from the uniformity of a formal

group of buildings, or from the integrity of a particular design and will therefore be unacceptable in principle.

3.5.2. Extensions will only be permitted if subordinate in size and appearance to the original building. Care should be taken that the form and proportions of the original building are not obscured.

3.5.3. Design, detailing and materials (including roofing material, windows and doors) should be carefully considered to reflect or complement the existing building and the character of the area, and to be visually subordinate to the existing building. The design might reflect the style of the original building, or provide a modern contrast which complements (and does not compete with) the original.

3.6 Energy efficiency in historic buildings

3.6.1. The Council is keen to support sustainable design and construction methods and to improve the energy efficiency of buildings. It is possible to reduce energy loss in traditionally built buildings without compromising their historic and architectural character. However, some interventions may be unsuitable in certain types of historic building. Detailed advice about improving energy efficiency in older buildings is published by Historic England and is available on their website: www.historicengland.org.uk/advice/your-home/saving-energy/

3.6.2. Improvements for energy efficiency should minimise disturbance to existing fabric and be easily reversible without damaging the existing fabric (especially changes to services).

3.6.3. It is important that when proposing any works to modify an older building, its construction, condition and performance are appropriately understood. Traditionally constructed buildings perform differently to modern buildings. They are more porous and naturally ventilated, so they 'breathe'. They generally include softer materials such as lime based plasters and mortars which respond to air and moisture differently.

3.6.4. The first measure should always be repairs and draft proofing, which can deliver significant improvements with very little disruption and cost. The installation of modern energy efficient boilers, appliances and heating systems will generally improve efficiency without harming the building's character.

Insulation

3.6.5. Older buildings tend to be constructed from permeable materials and it is important that water vapour is able to evaporate from the fabric to prevent moisture build up. The installation of some modern insulation materials can alter this and cause damp to build up on or within the structure leading to problems such mould growth, rot and decay. It is usually better to choose vapour permeable materials such as natural wool, and great care should be taken to provide appropriate ventilation.

3.6.6. It will usually be possible to install insulation in the roof with good results. If additional ventilation is needed, this should be incorporated in to the ridge and under the eaves. Vents should not be installed on the roof slope.

3.6.7. External wall insulation will usually be harmful to the character of the building and should only be considered on hidden facades at the rear of the building, or on rendered facades. It should always match the appearance of the original building or group of buildings, including replicating window reveals and frames, doorways, and any other architectural or decorative features.

3.6.8. It is usually possible to insulate the walls internally. materials should be chosen and installed with great care in order to avoid moisture build-up or cold spots where condensation may occur. Expert advice should be sought.

3.6.9. Repairing and draft-proofing windows can deliver significant improvements in their thermal performance, as can the use of blinds, shutters, and secondary glazing.

Micro-Generation Equipment

3.6.10. Micro-generation equipment such as solar panels will often deliver improvement in the overall energy efficiency of the building but its application in the conservation area will necessarily be limited and other interventions should be considered in the first instance. It is not appropriate to install solar panels or

other microgeneration equipment on facades or roof slopes that are visible from the street. Discretely located installations on hidden elevations or rear roof slopes may be appropriate.

3.7 Demoliton

3.7.1. There is a presumption in favour of the retention of all buildings on the statutory list, locally listed buildings and buildings that make a positive contribution to the conservation area, in line with national and local policy. Permission for demolition will not normally be granted.

3.7.2. In exceptional cases consent for demolition, or part demolition, may be granted. The National Planning Policy Framework (NPPF) sets out the criteria to be used by the Council in assessing proposals that cause total or substantial loss of significance of a heritage asset. The contribution made by the existing building must be assessed. The council will also consider:

- The condition of the building, the cost of repairing and maintaining it in relation to its importance, and to the value derived from continued use;
- The adequacy of efforts made to retain the building in use; and
- The merits of alternative proposals for the site.
- Consent for demolition would not be granted simply because redevelopment is economically more attractive to the applicant, or because the applicant acquired the building at a price that did not reflect than the condition and constraints of the existing historic building.

3.7.3. Proposals involving demolition of any part of a listed building will be subject to consultation with the national amenity societies, as well as being referred to Historic England. Historic England must be notified of all proposals to demolish listed buildings, and allowed access to buildings which it wishes to record before demolition takes place.

3.8 Uses for historic buildings

3.8.1. The great majority of historic buildings must remain in economically viable use if they are to be maintained in the long term. The best use for a historic building is often that for which it was originally designed. However, if buildings are left empty, neglect becomes a considerable danger.

3.8.2. Change of use of a may be appropriate in these circumstances, if it will result in the preservation of an historic building and if it can take place without loss of character and is consistent with national and local policies. The aim should be to identify the optimum viable use that is compatible with the fabric, interior and setting of the historic building.

3.8.3. The preservation of facades alone, and the gutting and reconstruction of interiors, is not normally an acceptable approach to the re-use of historic buildings: it can destroy much of a building's special interest and create problems for the long-term stability of the structure.

3.9 Development affecting the setting of the Conservation Areas

3.8.4. Proposals that would affect the setting of the conservation area or the settings of Listed and locally listed buildings within the conservation area, will also be assessed against heritage policies, and are required to preserve or enhance the significance of the affected heritage assets.

3.8.5. The open character of the cemetery allows for long views, so that large-scale development or tall buildings on nearby sites may be visible and could affect the character of the conservation area. The impact of any such proposals on views from the cemetery should be assessed as part of an accompanying Townscape and Visual Impact Assessment.

3.8.6. More detailed guidance on assessing impacts on the setting of heritage assets is contained in Historic England Good Practice Advice Note 3: The Setting of Heritage Assets.

4 Appendices

4.1 Appendix A - Audit

STATUTORILY LISTED BUILDINGS

The National Heritage List for England (NHLE) is maintained by Historic England. The NHLE, or the local planning authority, should always be consulted in order to ascertain whether or not a property is listed, as information from other sources may be out of date.

Tottenham Cemetery	Grade
Cemetery Chapels	II
Tomb of William Butterfield	II
Tunnel connecting east and west portions of cemetery	II
War memorial	II

LOCALLY LISTED BUILDINGS

Cemetery Road
Cemetery gates, piers, walls & railings

Church Lane
Iron railings to The Lodge (Haringey Mortuary)

BUILDINGS MAKING A POSITIVE CONTRIBUTION TO THE CONSERVATION AREA

Bedwell Road
Cemetery gates, piers, walls & railings

Church Lane
The Lodge (Haringey Mortuary)
Cemetery gates and piers
Church Path
Two pairs of cast-iron gate piers on east and west sides of Church Path
Pair of gate piers adjacent to footbridge over Moselle

White Hart Lane
Entrance gates and gate piers to the Garden of Peace

4.2 Appendix B - Planning Policy Context

National

- Planning (Listed Buildings and Conservation Areas) Act 1990 (as amended) is the principal legislation governing the built historic environment. Part II of the Act relates to conservation areas.
- National Policy Planning Framework (NPPF), published by the Department for Communities and Local Government (2018) sets out twelve 'core planning principles' which include the conservation of heritage assets. The main policies are in Chapter 16. Further advice is provided by DCLG in Planning Practice Guidance: Conserving and Enhancing the Historic Environment (2014).
- Historic Environment Advice Note 1: Conservation Area Designation, Appraisal and Management. A good practice guide published by Historic England in 2019.

Regional

- The London Plan published by the Greater London Authority (GLA) in 2011 and amended to comply with the NPPF, sets out the spatial development strategy for Greater London. Chapter 7 includes policies for planning applications affecting heritage assets, and notes that conservation areas make a significant contribution to local character and should be protected from inappropriate development. It also sets out policies for the protection of Metropolitan Open Land.
- Supplementary Planning Guidance: Shaping Neighbourhoods: Character and Context published by the GLA in 2014, is of particular relevance to conservation areas
- Streets for All: A Guide to the Management of London's Streets English Heritage (2000) sets out good practice in managing streets and public realm

Local

- Haringey Local Plan: Strategic Policies (2013) is the principal statutory plan for the development of the Borough up to 2026. Section 6.2 (SP12) relates to the historic environment. Section 6.3.11 (SP13) relates to Metropolitan Open Land.
- The Development Management DPD (adopted July 2017) sets out detailed development policies. DPD Policy DM9 relates to the management of the historic environment. Policy DM20 relates to open space.
- Haringey's Streetscape Manual provides guidance on public realm management

Links for all the above documents are provided in the Sources section.

4.3 Appendix C - Planning Policy And Guidance Links

National

Planning (Listed Buildings and Conservation Areas) Act 1990
www.legislation.gov.uk/ukpga/1990/9/contents

Department of Communities and Local Government, The National Policy Planning Framework (NPPF)
www.gov.uk/government/uploads/system/uploads/attachment_data/file/6077/2116950.pdf

DCLG, Planning Practice Guidance: Conserving and Enhancing the Historic Environment http://planningguidance.planningportal.gov.uk/blog/guidance/conserving-and-enhancing-the-historic-environment/

Historic England, Historic Environment Advice Note 1: Conservation Area Designation, Appraisal and Management (2019). https://historicengland.org.uk/images-books/publications/conservation-area-designation-appraisal-management-advice-note-1/

Historic England Good Practice Advice Note 3: The Setting of Heritage Assets (2017) https://historicengland.org.uk/images-books/publications/gpa3-setting-of-heritage-assets/"

Regional

The London Plan http://www.london.gov.uk/priorities/planning/publications/the-london-plan

Chapter 7 of the London Plan: London's Living Places and Spaces http://www.london.gov.uk/sites/default/files/LP2011%20Chapter%207.pdf

Supplementary Planning Guidance: Shaping Neighbourhoods: Character and Context, https://www.london.gov.uk/priorities/planning/publications/shaping-neighbourhoods-character-and-context

Historic England, Streets for All: A Guide to the Management of London's Streets http://historicengland.org.uk/images-books/publications/streets-for-all-guide-to-management-of-londons-streets/

Local

Haringey Local Plan: Strategic Policies www.haringey.gov.uk/sites/haringeygovuk/files/final_haringey_local_plan_2017_online.pdf

Haringey Development Management DPD www.haringey.gov.uk/sites/haringeygovuk/files/final_haringey_dmp_dtp_online.pdf

Haringey Streetscape Manual www.haringey.gov.uk/parking-roads-and-travel/roads-and-streets/road-care-and-maintenance/streetscape

4.4 Appendix D Sources

Bibliographic

Victoria County History, History of the County of Middlesex, vol. 5 (1976)

Bridget Cherry and Nikolaus Pevsner, The Buildings of England, London 4: North (1998)

Hugh Meller and Brian Parsons, London Cemeteries: an Illustrated Gazetteer (2005)

Christine Protz, Tottenham: A History (2009)

Historic England Historians' file: HAR/27

Maps

Thomas Clay's map of Tottenham (1619)

John Rocque's Map of the County of Middlesex (1757)

Wyburd's map of Tottenham (1798)

Tottenham Parish Tithe Map (1844)

Ordnance Survey: Middlesex XII 3 1864, 1894, 1913, 1935

Websites

London Parks and Gardens Trust Inventory of London's Green Spaces of Local Historic Interest www.londongardensonline.org.uk/gardens-online-record.php?ID=HGY039 accessed on 25 August 2017

Commonwealth War Graves Commission www.cwgc.org/find-a-emetery/cemetery/42212/TOTTENHAM%20CEMETERY accessed on 4 October 2017.

Historic England, Caring for Historic Graveyard and Cemetery Monuments (2011) https://content.historicengland.org.uk/images-books/publications/caring-historic-graveyard-cemetery-monuments/caring-historic-graveyard-cemetery-mon.pdf/ accessed on 8 October 2017

4.5 Appendix E - Glossary

Arch the spanning of an opening by means other than a lintel, made up of wedge-shaped blocks. Arches may be flat, semi-circular, segmental (a section of a circle) or pointed

Band an unmoulded, horizontal projecting stringcourse, often delineating a floor/storey.

Bargeboards projecting boards set against the incline of a gable, sometimes decoratively carved

Bay the vertical division of the elevation of a building, usually defined by window openings

Bay window a projecting window, sometimes curved (also known as a bow window), canted (angled) or square

Capital the head of a column or pilaster, often ornamented

Casement window a window hinged vertically to open like a door

Cladding an external covering applied to a structure for protective or aesthetic purposes

Column an upright, often supporting, structure, usually circular but sometimes square or rectangular in form

Console a scrolled bracket supporting the cornice of a shop front, marking the termination of one shop unit and the beginning of another

Coping a protective capping or covering on top of a wall, either flat or sloping to discharge water

Cornice a projecting, decorative moulding along the top of a building, wall, arch or shop front. A dentil cornice comprises small, square blocks

Corbel a projecting block, usually stone, supporting a horizontal beam

Cresting a decorative finish along the ridge of a roof, often in terracotta or metal

Cupola a dome that crowns a roof or turret

Dog-tooth a series of mouldings consisting of four leaf like projections radiating from a raised centre.

Dormer window a projecting window placed vertically in a sloping roof with a roof of its own

Dressings a finish, sometimes in a contrasting material to that of the main elevation, most commonly surrounding windows or doors

Eaves the lower part of a roof slope, overhanging a wall or flush with it

Elevation the external wall or face of a building

Façade the front or face of a building

Fanlight a window above a door, often semi-circular with radiating glazing bars, most commonly associated with Georgian buildings

Gable the triangular upper part of a wall at the end of a pitched roof

Glazing bar a vertical or horizontal bar of wood or metal that subdivides a window frame and holds the panes of glass in place

Heritage asset a building, monument, site, place, area or landscape identified as having a degree of significance meriting consideration in planning decisions. Heritage asset includes designated heritage assets and assets identified by the local planning authority (including local listing).

Keystone a central wedge-shaped stone at the crown of an arch, sometimes carved

Lintel a horizontal beam or stone bridging a door or window

Mortar a mixture of cement (traditionally lime), sand and water laid as an adhesive between masonry courses

Moulding a continuous projection or groove with a contoured profile used decoratively, or to throw water

away from a wall

Mullion a vertical bar dividing a window opening into two or more lights

Nail-head a series of pyramidal mouldings resembling the heads of medieval nails

Pantile a roofing tile with a curved S shape designed to interlock

Parapet a low protective wall at the edge of a roof, balcony, bridge etc.

Paterae circular moulded ornaments derived from classical architecture

Pediment a low-pitched gable above a portico, opening or façade

Pier a solid masonry support as distinct from a column, often flanking openings

Pilaster a shallow pier projecting slightly from a wall, often crowned with a capital

Pitched roof a roof with two slopes and a gable at each end

Plinth the projecting base of a wall or column

Pointing the exposed mortar finish to brick or masonry joints

Render plaster or stucco applied to an external wall surface

Rooflight a window set flush into the slope of a roof

Sash window a window that is double hung with wooden frames (sashes) that slide up and down with pulleys and weights

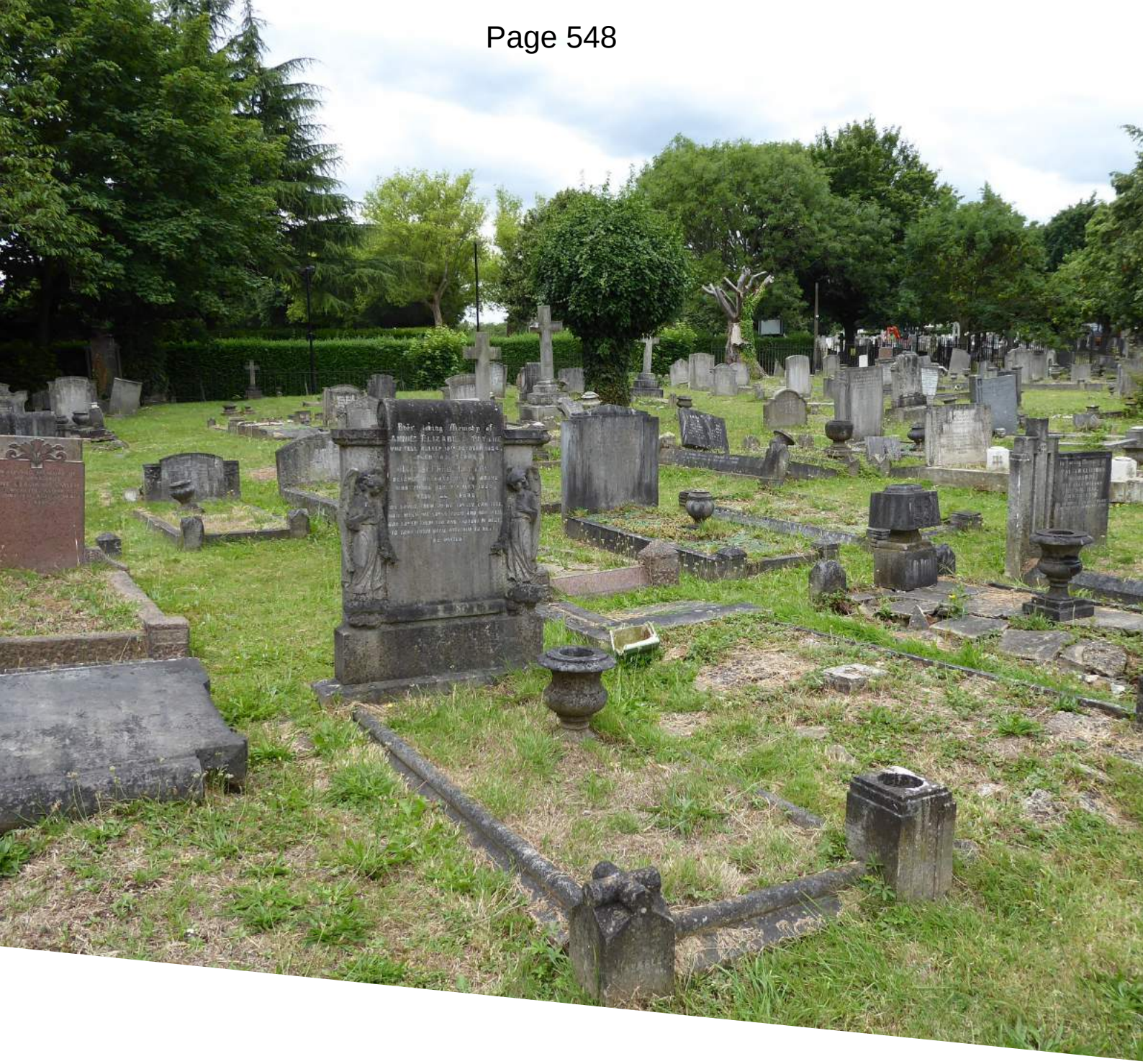
Setts rectangular blocks of stone (commonly granite) used for road surfacing

Sill (or cill) horizontal projecting element at the base of a window or door opening

String-course a continuous horizontal band, usually moulded

Stucco a form of plaster finish applied to the external face of a building, or as contrasting moulded decoration eg. to window and surrounds

Transom a horizontal bar of stone or wood across a window opening



Tower Gardens Conservation Area Appraisal and Management Plan

July 2019

Haringey LONDON

Foreword

I am pleased to present the Tower Gardens Conservation Area Appraisal and Management Plan. This document will play a significant role in the positive future management of Tower Gardens Conservation Area and be a guide for residents, the Council, and all those with an interest in the area.

Tower Gardens estate was built by the London County Council at the start of the 20th century to provide new housing for the working classes in a healthy, high-quality environment. It is an important exemplar of the pioneering social policies and aesthetic ambition of the LCC at that time. The use of Arts and Crafts and vernacular architectural styles, high quality materials and craftsmanship, and garden suburb planning principles give this estate a distinctive character. It has considerable historic significance and value to residents and the local community.

As a council, we are committed to preserving and enhancing this valuable asset. This document will be an important tool in achieving this and provides a clear explanation of the significance of the area that can be used to inform future management. It includes simple design guidelines for the area, and will be taken into account when the Council is considering planning applications. The appraisal was prepared by independent heritage consultants and is based on detailed site surveys and observation work.

Good heritage management is only possible with the support and involvement of the local community, and I encourage everyone to read and make use of this document.

Councillor Kirsten Hearn

Cabinet Member for Climate Change and Sustainability

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General Introduction

Conservation areas were introduced in 1967 and now number over 9,000 in England. They are designated under the provisions of Section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990, which defines a conservation area as an "area of special architectural or historic interest the character and the appearance of which is desirable to preserve or enhance". Local authorities have a statutory duty to determine those areas that fulfil these criteria, to designate them as conservation areas, and to review these procedures from time to time.

Section 71 of the Act requires local authorities to formulate and publish proposals for the preservation and enhancement of conservation areas. Current best practice, in accordance with published guidance by Historic England, is to prepare Conservation Area Appraisals and Conservation Area Management Plans, usually as a consolidated document.

Conservation areas are identified as 'designated heritage assets' in the National Planning Policy Framework (NPPF).

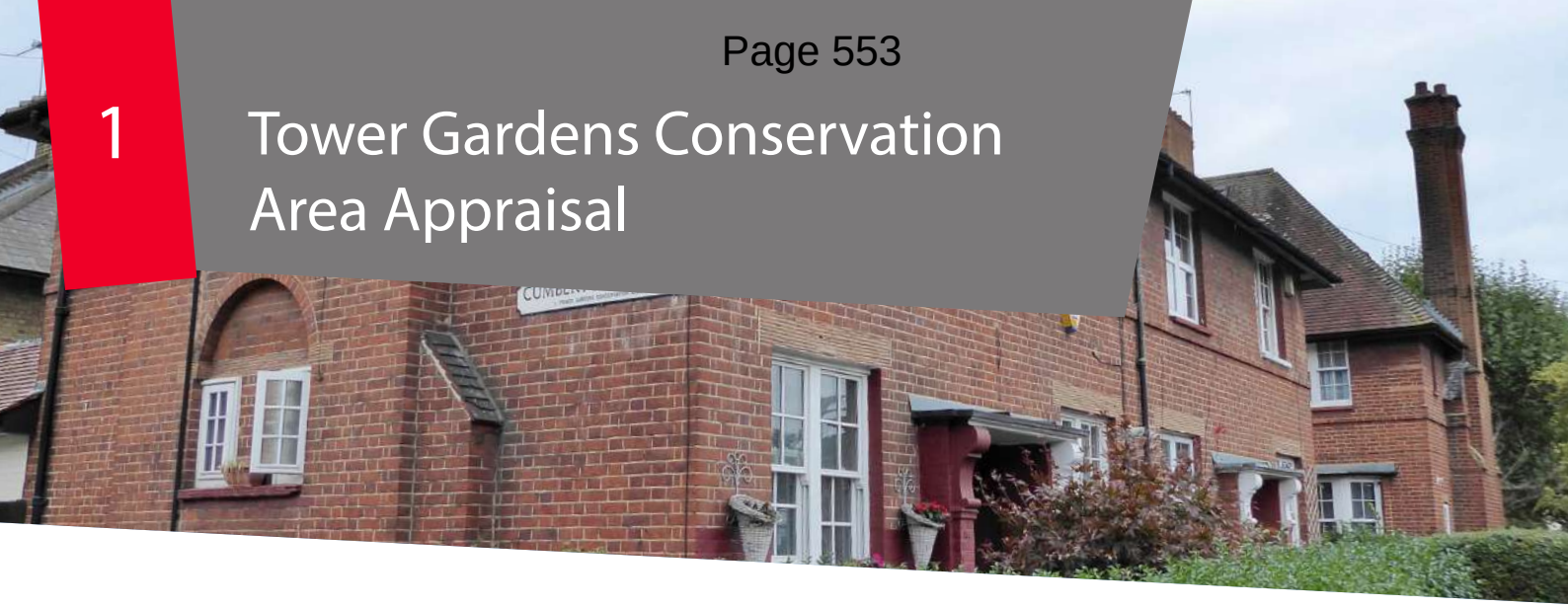
The London Borough of Haringey has 28 conservation areas. Tower Gardens Conservation Area was designated in 1978. In 1981 an Article 4 Direction was made restricting permitted development rights within the majority of the conservation area.

This document is comprises three parts: Part I Tower Gardens Conservation Area Appraisal which sets out the conservation area's special interest, highlighting those elements which contribute to or detract from its character; Part II Tower Gardens Conservation Area Management Plan setting out a strategy for managing change in the conservation area to ensure that its character is preserved or enhanced; and Part 3 Preserving and Enhancing the Conservation Area which provides simple design guidelines for changes within the area.

The methodology of this Appraisal and Management Plan follows the best practice guidance set out in Historic England's Historic Environment Advice Note 1: Conservation Area Designation, Appraisal and Management (2019).

This document will be treated as a material consideration in assessing planning applications affecting the Tower Gardens Conservation Area.

1 Tower Gardens Conservation Area Appraisal



1.1 The Purpose of Conservation Area Appraisals

1.1.1. Understanding significance is the key to ensuring that changes to our historic environment can be managed in an informed and positive way. Conservation area appraisals are vital tools in this process. Their principal functions are:

- To articulate why the conservation area is special, highlighting those elements which contribute to, and those which detract from, its character
- To support a robust policy framework for planning decisions
- To inform and guide the associated Conservation Area Management Plan

1.1.2. Conservation area appraisals are not intended to provide an exhaustive account of the conservation area. The omission of any specific building, feature, space or view should not be taken to imply that it lacks significance.

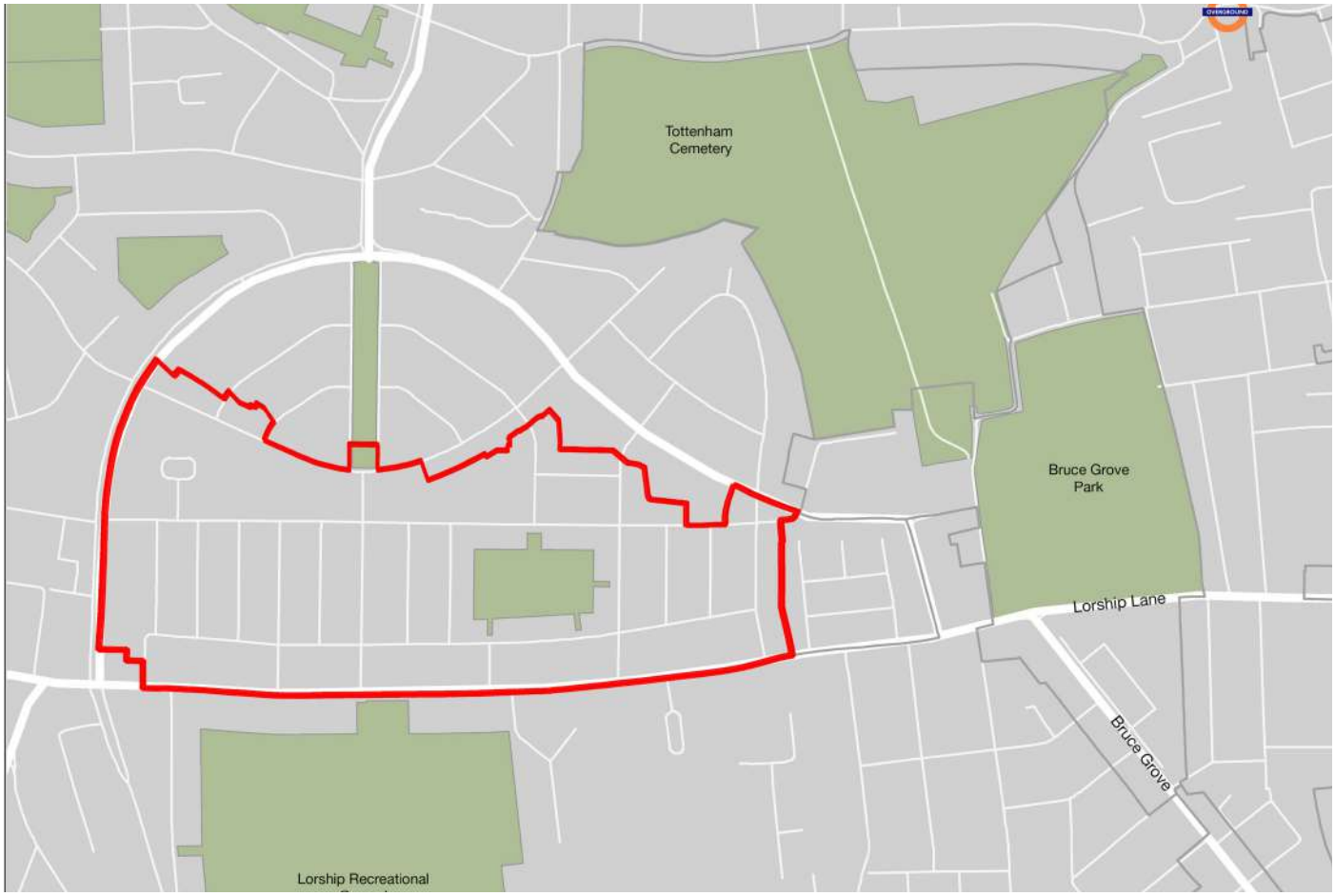
1.2 Summary of Special Interest

1.2.1. Tower Gardens is widely recognised as an important pioneering housing estate and as one of the three seminal London County Council suburban cottage estates of the pre-First World War period.

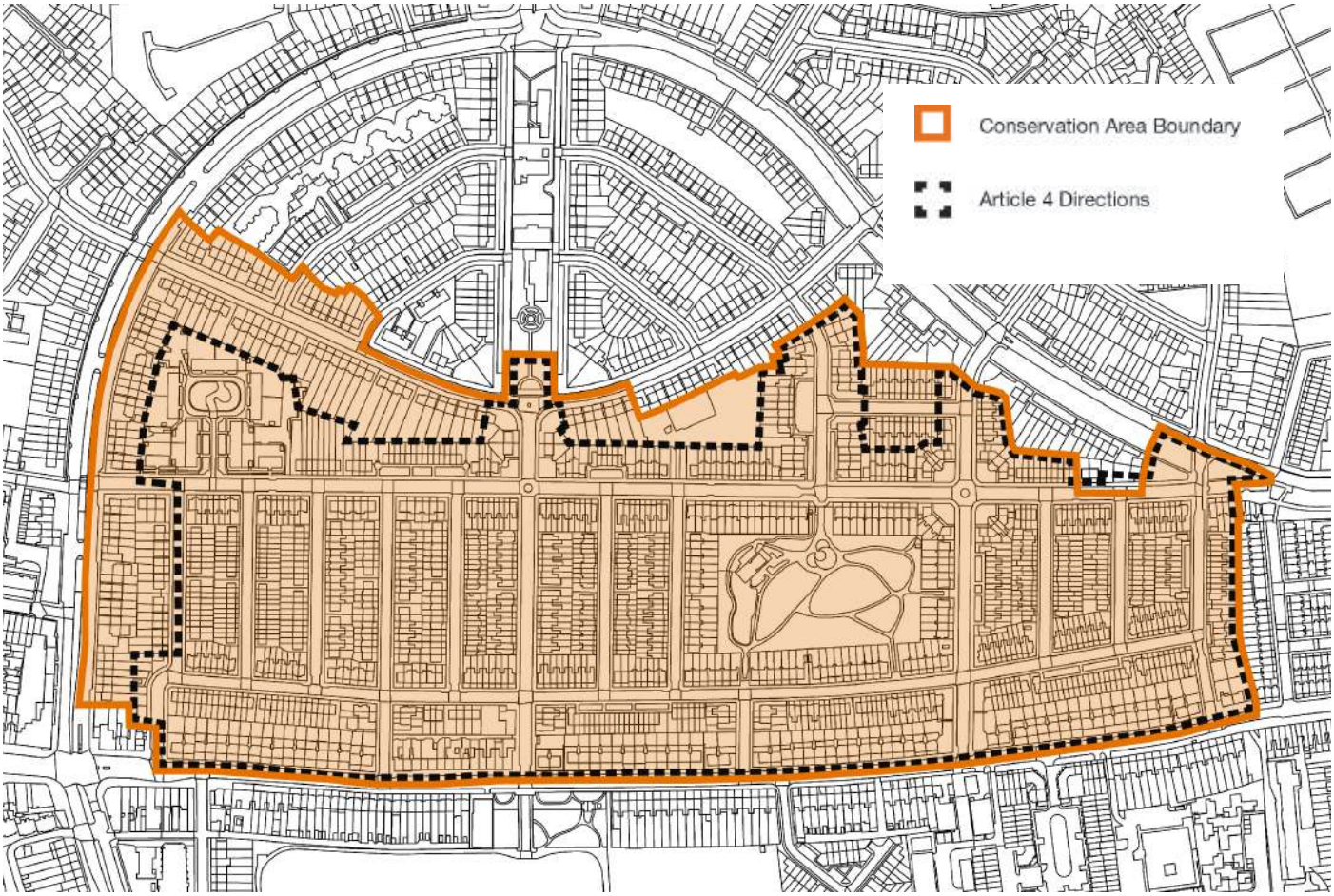
1.2.2. It is of special interest :

- as an exemplar of the pioneering social policies of the LCC in the early years of the 20th century, and of the work of the LCC's renowned Architects' Department
- for the gradual introduction of garden suburb planning principles
- for the use of Arts-and-Crafts and vernacular architectural features in its design, combined with a high degree of craftsmanship and good quality materials.

1.2.3. The White Hart Lane Estate was one of the first of the LCC's new suburban estates for the working class, contemporary with those at Totterdown Fields in Tooting, and the Old Oak Common Estate in Hammersmith. Its distinctive character owes much to the combination of social commitment with aesthetic ambition that was to characterise the LCC's housing developments over the ensuing half century.



Location map - Tower Gardens conservation area



Tower Gardens Conservation Area boundary

1.2.4. The various phases of the estate illustrate the increasing use of garden suburb planning principles within the street layout, moving from the simple terrace form to the creation of a more varied street scene through the variation in building line to create set back garden frontages (for example on the later phases of Risley Avenue and Tower Gardens Road), and the design of the four corner blocks at the junction of Risley Avenue and Awlfield Road (showing the influence of Parker and Unwin's work at Letchworth and Hampstead Garden Suburb).

1.2.5. The grid square of streets beween Risley Avenue and Tower Gardens Road forms a simple but coherent layout, demonstrating the architect's intention to achieve 'variety within unity' by treating each terrace differently to achieve the maximum variation of design by the imaginative mix of Arts- and-Crafts and vernacular materials and detailing, including the prominent use of gables and tall chimney stacks.

1.2.6. In summary, the key characteristics of the conservation area are:

- The underlying structure and discipline of the street layout, and the similar massing and eaves level of the terraces
- The high-quality design of the individual terraces including the use of Arts-and-Crafts and vernacular details and materials
- The good quality of the street scene especially where surviving privet hedges maintain a continuous green frontage to the individual terraces.

1.3 Location and Setting

Location

1.3.1. Tower Gardens Conservation Area is located to the north of the historic parish of Tottenham and to the south-west of the medieval parish church of All Hallows. Tottenham lies to the north-east of the former County of Middlesex and in the eastern part of the modern London Borough of Haringey.

Topography and geology

1.3.2. The area is virtually flat, consisting predominantly of London clay. The Moselle stream, whose names derives from 'Mosse-Hill' (Muswell Hill), the location of one of the stream's sources, ran northwards at the boundary of the Tower Gardens and Peabody Cottages estates areas. It was culverted when the estates were built.

The setting of the conservation area

1.3.3. The conservation area is bounded on the west side by the Roundway and to the north by the 1920s section of the White Hart Lane Estate. To the east is the Peabody Cottages estate of 1907 1907, also designated as a conservation area, the two estates constituting a significant - and contrasting - grouping of early-20th century working-class housing. The southern boundary is formed by Lordship Lane which is lined mainly with Edwardian terraces. The street itself and buildings to its south are not included in a conservation area.

Trees and open spaces

1.3.4. The principal public open space in the conservation area is Tower Gardens Recreation ground (now known as Tower Gardens Park). It is enclosed by houses on four sides providing a secluded and tranquil character. The main entrance in Risley Avenue has brick gatepiers with stone ball finials and iron gates with a roundel pattern. There is a similar smaller entrance to the south east in Tower Gardens Road; a third to the south west has been blocked. The park is enclosed by grey brick walls with red brick copings, which also form the rear garden walls of the surrounding houses.

1.3.5. The gardens were originally laid out to a formal design, with a perimeter walk with a balustrade and steps led down to the central grass area; an early photograph also shows a pergola. The ground has been re-landscaped into undulations with informal shrub planting and a series of interconnecting circular raised beds near a flagpole just inside the entrance. The perimeter trees on the north, east and west sides are alternate London plane and lime trees, and may date from the original planting. Tower GardensPark is designated by Haringey as Significant Local Open Land (SLOL), and is included in the London Parks and Gardens Trust Inventory of London's Green Spaces of Local Historic Interest.

1.3.6. Street trees are limited to the broader avenues of the pre-war estate, of which Risley Avenue has the most complete streetscape of mature plane trees, with recent planting in Tower Gardens Road. Mature street trees occur throughout the post-war sections, complemented by recent planting initiatives. The estate's green character is further enhanced by grass verges (where terraces are set back from the building line), and by the privet hedges that enclose the majority of front gardens.

1.3.7. The tree-planted green at the junction of Waltheof Gardens, Gospatrick Road and Henningham Road, complemented by the greens at the intersections with Waltheof Avenue, form an attractive focal point within the post-war estate.

1.3.8. The conservation area also includes the green spaces at the junction of Risley Avenue, Benningham Road and the Roundway, which terminates the green corridor running along the south side of the Roundway. This belongs to the post-war development, but provides a pleasant introduction to the more tightly planned streets of the conservation area, although marred by street signage clutter.

Views

1.3.9. The pre-war section of the conservation area is enclosed by terraces and views are largely contained within the grid of streets, with longer views through the conservation area confined to the roads that cross the main grid (Waltheof Avenue, Kevelioc Road and Awlfield Avenue), and along Risley Avenue and Tower Gardens Road. Views along Waltheof Avenue looking south frame the entrance gates to Lordship Recreation Ground to the south and provide an important visual connection to that open space. The view looking east along Mortayne Road is terminated to good effect by a carefully positioned pedimented gable on the Awlfield Avenue terrace opposite.

1.4 Historical Development and Archaeology

1.4.10. The Tower Gardens Conservation Area consists of the first phase of the White Hart Lane Estate, developed by the LCC from 1903-15, and a section of the post-WWI phase built 1919-26.

1.4.11. The Housing of the Working Classes Act (1890), a milestone in social housing provision, empowered local authorities to redevelop land from slum clearance with new housing. An amendment of 1900 enabled the LCC to purchase land for housing outside the metropolitan boundary, and in 1901 the Council purchased 225 acres of farmland in north-west Tottenham for £90,225, the bulk of which (177 acres) was situated between White Hart Lane and Lordship Lane.

1.4.12. The first development phase of White Hart Lane Estate was carried out under the direction of William Edward Riley, Architect to the LCC from 1899-1919 who led a team of talented young architects imbued with the ideals of the leading Arts- and-Crafts architects of the day, with a dedicated Housing of the Working Classes branch. The estate was planned as a conventional grid of streets running north-south between two new east-west roads: Risley Avenue and Tower Gardens Road. A southern frontage on Lordship Lane, intended for shops with flats above, was deferred

as the road was due to be widened for a tramway which opened in 1905.

1.4.13. The housing consisted of three, four and five-room dwellings with different typologies depending on room layout and position (e.g. end of terrace). Development began in 1903-4 with two blocks at the west end of the site between Teynton Terrace and Wateville Road. Initial take-up by tenants was slow, although the new houses were then isolated amid fields with no school and few shops, and the next contract was consequently delayed.

1.4.14. In 1903 a donation of £10,000 was offered to the LCC by Sir Samuel Montagu, a Jewish philanthropist and banker and former Liberal MP for Whitechapel, which would be used for the 25 acres to the east of the planned north-south axial road, Waltheof Avenue. Montagu stipulated that his grant support the rehousing of the working-class residents of Whitechapel 'without distinction of race or creed'. The subsidy would enable housing to be built at a slightly lower density and the provision of a public garden, named Tower Gardens in recognition of Montagu's success in opening the gardens near the Tower of London to the public.

1.4.15. A change of LCC administration from Progressives to Moderates in 1907 led to debates about the cost effectiveness of the White Hart Lane scheme and to proposals to sell off some of the land, but construction continued and by 1911 all the blocks within the grid were complete.

1.4.16. By the mid-1900s, garden suburb planning ideals, promulgated by Ebenezer Howard and realised at Letchworth Garden City and Hampstead Garden Suburb under the architectural partnership of Barry Parker and Raymond Unwin, had begun to influence the LCC Architects' Department which designed its third cottage estate, Old Oak Common, Hammersmith, on these principles. In 1912 the LCC resolved to complete White Hart Lane as a garden suburb with sections of private housing. Aspects of garden suburb planning are evident in later parts of the pre-war phase at White Hart Lane, but the intervention of war and new housing priorities meant that this project was never realised.

1.4.17. When construction ceased in spring 1915, 963 homes had been built on about 40 acres of land. Risley Avenue School to the north east of the estate and the Church of St Benet Fink (Listed Grade II) had opened to serve the expanding population. The latter, by J S Alder, featured an organ brought from the church of St Peter-le-Poer in the City of London, and was built with money from the demolition of St Peter-le-Poer in 1908. Although there had been some initial local resistance to the rehousing of people from inner London, the earliest residents of White Hart Lane Estate came mainly from the locality; by 1914 however the balance had shifted. As with other LCC estates the tenants were mostly from the skilled working classes who could afford the relatively high rents and rates.

1.4.18. The area between Tower Gardens Road and the Roundway was built 1920-1927 under George Topham Forrest, who succeeded Riley as Architect to the LCC in 1919. A new scheme was drawn up on very different lines from the pre-war phase, its layout influenced by the need to accommodate a new arterial route from London to the north of which the Roundway forms part. Flats were introduced, beginning with Topham Square built to rehouse those displaced by slum clearance in Shoreditch (1924), and rows of 'cottage flats' fronting Lordship Lane (1925-6).

1.4.19. The land north of White Hart Lane was not developed by the LCC, and parts of the southern section were sold to Tottenham and Wood Green councils for housing, which form part of the wider White Hart Lane Estate.

1.4.20. The estate is now split between Council ownership and private ownership, and there is a mix of tenures including owner-occupation, private tenancies, and properties managed by social landlords (including Homes for Haringey).

Historical context of White Hart Lane Estate

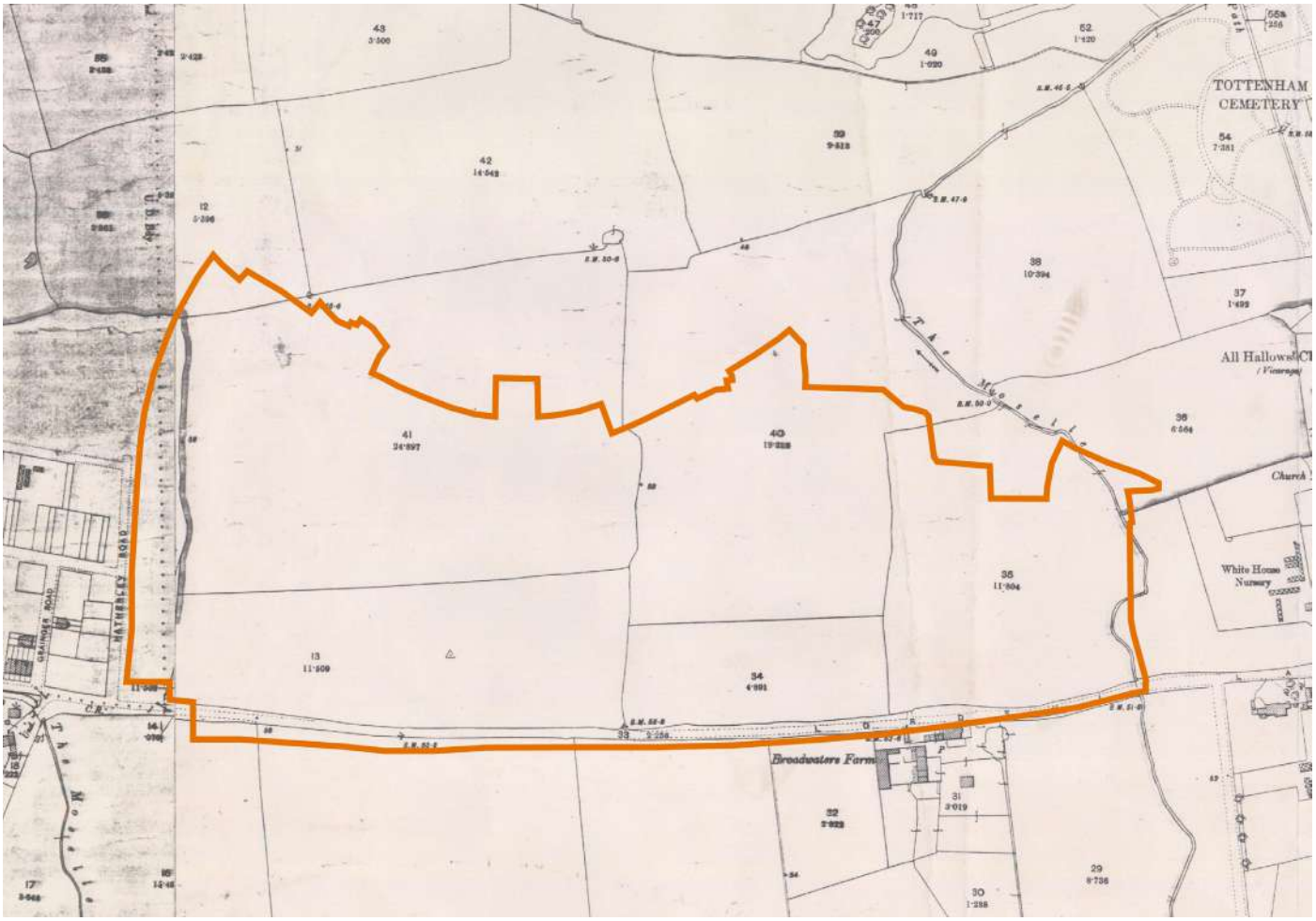
1.4.21. The estate was the second of the LCC's suburban cottage estates for the working class after Totterdown Fields, Tooting (1901-11), followed by Old Oak Common, Hammersmith (begun 1911). It was also contemporary with private initiatives, including the later phases of the Noel Park Estate in Wood Green, built by the Artizans, Labourers and General Dwellings Company (1881-1927). This was laid out in a grid plan typical of bye-law housing, although here the houses

were designed in the Gothic Revival style popular at that time; it was only the later section from the turn of the century that introduced some Arts and Crafts devices.

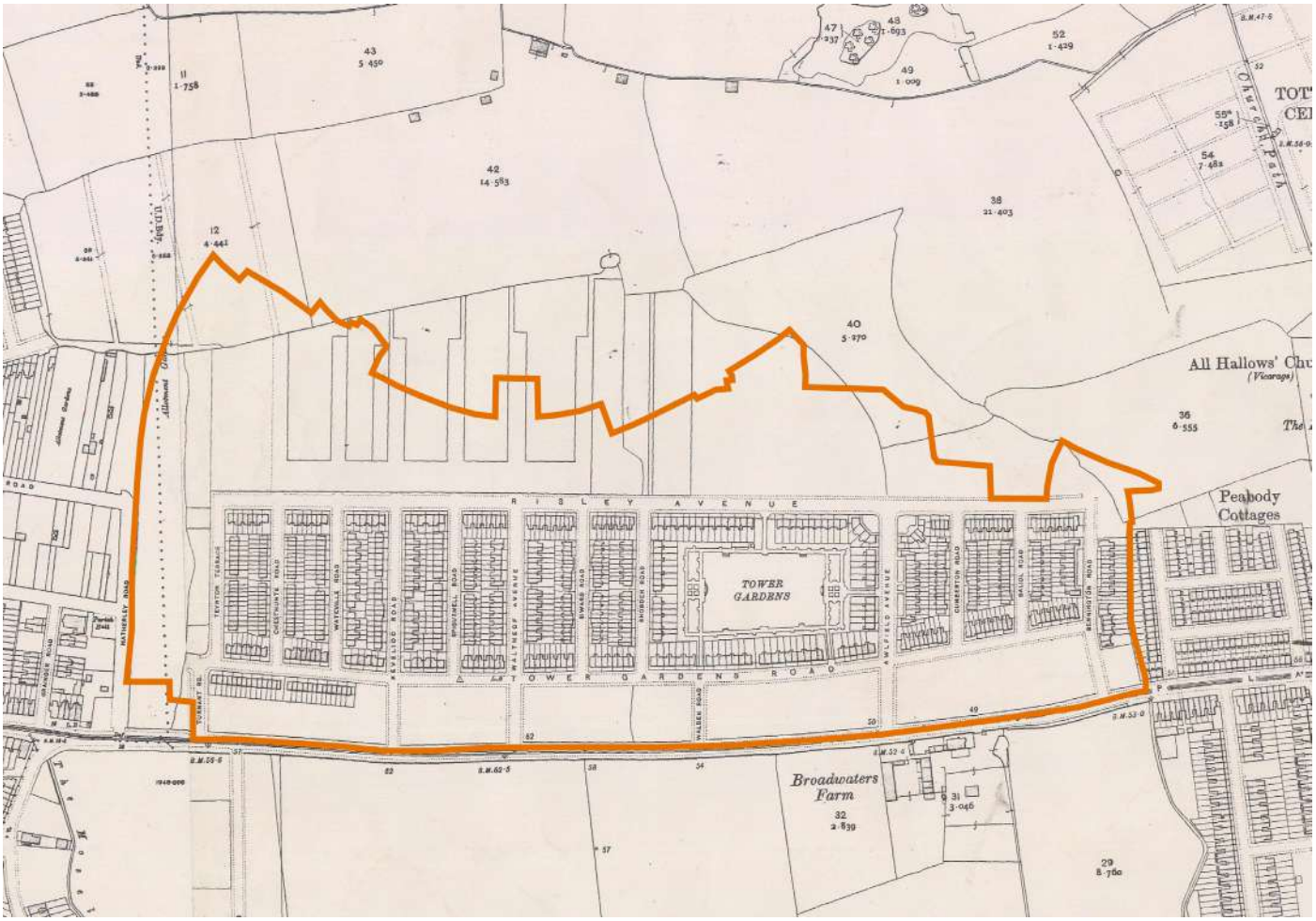
1.4.22. The grid layout of the White Hart Lane Estate, which was essential to achieve the LCC's required housing density, was no different in principle from much contemporary bye-law housing, but it was through creative design and detailing that the estate became an innovator, achieving, in Riley's words, 'as much variation in design as the site will allow'.

1.4.23. While White Hart Lane Estate was sometimes described as an early garden city development, Ebenezer Howard objected to this description as it detracted from the true meaning of the garden city as a self-contained community of up 30,000 people, as seen in the pioneer garden city at Letchworth, Hertfordshire. In fact, rather than Letchworth it was Hampstead Garden Suburb that provided the inspiration for the LCC's suburban estates. However, the street grid offered only limited scope to vary the building line and achieve an interesting variety of spaces, for example by grouping some of the terraces around set-back garden rectangles or placing angled blocks at road junctions.

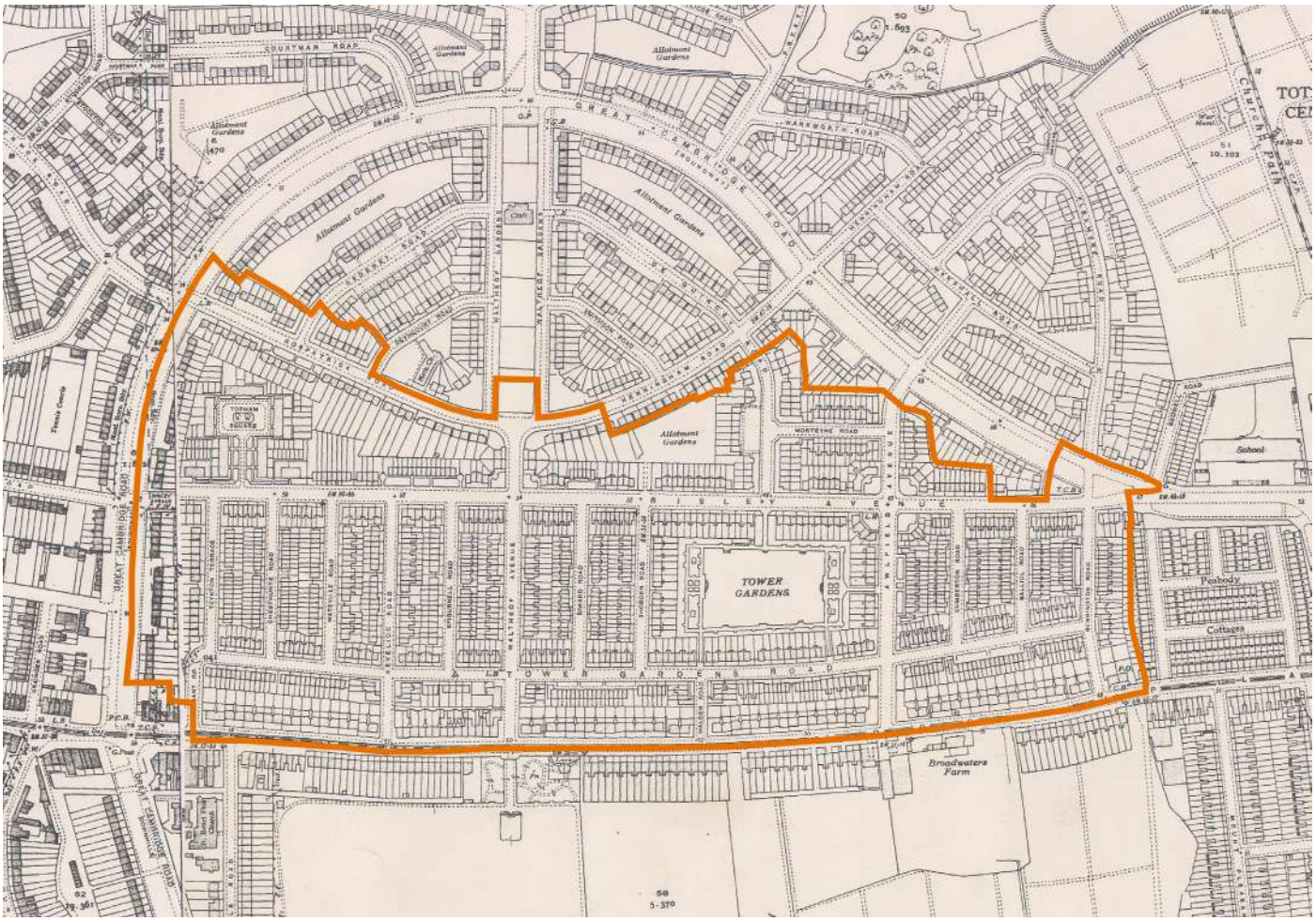
1.4.24. The estate's later phases adopted the informal layout of the true garden suburb and was lower in density with better facilities, reflecting improved accommodation standards, but the design and construction became more uniform and less Arts-and-Crafts inspired, a pattern seen in many council housing estates built throughout the UK from the 1920s through to the 1950s.



The area in 1894



The area in 1913



The area in 1935

Tower Gardens Conservation Area: chronology

1.4.25. The blocks within the main grid of street include the corresponding frontages on Risley Avenue (south side) and Tower Gardens Road (north side).

1903-4 Teynton Terrace (east side), Chesthunte Road, Wateville Road (west side). Builder H Lovatt

1906 Spigurnell Road (east side), Waltheof Avenue (west side). Builder GE Pulford

1906-7 Waltheof Avenue (east side), Seward Road (west side). Builder GE Pulford Seward Road (east side), Shobden Road (west side). Builder GD Barnes

1908-9 Shobden Road (east side), Awlfield Avenue (west side). Builder Rowley Bros.

1909 Tower Gardens opened

1909-10 Awlfield Avenue (east side), Cumberton Road, Balliol Road (west side). Builder Rowley Bros.

1910 Wateville Road (east side), Kevelioc Road, Spigurnell Road (west side)

1910-11 Balliol Road (east side), Benington Road. Builder Rowley Bros

1913-14 Risley Avenue (north side) and Tower Gardens Road (south side) largely complete

1914-15 De Quincey Road (south section), Morteyne Road, Awlfield Avenue (north section). Builder Rowley Bros., five shops (Nos.382-390 Lordship Lane)

Post-war

1919-23 The Roundway, Gospatrick Road, Henningham Road, northern section of Waltheof Avenue; Nos. 29-31 and 26-30 de Quincey Road

1924 Topham Square

1925-26 Lordship Lane frontage, Nos 78-84 Tower Gardens Road

(Other images 1, 2 and 3)

Archaeology

The estate does not fall within an Archaeological Priority Area

1.5 Architectural Quality and Built Form

Character sub-areas

1.5.1. Character sub-areas are a helpful way of understanding conservation areas that contain development of more than one period. They are also a useful means of identifying the differences in townscape character of parts of the conservation area. Tower Gardens Conservation Area consists of the following character sub-areas:

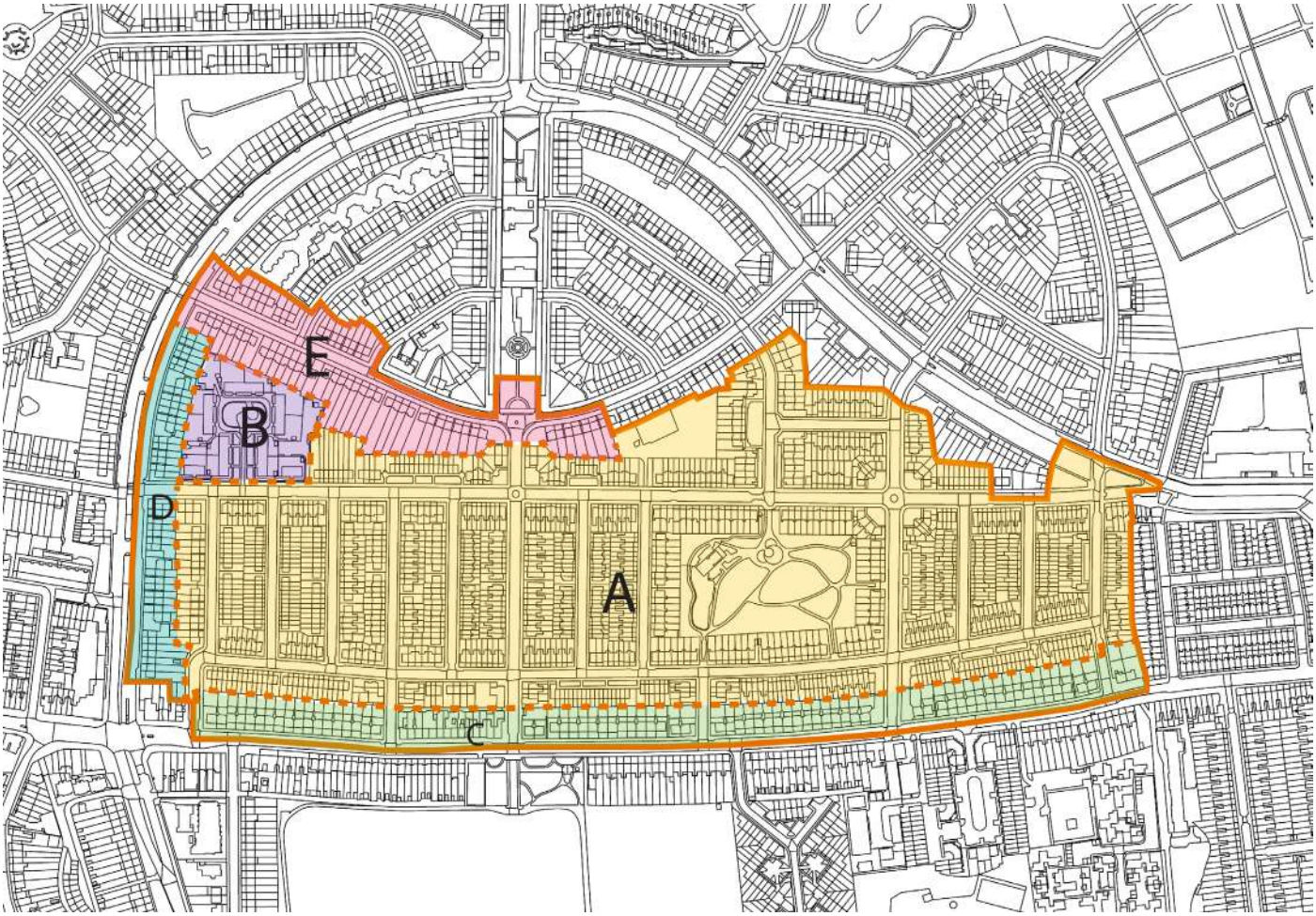
Sub-area A: The pre-WWI cottage estate development including the grid of streets between Tower Gardens Road and Risley Avenue, Tower Gardens Road (south side) and Risley Avenue (north side) including Monteyne Road, De Quincey Road and Awlfield Avenue (north).

Sub-area B: Topham Square

Sub-area C: The Lordship Lane frontage

Sub-area D: The Roundway.

Sub-area E: Gospatrick Road/Henningham Road



Character sub-areas

CHARACTER SUB AREA A:
the pre-WWI cottage estate

Layout, Buildings and Materials

1.5.2. This appraisal aims to define the principal architectural and townscape characteristics of the sub-area and to illustrate these with examples. It is not intended as a detailed architectural record, but as an overview of the area's special character and an assessment of how the pre-First World War estate has fared over time.

1.5.3. The central grid of cross streets was built between 1903-1911. Tower Gardens (south side) and Risley Avenue (north side) were completed in 1913-14. This relatively long timescale is reflected in the variety of architectural treatment seen throughout the estate and in the changing building typology, including variations on the basic terrace theme and, especially, the introduction of garden suburb planning and details in the later phases. Although it is possible to identify some basic typologies within the terrace form, there are a large number of variations to each type seen throughout the estate.

1.5.4. All the houses are two storeys high, with broadly consistent eaves lines . The basic terrace form is varied by the selective use of different materials, roof forms, chimney stacks, gables, recessed and projecting porches and bay windows, together with a varied building line that each contributes to a different character.

1.5.5. The earliest blocks (1903-4) established the basic terrace form with paired porches and, in this case a pair of plain gables just breaking the roofline. Later variations (1906-7) on this simple terrace format introduced paired brick bays with hipped gables terraces with simple hipped end bays and more complex gable forms with extra decorative elements culminating in the mix of brick, render, plasterwork and a variety of porches by 1908-9.

1.5.6. The later phases of the estate introduced more obvious elements of garden suburb planning such as the use of angled 'butterfly' blocks to create a corner arrangement at road junctions, and groups of terraces forming a carefully composed street front with the central houses set-back to create a garden space.

Drawing of group of houses on Bennington Road c1910-11, courtesy of Bruce Castle Museum, Haringey Libraries, Archives and Museums Service

1.5.7. The materials used include red or yellow brick, laid in Flemish bond, combined in certain groups with the use of roughcast rendering. Roofs are mainly tiled although slate is used on some terraces for both the roof and gable fronts, together with both tile and slate-hung elevations. Tall chimney stacks are prominent, particularly on end walls that also sometimes feature diapered brickwork.

Gable

1.5.8. Gables are used to break up the roofline, either at the ends or the centre of the terraces. The gables have a variety of forms, either single or double, some sweeping down to include first-floor windows. A variety of roof forms is also used on the return elevations of some of the end-of-terrace houses, including variations of gambrel, cat-slide, half-hips, gablets and crow-stepping.

Shobden Road (west side); paired gables

Gable

Gable

Gable

1.5.9. Bay windows are another device used to vary the terrace form, either single-storey or two-storey bays, some of which project above the horizontal eaves to effectively break the roofline.

Bay window

Bay window

Bay window

Bay window

1.5.10. Porches are also an effective device to introduce variety to the terrace form. The most common design feature is the recessed porch, usually a combined porch for two houses. The commonest porch type is a plain brick arched recess but other terraces also have porches with decorative, turned woodwork or simple hoods supported on brackets. There are also some terraces with projecting brick-built porches, some with tiled roofs.

Porch detail

Porch detail

Porch detail

Porch detail

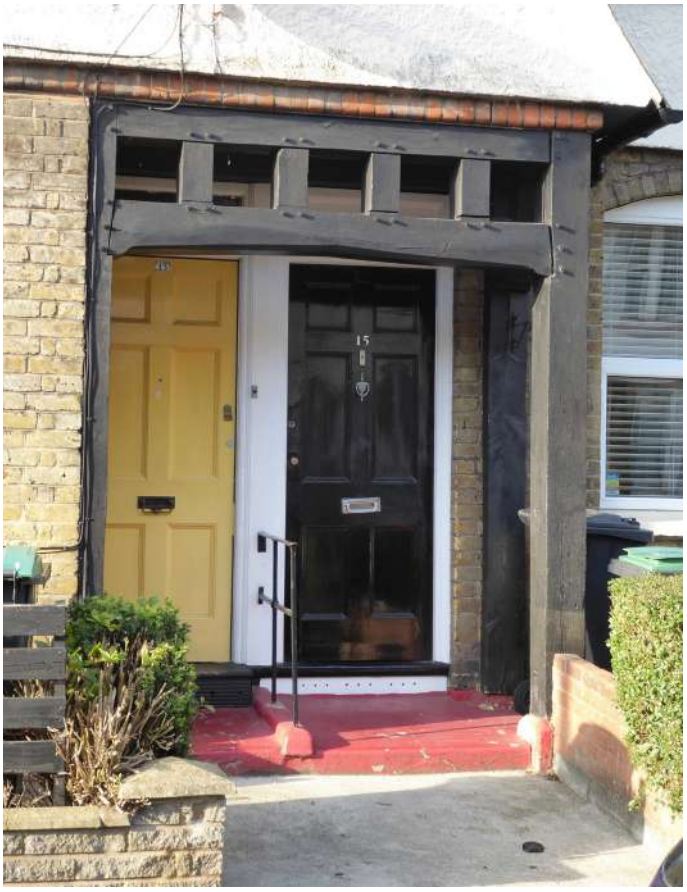
Porch detail

Porch detail

Porch detail

Porch detail

Porch detail



Siward Road porch detail

1.5.11. Original front doors in both the pre and post-war estate are timber panelled with glazed multi-pane upper sections.

1.5.12. Front gardens throughout the estate are enclosed by very low brick walls, the majority are planted with privet hedges which provide consistency to the streetscape.

Hedges

Architectural character

1.5.13. The west side of Teynton Terrace consists of two blocks in stock brick with a string-course between the ground and first floor and hipped pantile roofs, and reflects the more sparsely detailed housing of the post-war development.

1.5.14. The east side, however, dates from the first phase of development in 1903 and consists of two terraces each of yellow brick with a roughcast rendered first floor. Paired gables break up the roofline. There are shared projecting porches with tiled roofs and shallow red-brick arches above the windows.

Teynton Road (east side)

1.5.15. Chesthunte Road has two similar terraces on each side, in yellow brick with shallow red brick arches over ground floor windows and slightly projecting end bays with gable fronts facing the street. The first floor is rendered and each pair of houses shares a recessed porch.

Cheshunte Road

1.5.16. The east side of Wateville Road (dating from c1910) is also in yellow brick, without the roughcast, but introduces the device of paired gables at the centre of the terrace with a sweeping roof enclosing a shared porch to each side.

Wateville Road (east side)

1.5.17. At the end of the street blocks a different terrace form faces both Tower Gardens Road and Risley Avenue, consisting of a red-brick ground floor, a roughcast rendered first floor, recessed paired porches and a two-storey angled bay at each end of the terrace that breaks through the eaves line.

Tower Gardens Road (north side)

1.5.18. This pattern of building continues, with the end terraces to north and south respectively repeating the forms used in the cross streets but with numerous variations. The west sides of Kevelioc Road and Sigurnell Road (c1910) use the same terrace form with a central pair of houses having projecting gables facing the street, shallow projecting bays and recessed shared porches. The east side of Kevelioc Road, however, is quite different being clad in slate with large central gables also slate hung with the two first floor windows separated by a decorative plastered panel. This type, also with slate cladding, is employed with variations in later phases.

Kevelioc Road

1.5.19. Siward Road and Shobden Road are similar, with a brick ground floor and a roughcast rendered first floor. The east side of Shobden Road has unusual tile hanging forming a catslide roof that encloses the ground floor porches. The central pair of houses in each terrace has paired, projecting gables facing the street. Shobden Road has recessed porches but in Siward Road the shared projecting porches are in brick with a dentil course detail beneath a simple cornice moulding.

Siward Road

Shobden Road (porch cat slide roofs)

Porch detail

1.5.20. East of Tower Gardens, the terraces date from 1909-11 and have more of a garden suburb character. The terrace on the east side of Awlfield Avenue is set back from the road to form a garden front, a device seen in the later terraces in Risley Avenue.

Awlfield Avenue (west side)

1.5.21. This layout is also seen in the attractive small terrace on Bennington Road that closes the view looking east along Tower Gardens Road.

Original brick pavers

1.5.22. Cumberton Road has identical terraces on each side of the street in yellow brick with hipped roofs, with a slate-hung double gable at the centre of each terrace.

Gable

Cumberton Road

1.5.23. Balliol Road has somewhat plainer fully rendered terraces again with recessed porches, but the slightly projecting end houses have a simple porch hood supported on brackets.

Balliol Road

1.5.24. The eastern section of Tower Gardens Road (mainly 1913-14) consists of red or yellow brick terraces set behind well preserved hedges, with some interesting variations including porches with glazed tiled columns.

Tower Gardens Road (north side)

Tower Gardens Road (north side)

Tower Gardens Road (north side)

1.5.25. The south side of the street consists mainly of red-brick terraces, one section set back to form a garden front, and with some interesting variations with stylised classical pilasters in brick.

Tower Gardens Road (south side)

Tower Gardens Road (south side)

Tower Gardens Road (south side)

1.5.26. At the junction of Tower Gardens Road with Kevelioc Road and Walden Road, the corner houses are arranged in an L-shape forming an attractive set- back front garden space with trees.

Junction of Tower Gardens Road and Kevelioc Road

1.5.27. The corner houses are linked to the terraces facing Tower Gardens Road by red-brick screen walls with pitched tiled copings (seen also on the north side of Risley Road), confidently detailed in an arts and crafts manner including, on these later houses, details such as creasing tile window lintels and keystones to the brick arches.

Screen wall on Tower Gardens Road

1.5.28. The former community hall at the corner of Waltheof Avenue, now a nursery, is a notable building, designed in a late-17th century domestic style with a steep hipped roof and dormers. The entrance has a deep concave surround in red rubbed brick with a heavy keystone. Anti-pigeon netting around the eaves disfigures its appearance, however.

Former community hall, Tower Gardens Road

1.5.29. Risley Avenue continues the theme of Tower Gardens Road, the south side generally repeating the same typologies as the contemporary cross streets.

Risley Avenue (south side)

Bay window

Risley Avenue (north side)

1.5.30. The north side of Risley Avenue consists of red-brick terraces from the 1913-14 phase of building, with a greater use of garden city planning and design features such as the set-back front garden areas and brick screen walls linking the corner house with the adjoining terrace.

Risley Avenue (north side)

Risley Avenue (north side)

1.5.31. At the junction of Risley Avenue and Awlfield Avenue the street layout replicates a typical garden suburb arrangement. Here the four corner blocks are arranged in what has been termed a 'butterfly junction' pioneered by Raymond Unwin at Letchworth Garden City. Each of the four corner arrangements is treated differently.

Porch detail

Junction of Risley Avenue and Awlfield Avenue

Junction of Risley Avenue and Awlfield Avenue

Junction of Risley Avenue and Awlfield Avenue

Junction of Risley Avenue and Awlfield Avenue

1.5.32. The junction with Waltheof Avenue, on the north side, also has set-back corner houses leading to an attractive and well-preserved little group of four cottages (dating from the post-war period) with Westmorland green slate roofs laid in receding courses, forming a transition to the more open planning of the post-war phase of development.

Group of two pairs of cottages on Waltheof Avenue

1.5.33. The group of streets comprising part of de Quincey Road, Morteyne Road and Awlfield Avenue (north), completed in 1915, was the first (and only) section of the proposed garden suburb scheme to be built. The houses are built in red brick in a cohesive neo-Georgian/Regency style. The three terraces on the west side of de Quincey Road, the central row behind a generous tree-planted verge, is of particular note, although the group has been badly affected by replacement uPVC windows. Uniquely on the estate, some of the end houses in this street have first-floor balconets with French windows. The corner houses are linked by screen walls.

Junction of Morteyne Road/de Quincey Road

1.5.34. The terraces in Morteyne Road are distinguished by pilastered central bays with parapet roofs. Also noteworthy is the group of four houses on Awlfield Avenue that is given a 'mansion' appearance with a pediment, effectively closing the view along Morteyne Road, although seen close up the integrity of the group has been compromised by alterations.

Morteyne Road

The stock-brick houses at the end of de Quincey Road form part of the 1920s Henningham Road development. Those on the west side are decorated with quoined panels.

CHARACTER SUB AREA B:
Topham Square

1.5.35. This group of seven blocks of flats was built in 1924 on a plot originally intended for a 'public building'. The style is derived from English 17th-century domestic architecture and the formal layout consists of five symmetrical blocks arranged on a T-plan, flanked by two shorter blocks facing Risley Avenue. The blocks are two storeys high plus a steep gambrel attic, faced in roughcast render with pantile roofs and tall brick stacks. The projecting full-height entrance bays have steep gables and round arched recessed porches. All the windows have been replaced with double-glazed casements. The narrow road leading to the square is lined with well-tended gardens enclosed by metal hoop railings, leading to a grassed courtyard.

Topham Square

Topham Square: Risley Avenue elevation

1.5.36. In increasing the height of this last section of Risley Road from two to three storeys, Topham Forrest (after whom the square is named) sought to 'enhance the architectural effect'. The cohesion of the street frontage is successfully maintained by a continuous eaves line with the pre-war cottages in the street.

CHARACTER SUB AREA C:
Lordship Lane

1.5.37. This frontage encloses the southern boundary of the White Hart Lane Estate and consists of four long terraces and small six-bay rows of 'cottage flats', plus a shopping parade.

1.5.38. The flats are designed in a consistent neo-Georgian style, faced in roughcast render with pantile roofs, the taller central bays of the long terraces accentuated by parapets rather than eaves, and pedimented dormers. Windows are multi-paned sashes with intermittent canted bay windows to the upper floors and tripartite windows at ground floor. Entrances are paired within arched recessed porches serving the upper floors, and single doors with timber pedimented surrounds and narrow fanlights. The flank elevations framing the road junctions combine a hipped roof with a gable supporting the chimney stack, a device used on the pre-war cottage estate. The easternmost block has two ground-floor shops, probably original but altered.

Lordship Lane: cottage flats

Lordship Lane

Lordship Lane shop fronts

Series of original doors and fanlights in Lordship Lane

1.5.39. The shopping parade (Nos. 340-386) was built in two phases, the five eastern units completed by 1914 and the remainder in 1925-6, presenting an apparently seamless façade (the later phase lacks party-wall gables). This is a handsome red-brick composition inspired by the architecture of Sir Edwin Lutyens, consisting of two storeys and attic with a hipped tiled roof and deep eaves, the projecting end bays framed in rusticated pilasters. Most sash windows to upper floors and dormers survive, as do several of the geometrical fanlights to the flat entrances. The shops have simple pilasters and moulded cornices; at the west end are two original shop fronts with splayed lobbies and square transom lights.

Shopping parade Lordship Lane

CHARACTER SUB AREAS D AND E

1.5.40. The buildings of these sub-areas date from 1919-23 and while retaining many of the essential cottage estate characteristics of the earlier phase, they have less variation and contrast in design, materials and decorative detail. The grouping of terraces in threes, with the central row set back behind a grass verge, is continued, providing variety to the streetscape.

1.5.41. Red brick is used on the Roundway frontage but elsewhere yellow London stock brick predominates; roofs are mainly hipped covered in clay pantiles, plain tiles or slate, but continuing the use of combined roof-forms to accentuate end houses, with the eaves carred on creasing-tile kneelers.

1.5.42. Windows are predominantly multi-pane sashes and many entrances have neo-Georgian timber pediments or flat door-hoods on scrolled brackets, combined in some terraces with round-arched through-

passages. Stretcher bond brickwork replaces Flemish bond, indicating the use of cavity wall construction.

1.5.43. While the sub-areas are less distinctive overall than the pre-war section of the estate, and very similar to the contemporary streets to the north outside the conservation area, they provide an important visual boundary to the pre-war cottage estate.

CHARACTER SUB AREA D:
The Roundway

1.5.44. The Roundway frontage comprises two identical groups of three symmetrical terraces flanking the junction with Risley Avenue, the central terraces set back behind an open grass verge. The end bays of the flanking terraces break forward while those of the central row are set back. The ground floors have tripartite sash windows.

The Roundway

The house to the south of the junction with Risley Avenue has been extensively altered and detracts badly from the group.

CHARACTER SUB AREA E:
Gospatrick Road and Henningham Road

1.5.45. These roads form a long curve bisected by the north-south axis of Waltheof Avenue. The south side of the road consists of three terraces of eight and one terrace of four houses, which have paired or single gables interspersed with dormers breaking through the eaves. A small casement window lights the stair at mezzanine level. Each terrace is symmetrical; the central row of the group of three is set back behind an open grass verge.

Gospatrick Road (south side)

1.5.46. The terraces flanking the junction of Waltheof Avenue with Gospatrick Road and Henningham Road are identical compositions, the penultimate bays breaking forward, with canted bay windows to the ground floor and mezzanine casements. The through-passages are set in shallow recesses with brick-on-edge spandrels and dentilled heads.

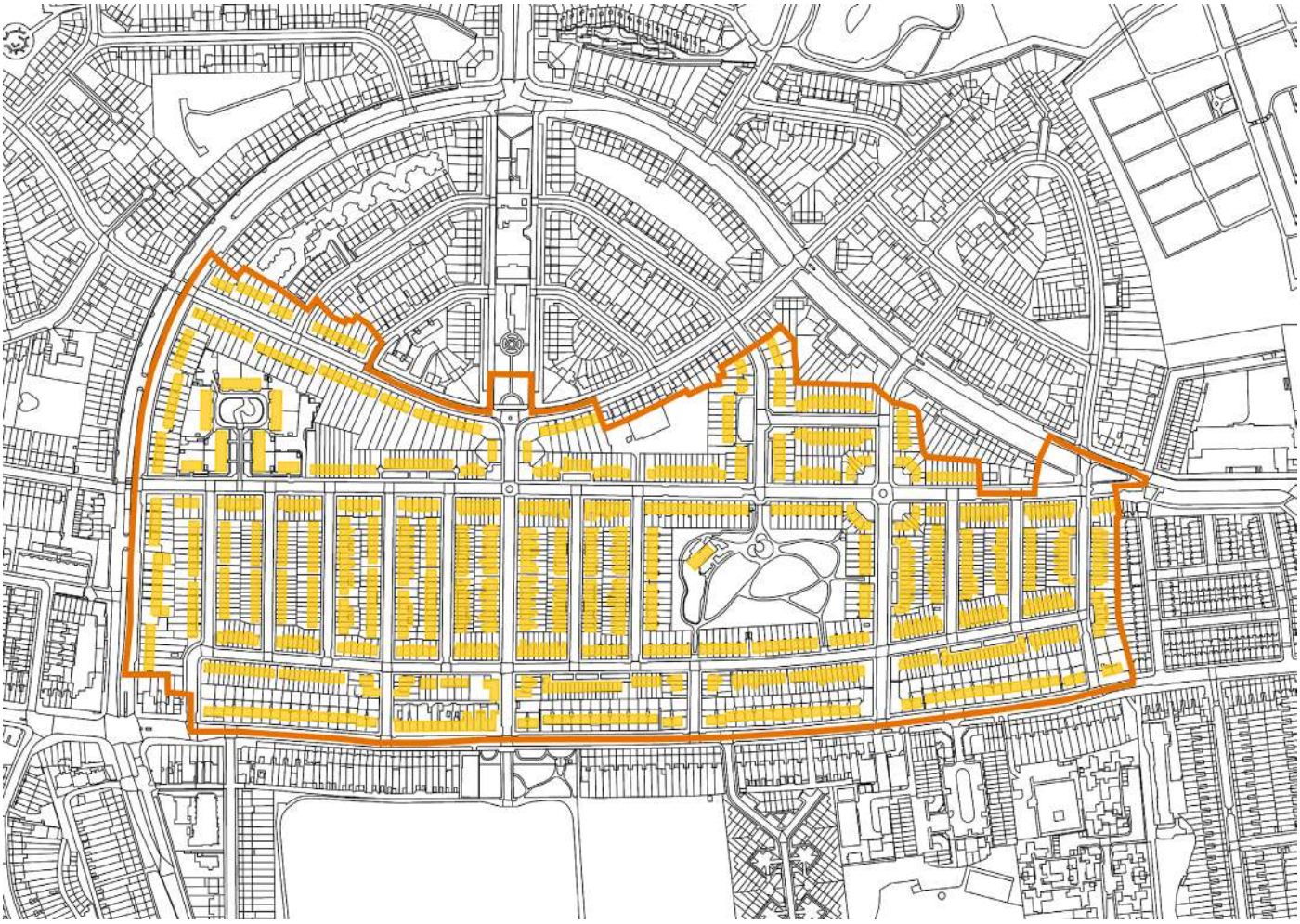
Henningham Road

1.5.47. The north side commences with a group of three terraces which have dentilled string-courses and ground-floor windows set within recessed arches with brick-on-edge spandrels; a similar terrace follows but lacking the window-arch detail.

Gospatrick Road (north side)

1.5.48. On both sides of Gospatrick Road, the terraces near the junction with the Roundway have undergone much alteration, including the loss of hedges to create parking hardstandings, extensive window and door replacement, and an incongruous side extension.

Parking hardstandings, Gospatrick Road



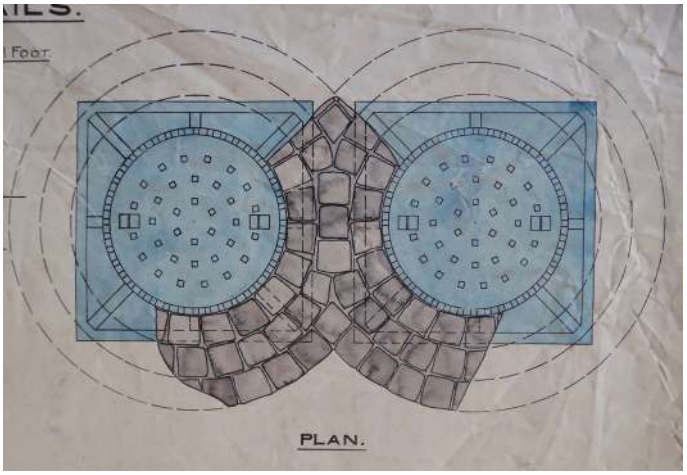
Tower Gardens Conservation Area Audit Map

Statutory Listed Building
Historic Park or Gardens
Negative Contributor
Locally Listed Building
Neutral
Conservation Area Boundary
Positive Contributor

1.6 Public Realm

1.6.1. The principal public open space of Tower Gardens itself is largely concealed from the surrounding streets, but clearly noticeable from the tall trees visible above the roofline of the two-storey houses. The street grid therefore forms the main aspect of the public realm within the conservation area and a consistent feature is the survival of the privet hedges fronting the property boundaries. Signs in the estate include the words 'Tower Gardens Conservation Area' underneath the street name. While not an original feature, these are attractively designed and help to highlight the area's special interest. The street names themselves are unusual. A number are thought to be named after former Lords of the Manor of Tottenham.

1.6.2. The attention to detail evident in the design of the terraces was also reflected in the detailing of surface materials, as shown in the original drawing of the arrangement of granite setts around a manhole cover and in the use of red brick pavers and tiles on Risley Avenue.



Manhole cover detail

Original brick pavers

1.6.3. Generally, the present surface materials consist of tarmac roads and concrete paving for the footpaths with granite kerbs and, in many streets, granite setts lining the road gutters. Paving is generally in good condition although there are places where on-pavement parking has damaged the paving slabs. Some of the street furniture and signage is over-large and intrusive in the street scene, creating clutter at road junctions.

Signage clutter

1.6.4. Modern steel lamp standards are prevalent throughout the conservation area. These are utilitarian but unobtrusive.

1.7 Condition and Development Pressures

1.7.1. The built fabric, front gardens and privet hedges of the estate are generally well maintained, although there are some notable instances of unkempt frontages and overgrown hedges.

1.7.2. The post-war terraces fronting The Roundway and in Gospatrick Road, which are not within the Article 4 area, have suffered more extensively from alterations, particularly replacement windows and front doors, and replacement of clay tiles with concrete roof tiles. The Lordship Lane frontage (which is within the Article 4 area) has lost less of its original character although the original shopfronts have largely been changed.

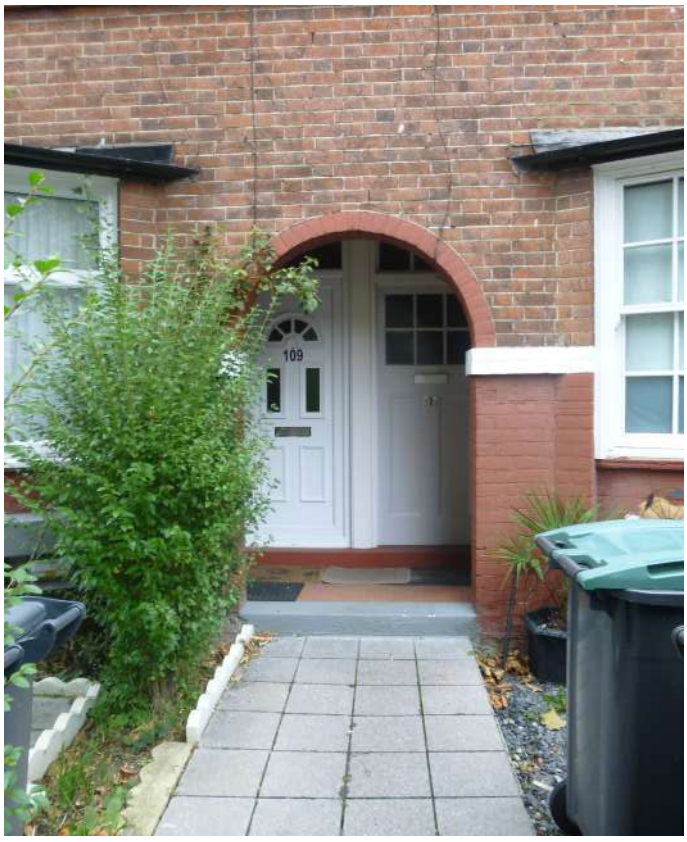
1.7.3. The pre-1914 cottage estate, which is entirely covered by the Article 4 Direction, currently retains much of its historic and architectural integrity although this is gradually being undermined by a number of significant and detrimental changes.

Changes comprise:

- Replacement of timber sash or casement windows in uPVC, aluminium, or timber units that do not replicate the originals
- Replacement of original glazed timber front doors
- Addition of porches, and the infilling of recessed porches
- Painting or rendering of brickwork
- Satellite dishes on front elevations
- Replacement of hedges with solid walls or fences, with some instances of parking hardstandings
- Poor quality shop fronts

De Quincey Road (west side)

Window replacement



Replacement door (left) original door (right)

Modern porch additions

Painted brickwork

Satellite dishes

Painted brickwork disrupts cohesion of this terrace

Satellite dishes

Replacement of hedges with mismatching walls and fences

Parking hardstandings, Gospatrick Road

1.7.4. Some of these changes may predate the Article 4 Direction issued in 1981 but it is evident that negative changes have taken place since that time, affecting both private and Council-owned properties. In particular, there has been substantial replacement of timber sash or casement windows with poorly detailed timber double-glazed versions, in many instances apparently undertaken by social landlords with planning permission.

1.7.5. The cumulative effect of these changes over time is likely to have a serious impact on the appearance of the conservation area, leading to the erosion of its character and historic integrity.

2 Tower Gardens Conservation Area Management Plan

2.1 The Purpose of Conservation Area Management Plans

2.1.1. Local authorities have a duty to formulate and publish proposals for the preservation and enhancement of conservation areas. Conservation Area Management Plans are essential tools in this process. Their principal functions can be summarised as follows:

- To set out the Council's strategy for managing change in the conservation area
- To provide guidance to all stakeholders to ensure that future change in the conservation area will preserve or enhance its special character

2.2 Summary of the Implications of Conservation Area Designation

2.2.1. Conservation area designation introduces stricter planning controls over demolition and tree protection:

- Demolition of buildings greater than 115m^3 and structures over 1m high next to a public highway, path or open space; or over 2m high elsewhere
- Works to trees with a trunk diameter greater than 75mm at 1.5m^2 above ground level: written notice must be given to the Council, which has 6 weeks to decide whether to grant permission or make a Tree Preservation Order (TPO). Failure to comply may result in prosecution

2.2.2. Generally, development must preserve or enhance the character or appearance of the conservation area. There is a strong presumption against the demolition of buildings or structures which make a positive contribution to its character or appearance, and similarly to preserve trees.

2.2.3. Additionally, there are restrictions on the types of development that can be carried out without planning permission (permitted development) in conservation areas. Flats and non-residential premises have fewer permitted development rights than dwelling houses.

2.2.4. The majority of Tower Gardens Conservation Area is subject to an Article 4 Direction which means that planning permission will be required for certain changes that would otherwise be considered as 'permitted development'. These include extensions, changes to the roof, windows, front boundaries and painting of brickwork (see link provided below). Advice should always be sought from the Council on what works are likely to require planning permission.

2.2.5. Stricter rules apply in conservation areas with regard to the type and size of advertisements that can be erected without advertisement consent.

2.3 Managing Change in the Conservation Area: Key Principles

- In considering development proposals in the conservation area, the Council will apply the relevant national, regional and local policies and guidance

- All new development in the conservation area should preserve or enhance its special interest in terms of scale, design and materials and should have regard to the design guidance provided in Part 3 – Preserving and Enhancing the Conservation Area
- The Council recommends that pre-application advice be sought from the Planning Services
- The Council will endeavour to ensure that its departments work corporately to ensure that development decisions preserve or enhance the conservation area.

2.4 Enforcement

2.4.1. The Council has an adopted Planning Enforcement Charter and will investigate and, where necessary, take enforcement action against unauthorised works in the conservation area.

2.4.2. Advertisements and signs: the Council is committed to taking enforcement action against

2.4.3. inappropriate signage and advertising where this is not 'historic', appropriate notices are being served and actions have been taken. The Council will continue to do so in the future.

2.4.4. Notices under Section 215 of the Town and Country Planning Act (1990) have been served on properties that 'adversely affect the amenity of the area'. The Council will continue to serve such notices where deemed appropriate on a case-by-case basis and in accordance with the provisions of the legislation.

2.5 Quality of Planning Applications

2.5.1. Applications should provide sufficient information to enable the Council to assess the impact of the proposed development and its setting to enable the Council to assess the impact of the proposals on the character and appearance of the conservation area. Applications for outline planning permission will not normally be accepted. The Council's Validation Checklist sets out the level of information required in support of planning applications. The following are of key importance:

Level of detail

2.5.2. A typical planning application might include:

- plans, elevations and sections of the proposed building at scale 1:50, showing the proposal in relation to existing buildings
- plans, elevations and sections of the existing at scale 1:100 or 1:50, marked up to show the extent of demolition
- detailed drawings of elements such as windows, doors, decoration at scales 1:20 and 1:5
- drawings annotated to show proposed materials
- any other information considered necessary to assess the potential impact of the development (including, for example, colour perspective drawings, models, photographs, structural engineers statement).
- planning applications for replacement of windows should include elevations at scale 1:10 or with all dimensions clearly annotated, property elevations or photographs of the whole of the property, with the windows to be replaced numbered to correspond with window elevations, a cross-section at a scale of 1:5 or preferably full size through the transom showing the relationship of fixed and opening lights and drip rails, and full size details of any glazing bars or leaded lights.

Heritage Statements

2.5.3. All applications should be supported by a design and access statement or heritage statement

2.5.4. where appropriate. The amount of detail that is required will vary according to the particular proposal. The statement should include:

- An assessment of significance of any heritage assets which may be affected including their setting

- An assessment of the likely impact of the proposed development on the heritage asset(s) and their setting; and

- An explanation of the rationale behind design choices, including how the proposal would relate to its context and how potential negative impact on heritage assets would be avoided.

Archaeology

2.5.5. Where a site falls within an Archaeological Priority Area or has the potential to contain archaeological deposits, planning applications should be accompanied by an archaeological assessment and evaluation of the site, including the impact of the proposed development. It is advisable to contact Historic England's Greater London Archaeological Advisory Service (GLAAS) before the submission of a planning application.

Materials and workmanship

2.5.6. Planning applications should be supported by details of the proposed materials to be used for the external finish and details. Samples of the materials may also be required.

Experienced consultants and builders

2.5.7. The Council strongly advises that applicants appoint consultants and builders with proven experience in historic buildings work.

2.6 Recommended Steps

- A dated photographic survey of the conservation area is strongly recommended as an aid to monitoring changes, the efficacy of the Management Plan and Article 4 Direction, and to support enforcement action. It may be possible to engage local volunteers in this exercise.

- It is recommended that the implementation of existing planning powers within the conservation area, particularly within the area covered by the Article 4 direction, should be reviewed to ensure that these controls are effectively and consistently applied. This can be helped by promoting public awareness of the special character of the area, but also by securing the participation and support of social landlords, including Homes for Haringey, in the sensitive management of the estate in the future.

- Consideration should be given to reviewing and, where appropriate, extending the scope of the Article 4 Direction in respect of works that are identified in the Appraisal as adversely affecting the character of the conservation area

- Consideration should be given to extending the Article 4 Direction to include the entire conservation area, and in particular the south side of Gospatrick Road and Henningham Road. The level of alteration to the excluded area is reaching a critical stage where their continuing inclusion in the conservation area may be difficult to justify.

- It is recommended that SPG 3.1, which contains excellent detailed guidance on the management of the estate including the Article 4 direction, repairs and maintenance, should be updated and reissued.

- It is also recommended that street furniture and signage should also be reviewed, in liaison with the relevant departments within the council, so that when replacement or changes take place the special character of the streetscape within the conservation area is recognised in the use of appropriate street furniture and materials.

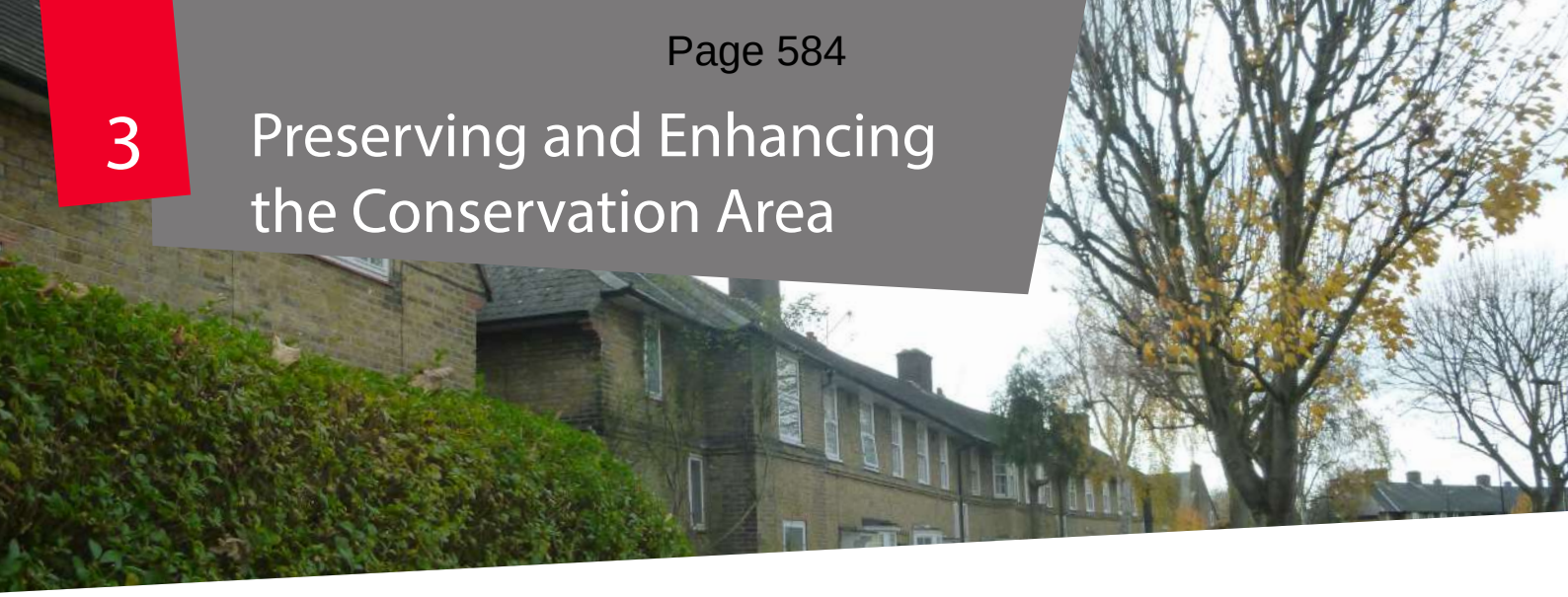
2.7 The Conservation Area Boundary

No alterations are recommended.

2.8 Monitoring and Review

The Council will review this Conservation Area Appraisal and Management Plan as part of a five-year programme, in compliance with national legislation and policy.

3 Preserving and Enhancing the Conservation Area



The following guidance applies to all buildings within the conservation area and reflects what the Council considers to be the best approach to preserving and enhancing the character of the conservation area. Applicants for planning permission should ensure that all proposals are in line with the guidelines contained here.

3.1 When is Permission Needed?

3.1.1. Many common alterations will require planning permission. There is an Article 4 Direction in place covering most of the Tower Gardens Conservation Area, which restricts alterations to the front of properties, This means that changes which would ordinarily be considered 'permitted development' will require planning permission in Tower Gardens. Below is a brief guide to common projects requiring planning permission. More information is available at https://www.planningportal.co.uk.

Maintenance and Repairs

3.1.2. Planning permission is not required for like for like repairs using tradition techniques, materials and finishes.

Windows and Doors

3.1.3. Planning permission is usually needed for replacement of, or alteration to windows and external doors.

Rendering and Cladding and Painting

3.1.4. Rendering, cladding or painting of brickwork is not considered permitted development in a conservation area, and will require planning consent. Maintenance of existing finishes does not require permission, provided that this is like for like.

Extensions

3.1.5. Single storey rear extensions to private dwelling houses of up to 3 metres in depth (or 4m in the case of a detached house) are considered 'permitted development' and do not require consent, provided that the design and materials match the existing building. Most other extensions including extensions and alterations to roofs will require planning consent.

Boundaries and Gardens

3.1.6. Planning permission is usually required for the construction, alteration or demolition of a boundary wall.

Vents, Satellite Dishes and Solar Panels

3.1.7. Permission is required for the installation of any of these on a wall or roof slope facing the street.

Demolition

3.1.8. Permission is required for the total or substantial demolition of a building with a cubic content of more than 115 cubic metres (measured externally). It is an offense to carry out such works without consent. If in doubt, please consult the Council's conservation team.

Trees

3.1.9. The council must be notified six weeks prior to cutting down or carrying out works to a tree in the conservation area.

Change of Use

3.1.10. Changes of use will often require planning permission. Change of use from shops (A1) or financial or professional services (A2) to use as a dwelling house (C3) requires planning permission within the conservation area.

Shop Fronts

3.1.11. Planning permission is required for any alterations or removals that affect the appearance of the shop front. This includes alterations to doors, windows or stall risers, and the installation of shutters or security grills. A separate consent is required for advertisements and shop signs (see below).

Advertisement Consent

3.1.12. Advertisement consent is usually required for exterior signs and advertisements which are illuminated, or with an area of greater than 0.3 square metres. This also applies to advertisements displayed inside of a shop window, which can be viewed from outside the building. More information about advertisement consent is available at www.planningportal.co.uk.

3.3 General Maintenance and Improvements

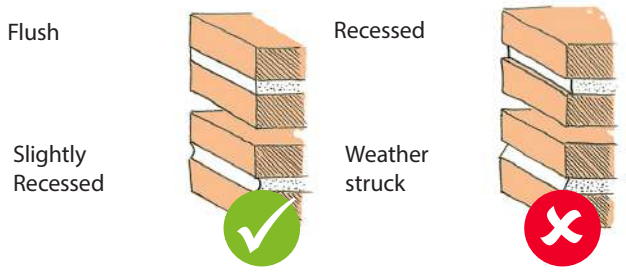
Masonry and Brickwork

3.3.1. Brickwork, hanging tiles, roughcast render, and other original facing materials should not be painted, rendered, or covered. This can affect the appearance of the building or group, cause damage to the building, and introduce a long-term maintenance burden. Such works will not normally be permitted. Where inappropriate painting or cladding has taken place, the Council supports its removal, provided this can be achieved without damaging the fabric of the building. It is important that a specialist using appropriate non-abrasive methods undertakes the work.

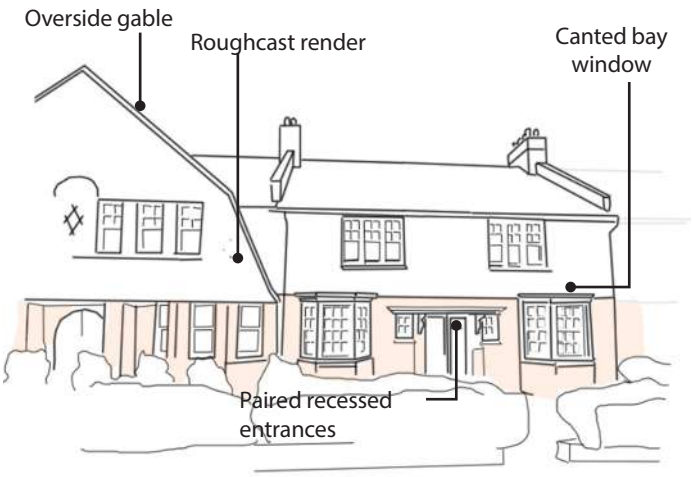
3.3.2. Repairs to brickwork should accurately match the bond, colour, texture, dimensions and pointing of the original brickwork. Any decorative features should be retained, and where necessary repaired or reinstated. Decayed bricks should be replaced with bricks of a similar quality and colour, and laid in the same pattern as the original. In all cases, skilled bricklayers with an understanding of historic brickwork should be employed.

3.3.3. Where necessary, older brickwork should be repointed with an appropriate mortar mix – usually a ime-based mortar carefully matching the existing mix in texture and colour. A flush or slightly recessed mortar joint profile is most appropriate. Cement based hard mortar should not be used on older buildings as it is less permeable than a lime mortar mix and can lead to deterioration of brickwork. This is one of the principal causes of decay in historic masonry and can cause irreversible damage to the appearance of external wall surfaces.

3.3.4. If roughcast repairs are required, the composition of the original work should be determined. All repair works should be made good to match the existing work. If repainting of of roughcast facades is required where they have previously been painted, care should be taken to match the colour to existing paintwork in the terrace, and colour choice should be unobtrusive in the context of the street scene.



A flush or slightly recessed mortar joint is the most appropriate



A Typical façade in tower gardens featuring fair faced brickwork and rough cast render

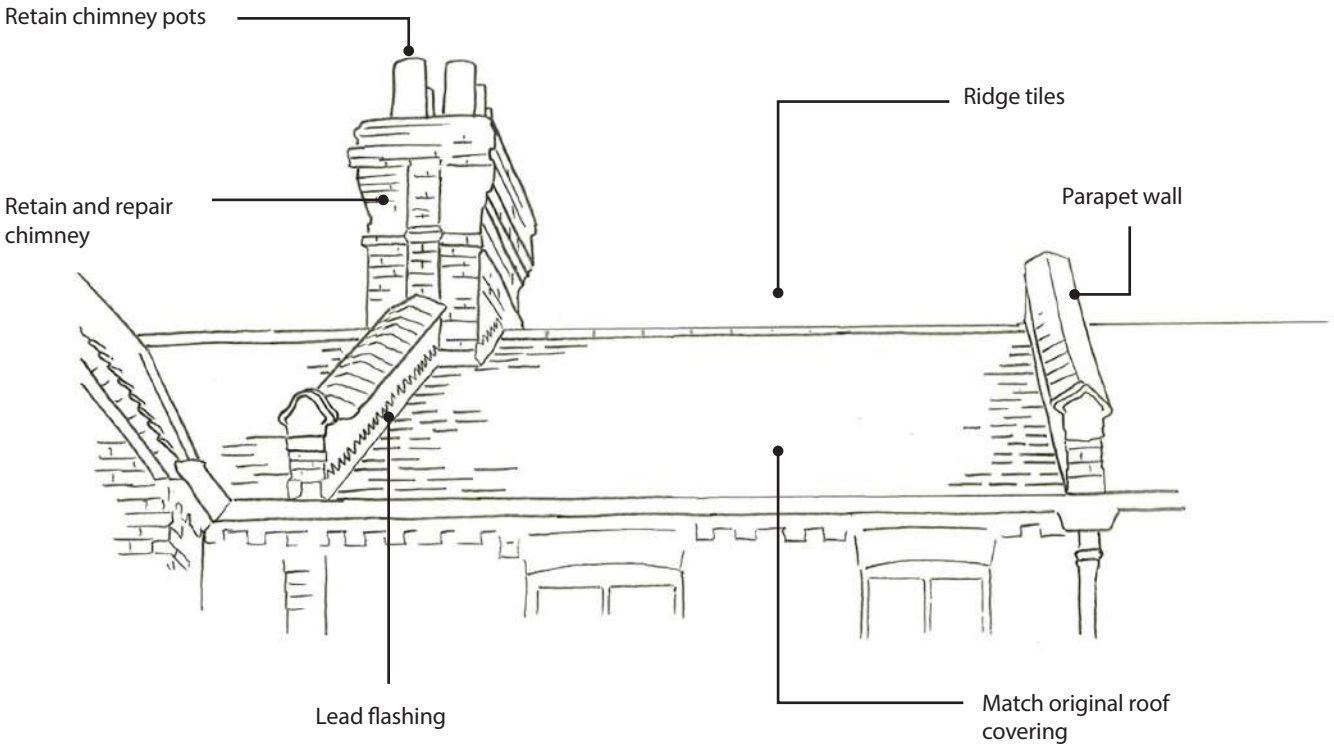
Roofs

3.3.5. Where repairs or reroofing is required, this should be done in materials to match the original, in type, size and colour. This will usually be clay tile, or natural slate. Where possible, the original slates or tiles should be retained and reused. Features such as parapet walls, ridge tiles, decorative tiling and flashing should be retained or restored.

3.3.6. Artificial roof coverings such as Eternit should not be used even when these purport to replicate the appearance of the original, as they are often a short term solution. Where the original roofing material has been lost and the roof needs to be replaced, the original material should be restored. Ridge tiles and other details should always be retained and reused, or replicated. The layout, tile size and any patterning in the original roof should be replicated.

3.3.7. Where additional ventilation is required, his should be provided at the eaves and ridge line and should not affect the appearance of the roof. Vents should not be installed on the roof slope.

3.3.8. Chimney stacks are important features of the roofscape and should never be removed or altered without consent. Repairs may be necessary to stabilise the chimney, but the Council recommends that the height is not reduced and pots are not removed.



Roof features including chimneys should be retained or reinstated when doing work to the roof.

Windows and Doors

3.3.9. Original windows and doors are important elements of the conservation area. Their inappropriate alteration or replacement can be very damaging to the special character and appearance of the building and wider area.

3.3.10. It is always best to retain original doors and windows. These can be repaired and overhauled which is often cheaper than replacing them and will protect the appearance and value of the house. Timber doors and windows should be painted regularly to prolong their life.

3.3.11. Where windows and doors have been altered, every opportunity should be taken to restore them to their original style. In cases where a previously altered window is to be replaced, the new window should replicate the original design and materials, which can usually be ascertained by looking at nearby houses of the same type.

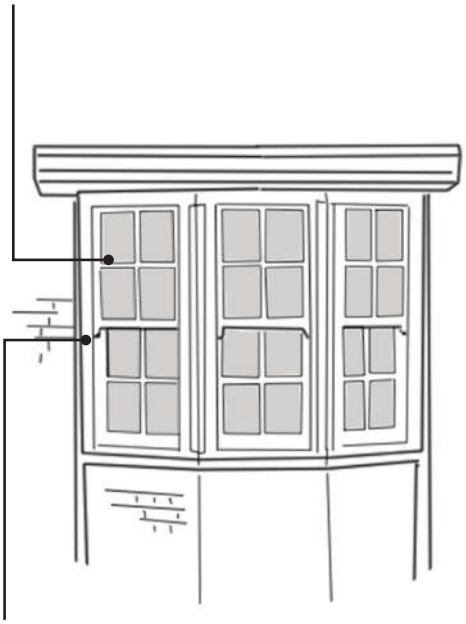
3.3.12. The thermal performance of windows can be significantly improved through the use of draught-proofing, discreet secondary glazing, shutters and curtains or blinds. In the case of listed buildings, the installation of secondary glazing will usually be permitted where it can be accommodated without harm to the significance of the building interior.

3.3.13. Where it is necessary to replace windows, high quality single or double glazed timber replacements which closely replicate the design and dimensions of the originals will usually be considered acceptable. UPVC which closely replicates the design and dimensions of the original may be considered appropriate in some cases on rear elevations that are not visible from the street. Windows in Tower Gardens are separated into small panes with glazing bars. These are an important feature and care should be taken to replicate their arrangement and profile.

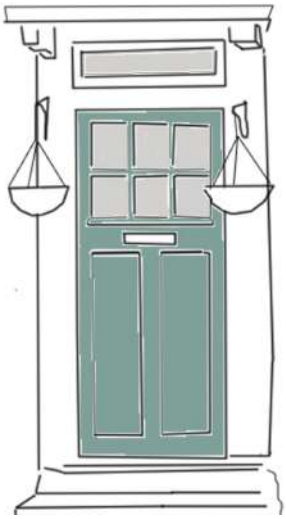
3.3.14. Where it is necessary to replace a door, a high quality timber replacement which closely replicates the original design will usually be acceptable. Side lights and top lights are an important part of the door design and should not be covered or altered. UPVC doors will not usually be considered acceptable.

3.3.15. It is never appropriate to alter the original configuration of windows, the size and proportions of window and door openings, or details such as lintels, brick arches and sills. The depth to which window frames are set back from the face of the building should not be altered.

3.3.16. External security grills, gates and shutters should not be installed to doors or windows as this harms the character of the area. Residents wishing to improve security are advised to seek specialist advice on more appropriate solutions.



A typical sliding sash window divided in to small pan



It is important to replicate the design and proportion of the original door, and to retain surrounding features such as top lights

Architectural Features and Detailing

3.3.17. Original architectural features and decoration should be retained as far as possible. This includes features such as porches, hanging tiles, decorative tiles and brickwork, terracotta panels, gables and barge boards. Repairs to decorative features should usually be carried out by an appropriately skilled craftsperson or conservator.

3.3.18. Where architectural features or decorative details have been lost, or replaced with poor-quality substitutes, and there is clear evidence of their original appearance, the Council will strongly encourage their reinstatement.

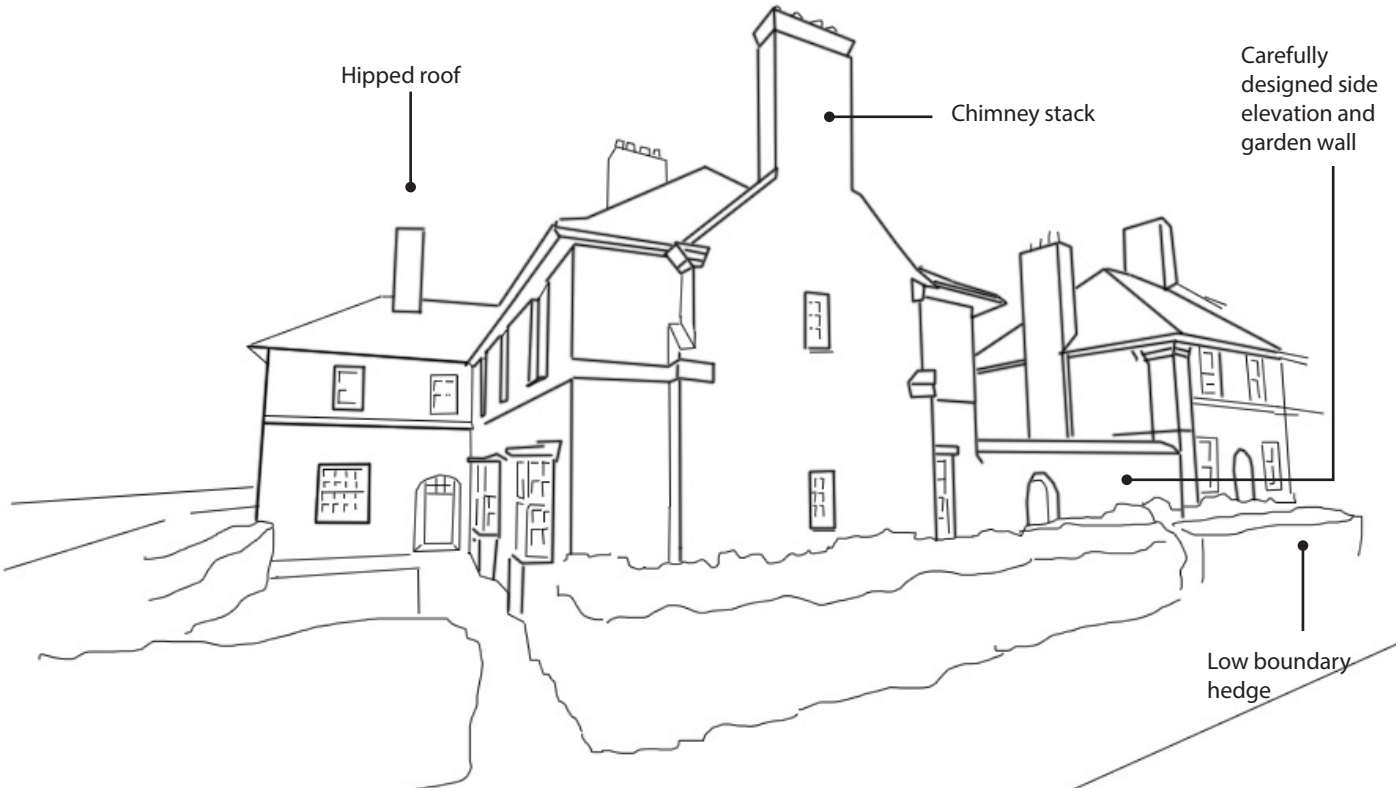
3.3.19. It is always best to retain the original porch arrangement which is often an integral part of the design of a building. Open porches should not be enclosed. Canopies or enclosed porches at the front of the house that are not part of the original design, will not be considered appropriate.

Boundary Walls, Front Gardens And Parking

3.3.20. Walls, fences and other boundary treatments to both front and back gardens make an important contribution to character. Their removal, or the addition of a boundary treatment of a different height or type will not be considered appropriate.

3.3.21. Where boundary walls are in poor repair or have been lost entirely, they should be carefully repaired or rebuilt to reflect the original appearance. Repairs to brickwork should accurately match the bond, colour, texture, dimensions and pointing of the original brickwork.

3.3.22. Loss of front gardens and/or boundary treatments in order to create parking spaces will not be considered acceptable. The original boundary treatment should usually be retained. The Council encourage the retention of hedges at the front of properties, which make an important contribution to the character of the street.



Corner plots have been carefully designed. Changes to boundary walls or side elevation should usually be avoided.

External Services and Fitting

3.3.23. External services such as satellite dishes or electrical equipment should only be installed where absolutely necessary, and should be designed and located to minimise the impact on appearance. Satellite dishes will only be acceptable where they cannot be easily seen from the street or other public areas - usually at the rear of the property below the level of the roof ridge, or on hidden roof slopes.

3.4 Extensions

3.4.1. In some cases it will be possible to extend houses in Tower Gardens without damage to the building's character, subject to sensitive handling of scale and detail. However, where extensions would detract from the uniformity of a group of buildings or have a negative impact on views or the street scene, they will be unacceptable in principle.

3.4.2. Extensions will only be permitted if subordinate in size and appearance to the original building. Care should be taken that the form and proportions of the original building are not obscured.

3.4.3. Design, detailing and materials (including roofing material, windows and doors) should be carefully considered to reflect or complement the existing building and the character of the area, and to be visually subordinate to the existing building. The design might reflect the style of the original building, but understated modern designs which complement (and do not compete with) the original building might also be acceptable.

Dormers and Roof Extensions

3.4.4. Roof extensions will not usually be considered acceptable in Tower Gardens. Terraces are formed in to symmetrically composed groups and alterations at roof level will be harmful to the uniformity of the group. Roofs are modestly sized and roof extensions creating additional living space would not be subordinate to the original roof.

3.4.5. Roof lights should be conservation type and sit flush with the roof slope. These should be located on roof slopes not visible from the street and should be of a size that does not dominate the roof slope.

Rear and Side Extensions

3.4.6. Rear extensions should usually be one storey and should generally extend no more than 3m beyond the rear wall in terraced properties.

3.4.7. Rear extensions should not be wider than the width of the house. Where the original footprint of the house is L shaped, extensions should reflect this, and should not obscure the original massing, footprint, and architectural details.

3.4.8. Side extensions will not usually be acceptable, unless it can be shown that the proposed design will not have a negative impact on the street scene or the composition of the terrace.

3.5 Energy efficiency in historic buildings

3.5.1. The Council is keen to support sustainable design and construction methods and to improve the energy efficiency of buildings. It is possible to reduce energy loss in traditionally built buildings without compromising their historic and architectural character. However, some interventions may be unsuitable in certain types of historic building. Detailed advice about improving energy efficiency in older buildings is published by Historic England and is available on their website: www.historicengland.org.uk/advice/your-home/saving-energy/

3.5.2. Improvements for energy efficiency should minimise disturbance to existing fabric and be easily reversible without damaging the existing fabric (especially changes to services).

3.5.3. It is important that when proposing any works to modify an older building, its construction, condition and performance are appropriately understood. Traditionally constructed buildings perform differently to modern buildings. They are more porous and naturally ventilated, so they 'breathe'. They generally include softer materials such as lime based plasters and mortars which respond to air and moisture differently.

3.5.4. The first measure should always be repairs and draft proofing, which can deliver significant improvements with very little disruption and cost. The installation of modern energy efficient boilers, appliances and heating systems will generally improve efficiency without harming the building's character.

Insulation

3.5.5. Older buildings tend to be constructed from permeable materials and it is important that water vapour is able to evaporate from the fabric to prevent moisture

build up. The installation of some modern insulation materials can alter this and cause damp to build up on or within the structure leading to problems such mould growth, rot and decay. It is usually better to choose vapour permeable materials such as natural wool, and great care should be taken to provide appropriate ventilation.

3.5.6. It will usually be possible to install insulation in the roof with good results. If additional ventilation is needed, this should be incorporated in to the ridge and under the eaves. Vents should not be installed on the roof slope.

3.5.7. External wall insulation will usually be harmful to the character of the building and will not usually be considered acceptable.

3.5.8. Repairing and draft-proofing windows can deliver significant improvements in their thermal performance, as can the use of blinds, shutters, and secondary glazing. Where it is necessary to replace a window, appropriately designed double glazing will often be considered appropriate.

Micro-Generation Equipment

3.5.9. Micro-generation equipment such as solar panels will often deliver improvement in the overall energy efficiency of the building but its application in the conservation area will necessarily be limited and other interventions should be considered in the first instance. It is not appropriate to install solar panels or other microgeneration equipment on facades or roof slopes that are visible from the street. Discretely located installations on hidden elevations or rear roof slopes may be appropriate.

3.6 Shop Fronts

3.6.1. High quality shop fronts make an important contribution the character of an area. Some shop fronts in the conservation area have been extensively altered or are in poor repair. Nonetheless, original features remain and the Council will encourage shop owners to repair and restore shop fronts. Planning permission is required for most changes that will alter the appearance of the shop front, including for shutters and awnings.

3.6.2. Shop fronts should have regard to their context, so that the design complements the building as a whole. Each design should relate to other shop fronts in the terrace, taking account of fascia lines, stall riser heights, transom height, bay width and materials. Individual shop fronts should not dominate the terrace.

3.6.3. Designs should incorporate the elements and proportions of traditional shop front design and make use of high quality traditional materials like timber, that complement the character of the building. Shop fronts in the conservation area need not always be reproductions of historic styles. New designs are encouraged, but these should also express the features and proportions of a traditional shop front.

3.6.4. Shop fronts that combine more than one shop unit can disrupt proportions, relating poorly to buildings around them. In these cases, pilasters should be retained or included to provide a visual break. Fascia signs should not be extended over multiple units.

3.6.5. Designs must be simple and uncluttered. Shop owners are encouraged to reduce clutter such as unnecessary signage, electrical equipment, stickers and additional advertising. Any signs, lighting, security measures or canopies should be incorporated within the design and should not obscure architectural elements.

3.6.6. Canopies and awnings will only be permitted if they can be accommodated without damage to the character of the building, and are capable of fully retracting. Retractable traditional straight canvas blinds accommodated within the cornice or architrave will usually be acceptable.

Signage and Advertising

3.6.7. Materials, colours and design for all signage should complement the historic character of the building and area. Signwriting directly on to the timber or metal fascia board or individually mounted lettering are usually appropriate. Perspex, acrylic and other non-traditional materials are not.

3.6.8. Fascia signs should not obscure architectural features, project forward of other features, extend unbroken over more than one shop unit, or impinge upon first floor windows. Box fascias and projecting box signs are not acceptable. Additional signs applied to the facade above fascia level or on upper storeys will not usually be permitted.

Internally illuminated panels, signs or lettering will not usually be permitted. There will be a preference for illuminating signs indirectly with an appropriate swan neck or trough light. Matt finish slim metal lettering with discrete individual halo illumination may be considered appropriate in some instances.

Shop fronts should relate to others in the area. Fascia signs should be in proportion, and not extend across multiple units.

Solid external shutters are not acceptable

Shutters, Grills and Security

3.6.9. All security measures should be integrated within the overall shop front design and should not have a negative impact on the street scene or obscure architectural features.

3.6.10. Shop fronts should use the least visually intrusive security solution. Toughened or laminated glass; Internal screens, grills and shutters; or traditional removable external shutters are the Council's preferred solutions. Rod and link (or other open type) external grills may be permitted in exceptional circumstances where it can be shown that it is the only possible solution, but these must be integrated with the overall shop front design (including box and runners).

3.7 Demoliton

3.7.11. There is a presumption in favour of the retention of all buildings that make a positive contribution to the conservation area, in line with national and local policy. Permission for demolition will not normally be granted.

4 Appendices

4.1 Appendix A - Audit

BUILDINGS MAKING A POSITIVE CONTRIBUTION TO THE CONSERVATION AREA

Awlfield Avenue (west side)
Nos. 1-21

Awlfield Avenue (east side)
Nos. 2-46

Balliol Road (west side)
Nos. 1-29

Balliol Road (east side)
Nos. 2-28

Bennington Road (west side)
Nos. 1-23

Bennington Road (east side)
Nos. 6-44

Chesthunte Road (west side)
Nos. 1-43

Chesthunte Road (east side)
Nos. 2-44

Cumberton Road (west side)
Nos. 1-35

Cumberton Road (east side)
Nos. 2-32

De Quincey Road (west side)
Nos. 1-31

De Quincey Road (east side)
Nos. 2-30

Gospatrick Road (north side)
Nos. 18- 54

Gospatrick Road (south side)
Nos. 1-71

Henningham Road (south side)
Nos. 2-16

Kevelioc Road (west side)
Nos. 1-39

Kevelioc Road (east side)
Nos. 2-40

Lordship Lane
Nos. 132-458

Morteyne Road (north side)
Nos. 1-27

Morteyne Road (south side)
Nos. 2-28

Risley Avenue (north side)
Nos. 1-25
Nos. 1-60 Topham Square
Nos. 27-203

Risley Avenue (south side)
Nos. 2a-6a
Nos. 2-266

The Roundway (east side)
Nos. 2-90

Shobden Road (west side)
Nos. 1-43

Shobden Road (east side)
Nos. 2-30

Siward Road (west side)
Nos. 1-45

Siward Road (east side)
Nos. 2-46

Spigurnell Road (west side)
1-39

Spigurnell Road (east side)
Nos. 2-48

Teynton Terrace (west side)
Nos. 1-31

Teynton Terrace (east side)
Nos. 2-36

Topham Square (see Risley Avenue north side)

Tower Gardens Recreation Ground

Gatepiers, gates and railings at entrances in Risley Avenue and Tower Gardens Road, and gatepiers to former south-west entrance in Tower Gardens Road

Boundary walls to north, south, east and west

Tower Gardens Road (north side)
Nos. 1-233

Tower Gardens Road (south side)
Nos. 2- 280

Walden Road (west side)
Nos. 1-7

Walden Road (east side)
Nos. 2-8

Waltheof Avenue (west side)
Nos.1-37

Waltheof Avenue (east side)
Nos. 2-36

Wateville Road (west side)
Nos. 1-39

Wateville Road (east side)
Nos. 2-28

4.2 Appendix B - Planning Policy Context

National

- Planning (Listed Buildings and Conservation Areas) Act 1990 (as amended) is the principal legislation governing the built historic environment. Part II of the Act relates to conservation areas.
- National Policy Planning Framework (NPPF), published by the Department for Communities and Local Government (2018) sets out twelve 'core planning principles' which include the conservation of heritage assets. The main policies are in Chapter 16. Further advice is provided by DCLG in Planning Practice Guidance: Conserving and Enhancing the Historic Environment (2014).
- Historic Environment Advice Note 1: Conservation Area Designation, Appraisal and Management. A good practice guide published by Historic England in 2019.

Regional

- The London Plan published by the Greater London Authority (GLA) in 2011 and amended to comply with the NPPF, sets out the spatial development strategy for Greater London. Chapter 7 includes policies for planning applications affecting heritage assets, and notes that conservation areas make a significant contribution to local character and should be protected from inappropriate development.
- Supplementary Planning Guidance: Shaping Neighbourhoods: Character and Context published by the GLA in 2014, is of particular relevance to conservation areas
- Streets for All: A Guide to the Management of London's Streets English Heritage (2000) sets out good practice in managing streets and public realm

Local

- Haringey Local Plan: Strategic Policies (2013) is the principal statutory plan for the development of the Borough up to 2026. Section 6.2 (SP12) relates to the historic environment.
- The Development Management DPD (adopted July 2017) sets out detailed development policies. DPD Policy DM9 relates to the management of the historic environment.
- Haringey's Streetscape Manual provides guidance on public realm management

Links for all the above documents are provided in the Sources section.

4.3 Appendix C - Planning Policy And Guidance Links

National

Planning (Listed Buildings and Conservation Areas) Act 1990
www.legislation.gov.uk/ukpga/1990/9/contents

Department of Communities and Local Government, The National Policy Planning Framework (NPPF)
www.gov.uk/government/uploads/system/uploads/attachment_data/file/6077/2116950.pdf

DCLG, Planning Practice Guidance: Conserving and Enhancing the Historic Environment
http://planningguidance.planningportal.gov.uk/blog/guidance/conserving-and-enhancing-the-historic-environment/.

Historic England, Historic Environment Advice Note 1: Conservation Area Designation, Appraisal and Management (2019). https://historicengland.org.uk/images-books/publications/conservation-area-designation-appraisal-management-advice-note-1/

Regional

The London Plan
www.london.gov.uk/priorities/planning/publications/the-london-plan

Chapter 7 of the London Plan: London's Living Places and Spaces

www.london.gov.uk/sites/default/files/LP2011%20Chapter%207.pdf

Supplementary Planning Guidance: Shaping Neighbourhoods: Character and Context, www.london.gov.uk/priorities/planning/publications/shaping-neighbourhoods-character-and-context

Historic England, Streets for All: A Guide to the Management of London's Streets http://historicengland.org.uk/images-books/publications/streets-for-all-guide-to-management-of-londons-streets/

Local

Haringey Local Plan: Strategic Policies www.haringey.gov.uk/sites/haringeygovuk/files/final_haringey_local_plan_2017_online.pdf

Haringey Development Management DPD www.haringey.gov.uk/sites/haringeygovuk/files/final_haringey_dmp_dtp_online.pdf

Haringey Streetscape Manual www.haringey.gov.uk/parking-roads-and-travel/roads-and-streets/road-care-and-maintenance/streetscape

Article 4 Direction: Tower Gardens Conservation Area (1981) www.haringey.gov.uk/sites/haringeygovuk/files/tower_gardens_article_4_direction_original_order.pdf

SPG 3.1 The Tower Gardens Estate Repair and Conservation Guide (1997) www.haringey.gov.uk/sites/haringeygovuk/files/spg_3.1_tower_gardens_estate_nov_1997.

4.4 Appendix D Sources

Bibliographic

Victoria County History, History of the County of Middlesex, vol. 5 (1976)

Susan Beattie, A Revolution in London Housing (1980)

Robert Thorne, The White Hart Lane Estate: an LCC Venture in Suburban Development, The London Journal Vol 12 (1) 1986)

Bridget Cherry and Nikolaus Pevsner, The Buildings of England, London 4: North (1998)

Christine Protz, Tottenham: A History (2009)

Maps

Ordnance Survey 1:2500: Middlesex XII 3 1894, 1913, 1935

Websites

London Parks and Gardens Trust Inventory of London's Green Spaces of Local Historic Interest www.londongardensonline.org.uk/gardens-online-record.php?ID=HGY041accessed on 28 November 2017

Archives

Bruce Castle Museum, Haringey Libraries, Archives and Museums Service

Historic England Historians file HAR/14

London Metropolitan Archive

4.5 Appendix E - Glossary

Arch the spanning of an opening by means other than a lintel, made up of wedge-shaped blocks. Arches may be flat, semi-circular, segmental (a section of a circle) or pointed

Band an unmoulded, horizontal projecting stringcourse, often delineating a floor/storey.

Bargeboards projecting boards set against the incline of a gable, sometimes decoratively carved

Battlement a parapet with alternating higher and lower parts

Bay the vertical division of the elevation of a building, usually defined by window openings

Bay window a projecting window, sometimes curved (also known as a bow window), canted (angled) or square

Bond the arrangement of facing brickwork in courses of headers and/or stretchers

Capital the head of a column or pilaster, often ornamented

Casement window a window hinged vertically to open like a door

Cladding an external covering applied to a structure for protective or aesthetic purposes

Column an upright, often supporting, structure, usually circular but sometimes square or rectangular in form

Console a scrolled bracket supporting the cornice of a shop front, marking the termination of one shop unit and the beginning of another

Coping a protective capping or covering on top of a wall, either flat or sloping to discharge water

Cornice a projecting, decorative moulding along the top of a building, wall, arch or shop front. A dentil cornice comprises small, square blocks

Corbel a projecting block, usually stone, supporting a beam, arch, parapet etc.

Creasing tiles thin clay tiles laid horizontally beneath a wall coping, often used decoratively in Arts-and-Crafts architecture

Cresting a decorative finish along the ridge of a roof, often in terracotta or metal

Cupola a dome that crowns a roof or turret

Dog-tooth a series of mouldings consisting of four leaf like projections radiating from a raised centre.

Dormer window a projecting window placed vertically in a sloping roof with a roof of its own

Dressings a finish, sometimes in a contrasting material to that of the main elevation, most commonly surrounding windows or doors

Eaves the lower part of a roof slope, overhanging a wall or flush with it

Elevation the external wall or face of a building

Façade the front or face of a building

Fanlight a window above a door, often semi-circular with radiating glazing bars, most commonly associated with Georgian buildings

Gable the triangular upper part of a wall at the end of a pitched roof

Gable a small gable, usually superimposed on a hipped roof

Glazing bar a vertical or horizontal bar of wood or metal that subdivides a window frame and holds the panes of glass in place

Heritage asset a building, monument, site, place, area or landscape identified as having a degree of significance meriting consideration in planning decisions. Heritage asset includes designated heritage assets and assets identified by the local planning

authority (including local listing).

Keystone a central wedge-shaped stone at the crown of an arch, sometimes carved

Kneeler A shaped block, often set at the junction of an eaves and gable

Lintel a horizontal beam or stone bridging a door or window

Mortar a mixture of cement (traditionally lime), sand and water laid as an adhesive between masonry courses

Moulding a continuous projection or groove with a contoured profile used decoratively, or to throw water away from a wall

Mullion a vertical bar dividing a window opening into two or more lights

Nail-head a series of pyramidal mouldings resembling the heads of medieval nails

Pantile a roofing tile with a curved S shape designed to interlock

Parapet a low protective wall at the edge of a roof, balcony, bridge etc.

Paterae circular moulded ornaments derived from classical architecture

Pediment a triangular or segmental gable above a portico, opening or façade

Perpendicular style Gothic style of the late-15th and early-16th centuries

Pier a solid masonry support as distinct from a column, often flanking openings

Pilaster a shallow pier projecting slightly from a wall, often crowned with a capital

Pitched roof a roof with two slopes and a gable at each end

Plinth the projecting base of a wall or column

Pointing the exposed mortar finish to brick or masonry joints

Quoin a dressed stone at the angle of a building usually laid so that their faces are alternately short and long

Render plaster or stucco applied to an external wall surface. Roughcast (or pebbledash) is mixed with gravel

Rooflight a window set flush into the slope of a roof

Sash window a window that is double hung with wooden frames (sashes) that slide up and down with pulleys and weights

Setts rectangular blocks of stone (commonly granite) used for road surfacing

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Peabody Cottages Conservation Area Appraisal and Management Plan

July 2019

Haringey LONDON

Foreword

I am pleased to present the Peabody Cottages Conservation Area Appraisal and Management Plan. This document will play a significant role in the positive future management of Peabody Cottages Conservation Area and be a guide for residents, the Council, and all those with an interest in the history of the area.

Peabody Cottages is an important early example of a charitably funded suburban housing estate. It was built by the Peabody Trust to provide high quality and affordable housing for the working classes, and it is still managed by the Trust. The attractive, modestly sized brick cottages give the estate a unique character and sense of place. It has considerable historic significance and value to residents and the local community.

As a Council, we are committed to preserving and enhancing this valuable asset. This document will be an important tool in achieving this, and provides a clear explanation of the significance of the area that can be used to inform future management. It includes simple design guidelines for the area and will be taken into account when the Council is considering applications. The appraisal was prepared by independent heritage consultants and is based on detailed site surveys and observation work.

Good heritage management is only possible with the support and involvement of the local community, and I encourage everyone to read and make use of this document.

Councillor Kirsten Hearn

Cabinet Member for Climate Change and Sustainability

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1.2 Summary of special interest
1.3 Location and setting
1.4 Historical development and archaeology
1.5 Architectural quality and built form
1.6 Public realm
1.7 Condition and development pressures

2. PEABODY COTTAGES CONSERVATION AREA MANAGEMENT PLAN

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2.3 Managing change in the conservation area: Key principles
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General Introduction

Conservation areas were introduced in 1967 and now number over 9,000 in England. They are designated under the provisions of Section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990, which defines a conservation area as an "area of special architectural or historic interest the character and the appearance of which is desirable to preserve or enhance". Local authorities have a statutory duty to determine those areas that fulfil these criteria, to designate them as conservation areas, and to review these procedures from time to time.

Section 71 of the Act requires local authorities to formulate and publish proposals for the preservation and enhancement of conservation areas. Current best practice, in accordance with published guidance by Historic England, is to prepare Conservation Area Appraisals and Conservation Area Management Plans, usually as a consolidated document.

Conservation areas are identified as 'designated heritage assets' in the National Planning Policy Framework (NPPF).

The London Borough of Haringey has 28 conservation areas. Peabody Cottages Conservation Area was designated in 1991. The majority of properties in the conservation area are still owned and managed by Peabody, but in recent years several have been sold to private owners as a means of raising funds for the repair of the estate. In 2007, following a detailed survey of the estate which indicated that unsympathetic changes were taking place, in particular to owner-occupied properties, an Article 4 Direction was made restricting certain permitted development rights within the conservation area.

This document comprises three parts: Part I Peabody Cottages Conservation Area Appraisal, which sets out the conservation area's special interest, highlighting those elements which contribute to or detract from its character; Part II Peabody Cottages Conservation Area Management Plan - a strategy for managing change in the conservation area to ensure that its character is preserved or enhanced; and Part 3 Preserving and Enhancing the Conservation Area, which provides simple design guidelines for changes within the area.

The methodology of this Appraisal and Management Plan follows the best practice guidance set out in Historic England's Historic Environment Advice Note 1: Conservation Area Designation, Appraisal and Management (2019).

This document will be treated as a material consideration in assessing planning applications affecting the Peabody Cottages Conservation Area.

1 Peabody Cottages Conservation Area Appraisal

1.1 The Purpose of Conservation Area Appraisals

1.1.1. Understanding significance is the key to ensuring that changes to our historic environment can be managed in an informed and positive way. Conservation area appraisals are vital tools in this process. Their principal functions are:

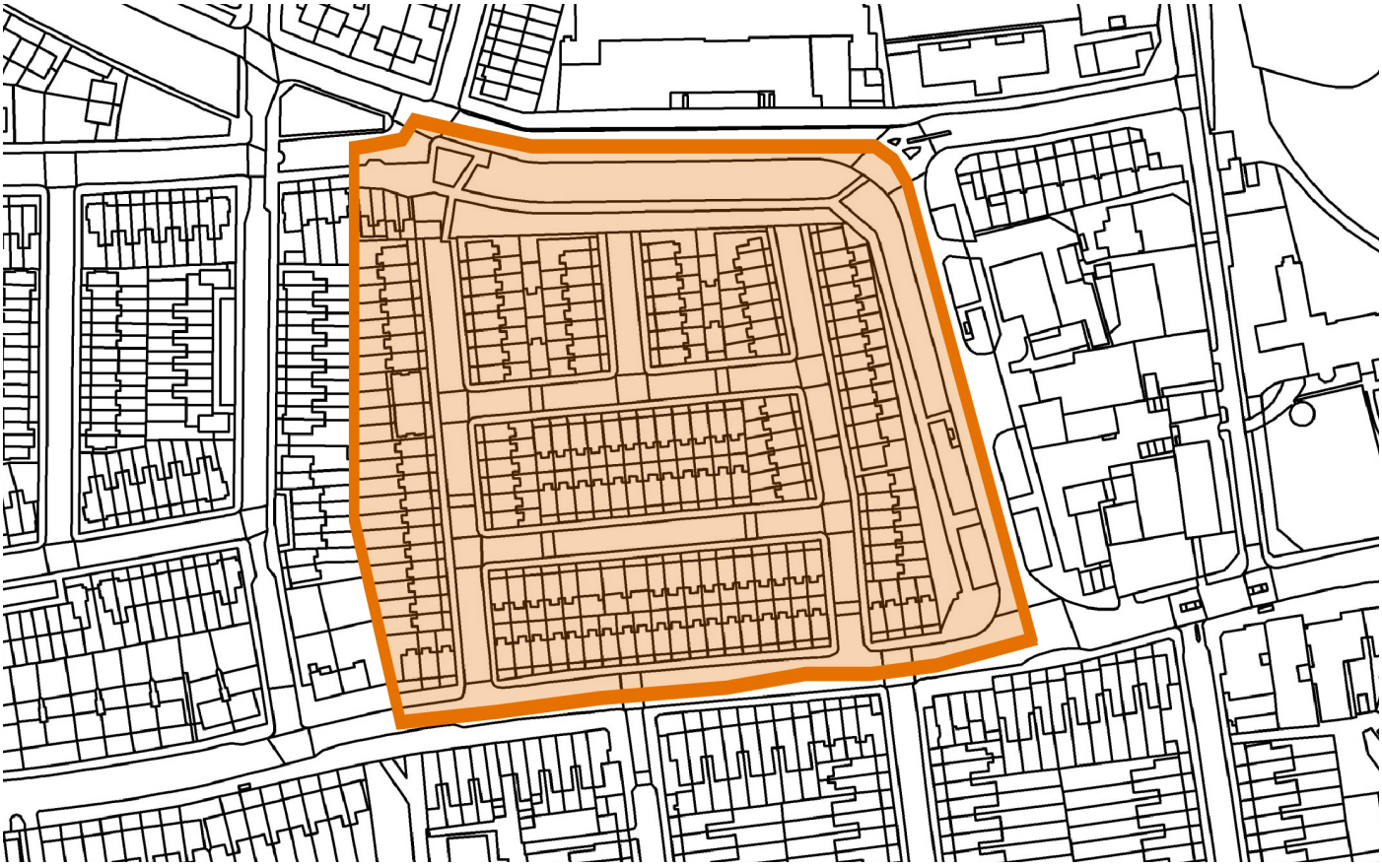
- To articulate why the conservation area is special, highlighting those elements which contribute to, and those which detract from, its character
- To support a robust policy framework for planning decisions
- To inform and guide the associated Conservation Area Management Plan

1.1.2. Conservation area appraisals are not intended to provide an exhaustive account of the conservation area. The omission of any specific building, feature, space or view should not be taken to imply that it lacks significance.

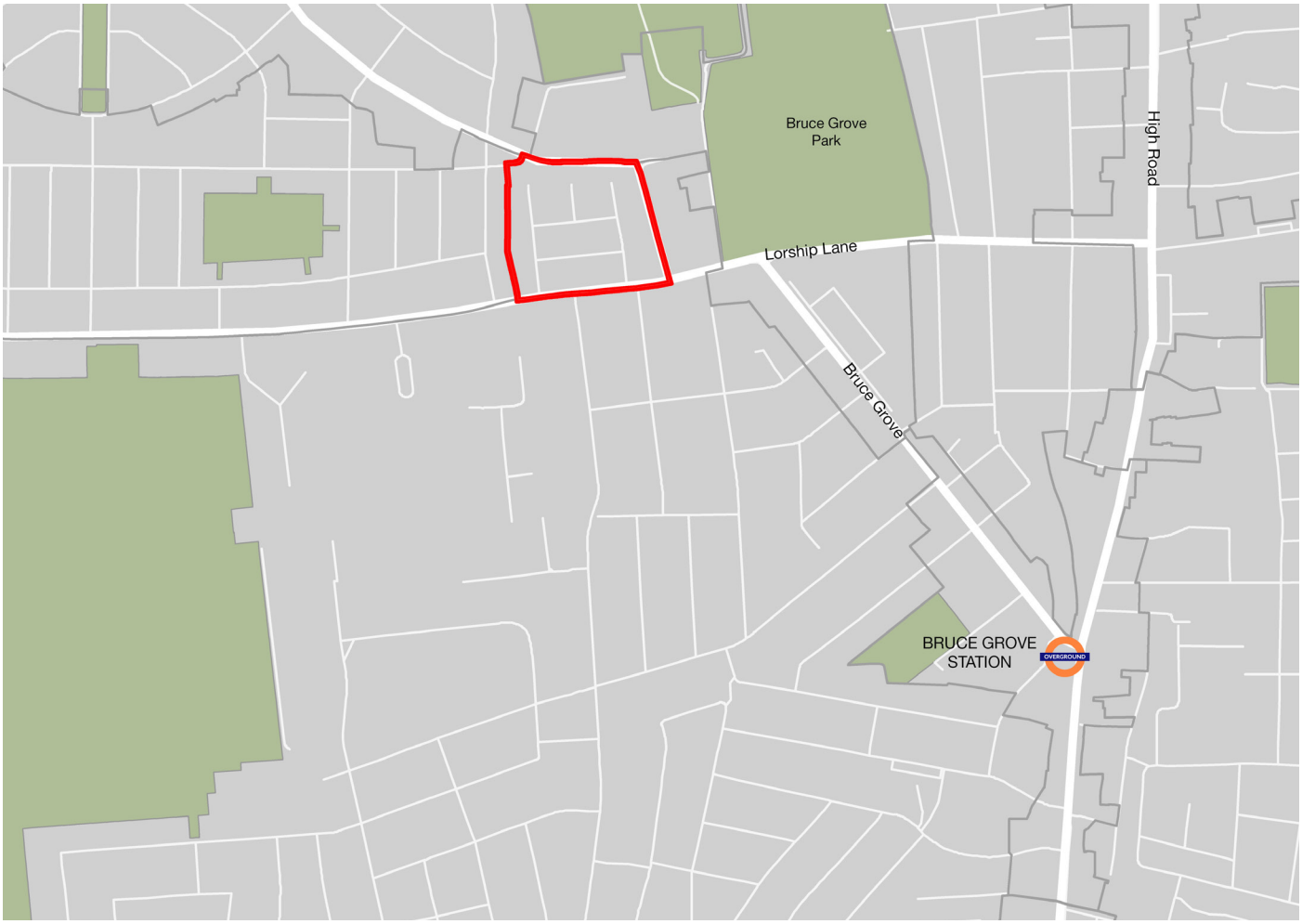
1.2 Summary of Special Interest

1.2.1. Peabody Cottages is an important surviving example of a charitably funded suburban development of the early twentieth century, providing new and affordable housing for working-class people. It provides an interesting comparison to the adjoining contemporary LCC White Hart Lane estate. It is interesting in a regional context as the only Peabody estate to consist entirely of cottages.

1.2.2. Although the design of the individual terraces is unremarkable for its time, it is the consistency and coherence provided by the repetition of simple elements and the co-ordinated street frontage, together with its generally good state of preservation, that positively contribute to the highly attractive character of this small enclave. It also has historic interest in a regional context as one of only two cottage estates to be built by Peabody Trust, one of London's oldest and largest providers of social housing.



Peabody Cottages Conservation Area Boundary



Location map - Peabody Cottages conservation area

1.3 Location and Setting

Location

1.3.1. Peabody Cottages Conservation Area is located to the north of the historic parish of Tottenham and to the south-west of the medieval parish church of All Hallows. Tottenham lies to the north-east of the former County of Middlesex and in the eastern part of the modern London Borough of Haringey.

Topography and geology

1.3.2. The area is virtually flat, consisting predominantly of London clay. The Moselle stream, whose names derives from 'Mosse-Hill' (Muswell Hill), the location of one of the stream's sources, ran northwards at the present boundary between the White Hart Lane (Tower Gardens) and Peabody Cottages estates. The stream was culverted when the estates were built.

The setting of the conservation area

1.3.3. With the exception of the southern boundary, where the houses face directly onto Lordship Lane, the estate is entirely enclosed and inward looking; the only two access points are from the south on Lordship Lane. On the west side, the rear gardens of the houses back directly onto those of Bennington Road (part of the White Hart Lane Estate, within Tower Gardens Conservation Area). On the north and east sides the estate is enclosed by the Roundway, but screened from the busy highway by walls and fences, and by grass verges on the Roundway planted with trees and shrubs.

Trees and open spaces

1.3.4. There are no open spaces within the conservation area. All the streets are planted with trees, mainly pollarded limes.

Views

1.3.5. The principal external views into the estate are from the north across the Roundway, where the roofline is visible though a low screen of trees along the grass verge, and along the two north-south streets (Streets A and B) connecting with Lordship Lane. Risley Road School terminates the views looking north along Streets B and E; otherwise, views are contained within the grid of streets.

View from the Roundway

1.4 Historical Development and Archaeology

1.4.1. The Peabody Trust was established in 1862 when the American-born London banker and philanthropist George Peabody (1794-1869) set up a private trust with the sum of £150,000 to 'ameliorate the condition of the poor and needy of this great metropolis'. The Trust resolved to use the money for housing and would play a significant role in slum clearance in inner London, providing respectable but austere 'block dwellings' - ie. blocks of flats - which mostly survive today, for example Peabody Square, Islington.

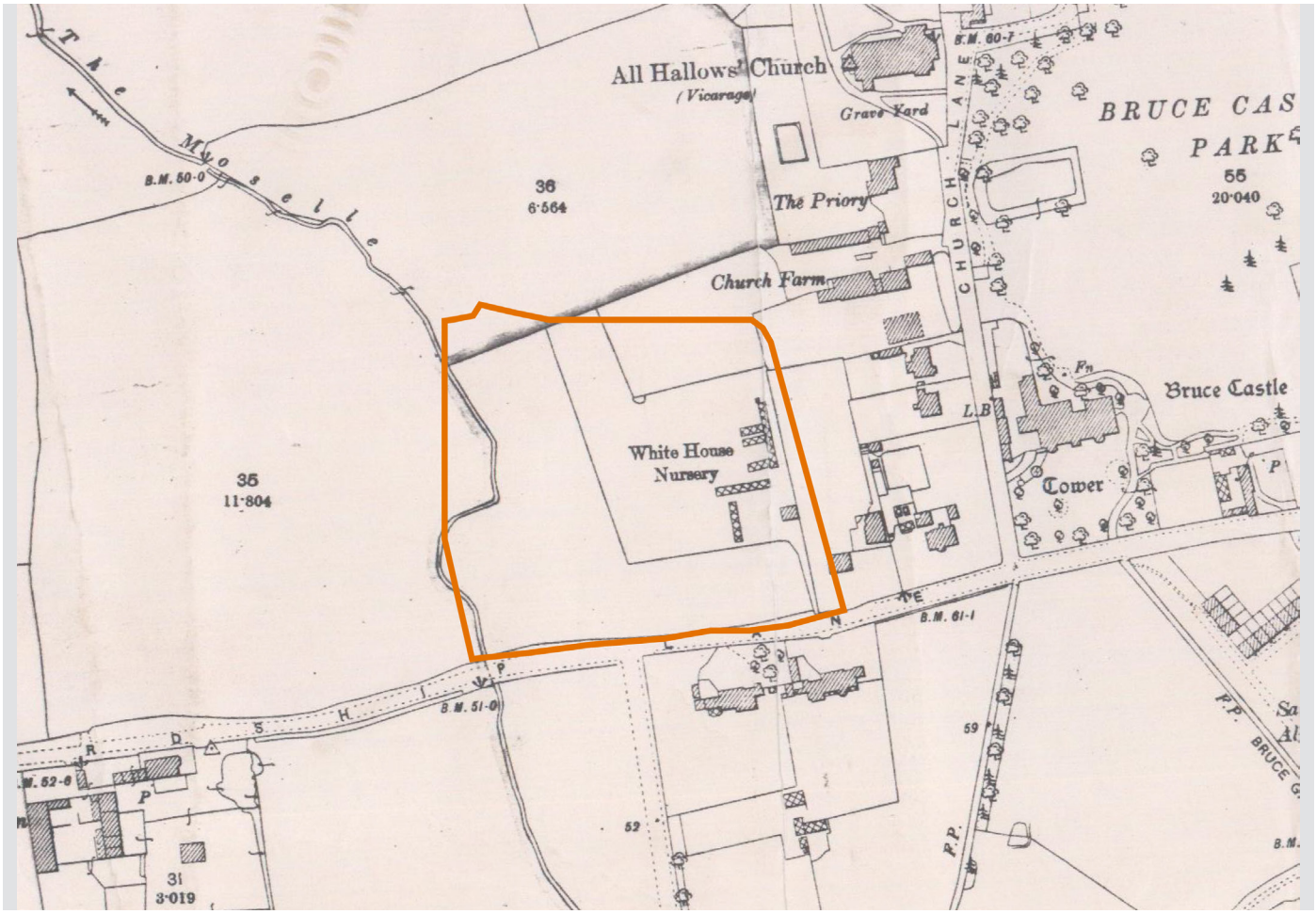
1.4.2. The late-19th century expansion of London's railway network with reduced workmen's fares, and the introduction of tram services, meant that the suburbs, where land and buildings costs were cheaper, were now viable for working-class rehousing schemes. The London County Council's ambitious suburban cottage estates of the early 20th century provided exemplars of high-quality, lower density housing, and in 1901 the Council commenced the first phase of its White Hart Lane estate in Tottenham.

1.4.3. The Peabody Trust, or Peabody Donation Fund as it was properly known after a Royal Charter of 1900, also began to explore the potential of suburban development, starting with a mixed scheme of flats and

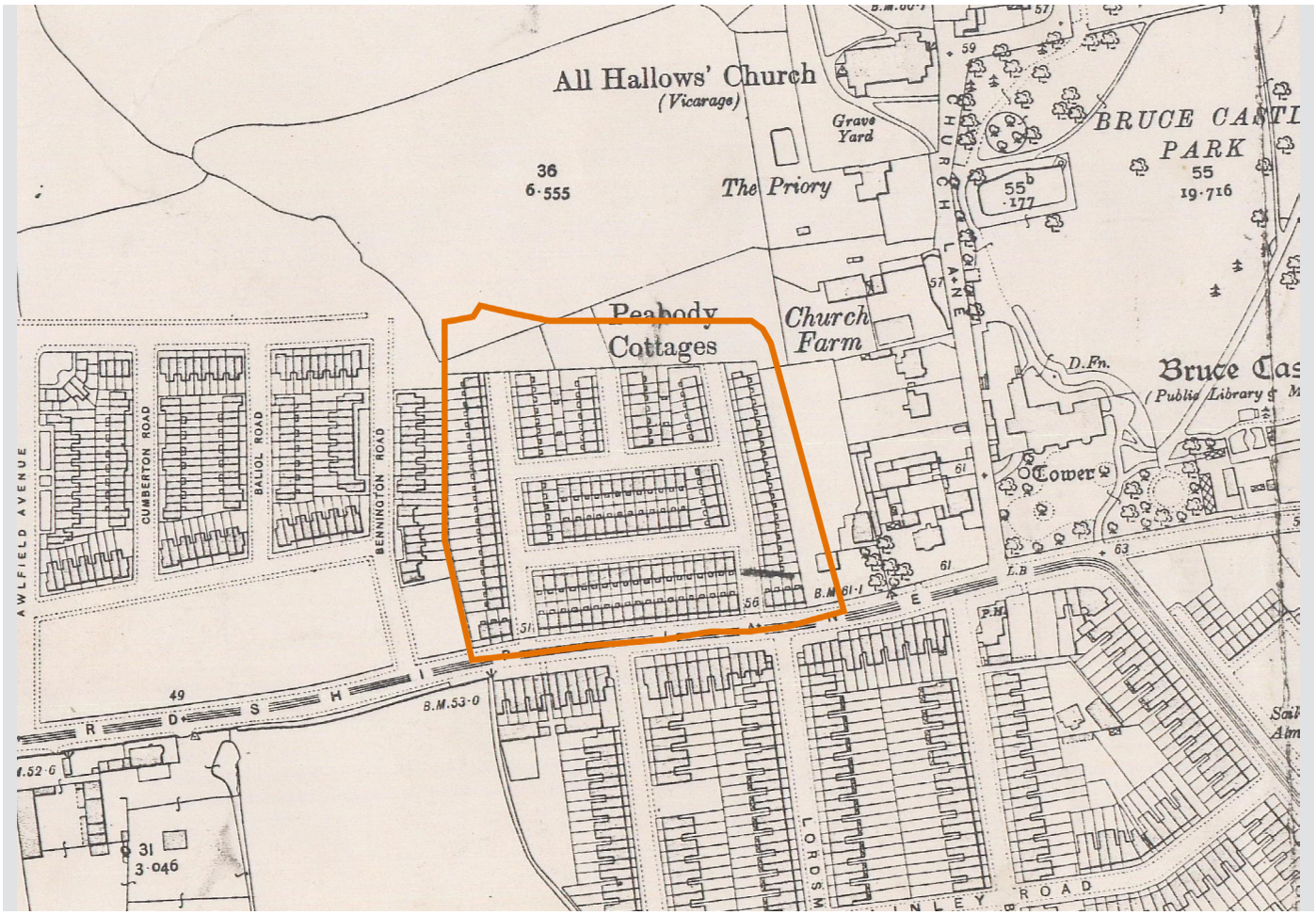
cottages at Rosendale Road, Herne Hill (1902). In 1903 the Trust purchased land in Tottenham adjacent to the LCC's emerging White Hart Lane Estate site, bounded on the south side by Lordship Lane. The five-acre plot, previously occupied by White House nurseries, was purchased from a Mr Snelling at a cost of £8,354. A separate deal was carried out with the LCC to straighten out the western boundary of the plot which followed the course of the Moselle stream.

1.4.4. The Tottenham estate was the first and only Peabody development to consist solely of cottages. It was designed by William E. Wallis, surveyor to the Trust, and built by the contractor William Cubitt & Co. The contract, for the construction 154 cottages at a cost of £63,795, was entered into on 10 August 1905 and the estate was completed in 1907. Each cottage was two rooms deep with a scullery in a rear projection, which also contained a bath. At the north end of the eastern terrace (Street B), on the site of the present No. 1a, was a small workshop.

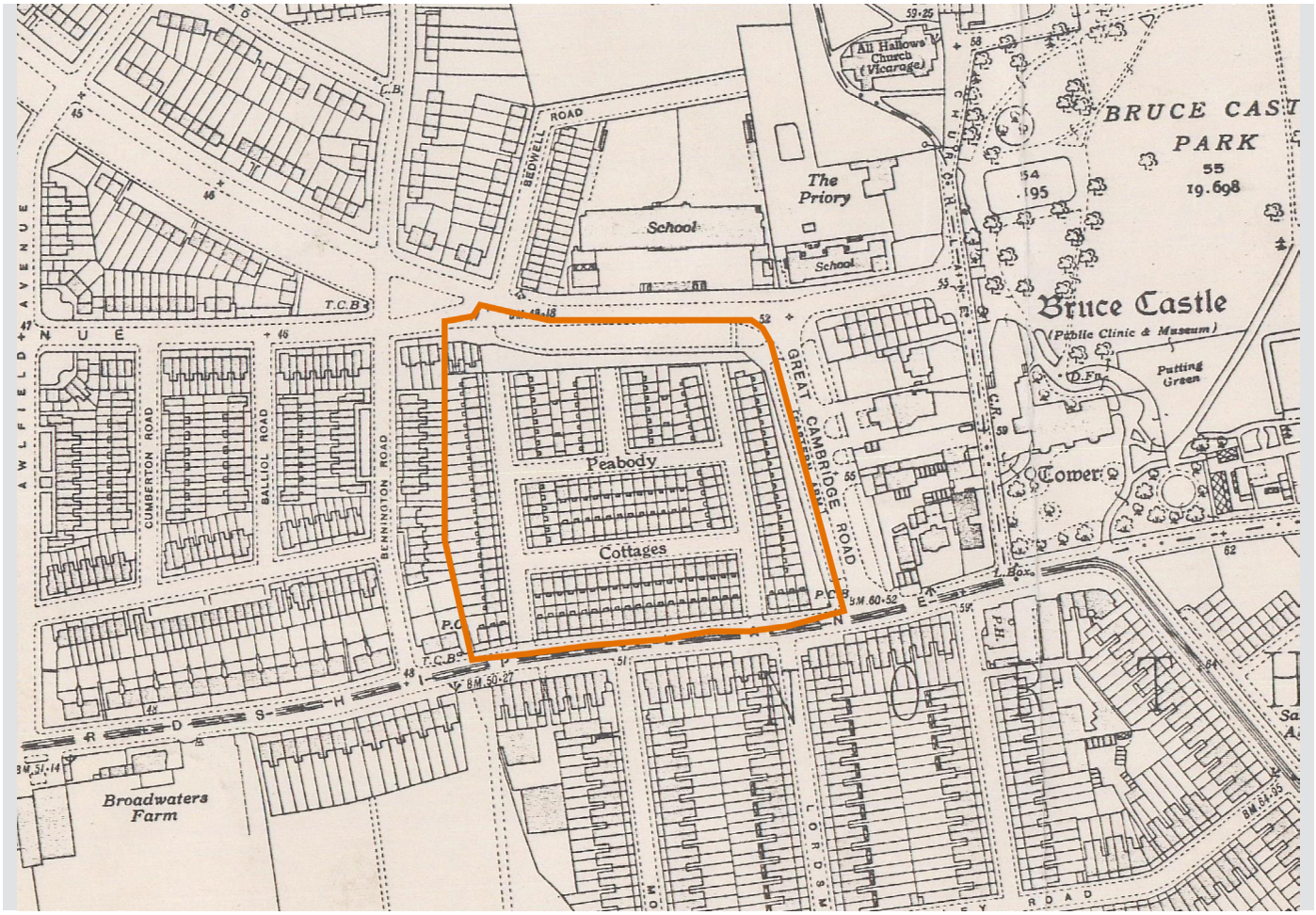
1.4.5. Eleven cottages were destroyed as a result of air-raids in October 1940 and January 1941, comprising Nos. 11-13; 48-51 and 137-140. These were replaced in the early 1950s by a combination of flats and larger cottages, as a result of which the street numbers 13 and 51 no longer exist. The cottages fronting Lordship Lane (originally Nos. 20-42 and 152-154 Peabody Cottages) were re-numbered as 88-130 Lordship Lane. An estate office (No.1a), described as 'new' on a 1995 Peabody plan, occupies the site of the workshop, and No. 98 was extended on the north side.



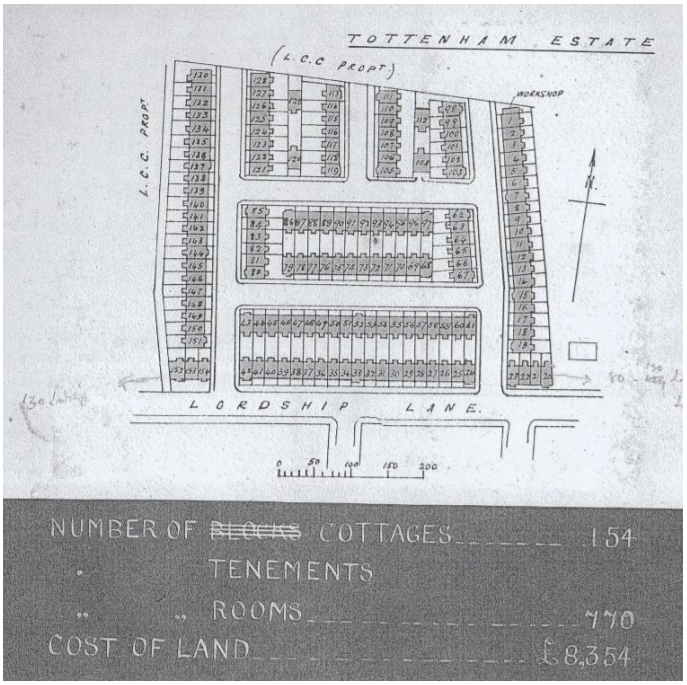
The area in 1894



The area in 1915

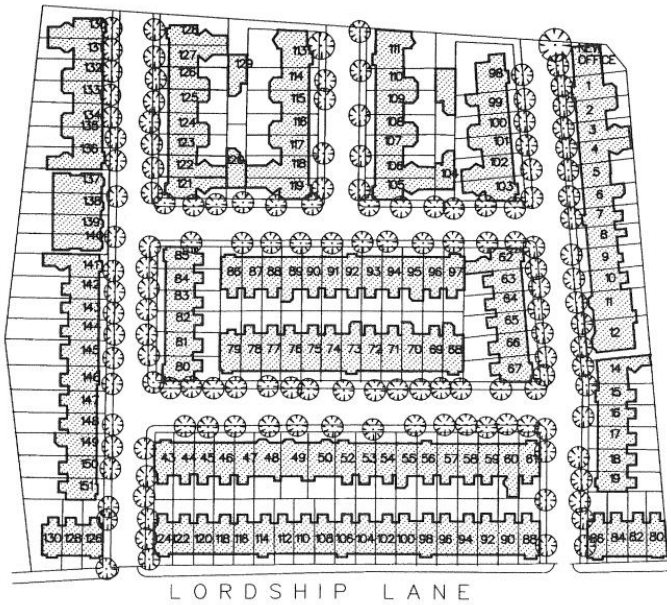


The area in 1935



Plan of estate c1907. © Peabody

Early 20th-century photograph of Lordship Lane frontage showing original entrance gates into the estate. © Peabody



Plan of estate 1995. © Peabody

Archaeology

1.4.6. The estate does not fall within an Archaeological Priority Area.

1.5 Architectural Quality and Built Form

1.5.1. Peabody Cottages is a small estate of two-storey terraces is laid out on a simple grid plan consisting of five streets: two running north-south with access to Lordship Lane, connected by two east-west streets, and a shorter north-south street bisecting the northern section of the estate. This section also has four single cottages between the opposing rear gardens of the terraces (the two northern cottages accessed via a path). The streets within the grid do not have names, and are referred to for the purposes of this appraisal as streets A, B, C, D and E.

Street plan

1.5.2. The terraces are formed of a repetitive house type, built in stock brick with orange-red brick dressings to the windows and doors, dentilled string-courses and corbelled party-wall gables. The original red brickwork has unfortunately been picked out in bright red paint on a number of houses.

1.5.3. Each cottage has a narrow front garden and a small rear garden.

1.5.4. The end houses have a gable with timber bargeboards and a single-storey bay window and porch beneath a pentice roof on timber brackets, features which reoccur at intervals on the longer terraces,

relieving the uniformity of the terrace. The ground-floor windows have segmental arches and tripartite sash windows. The original windows consist of multi-pane timber sashes and casements to the bay windows, but these have largely been replaced, in some instances in uPVC, the majority with double-glazed timber units. The front doors mainly follow the original design with glazed nine-pane upper sections, but many are recent replacements. The entrances have narrow three-light fanlights, some replaced in plain glass. Most terraces retain original cast-iron downpipes and hopper-heads. Nos. 86 and 126 Lordship Lane carry a cast-iron plaque inscribed 'PEABODY TRUST TOTTENHAM ESTATE'.

1.5.5. The roofscape of the estate has survived particularly well, retaining a consistent slate covering, terracotta ridge cresting ornament and chimneystacks. The terrace ends are blind with later 20th-century pebbledash render; the facades of the two southern detached cottages in Street C have been similarly rendered.

1.5.6. The front gardens were originally enclosed by boarded timber fences. These have been replaced with timber picket fences with concrete posts, set on a red-brick plinth with engineering-brick copings, to a largely consistent pattern.

1.5.7. The 1950s rebuilt sections are in yellow stock brick with full-height canted bay windows to the end houses, enclosed by red-brick walls rather than fences. While of limited intrinsic merit, they maintain the cohesion of the streetscape in terms of their proportion and use of details such as string-courses and ridge cresting. The original steel Crittall casement windows have been replaced in uPVC. The former estate office (No. 1a) at the north end of Street B, now a house, replicates the original terraces in its design and materials.

Street A: east side looking south

Street A west side – 1950s rebuilt section to right

Street B looking north with view of Risley Road School

Street B (east side)

Street C looking east

Street C north side: detached cottages, facades now rendered

Lordship Lane – cast-iron plaque

Street D looking east

Detail of typical end-of terrace house

Street E looking north

Street E east side

1.6 Public Realm

1.6.1. The public realm is limited to the streets as there are no open spaces within the conservation area. The present surface materials consist of tarmac roads and pavements with narrow granite kerbs. Street lighting consists of modern steel lamp columns with Victorian-style lanterns. Some lanterns are mounted on the gable-ends of terraces. The picket fences enclosing the front gardens provide consistency to the streetscape.

1.6.2. Vehicular access and exit points are confined to Lordship Lane, and parking restrictions apply within the estate. This has meant relatively little signage clutter and limited opportunities for rat-running which contribute to the estate's peaceful ambience. However, the estate's layout would allow for a pedestrian connection to the roundway on the north side that might improve accessibility. Streets are currently closed off with a high walls or fences at their north end.

1.7 Condition and Development Pressures

1.7.1. The built fabric is generally well maintained and, with the exception of the cottages destroyed in WWII, at first sight the estate retains much of its original integrity. This is due to the controls historically exercised by the Peabody Trust since the estate was built. However, on closer inspection it is clear that there has been a number of piecemeal alterations to individual properties, including:

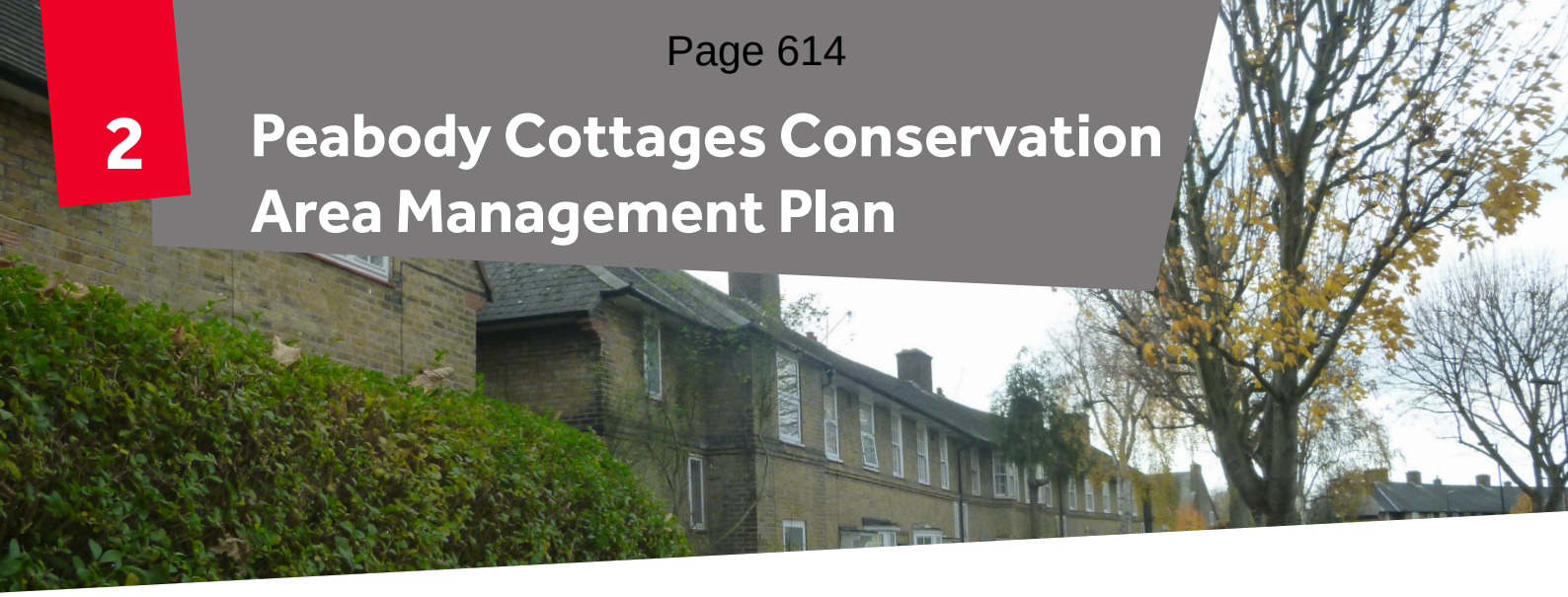
- Replacement of timber sash or casement windows with uPVC or timber double-glazed units that do not accurately replicate the originals
- Replacement of original glazed timber front doors
- Painting of brickwork
- Satellite dishes on front elevations

1.7.2. While some of these alterations were identified in the Council's 2006 survey, and predate the Article 4 Direction issued in 2007. It is evident that further changes have taken place since that time affecting both private and Peabody-owned properties. Notably, the Council's 2006 survey established that 92% of the original timber windows survived; however the majority have since been replaced with timber double-glazed units that do not accurately replicate the originals. It is also notable that some of the properties facing Lordship Lane that were sold by Peabody are in poorer condition than the rest of the estate within the enclosed street grid.

Painting of brickwork

Satellite dish and replacement windows

2 Peabody Cottages Conservation Area Management Plan



2.1 The Purpose of Conservation Area Management Plans

2.1.1. Local authorities have a duty to formulate and publish proposals for the preservation and enhancement of conservation areas. Conservation Area Management Plans are essential tools in this process. Their principal functions can be summarised as follows:

- To set out the Council's strategy for managing change in the conservation area
- To provide guidance to all stakeholders to ensure that future change in the conservation area will preserve or enhance its special character

2.2 Summary of the Implications of Conservation Area Designation

2.2.1. Conservation area designation introduces stricter planning controls over demolition and tree protection:

- Demolition of buildings greater than 115m³ and structures over 1m high next to a public highway, path or open space; or over 2m high elsewhere
- Works to trees with a trunk diameter greater than 75mm at 1.5m above ground level: written notice must be given to the Council, which has 6 weeks to decide whether to grant permission or make a Tree Preservation Order (TPO). Failure to comply may result in prosecution

2.2.2. Generally, development must preserve or enhance the character or appearance of the conservation area. There is a strong presumption against the demolition of buildings or structures which make a positive contribution to its character or appearance, and similarly to preserve trees.

2.2.3. Additionally, there are restrictions on the types of development that can be carried out without planning permission (permitted development) in conservation areas. Flats and non-residential premises have fewer permitted development rights than dwelling houses.

2.2.4. Peabody Cottages Conservation Area is subject to an Article 4 Direction which means that planning permission will be required for certain changes that would otherwise be considered as 'permitted development' . Advice should always be sought from the Council on what works are likely to require planning permission.

2.2.5. Stricter rules apply in conservation areas with regard to the type and size of advertisements that can be erected without advertisement consent.

2.3 Managing Change in the Conservation Area: Key Principles

2.3.1. In considering development proposals in the conservation area, the Council will apply the relevant national, regional and local policies and guidance.

2.3.2. All new development in the conservation area should preserve or enhance its special interest in terms of scale, design and materials and should have regard to the design guidance provided in section 3.

2.3.3. The Council recommends that pre-application advice be sought from the Planning Services

2.3.4. The Council will endeavour to ensure that its departments work corporately to ensure that development decisions preserve or enhance the conservation area.

2.4 Enforcement

2.4.1. The Council has an adopted Planning Enforcement Charter and will investigate and, where necessary, take enforcement action against unauthorised works in the conservation area.

2.4.2. Advertisements and signs: the Council is committed to taking enforcement action against inappropriate signage and advertising where this is not 'historic'. Appropriate notices are being served and actions have been taken. The Council will continue to do so in the future.

2.4.3. Notices under Section 215 of the Town and Country Planning Act (1990) have been served on properties that 'adversely affect the amenity of the area'. The Council will continue to serve such notices where deemed appropriate on a case-by-case basis and in accordance with the provisions of the legislation.

2.5 Quality of Planning Applications

2.5.1. Applications should provide sufficient information to enable the Council to assess the impact of the proposed development and its setting to enable the Council to assess the impact of the proposals on the character and appearance of the conservation area. Applications for outline planning permission will not normally be accepted. The Council's Validation Checklist sets out the level of information required in support of planning applications. The following are of key importance:

Level of detail

2.5.2. A typical planning application might include:

- plans, elevations and sections of the proposed building at scale 1:50, showing the proposal in relation to existing buildings
- plans, elevations and sections of the existing at scale 1:100 or 1:50, marked up to show the extent of demolition
- detailed drawings of elements such as windows, doors, decoration at scales 1:20 and 1:5
- drawings annotated to show proposed materials
- any other information considered necessary to assess the potential impact of the development (including, for example, colour perspective drawings, models, photographs, structural engineers statement).
- planning applications for replacement of windows should include elevations at scale 1:10 or with all dimensions clearly annotated, property elevations or photographs of the whole of the property, with the windows to be replaced numbered to correspond with window elevations, a cross-section at a scale of 1:5 or preferably full size through the transom showing the relationship of fixed and opening lights and drip rails, with full size details of any glazing bars or leaded lights.

Heritage Statements

2.5.3. All applications should be supported by a design and access statement or heritage statement where appropriate. The amount of detail that is required will vary according to the particular proposal. The statement should include:

- An assessment of significance of any heritage assets which may be affected including their setting
- An assessment of the likely impact of the proposed development on the heritage asset(s) and their setting; and
- An explanation of the rationale behind design choices, including how the proposal would relate to its context and how potential negative impact on heritage assets would be avoided.

Archaeology

2.5.4. Where a site falls within an Archaeological Priority Area or has the potential to contain archaeological deposits, planning applications should be accompanied by an archaeological assessment and evaluation of the site, including the impact of the proposed development. It is advisable to contact Historic England's Greater London Archaeological Advisory Service (GLAAS) before the submission of a planning application.

Materials and workmanship

2.5.5. Planning applications should be supported by details of the proposed materials to be used for the external finish and details. Samples of the materials may also be required.

Experienced consultants and builders

2.5.6. The Council strongly advises that applicants appoint consultants and builders with proven experience in historic buildings work.

3 Preserving and Enhancing the Conservation Area

2.6 Recommended Steps

2.6.1. A dated photographic survey of the conservation area is strongly recommended as an aid to monitoring changes, the efficacy of the Management Plan and Article 4 Direction, and to support enforcement action. It may be possible to engage local volunteers in this exercise.

2.6.2. It is recommended that the implementation of existing planning powers within the conservation area should be reviewed to ensure that these controls are effectively and consistently applied. This can be helped by promoting public awareness of the special character of the area, but also by maintaining close links with Peabody regarding the sensitive management of the estate in the future.

2.6.3. It is recommended that detailed guidance on the management of the estate including the Article 4 direction, and repairs and maintenance, should be issued.

2.7 The Conservation Area Boundary

2.7.1.. No alterations are recommended.

2.8 Monitoring and Review

2.7.2 The Council will review this Conservation Area Appraisal and Management Plan as part of a five-year programme, in compliance with national legislation and policy.

The following guidance applies to all buildings within the conservation area and reflects what the Council considers to be the best approach to preserving and enhancing the character of the conservation area. Applicants for planning permission should ensure that all proposals are in line with the guidelines contained here.

3.1 When is Permission Needed?

3.1.1. Many common alterations will require planning permission. There is an Article 4 Direction in place in the Peabody Cottages Conservation Area, which restricts alterations to the front of properties. This means that changes that would ordinarily be considered 'permitted development' will require planning permission. Below is a brief guide to common projects requiring planning permission. More information is available at https://www.planningportal.co.uk.

Maintenance and Repairs

3.1.2. Planning permission is not required for like for like repairs using tradition techniques, materials and finishes.

Windows and Doors

3.1.3. Planning permission is usually needed for replacement of, or alteration to windows and external doors.

Rendering and Cladding and Painting

3.1.4. Rendering, cladding or painting of brickwork is not permitted development, and will require planning consent. Maintenance of existing finishes does not require permission, provided that this is like for like.

Extensions

3.1.5. Single storey rear extensions to private dwelling houses of up to 3 metres in depth are considered 'permitted development' and do not require consent, provided that the design and materials match the existing building. Most other extensions including extensions and alterations to roofs will require planning PERMISSION.

Boundaries and Gardens

3.1.6. Planning permission is usually required for the construction, alteration or demolition of a boundary wall or fence.

Vents, Satellite Dishes and Solar Panels

3.1.7. Permission is required for the installation of any of these on a wall or roof slope facing the street.

Demolition

3.1.8. Permission is required for the total or substantial demolition of a building with a cubic content of more than 115 cubic metres (measured externally). It is an offense to carry out such works without consent. If in doubt, please consult the Council's conservation team.

Trees

3.1.9. The Council must be notified six weeks prior to cutting down or carrying out works to a tree in the conservation area.

3.2 General Maintenance and Improvements

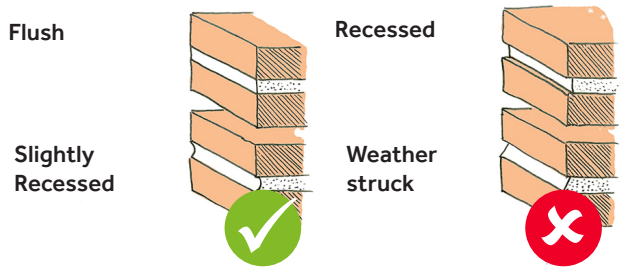
Masonry And Brickwork

3.2.1. Brickwork and other original facing materials should not be painted, rendered, or covered. This can affect the appearance of the building or group, cause

damage to the building, and introduce a long-term maintenance burden. Such works will not normally be permitted. Where inappropriate painting has taken place, the Council supports its removal, provided this can be achieved without damaging the fabric of the building. It is important that a specialist using appropriate non-abrasive methods undertakes the work.

3.2.2. Repairs to brickwork should accurately match the bond, colour, texture, dimensions and pointing of the original brickwork. Any decorative features should be retained, and where necessary repaired or reinstated. Decayed bricks should be replaced with bricks of a similar quality and colour, and laid in the same pattern as the original. In all cases, skilled bricklayers with an understanding of historic brickwork should be employed.

3.2.3. Where necessary, older brickwork should be repointed with an appropriate mortar mix – usually a lime based mortar carefully matching the existing mix in texture and colour. A flush or slightly recessed mortar joint profile is most appropriate. Cement based hard mortar should not be used on older buildings as it is less permeable than a lime mortar mix and can lead to deterioration of brickwork. This is one of the principal causes of decay in historic masonry and can cause irreversible damage to the appearance of external wall surfaces.



A flush or slightly recessed mortar joint is the most appropriate

Roofs

3.2.4. The form, materials and detailing of the original roofs in Peabody Cottages make an important contribution to the area's character.

3.2.5. Where repairs or reroofing is required, this should be done in materials to match the original. This will usually be natural slate. Where possible, the original slates should be retained and reused. Features such as parapet walls, ridge tiles, and flashing should be retained or restored.

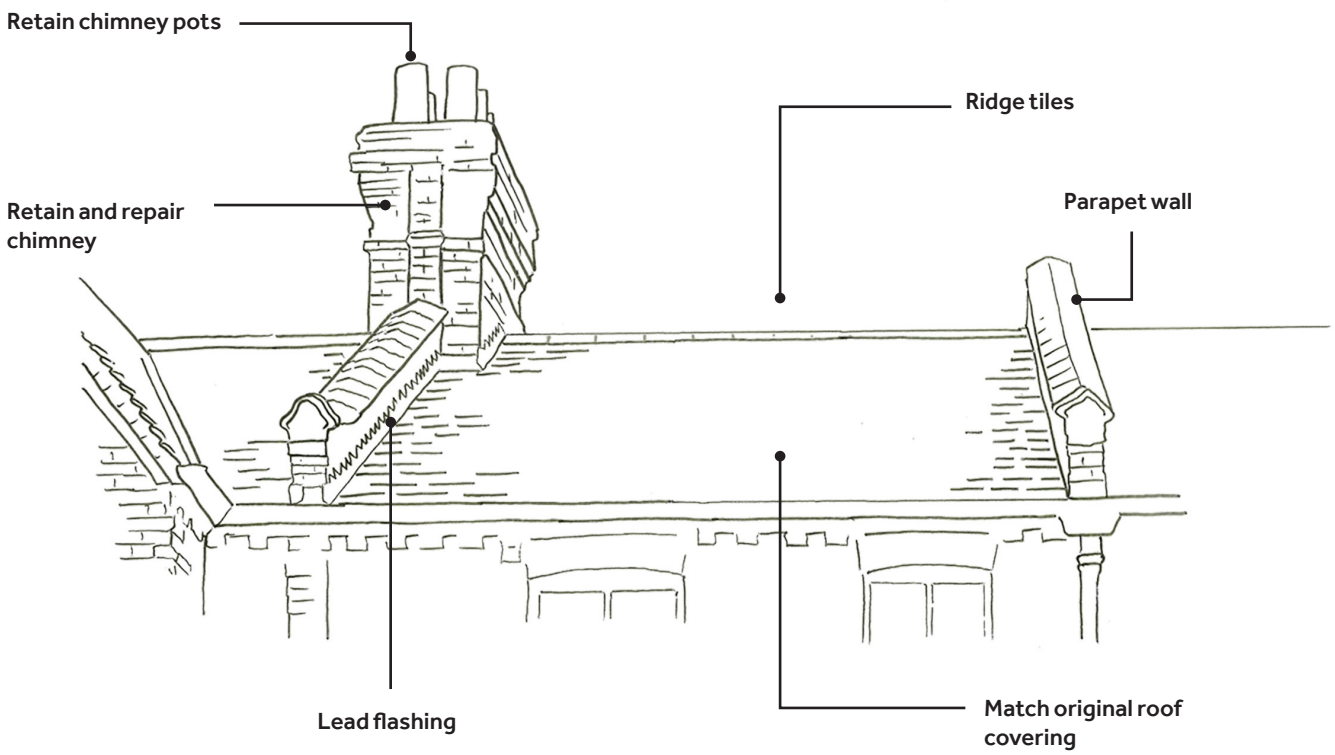
3.2.6. Artificial roof coverings such as Eternit should not be used even when these purport to replicate the appearance of the original slate, as they are often a short term solution. Where the original roofing material has been lost and the roof needs to be replaced, the original material should be reinstated used. Ridge tiles, finials and other details should always be retained and reused where possible.

3.2.7. Where additional ventilation is required, his should be provided at the eaves and ridge line and should not affect the appearance of the roof. Vents should not be installed on the roof slope.

3.2.8. Chimney stacks are important features of the roofscape and should never be removed or altered. Repairs may be necessary to stabilise the chimney, but the Council recommends that the height is not reduced and pots are not removed.

Windows and Doors

3.2.9. Original windows and doors are important elements of the conservation area. Their inappropriate alterations or replacement can be very damaging to the special character and appearance of the building and wider area.



Roof features including chimneys should be retained or reinstated when doing work to the roof.

3.2.10. It is always best to retain original doors and windows. These can be repaired and overhauled which is often cheaper than replacing them and will protect the appearance and value of the house. Timber doors and windows should be painted regularly to prolong their life.

3.2.11. Where windows and doors have been altered, every opportunity should be taken to restore them to their original style. In cases where a previously altered window is to be replaced, the new window should replicate the original design and materials, which can usually be ascertained by looking at nearby houses on the same street.

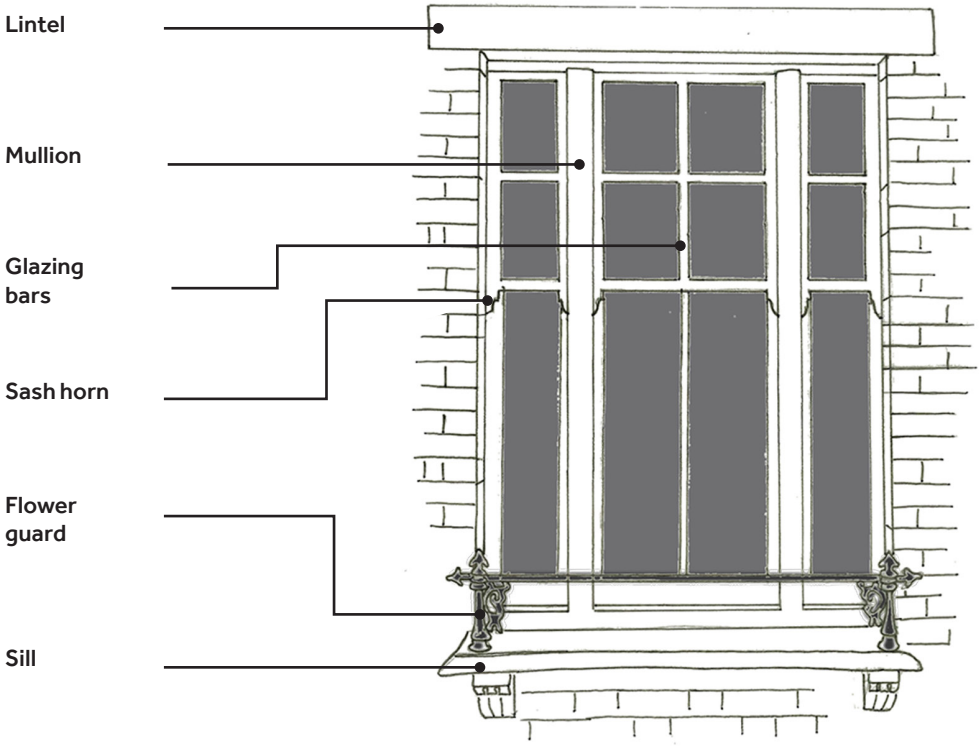
3.2.12. The thermal performance of windows can be significantly improved through the use of draught-proofing, discreet secondary glazing, shutters and curtains or blinds.

3.2.13. Where it is necessary to replace windows, high quality single or double glazed timber replacements which closely replicate the design and dimensions of the originals will usually be considered acceptable. UPVC which closely replicates the design and dimensions of the original may be considered appropriate in some cases - usually on rear elevations that are not visible from the street. Windows in the Peabody Cottages Conservation Area are a mix of sliding sash and casement windows. Most are separated into small panes with glazing bars. The opening mechanism, and position and profile of glazing bars should always be carefully replicated.

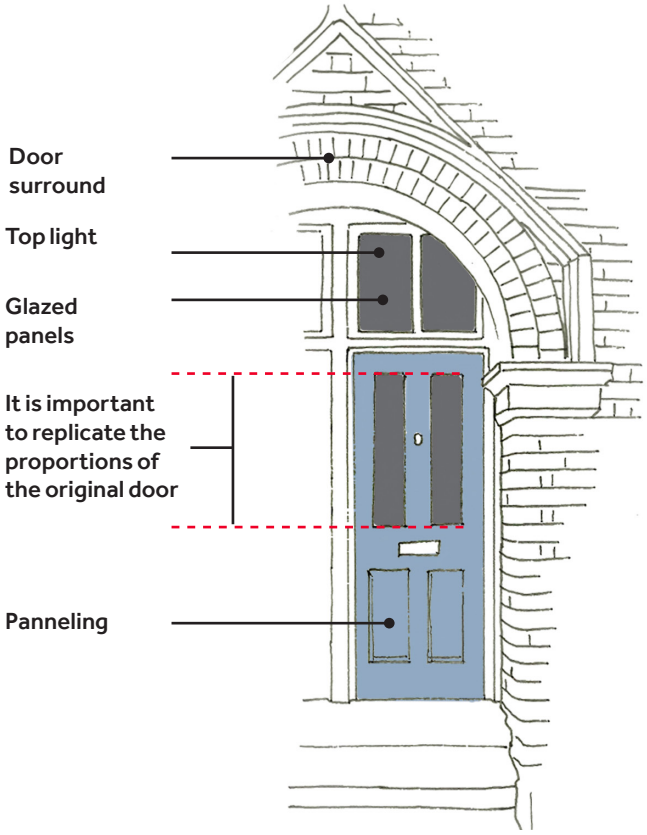
3.2.14. Where it is necessary to replace a door, a high quality timber replacement which closely replicates the original design will usually be acceptable. Side lights and top lights are an important part of the door design and should not be covered or altered. UPVC doors will not usually be considered acceptable.

3.2.15. It is never appropriate to alter the original configuration of windows, the size and proportions of window and door openings, or details such as lintels, brick arches and sills. The depth to which window frames are set back from the face of the building should not be altered.

3.2.16. External security grills, gates and shutters should not be installed to doors or windows as this harms the character of the area. Residents wishing to improve security are advised to seek specialist advice on more appropriate solutions.



The features of a historic sash window, which should be carefully replicated if new windows are installed.



It is important to replicate the design and proportion of the original door, and to retain surrounding features such as top lights.

Architectural Features and Detailing

3.2.17. Original architectural features and decoration should be retained as far as possible. Including projecting porches, brick arches, decorative brickwork, gables and barge boards.

3.2.18. Repairs to decorative features should usually be carried out by an appropriately skilled craftsperson or conservator.

3.2.19. Where architectural features or decorative details have been lost or replaced with poor-quality substitutes, and there is clear evidence of their original appearance, the Council will strongly encourage their reinstatement.

3.2.20. It is always best to retain the original porch arrangement which is often an integral part of the design of the house. Open porches should not be enclosed. New canopies or enclosed porches at the front of the house that are not part of the original design, will not be considered appropriate.

Boundary Walls, Front Gardens And Parking

3.2.21. The original timber fencing enclosing gardens in Peabody Cottages has been replaced with picket fences on concrete posts, set on red brick coping. This treatment is consistent throughout the Conservation Area. Its removal, or the addition of a boundary treatment of a different height or type, will not usually be considered appropriate.

3.2.22. Where boundary treatments are in poor repair or have been lost entirely, they should be carefully repaired or rebuilt in a manner consistent with the rest of the estate.

External Services and Fitting

3.2.23. External services such as satellite dishes or electrical equipment should only be installed where absolutely necessary, and should be designed and located to minimise their impact on appearance. Satellite dishes will only be acceptable where they cannot be easily seen from the street or other public areas - usually at the rear of the property below the level of the roof ridge, or on hidden roof slopes.

3.3 Extensions

3.3.1. Houses in Peabody Cottages area modestly proportioned and it will often be difficult to extend them without causing harm to the character of the building.

3.3.2. Extensions will only be permitted if subordinate in size and appearance to the original building. Care should be taken that the original form and proportions of the building are not obscured.

3.3.3. Design, detailing and materials (including roofing material, windows and doors) should be carefully chosen to reflect or complement the existing building and the character of the area, and to be visually subordinate. The design might reflect the style of the original building, but understated modern designs which complement (and do not compete with) the original building might also be acceptable.

Dormers and Roof Extensions

3.3.4. Roof extensions will not usually be considered acceptable in Peabody Cottages. Roofs are modestly sized and very consistent. Dormer extensions creating additional living space would not usually be subordinate to the original roof and would harm the consistency of the terrace.

3.3.5. Roof lights should be conservation type and sit flush with the roof slope. These should be located on roof slopes not visible from the street and should be of a size that does not dominate the roof slope.

3.4 Energy efficiency in historic buildings

3.4.1. The Council is keen to support sustainable design and construction methods and to improve the energy efficiency of buildings. It is possible to reduce energy loss in traditionally built buildings without compromising their historic and architectural character. However, some interventions may be unsuitable in certain types of historic building. Detailed advice about improving energy efficiency in older buildings is published by Historic England and is available on their website: **www.historicengland.org.uk/advice/your-home/saving-energy/**

3.4.2. Improvements for energy efficiency should minimise disturbance to existing fabric and be easily reversible without damaging the existing fabric (especially changes to services).

3.4.3. It is important that when proposing any works to modify an older building, its construction, condition and performance are appropriately understood. Traditionally constructed buildings perform differently to modern buildings. They are more porous and naturally ventilated, so they 'breathe'. They generally include softer materials such as lime based plasters and mortars which respond to air and moisture differently.

3.4.4. The first measure should always be repairs and draft proofing, which can deliver significant improvements with very little disruption and cost. The installation of modern energy efficient boilers,

4 Appendices

appliances and heating systems will generally improve efficiency without harming the building's character.

Insulation

3.4.5. Older buildings tend to be constructed from permeable materials and it is important that water vapour is able to evaporate from the fabric to prevent moisture build up. The installation of some modern insulation materials can alter this and cause damp to build up on or within the structure leading to problems such mould growth, rot and decay. It is usually better to choose vapour permeable materials such as natural wool, and great care should be taken to provide appropriate ventilation.

3.4.6. It will usually be possible to install insulation in the roof with good results. If additional ventilation is needed, this should be incorporated in to the ridge and under the eaves. Vents should not be installed on the roof slope.

3.4.7. External wall insulation will usually be harmful to the character of the building and will not be considered acceptable.

3.4.8. Repairing and draft-proofing windows can deliver significant improvements in their thermal performance, as can the use of blinds, shutters, and secondary glazing. Where it is necessary to replace a window, appropriately designed double glazing will often be considered appropriate.

Micro-Generation Equipment

3.4.9. Micro-generation equipment such as solar panels will often deliver improvement in the overall energy efficiency of the building but its application in the conservation area will necessarily be limited and other interventions should be considered in the first instance. It is not appropriate to install solar panels or other microgeneration equipment on facades or roof slopes that are visible from the street. Discretely located installations on hidden elevations or rear roof slopes may be appropriate.

3.7 Demolition

3.7.1. There is a presumption in favour of the retention of all buildings that make a positive contribution to the conservation area, in line with national and local policy. Permission for demolition will not normally be granted.

4.1 Appendix A - Audit

BUILDINGS MAKING A POSITIVE CONTRIBUTION TO THE CONSERVATION AREA

Peabody Cottages

No. 1b
Nos. 1-10
Nos. 14-19
Nos. 43-47
Nos. 52-61
Nos. 62-67
Nos. 68-79
Nos. 80-85
Nos. 86-97
Nos. 98-103
No. 104
Nos. 105-111
No. 112
Nos. 113-119
No. 120
Nos. 121-128
No. 129
Nos. 130-136
Nos. 141-151

Lordship Lane

Nos. 80-130

BUILDINGS MAKING NEUTRAL CONTRIBUTION TO THE CONSERVATION AREA

No. 1a

Nos. 11 and 12

Nos. 48-50

Nos. 137-140

4.2 Appendix B - Planning Policy Context

National

- **Planning (Listed Buildings and Conservation Areas) Act 1990** (as amended) is the principal legislation governing the built historic environment. Part II of the Act relates to conservation areas.

- **National Policy Planning Framework (NPPF)**, published by the Department for Communities and Local Government (2018) sets out twelve 'core planning principles' which include the conservation of heritage assets. The main policies are in Chapter 16. Further advice is provided by DCLG in Planning Practice Guidance: Conserving and Enhancing the Historic Environment (2014).

- **Historic Environment Advice Note 1**: Conservation Area Designation, Appraisal and Management. A good practice guide published by Historic England in 2019.

Regional

- **The London Plan published by the Greater London Authority (GLA)** in 2011 and amended to comply with the NPPF, sets out the spatial development strategy for Greater London. Chapter 7 includes policies for planning applications affecting heritage assets, and notes that conservation areas make a significant contribution to local character and should be protected from inappropriate development.

- **Supplementary Planning Guidance: Shaping Neighbourhoods:** Character and Context published by the GLA in 2014, is of particular relevance to conservation areas

- **Streets for All: A Guide to the Management of London's Streets English Heritage (2000)** sets out good practice in managing streets and public realm

Local

- Haringey Local Plan: Strategic Policies (2013) is the principal statutory plan for the development of the Borough up to 2026. Section 6.2 (SP12) relates to the historic environment.
- The Development Management DPD (adopted July 2017) sets out detailed development policies. DPD Policy DM9 relates to the management of the historic environment.
- Haringey's Streetscape Manual provides guidance on public realm management

Links for all the above documents are provided in the Sources section.

4.3 Appendix C - Planning Policy And Guidance Links

National

- Planning (Listed Buildings and Conservation Areas) Act 1990 **http://www.legislation.gov.uk/ukpga/1990/9/contents**
- Department of Communities and Local Government, The National Policy Planning Framework (NPPF) **https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6077/2116950.pdf**
- DCLG, Planning Practice Guidance: Conserving and Enhancing the Historic Environment **http://planningguidance.planningportal.gov.uk/blog/guidance/conserving-and-enhancing-the-historic-environment/.**
- Historic England, Historic Environment Advice Note 1: Conservation Area Designation, Appraisal and Management (2019). https://historicengland.org.uk/images-books/publications/conservation-area-designation-appraisal-management-advice-note-1/

Regional

- The London Plan **http://www.london.gov.uk/priorities/planning/publications/the-london-plan**
- Chapter 7 of the London Plan: London's Living Places and Spaces **http://www.london.gov.uk/sites/default/files/LP2011%20Chapter%207.pdf**
- Supplementary Planning Guidance: Shaping Neighbourhoods: Character and Context, **https://www.london.gov.uk/priorities/planning/publications/shaping-neighbourhoods-character-and-context**
- Historic England, Streets for All: A Guide to the Management of London's Streets http://historicengland.org.uk/images-books/

publications/streets-for-all-guide-to-management-of-londons-streets/

Local

- Haringey Local Plan: Strategic Policies **www.haringey.gov.uk/sites/haringeygovuk/files/final_haringey_local_plan_2017_online.pdf**
- Haringey Development Management DPD **www.haringey.gov.uk/sites/haringeygovuk/files/final_haringey_dmp_dtp_online.pdf**
- Haringey Streetscape Manual **www.haringey.gov.uk/parking-roads-and-travel/roads-and-streets/road-care-and-maintenance/streetscape**
- Article 4 Direction: **www.haringey.gov.uk/sites/haringeygovuk/files/article_42_direction_-_peabody_cottages_for_pasc_260207.pdf**

4.4 Appendix D Sources

Bibliographic

JN Tarn, The Peabody Donation Fund, Architectural Association Quarterly (Winter 1968/69)

Victoria County History, History of the County of Middlesex, vol. 5 (1976)

Bridget Cherry and Nikolaus Pevsner, The Buildings of England, London 4: North (1998)

Christine Protz, Tottenham: A History (2009)

Maps

Ordnance Survey 1:2500: Middlesex XII 3 1894, 1913, 1935

Websites

Peabody **www.peabody.org.uk/about-us/who-we-are/our-heritage/history-of-our-estates#tottenham** accessed on 7 December 2017

Historic England View Finder **http://viewfinder.english-heritage.org.uk/search/reference.**

Archives

Peabody (with thanks to Christine Wagg, Archivist)

4.5 Appendix E - Glossary

Arch the spanning of an opening by means other than a lintel, made up of wedge-shaped blocks. Arches may be flat, semi-circular, segmental (a section of a circle) or pointed

Band an unmoulded, horizontal projecting stringcourse, often delineating a floor/storey.

Bargeboards projecting boards set against the incline of a gable, sometimes decoratively carved

Battlement a parapet with alternating higher and lower parts

Bay the vertical division of the elevation of a building, usually defined by window openings

Bay window a projecting window, sometimes curved (also known as a bow window), canted (angled) or square

Bond the arrangement of facing brickwork in courses of headers and/or stretchers

Capital the head of a column or pilaster, often ornamented

Casement window a window hinged vertically to open like a door

Cladding an external covering applied to a structure for protective or aesthetic purposes

Column an upright, often supporting, structure, usually circular but sometimes square or rectangular in form

Console a scrolled bracket supporting the cornice of a shop front, marking the termination of one shop unit and the beginning of another

Coping a protective capping or covering on top of a wall, either flat or sloping to discharge water

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Appendix 8 – Planned schedule for review of Conservation Area Appraisal and Management Plans

SCHEDULE OF CONSERVATION AREA APPRAISAL REVIEW – stage 1

CA	Consultation	Current status
Noel Park	2016	adopted
Tottenham High Road including: North Tottenham Scotland Green Bruce Grove Tottenham Green Seven Sisters South Tottenham	2017	adopted
Bruce Castle Tottenham Cemetery Tower Gardens Peabody Cottages	January 2019	Under consideration for adoption July 2019
Trinity Gardens Wood Green Common Bowes Park Muswell Hill (including proposed extensions) Fortis Green	Late 2019	Preparing for consultation

SCHEDULE OF CONSERVATION AREA APPRAISAL REVIEW – stages 2 and 3

Stage 2

Work	Milestone	Action by
St Ann's Conservation Area, Lordship Lane Conservation Area, Clyde Circus Conservation Area		
Inception meeting and fieldwork commenced	February 2019	Consultants and Council officers
Draft of St Ann's, Lordship Lane & Clyde Circus Appraisals	End of April 2019	Consultants
Liaising with Tottenham CAAC and Civic Society and feedback to consultant	July and August 2019	Consultants and Council Officers
Officer review of the documents and feedback to consultant	July and August 2019	Council Officers

Finalisation and desktop publishing	September 2019	Council Officers
Alexandra Palace and Park Conservation Area, Rookfield Estate Conservation Area		
Inception meeting and fieldwork commenced	May 2019	Consultants and Council officers
Draft of Alexandra Palace park and Rookfield Estate Appraisals	End of June 2019	Consultants
Liaising with amenity society and feedback to consultant	September and October 2019	Consultants and Council Officers
Officer review of the documents and feedback to consultant	September and October 2019	Council Officers
Finalisation and desktop publishing	November 2019	Council Officers
Hornsey High Street Conservation Area, Campsbourne Cottages Conservation Area, Hornsey Waterworks Conservation Area, Hillfield Conservation Area		
Inception meeting and fieldwork commenced	July 2019	Consultants and Council officers
Draft of Hornsey High Street, Campsbourne, Hornsey Waterworks, Hillfield Appraisals	End of September 2019	Consultants
Liaising with amenity societies and feedback to consultant	November and December 2019	Consultants and Council Officers
Officer review of the documents and feedback to consultant	November and December 2019	Council Officers
Finalisation and desktop publishing	January 2020	Council Officers

Stage 3

Work	**Milestone**	**Action by**
Crouch End Conservation Area		
Inception meeting and fieldwork commenced	November 2019	Consultants and Council officers
Draft of Crouch End Appraisal	End of January 2020	Consultants
Liaising with Crouch End CAAC and Neighbourhood Forum and	March and April 2020	Consultants and Council Officers

feedback to consultant		
Officer review of the documents and feedback to consultant	March and April 2020	Council Officers
Finalisation and desktop publishing	May 2020	Council Officers
Stroud Green Conservation Area and Vallance Road Conservation Area		
Inception meeting and fieldwork commenced	February 2020	Consultants and Council officers
Draft of Stroud Green and Vallance Road	End of March 2020	Consultants
Liaising with Crouch End CAAC and Neighbourhood Forum and feedback to consultant	May and June 2020	Consultants and Council Officers
Officer review of the documents and feedback to consultant	May and June 2020	Council Officers
Finalisation and desktop publishing	July 2020	Council Officers
Highgate Conservation Area		
Inception meeting and fieldwork commenced	April 2020	Consultants and Council officers
Draft of Highgate	End of July 2020	Consultants
Liaising with CAAC, Highgate society and Neighbourhood Forum and feedback to consultant	September and October 2020	Consultants and Council Officers
Officer review of the documents and feedback to consultant	September and October 2020	Council Officers
Finalisation and desktop publishing	November 2020	Council Officers

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Strategic Environmental Assessment (SEA) Screening Opinion

for

Conservation Area Appraisal and Management Plans for Bruce Castle, Tottenham Cemetery, Tower Gardens and Peabody Cottages

Prepared by:

London Borough of Haringey

For consultation with:

Historic England, Environment Agency and Natural England

April 2019

Contents

1.0 Introduction
2.0 Purpose of Conservation Area Appraisal Management Plans
3.0 Assessment
4.0 Screening outcome
5.0 Next steps

1. Introduction

1.1. A Conservation Area Appraisal Management Plan (CAAMP) may require a Strategic Environmental Assessment (SEA) to comply with European Directive 2001/42/EC "on the assessment of the effects of certain plans and programmes on the environment". The European Directive is transposed into law by the Environmental Assessment of Plans and Programmes Regulations 2004.

1.2. Under Article 3(3) and 3(4) of the SEA Directive, SEA is required for plans and programmes which "determine the use of small areas at a local level" or which only propose "minor modifications to plans" to plans and programmes, and which would otherwise require SEA, only where they are determined to be likely to have significant environmental effects.

1.3. National Planning Practice Guidance (NPPG) provides guidance on SEA/SA for Supplementary Planning Documents (SPDs) but not for other documents such as CAAMPs. It advises that SPDs do not require SA where potential affects "already have been assessed during the preparation of the Local Plan". It advises that "SEA is unlikely to be required where a SPD deals only with a small area at a local level… unless it is considered that there are likely to be significant environmental effects". Further "Before deciding whether significant environmental effects are likely, the local planning authority should take into account the criteria specified in schedule 1 to the Environmental Assessment of Plans and Programmes Regulations 2004 and consult the consultation bodies". The criteria in Schedule 1 are set out in section 3 of this report.

1.4. The CAAMPs will be capable of being a material consideration in the assessment of future planning applications within the relevant Conservation Areas. It is the Council's responsibility to identify whether an SEA should be undertaken.

1.5. The screening process is based upon consideration of standard criteria of Annex II of the Directive to determine whether the plans are likely to have "significant environmental effects". The result of the local planning authority's screening process is detailed in this screening statement.

1.6. The CAAMPs have been screened to consider whether a SEA is required. Should guidance within the documents change, the screening opinion of the borough could also change.

1.7. The screening determination also includes the views of the statutory consultation bodies Historic England, Natural England and the Environment Agency. Their correspondence can be found within the report Appendix.

1.8. This screening determination has been undertaken by the London Borough of Haringey. The borough has determined that the plans are unlikely to have significant environmental effects. A SEA therefore should not be undertaken.

2. Purpose of Conservation Area Appraisal Management Plans

2.1. CAAMPs do not introduce new policy but have the status of evidence base documents. Their purpose is to support existing planning policy already set out in the adopted Local Plan.

2.2. The National Planning Policy Framework (NPPF) issued by the Government in February 2019 requires local planning authorities to set out in their Local Plan a positive strategy for the conservation and enjoyment of the historic environment. Pursuant to this requirement, Conservation Area appraisals define the special character of Conservation Areas and set out positive strategies for their future management and enjoyment.

2.3. Haringey's Local Plan policies relating to management of the historic environment are SP12 in Haringey's Strategic Policies (2017), which sets out the Council's intention to ensure the conservation of the significance of Haringey's heritage assets, and supports the use of the historic environment as a basis for heritage-led regeneration, good design and positive change, and DM9 Management of the Historic Environment, in Haringey's Development Management DPD (2017), which sets out the Council's approach to managing development affecting heritage assets in more detail, and requires that the Council has regard to character appraisals and management plans when considering the impact of proposed development on the historic environment. The Local Plan documents were the subject of Sustainability Appraisals incorporating the requirements of SEA.

2.4. An adopted character appraisal therefore provides a sound basis for implementing the Council's approved development plan policies relating to Conservation Areas and will support development management decisions. The appraisals are for use by local residents, community groups, businesses, property owners, architects and developers. The Council will use the documents in the assessment of relevant development proposals, and the Planning Inspectorate will take them into account when it considers and determines planning appeals.

2.5. The Conservation Area Appraisals and Management Plans have been written to reflect the framework set out in *Historic England, Historic Environment Advice Note 1: Conservation Area Appraisal, Designation and Management (Second Edition) (2019)* as well as other relevant guidance. A brief structure of the documents is set out below:

Appraisal

- **The summary of special interest**: a succinct description of the overall character of the Conservation Area.

- **Comprehensive appraisal:** recording the special character of the area covering; location and setting, historical development and archaeology, architectural quality, public realm, and condition and development pressure.

- **Audit:** A record of all buildings in the area, indicating whether they make a positive, negative or neutral contribution.

Management Plan

- **Principles for development management:** Setting out the Council's approach to managing new development, including when planning permission is required, expectations for applications, and relevant policies.

- **Boundary Review:** In some cases there are proposals for minor changes to the Conservation Area boundary

Preserving and Enhancing the Conservation Area

- A set of accessible illustrated Design Guidelines detailing how the special character should be preserved or enhanced covering; shop front design, making changes to listed buildings, extensions, external maintenance and facade restoration, and window and door replacements.

3. Assessment

3.1. The "responsible authority" must determine whether the plan or programme, in this case the Conservation Area Appraisal and Management Plans for Bruce Castle, Tottenham Cemetery, Tower Gardens and Peabody Cottages, are likely to have significant environmental effects with reference to the criteria specified in Schedule 1 of the Regulations.

3.2. These criteria are set out in the table below, along with consideration of the likely impact of the CAAMPs against each.

SEA Directive criteria	**Comments**	**Likely Significant Effects**?
Characteristics of plans and programmes, having regard, in particular to:		
1a) The degree to which the plan or programme sets a framework for projects and other activities, either with regard to the location, nature, size and operating conditions or by allocating resources	The CAAMPs only act as guidance to help preserve and enhance the historic character of the area. The appraisals identify enhancement opportunities; however these are just opportunities and there is no set programme to take these forward. The appraisal aims to preserve the historic character of the area, therefore ensuring that development will not occur that will adversely affect the special historic nature. This will have the effect of limiting the amount and type of development that will occur in the area, however this is primarily achieved through the use of Local Plan policies to which these CAAMPs give further guidance, and which have been the subject of SA.	No
1b) The	The CAAMPs are supplementary to the relevant	No

degree to which the plan or programme influences other plans and programmes including those in a hierarchy	Local Plan policies as guidance. With regard to these policies, the CAAMPs will only act to protect and enhance the areas of value for heritage of a small part of the Borough.It is considered the extent of impact is unlikely to be significant in this regard.	
1c) The relevance of the plan or programme for the integration of environmental considerations in particular with a view to promoting sustainable development	The CAAMPs are planned to have a positive impact on local environmental assets, particularly the preservation and enhancement of Bruce Castle Park and Tottenham Cemetery, which are designated Metropolitan Open Land. The CAAMPs will give guidance to ensure the retention of historic buildings and that the historic character of buildings are preserved and enhanced. This, in turn, may prompt support for local suppliers and craftsman. The retention /repair of buildings and reuse of building materials reduces pollution associated with new development and reduces waste. However, any effect will occur only at local level and will not have significant environmental effects	No
1d) Environmental problems relevant to the plan or programme	The Council believes that there will no significant environmental problems resulting from the appraisals. The CAAMPs apply to relatively small, localised areas that are already well developed. The plan will seek to protect the current historic and natural environment of the area as they will limit development that could be harmful to these assets to a degree. The CAAMPs will identify possible opportunities for enhancement. The CAAMPs are supplementary to Local Plan policies for which wider environmental problems have already been appraised.	No
1e) The relevance of the plan or programme for the implementation of Community legislation on the environment (e.g. plans and programmes linked to waste-management	The CAAMPs are not directly relevant to the implementation of community legislation on the environment.	No

or water protection).		
Characteristics of the effects and of the area likely to be affected, having regard, in particular, to:		
2a) The probability, duration, frequency and reversibility of the effects	The CAAMPs cover a small area of Tottenham in the London Borough of Haringey, which is already well developed. Localised impacts of developments on the townscape are intended to be beneficial, but if not then should be of a relatively small scale and thus reversible in the short to medium term. The CAAMPs are supplementary to Local Plan policies for which wider significance of effects have already been appraised.	No
2b) The cumulative nature of the effects	The CAAMPs will not result in major changes or actions in the area affected. Therefore, there will be no significant cumulative effects. The plan seeks to enhance and protect the historic character and nature of the area. The CAAMPs are supplementary to Local Plan policies for which cumulative effects have already been appraised.	No
2c) The trans-boundary nature of the effects	There are no trans-boundary effects arising from the CAAMPs. The CAAMPs are supplementary to Local Plan policies for which trans-boundary effects have already been appraised.	No
2d) The risks to human health or the environment (e.g. due to accidents)	There are unlikely to be risks to human health or the environment arising from the CAAMPs in respect of this criterion. The CAAMPs are supplementary to Local Plan policies for which wider human health and environment risks have already been appraised.	No
2e) The magnitude and spatial extent of the effects (geographical area and size of the population likely to be affected)	The CAAMPs cover a small area of Tottenham in London borough of Haringey. The effects described within criterion 1c will apply to an area with a population of approximately 2,000). Both the size of the area and population are not considered significant. The CAAMPs are supplementary to Local Plan policies for which wider spatial effects have already been appraised.	No
2f) The value and vulnerability of the area likely to be affected due to:	The CAAMPs will help ensure positive effects on cultural heritage, but these will only be in a localised area and will not be significant. As the CAAMPs will not lead to any major development (and may in fact restrict development and building in the area) it is unlikely that there will be any effects on European	No

i) special natural characteristics or cultural heritage ii) exceeded environmental quality standards or limit values iii) intensive land-use	Protected Species or green space. The appraisal seeks to control development to ensure protection of the character of the area. The CAAMPs will have positive or neutral effects on environmental quality standards. This is because they will seek to limit development and promote the use of building techniques that are compatible with the historic environment. However, any actions or works that take place are likely to be at a very small level and will not affect environmental quality standards. The plan applies to an area which is already developed. The CAAMPs do not include any site allocations for development and will not lead to intensive land use. The CAAMPs are supplementary to Local Plan policies for which natural characteristics, cultural heritage and environmental quality standards have already been appraised.	
2g) The effects on areas or landscapes which have a recognised national, Community or international protection status	There are no landscapes of national or international protection status in the Area. There are two landscapes of recognised Metropolitan importance in the areas and which the CAAMPs may have an impact on. These are Tottenham Cemetery and Bruce Castle Park, which are designated Metropolitan Open Land. However, as the CAAMPs are guidance for preserving and enhancing these protected assets, there will be no significant environmental effects upon them. The CAAMPs are supplementary to Local Plan policies for which wider protections have already been appraised.	No

4. Screening outcome

4.1. Having reviewed the CAAMPs against the above criteria, it is concluded that they are not likely to have significant environmental effects and accordingly, should not be subject to Strategic Environmental Assessment.

5. Next steps

5.1. This determination has also been subject to consultation with the statutory consultation bodies. The consultation bodies specified in the Environmental Assessment of Plans and Programmes Regulations 2004 that were consulted on this screening determination are:

- Historic England;
- Environment Agency; and

- Natural England

5.2. Responses from the consultation from Natural England and Historic England are set out below.

Natural England

No response received

Historic England

No comment

Environment Agency

No comment

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Report for: **Cabinet 9th July 2019**

Title: Improving the management of Estate Parking - Approval to undertake formal consultation.

Report authorised by: Dan Hawthorn, Director of Housing, Regeneration & Planning, Haringey Council.

Lead Officer: Gethin Segel, Parking & Projects Manager, Homes for Haringey. 0208 489 2715. Gethin.segel@homesforharingey.org

Ward(s) affected: All

Report for Key Decision: Key Decision.

1. Describe the issue under consideration

1.1 This report provides an overview of the issues with the current management of estate parking, the reasons for seeking to introduce a new scheme and the possible options that have been considered**.**

1.2 The current Estate Controlled Parking Scheme is much harder to enforce due to changes in the approach of the DVLA to providing registered keeper details. As a result, the scheme is financially unviable with residents subsidising the scheme, via the Housing Revenue Account, regardless of whether they use a vehicle or live on an estate with parking controls which is unfair**.**

1.3 This report requests Cabinet approval to undertake consultation under Section 105 of the Housing Act 1985, on the basis of the preferred option set out at section 8. Undertaking consultation is both a statutory requirement and necessary to inform the development of a new estate parking management policy which meets stakeholder needs, wherever possible**.**

1.4 The results of the consultation will inform the proposal for the new estate parking management policy for consideration by Cabinet. Once the policy is approved for adoption, implementation of the new controls on individual estates will be subject to consultation with affected residents, allowing local rules to be adjusted to meet local needs, wherever possible**.**

2. Cabinet Member Introduction

2.1 This report initiates a project designed to bring in-house a service, estate parking management, that our residents tell us is important but isn't meeting their needs. The current system for controlling estate parking is ineffective and it is not fair that residents are subsidising a poor service which they may not even be using. It is therefore correct that we focus our Housing management provider on delivering a new improved service for our residents who are entitled to the best value for money offer that we can provide.

2.2 Delivering a new estate parking management scheme is an important step in demonstrating to residents that we understand what is important to them and will work with them when seeking to changes services for the better. The new scheme will deliver an improved service to over 280 estates across the borough which are home to over 12500 Tenants, Leaseholders and their families.

2.3 Improved parking controls will ensure that those estate residents who need it most will get the benefit of the available parking, especially the most vulnerable. A new estate parking management scheme will provide the powers and income needed to achieve wider strategic aims around promoting active travel choices, reducing the use of carbon emitting vehicles and achieving channel shift to digital options.

2.4 Delivering a better outcome in accordance with the aims we have set ourselves in the Borough Plan will not be possible without a genuine consultation of the residents affected by the changes that are proposed. This consultation represents a chance to understand residents needs and ensure the policy proposal presented to Cabinet has been shaped with residents at the heart.

3. Recommendations

3.1 As set out in section 8 of the report, to approve the development of a new estate parking management scheme with the preferred option being a Traffic Management Order based scheme. This is in accordance with the powers provided to Local Authorities under the Road Traffic Regulation Act 1984.

3.2 As set out in section 9, to approve the proposal to consult all affected residents on the development of a new estate parking management scheme.

3.3 As set out in paragraph 9.6, to delegate finalisation of the consultation pack to the Director of Housing, Regeneration & Planning and Managing Director of Homes for Haringey in consultation with the Cabinet Members for Housing & Estate Renewal and Neighbourhoods.

3.4 To note the intention that consultation results will be considered by Cabinet in January 2020, informing a proposed new estate management parking policy for approval and adoption.

4. Reasons for decision

4.1 In relation to recommendation 3.1

The current Estate Controlled Parking Scheme (ECPS) is no longer financially viable or enforceable. As a result, residents subsidise the scheme, via the Housing Revenue Account, regardless of whether they use a vehicle or live on an estate with parking controls which is unfair. The ECPS cannot be improved to address the financial and enforcement issues within the current legislative framework for parking control on council land. A Traffic Management Order based scheme using powers under the Road Traffic Regulation Act 1984 has been selected as the preferred option because it is the only option that satisfies all of the aims, outlined in paragraph 7.1, as well as being the Department of Transport's recommended solution and a tried and test option in operation across various London boroughs.

4.2 In relation to recommendation 3.2

The adoption of a new estate parking management scheme will trigger the requirement for a formal consultation of Secure Tenants under Section 105 of the Housing Act 1985. Best practice is to consult all affected residents (i.e. Leaseholders and non-secure tenants) before changing a core housing service to ensure any improvement meets their needs, where possible. This approach supports the Your Council priority of the Borough Plan 2019-23 by ensuring both Haringey Council and Homes for Haringey engage effectively with residents and design services based on their needs.

4.3 In relation to recommendation 3.3

The consultation pack will be designed in accordance with the requirements of Haringey Council's Section 105 arrangements and outline the issues with the current scheme, the proposal to develop a new scheme including the preferred option, the alternative options, what is sought from residents in response and how their responses will be used to design the final proposal for Cabinet approval.

4.4 In relation to recommendation 3.4

This approach supports the Your Council priority of the Borough Plan 2019-23 by ensuring both Haringey Council and Homes for Haringey engage effectively with residents and design services based on their needs. Adopting any new estate parking management policy will affect more than 2 wards in the borough and is therefore considered a Key Decision requiring Cabinet approval to proceed.

5. Alternative options considered

5.1 An alternative to conducting consultation has not been considered. Unless a decision is taken to retain the current service unchanged a formal consultation of all secure tenants under section S105 HA85 will be a statutory requirement. In addition, consulting residents to understand their needs in order to develop an effective service offer supports the Your Council priority of the Borough Plan 2019-23. Please see comments of the Assistant Director of Corporate Governance in paragraph 11.2 for further details of the statutory requirements.

5.2 The option to discontinue all parking controls has been considered and discounted for several reasons 1. Residents have consistently presented their expectation (through complaints, enquiries and other feedback) that parking will be managed for their benefit, 2. Failure to control parking represents a health and safety risk as emergency access routes cannot be maintained and 3. This option would not support the Place priority of the Borough Plan 2019-23 to implement Controlled Parking where residents want controls or promote low emission vehicle use and modal shift to zero emission transport options.

5.3 The option to do nothing and continue with the current Estate Controlled Parking Scheme (ECPS) has been considered and discounted. Continuing the current arrangements would require residents to subsidise an ineffective service via the Housing Revenue Account regardless of whether they use it or live on affected estates, which is inequitable. In addition, this option would not support the Place priority of the Borough Plan 2019-23 to promote low emission vehicle use and modal shift to zero emission transport options.

5.4 The option to adopt housing roads as part of the public highway may have to be used on a small number of roads which cannot be classified as off-street parking places. However, it is not a viable option boroughwide as it requires Secretary of State

approval as well as significant capital investment to adjust the land to public highway standards. In addition, this option would still require the implementation of controlled parking zones to deliver the parking controls that residents have indicated they expect.

5.5 The option to replace onsite enforcement by officers with remote or automated controls has been considered and is deemed of limited application. Automated controls such as barrier gates and CCTV recognition are only viable on a small number of sites with entrances that could allow access to be controlled in this manner. It is, therefore, not an option that can be considered boroughwide and can only support a wider system of on the ground enforcement. In addition, the level of investment required to deliver each installation is prohibitive. This option will be reconsidered for specific sites that are deemed suitable if the new estate parking management scheme generates a surplus for reinvestment.

6 Background

6.1 Haringey Council has operated an Estate Controlled Parking Scheme (ECPS) since 1998. Enforcement has been delivered by an external contractor, Wing Parking Ltd. (Wing), since 1999 under a term contract procured by Haringey Council. With the establishment of Homes for Haringey in 2006, day-to-day management of the scheme was delegated to them as part of the management agreement. The ECPS operates on 280 estates boroughwide covering over 12500 properties and garages (a full list of the current estates covered by the scheme is provided in Appendix A).

6.2 Although publicly owned, housing land is considered “private land” for the purposes of parking management, not normally covered by Local Authority public highway powers. As a result, the current ECPS is a “Contract Law” based scheme exercising powers given to Local Authorities under the Housing Act 1985, Section 21 (General Powers of Management) and Local Government Act 1972, Section 111 (Subsidiary Powers). The introduction of the Protection of Freedoms Act 2012 removed the right to clamp, tow or otherwise detain vehicles to enforce private parking schemes. As a result, the current ECPS can now only be enforced via the issuance of Parking Charge Notices (PCNs or Parking Tickets).

6.3 If a Parking Charge Notice (PCN or Parking Ticket) is not paid, Wing will request keeper details from the DVLA in order to pursue the keeper for non-payment. However, following an instruction from the Department of Transport the DVLA now refuse requests for keeper details from London authorities operating Contract-Law based schemes rendering the scheme difficult to enforce if the keeper does not make themselves known to either Wing, Haringey Council or Homes for Haringey.

6.4 The ECPS was designed to be delivered free of charge to residents and self-financed via the income generated from collecting PCN fees. When introduced the ECPS was both self-financing and successful in generating a surplus used to fund estate improvements. With the issues outlined above in paragraphs 6.2 and 6.3 the PCN collection rate has dropped from over 80% to approx. 24% and income is no longer enough to cover costs or generate a surplus. As a result, residents are now subsidising the scheme, via the Housing Revenue Account, regardless of whether they use a vehicle or live on an estate with ECPS.

6.5 In developing a new approach to estate parking management, Haringey Council and Homes for Haringey aim to address the following concerns raised by internal and external stakeholders:

1. Abuse of estate parking including; non-disabled drivers using disabled parking, fraud (i.e. tampering with physical permits or reselling permits) and non-residents parking on estates.
2. There is a barrier to accessing services for vulnerable, disabled and working customers, as the lack of online offer means visiting a customer service centre in office hours.
3. No limit on permits per household, meaning one household can fill a carpark.
4. Enforcement times don't cover peak usage (weekends and overnight) as the maximum operating hours are Mon-Fri 8am- 6pm and Sat 8am-Midday.
5. Enforcement options do not allow for vehicles to be clamped or towed, if appropriate.
6. The scheme is not self-financing requiring residents to subsidise it via the Housing Revenue Account, regardless of whether they use the parking.

7. Developing and implementing a new estate parking management solution

7.1 To address the issues outlined in paragraph 6.5, Homes for Haringey and Haringey Council recommend establishing the following shared aims for any new scheme:

a) A scheme that does not place a financial burden on residents that do not use it.
b) A scheme that can be operated in-house ideally by Haringey Council Parking Services.
c) An enforceable and financially viable scheme that generates sufficient income to cover the full day to day service delivery costs.
d) Having regard to the need to generate sufficient income to cover costs. Where charges are necessary the aim will be to set them at a reasonable level which is no more than the charges levied of controlled parking zones.
e) A scheme capable of generating a surplus, wherever possible, for reinvestment back into the housing stock particularly on improvements such as the creation of electric vehicle charging points, car club spaces and secure bike hangars.
f) A service that offers an improved range of customer access options for services including online and mobile apps to support Borough Plan aims to reduce customer reliance on face to face service interaction.
g) A solution that prioritises the parking needs of vulnerable and disabled residents.
h) A policy that provides the enforcement options that meet customer needs, including:
   - Rules to encourage a reduction in vehicles per household.
   - Rules that promote a reduction in carbon emitting journeys per householder.
   - Anti-fraud measures, particularly around permit tampering and reselling.
   - Rules to stop non-residents and businesses abusing the parking.
   - A wider range of enforcement times that cover peak usage periods.
   - A wider range of enforcement options that address antisocial activities. including the abandonment of vehicles on estates.

7.2 As outlined in paragraph 9.3, before any new scheme can be developed for consideration by Cabinet a formal consultation will be required to meet statutory requirements. This will allow a final proposal to be developed that meets stakeholder needs, wherever possible, in addition to the strategic aims outlined above.

7.3 The current timeline envisages that the project to consult on, develop and finalise the new Estate Parking Management Scheme will be completed this financial year. Work to implement the new scheme on estates will start in Quarter 1 2020/21 with the first estates going live in Quarter 2 at the earliest (full roll out taking in the region of 12-18 months). The policy proposal submitted to Cabinet will include an implementation plan outlining the expected timescales, resources and costs taking into consideration the requirements outlined below in paragraphs 7.4 to 7.5.

7.4 The process of developing the final policy proposal for the new scheme will include detailed service design and costing. Any new scheme will require capital investment on a range of items. As a minimum the existing signage will be replaced however wider improvements to site infrastructure including road surfaces and line markings could be required. Any implementation spend required will depend on the final scheme design and will have to be repaid from charges from parking otherwise residents who do not benefit from the scheme will be subsidising the service. The process will be subject to a financial appraisal to ensure income will at least meet the full implementation and day to day operating costs.

7.5 The introduction of any new parking management scheme to each estate will be subject to local consultation with the affected estate residents. Should the new policy be based on a Traffic Management Order (TMO) that local consultation will be formal consultation under Regulations 6 and 7 of The Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996. This will be reflected in any roll out plan and the implementation timescales designed accordingly.

8. The preferred option for a new Estate Parking Management scheme

8.1 As outlined at section 5, in selecting the preferred option detailed below a number of alternative options have been considered and discounted including the following; removing all parking controls, maintaining the current controls, adopting the land as part of the public highway and automated parking controls (i.e. CCTV and barrier gates).

8.2 The preferred option that residents will be asked to consider is a Traffic Management Order (TMO) based scheme operated via the powers provided to Local Authorities under the Road Traffic Regulation Act 1984.

8.3 This option represents the solution that the Department of Transport has recommended as the most effective form of managing estate parking and has already been or is being adopted by several London Authorities, including Haringey's neighbours Barnet, Enfield, Hackney and Islington. Those authorities operating under this model report it is an enforceable financially viable option which the DVLA support by providing keeper details on request.

8.4 The option is similar to the Controlled Parking Zones used on the public highway, but Housing Land and Roads would be treated as off-street parking places (i.e. car parks). Access to the services and enforcement of the rules will be via the same model operated by Parking Services for Controlled Parking Zones including the benefits envisaged under the current Transformation Programme. This means those residents wishing to use the service will be required to pay for parking permits to cover the day to day running costs removing any burden from the Housing Revenue Account.

8.5 Research confirms a Traffic Management Order scheme provides the powers required to meet stakeholder needs including Borough Plan priorities to improve enforcement, increase parking controls, encourage vehicle reduction and promote modal shift in transport.

9. Consultation proposal

9.1 The proposals outlined below meet best practice, legal requirements and can be delivered in-house within the budget allocated to the project in financial year 2019-20. The consultation methodology, timing and content will allow a policy to be developed which reflects resident needs, wherever possible, and in the timescale required to deliver a policy proposal to Cabinet by January 2020.

9.2 The preferred option outlined section 8 will be presented to residents as part of the consultation. However, the final policy proposal will not be developed for Cabinet's consideration until the results of the consultation can be considered and reflected which may involve the consideration of alternatives to the preferred option. To ensure any final policy proposal is reflective of local needs the consultation results will be analysed by estate/ward and by diversity strands in addition to boroughwide.

9.3 Under Section 105 of the Housing Act 1985 (S105 HA85), Secure Tenants must be formally consulted whenever a change is proposed to an amenity provided by the Council that is likely to substantially affect them. As outlined at paragraph 11.2, the proposal meets the criteria for a change requiring consultation under S105 HA85. As well as, the legal requirement to consult Secure Tenants it is considered good practice to consult all affected residents (i.e. Leaseholders and non-secure tenants). In addition, consulting residents in order to understand their needs in relation to a core housing management service supports the Your Council priority of the Borough Plan 2019-23 to develop services with residents to ensure improvements meet their needs wherever possible. It is therefore, proposed to extend the consultation to include these groups and to ensure that their views inform the final policy proposal.

9.4 The consultation is proposed to be carried out as follows:

- All residents (Tenants and Leaseholders) on estates covered by the scheme to be consulted at the same time via a postal questionnaire.
- In addition to the postal questionnaire, residents will be able to respond online and onsite at roadshows and stands at resident association meetings etc.
- The consultation pack will be offered in a range of community languages and methods (including large Print, Braille and easy words & pictures) to ensure all affected residents have an equal opportunity to respond.
- The consultation will be publicised to residents via the regular publications (i.e. Haringey People and Homes Zone), the Haringey Council and Homes for Haringey websites and via posters in receptions of both blocks and service centres.

9.5 Consultations under S105 HA85 are not subject to statutory timescales. However, for the consultation to be meaningful a reasonable period must be allowed. Due to the nature of the client group and the impact of events at Tottenham Hotspur stadium, it is important the consultation period include the football season, seasonal change, school term times and school holidays. This will allow respondents to reflect on the impact of these events and periods in the year. It is also essential that the consultation be concluded in good time to allow for the results to be analysed and the final proposal developed ahead of a proposed submission to Cabinet in January

2020. It is therefore, proposed to run the consultation for 8-10 weeks in the period August to October 2019.

9.6 The consultation pack will be designed in accordance with the requirements of Haringey Council's Section 105 arrangements and outline the following:
1. The rationale for the proposal including the issues with the current scheme.
2. The proposal to develop a new scheme
3. The preferred option for a new scheme as outlined at section 8 above.
4. The alternative options detailed at section 5 and the issues identified with each.
5. What we are seeking from residents in response to the consultation.
6. How resident responses will be used to design the final proposal.

9.7 The estimated cost of the consultation exercise is £25k with finance already in place from a specific project budget agreed for 2019/20 assigned to Homes for Haringey, see paragraph 11.1 for details. The exercise will be delivered entirely in-house using expert resource already available in Homes for Haringey and Haringey Council's Parking Service.

10 Contribution to strategic outcomes

10.1 This report proposes activity which will contribute to Outcome 3 of the Place priority of the Borough Plan 2019-23 by working with Homes for Haringey to understand the key concerns residents have with the management of a key aspect of housing. The outcome of consultation will be used to focus the work of Homes for Haringey on addressing the issues affecting residents with a view to delivering an improved service. Delivering an Improvement Programme in this area will lead to demonstrable increase in performance contributing to improved resident satisfaction.

10.2 This report proposes activity which will contribute to Outcomes 9 & 10 of Place priority of the Borough Plan 2019-23 by seeking to implement Controlled Parking, where possible, and introducing measures designed to encourage modal shift in transportation choices. Rules will be introduced to reduce vehicle ownership per householder and encourage the purchase of low/zero emission vehicles. In addition, any surplus generated from a new estate parking management scheme will be used to invest in measures such as electric charging points, car club places and bike hangars.

10.3 This report proposes activity which will contribute to Outcome 17 of the Your Council priority of the Borough Plan 2019-23 by ensuring that Haringey Council services are developed with the people who use them and with our partners who contribute to their delivery, making widespread use of user-centred design approaches.

10.4 This report proposes activity which will contribute to Outcome 18 of the Your Council priority of the Borough Plan 2019-23 by working with Haringey Council Parking Services to take advantage of the current transformational programme. This will automate services wherever appropriate to enable customers that wish to complete tasks as easily and quickly as possible in a single contact.

10.5 This report proposes activity which will contribute to Outcome 20 of the Your Council priority of the Borough Plan 2019-23 by establishing an aim to work towards bringing the delivery of estate parking management in-house with Haringey Council's Parking Service established as the future provider of choice. This will allow both Haringey Council and Homes for Haringey to share resources in a sustainable way to provide

value for money this will include IT systems, back office resources, Customer Service, automated access options (web and app based), as well as enforcement officers.

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

11.1 Finance and Procurement

The Estate-controlled parking scheme used to be self-financing in the past. As highlighted in paragraph 6.4 of this report, it has become a financial burden to the Housing Revenue Account (HRA). The income generated is no longer enough to cover costs nor generate surplus. This is because of the impact of the introduction of a new act; which has affected enforcement and led to PCN collection rate drop from over 80% to approximately 24%. The data below shows the net impact on enforcement sums; not including the management and administration cost.

2015/16

- Annual enforcement fees = £252,175.00
- Annual enforcement credits = -£296,414.00
- Total net spend/(surplus) = (-£44,239.00) surplus

2016/17

- Annual enforcement fees = £271,425.00
- Annual enforcement credits = -£277,655.00
- Total net spend/(surplus) = (-£6,230.00) surplus

2017/18

- Annual enforcement fees = £259,623.00
- Annual enforcement credits = -£253,646.00
- Total net spend/(surplus) = £5,977.00 deficit

2018/19

- Annual enforcement fees = £255,059.00
- Annual enforcement credits = -£239,138.00
- Total net spend/(surplus) = £15,921.00 deficit

There are other issues associated with non-implementation of estate parking, including dissatisfaction and complaints from residents.

It is estimated that the consultation will cost about £25k. There is provision for this cost in the estate parking budget. It is expected that the outcome of the consultation will inform the creation of a new Estate parking management policy for consideration at January 2020 Cabinet. The policy is anticipated to address all the issues, residents' concerns and financial pressure in the HRA brought about by restrictions in the current parking scheme.

If recommendation 3.1 is accepted it may trigger some procurement activity and Public Contract Regulations 2015 will apply. There are no procurement considerations in relation to recommendation 3.2.

11.2 Legal

The Assistant Director of Corporate Governance has been consulted in the preparation of this report and comments as follows;

The proposed changes to the ECPS will affect secure tenants and other residents now living on Council Estates. Under section 105 of the Housing Act 1985 the Council has a statutory duty to consult its secure tenants who are likely to be substantially affected by a matter of housing management, which includes changes to amenities such as parking provided to them. The Council has published s105 consultation arrangements that must be complied with. There is also a legitimate expectation that non secure tenants and leaseholders will be consulted. In accordance with the so called "Sedley" Principles the Supreme Court has endorsed the following general principles of consultation:

- That consultation must be at a time when proposals are still at a formative stage;
- That the proposer must give sufficient reasons for any proposal to permit intelligent consideration and response;
- That adequate time must be given for consideration and response; and
- That the product of consultation must be conscientiously taken into account in finalising any proposals.

The proposed methodology, content and timing for the consultation are in accordance with these principles.

11.3 Equality

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

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

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

This report requests Cabinet approval to undertake consultation under Section 105 of the Housing Act 1985, on a proposal to introduce a new estate parking scheme. Measures will be taken to ensure that all tenants and leaseholders residing on estates which currently have parking controls are able to participate, including those whose first language is not English and those with visual impairments. The equality implications of policy changes arising from the consultation will be considered and a Full Equalities Impact Assessment undertaken if and when Cabinet is asked to approve such changes.

12. Use of Appendices

Appendix A List of estates and blocks covered by the current Estate Controlled Parking Scheme.

13. Local Government (Access to Information) Act 1985

Housing Act 1985 - https://www.legislation.gov.uk/ukpga/1985/68/contents
Local Government Act 1972 - https://www.legislation.gov.uk/ukpga/1972/70/contents
Protection Of Freedoms Act 2012 - http://www.legislation.gov.uk/ukpga/2012/9/contents/enacted
Road Traffic Regulation Act 1984 - https://www.legislation.gov.uk/ukpga/1984/27/contents
Public Contract Regulations 2015 - https://www.legislation.gov.uk/uksi/2015/102/contents
Equality Act 2010 - https://www.legislation.gov.uk/ukpga/2010/15/contents

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Appendix A List of estates and blocks covered by the current Estate Controlled Parking Scheme.

From	To	Address	Estate Controlled Parking Scheme	Post Code	Ward
1	18	Albert Close	Albert Close	N22	Alexandra
1	6	Charter Court	Charter Court	N22	Alexandra
1	20	Barnes Court	Barnes Court	N22	Bounds Green
83	84	Trinity Road	Barnes Court	N22	Bounds Green
1	26	Basil Spence House	Basil Spence House/Joyce Butler House	N22	Bounds Green
1	26	Joyce Butler House	Basil Spence House/Joyce Butler House	N22	Bounds Green
N/A		Bounds Green Court	Bounds Green Court	N22	Bounds Green
68	70E	Clarence Rd No.9	Clarence Road (sheltered)	N22	Bounds Green
39	41	Clarence Road (Odds only)	Clarence Road (sheltered)	N22	Bounds Green
1	18	Clarence Road No.43	Clarence Road (sheltered)	N22	Bounds Green
1	85	John Keats House	Commerce Road	N22	Bounds Green
5	59	Nightingale Road(odds only)	Commerce Road	N22	Bounds Green
1	85	Thomas Hardy House	Commerce Road	N22	Bounds Green
1	60	Commerce Road	Commerce Road (Commercial spaces)	N22	Bounds Green
1	24	Grasmere Court	Grasmere Court	N22	Bounds Green
1	85	Finsbury House	Partridge Way	N22	Bounds Green
1	85	Newbury House	Partridge Way	N22	Bounds Green
2	70	Partridge Way (Evens only)	Partridge Way	N22	Bounds Green
1	12	Portree Close	Portree Close	N22	Bounds Green
1	18	Park Court	Tredegar Road	N11	Bounds Green
1	44	Tredegar Road	Tredegar Road	N11	Bounds Green
1	25	Howfield Place	Howfield / Steeles / St Loys	N17	Bruce Grove
51	73	St Loys Road (Odds)	Howfield / Steeles / St Loys	N17	Bruce Grove
5	19	Steeles Road (Odds only)	Howfield / Steeles / St Loys	N17	Bruce Grove
1	186	Millicent Fawcett Court	Millicent Fawcett Court	N17	Bruce Grove
N/A		St Margarets Road	St Margarets Rd	N15	Bruce Grove
1	19	Colwick Close	Colwick Close	N6	Crouch End
1	19	Colwick Close	Colwick Close	N6	Crouch End
127A	127C	Hornsey Lane	Colwick Close	N6	Crouch End

From	To	Address	Estate Controlled Parking Scheme	Post Code	Ward
129	129	Hornsey Lane	Colwick Close	N6	Crouch End
127A	133C	Hornsey Lane	Colwick Close	N6	Crouch End
1	37	Garton House	Garton House	N6	Crouch End
61	87A	Park Road (Odds only)	Park Road	N8	Crouch End
1	42	Tudor Close	Tudor Close	N6	Highgate
2	152	Birkbeck Road (Evens only)	Birkbeck Road	N8	Hornsey
1	32	Grove House Road	Grove House Road	N8	Hornsey
51	119	Lightfoot Road (Odds only)	Lightfoot Road	N8	Hornsey
1	38	Mildura Court	Mildura Court	N8	Hornsey
1	24	Miles Road	Miles Road	N8	Hornsey
1	14	Moselle Close	Moselle Close	N8	Hornsey
42	86	Newland Road	Newland Road	N8	Hornsey
1	47	Stokley Court	Stokley Court (sheltered)	N8	Hornsey
1	17	Beattock Rise	Beattock Rise	N10	Muswell Hill
1	44	Cranley Dene Court	Cranley Dene Court (sheltered)	N10	Muswell Hill
1	26	Kelland Close	Kelland Close	N8	Muswell Hill
9	37	New Road	New Road	N8	Muswell Hill
1	20	Alfred Findley House	Alfred Findley House (sheltered)	N22	Noel Park
1	32	Coldham Court	Coldham Court	N22	Noel Park
1	11	Gardner Court	Gardiner Court	N22	Noel Park
1	34	Jack Barnett Way	Jack Barnett Way	N22	Noel Park
65	142	Jack Barnett Way	Mayes Road	N22	Noel Park
120	166	Parkland Road (Evens only)	Parkand Road 1	N22	Noel Park
20	108	Parkland Road	Parkland Road 2	N22	Noel Park
1	47	Pelham Road	Pelham Estate	N22	Noel Park
1	229	The Sandlings	The Sandlings	N22	Noel Park
681	703a	Lordship Lane N22, (odds only)	Vincent Square	N22	Noel Park
1	38	Vincent Square N22	Vincent Square	N22	Noel Park
1	6	Northumberland Park No.127	127 Northumberland Park	N17	Northumberland Park
42	62	Church Road	Church Road	N17	Northumberland Park
42	62	Church Road	Church Road	N17	Northumberland Park

From	To	Address	Estate Controlled Parking Scheme	Post Code	Ward
1	22	Concord House	Concord House/ Coombes House	N17	Northumberland Park
2	29	Coombes House	Concord House/ Coombes House	N17	Northumberland Park
N/A		Bromley Rd Insight Haringey	Coombes House (sheltered)	N17	Northumberland Park
2	29	Coombes House	Coombes House (sheltered)	N17	Northumberland Park
28	84	Lindales, The	Cooperage Close/The Lindales	N17	Northumberland Park
1	19	Cooperage Close	Cooperage Close/The Lindales (sheltered)	N17	Northumberland Park
1	27	Lindales, The	Cooperage Close/The Lindales (sheltered)	N17	Northumberland Park
1	60	Fiske Court	Fiske Court	N17	Northumberland Park
11	166	Church Road	James Place/Church Road	N17	Northumberland Park
1	43	James Place	James Place/Church Road	N17	Northumberland Park
21	only	Jansons Road	Jansons Road/Philip Lane	N15	Northumberland Park
61	79	Phillip Lane (Odds only)	Jansons Road/Philip Lane	N15	Northumberland Park
1	7	Lancaster Close	Lancaster Close	N17	Northumberland Park
1	60	Charles House	Love Lane Estate	N17	Northumberland Park
1	60	Ermine House	Love Lane Estate	N17	Northumberland Park
3	89	Whitehall Street	Love Lane Estate	N17	Northumberland Park
1	60	Moselle House	Love Lane Estate	N17	Northumberland Park
2	28	Orchard Place	Love Lane Estate	N17	Northumberland Park
9	39	White Hart Lane (Odds only)	Love Lane Estate	N17	Northumberland Park
2	16	Alnwick House	Northumberland Park	N17	Northumberland Park
1	16	Bamburgh House	Northumberland Park	N17	Northumberland Park
1	16	Bellingham House	Northumberland Park	N17	Northumberland Park
1	97	Blaydon Close	Northumberland Park	N17	Northumberland Park
1	55	Charles Bradlaugh House	Northumberland Park	N17	Northumberland Park
1	16	Cheviot House	Northumberland Park	N17	Northumberland Park
1	16	Corbridge House	Northumberland Park	N17	Northumberland Park
1	73	Haynes Close	Northumberland Park	N17	Northumberland Park
1	128	Kenneth Robbins House	Northumberland Park	N17	Northumberland Park
1	34	Northumberland Grove	Northumberland Park	N17	Northumberland Park
129	234	Northumberland Park	Northumberland Park	N17	Northumberland Park
1	58	Robert Burns House	Northumberland Park	N17	Northumberland Park

From	To	Address	Estate Controlled Parking Scheme	Post Code	Ward
1	42	Morpeth Walk	Northumberland Park	N17	Northumberland Park
1	94	Rothbury Walk	Northumberland Park	N17	Northumberland Park
1	255	Waverley Road	Northumberland Park	N17	Northumberland Park
1	14	Whittingham House	Northumberland Park	N17	Northumberland Park
1	56	Scotswood Walk	Scotswood Walk	N17	Northumberland Park
1	67	Altair Close	Stellar/Altair	N17	Northumberland Park
1	102	Stellar House	Stellar/Altair	N17	Northumberland Park
2	26	Gretton Road	Tenterden/Headcorn/Gretton	N17	Northumberland Park
1	35	Headcorn Road	Tenterden/Headcorn/Gretton	N17	Northumberland Park
8	92	Tenterden Road	Tenterden/Headcorn/Gretton	N17	Northumberland Park
1	19	Thornley Close	Thornley Close	N17	Northumberland Park
1	60	Trulock Court	Trulock Court	N17	Northumberland Park
13	17	Woodmead (garages)	Woodmead	N17	Northumberland Park
304	320	Hermitage Rd (Evens only)	304-320 Hermitage Rd	N15	Seven Sisters
1	60	Eckington House	Eckington House	N15	Seven Sisters
(21)34	56	Ermine Road	Ermine Road	N15	Seven Sisters
1	40	Bournes House	Frederick Messer Estate	N15	Seven Sisters
1	16	Canfield House	Frederick Messer Estate	N15	Seven Sisters
1	24	Hatchfield House	Frederick Messer Estate	N15	Seven Sisters
1	27	Henrietta House	Frederick Messer Estate	N15	Seven Sisters
1	133	Oatfield House	Frederick Messer Estate	N15	Seven Sisters
1	133	Twyford House	Frederick Messer Estate	N15	Seven Sisters
25	39	Grovelands Road (Odds only)	Grovelands Road	N15	Seven Sisters
1	60	Leabank View	Lemsford close/Leabank View	N15	Seven Sisters
1	34	Lemsford Close	Lemsford close/Leabank View	N15	Seven Sisters
1	24	Osman Close	Osman Close	N15	Seven Sisters
1	203	Plevna Crescent	Plevna Crescent	N15	Seven Sisters
		Sherboro Road	Sherboro Road	N15	Seven Sisters
1	24	Tewksbury Close	Tewkesbury Close	N15	Seven Sisters
2	240	Tiverton Road (evens only)	Tiverton Road	N15	Seven Sisters
N/A		Crescent, The	Westcott Close (sheltered)	N15	Seven Sisters

From	To	Address	Estate Controlled Parking Scheme	Post Code	Ward
1	31	Eastbourne Road (Odds only)	Westcott Close (sheltered)	N15	Seven Sisters
2	24	St Ann's Road	Westcott Close (sheltered)	N15	Seven Sisters
26	26	St Ann's Road	Westcott Close (sheltered)	N15	Seven Sisters
41	85	The Crescent (Odds only)	Westcott Close (sheltered)	N15	Seven Sisters
1	24	Westcott Close	Westcott Close (sheltered)	N15	Seven Sisters
1	90	Albany Close	Albany Close	N15	St Anns
1	40	Appleby Close	Appleby Close	N15	St Anns
2	72	Penrith Road (Evens only)	Appleby Close	N15	St Anns
1	26	Caradon Way	Caradon Way	N15	St Anns
1	46	Chedworth House	Caradon Way	N15	St Anns
2	90	Culross Close	Culross Close	N15	St Anns
1	168	Edgecot Grove	Edgecot Grove	N15	St Anns
1	33	Gresley Close	Gresley Close	N15	St Anns
1	27	Hallam Road	Hallam Road	N15	St Anns
N/A		Helston Court	Helston Court	N22	St Anns
1	59	Culvert Rd (Odds only)	Victoria / Kerswell	N15	St Anns
2	50	Kerswell Close (evens only)	Victoria / Kerswell	N15	St Anns
1	35	Kerswell Close (Odds only)	Victoria / Kerswell	N15	St Anns
543	593	Seven Sisters Rd (Odds only)	Victoria / Kerswell	N15	St Anns
2	162	Victoria crescent (evens only)	Victoria / Kerswell	N15	St Anns
1	147	Chettle Court	Chettle Court	N8	Stroud Green
1	3	Connaught Lodge	Connaught Lodge Garage Forecourt	N4	Stroud Green
104	108	Lancaster Road (evens only)	Lancaster Road	N4	Stroud Green
86	102	Lancaster Road (evens only)	Lancaster Road	N4	Stroud Green
76	84	Lancaster Road (evens only)	Lancaster Road	N4	Stroud Green
1	30	Mount View Road	Mount View Road	N4	Stroud Green
6	10A	Mount View Road	Mount View Road	N4	Stroud Green
1	17	Norman Court	Norman Court	N4	Stroud Green
1	8	Fenstanton	Stroud Green Estate 1	N4	Stroud Green
1	24	Hutton Court	Stroud Green Estate 1	N4	Stroud Green
1	16	Lawson Court	Stroud Green Estate 1	N4	Stroud Green

From	To	Address	Estate Controlled Parking Scheme	Post Code	Ward
1	16	Wiltshire Court	Stroud Green Estate 1	N4	Stroud Green
1	8	Wisbech	Stroud Green Estate 1	N4	Stroud Green
2	16	Brackenbury	Stroud Green Estate 2	N4	Stroud Green
1	16	Marquis Court	Stroud Green Estate 2	N4	Stroud Green
1	16	Nichols Close	Stroud Green Estate 2	N4	Stroud Green
1	24	Wall Court	Stroud Green Estate 2	N4	Stroud Green
95	97	Woodstock Road	Woodstock Road	N4	Stroud Green
1	6A	Ashmount Road	Ashmount Road (sheltered)	N15	Tottenham Green
1	50	Blenheim Rise	Blenheim Rise	N15	Tottenham Green
N/A		High Rd	Blenheim Rise	N15	Tottenham Green
62	156	Broad Lane (off Victoria Road)	Broad Lane	N15	Tottenham Green
1	36	Brunel Walk	Brunel Walk	N15	Tottenham Green
1	36	Brunel Walk	Brunel Walk	N15	Tottenham Green
12	28	Clyde Road (evens only)	Clyde Road	N15	Tottenham Green
1	48	Cordell House	Cordell House	N15	Tottenham Green
10	24	Walton Rd (evens only)	Cordell House	N15	Tottenham Green
46	50	Dorset Road (evens only)	Dorset Road	N15	Tottenham Green
31	45	Dorset Road (Odds only)	Dorset Road	N15	Tottenham Green
1	1H	Earlsmead Road	Earlsmead Road (sheltered)	N15	Tottenham Green
1A	1E	Grove Park Road	Grove Park Road	N15	Tottenham Green
130	160	High Cross Road (Evens only)	High Cross Road	N17	Tottenham Green
141	195	High Cross Road (Odds only)	High Cross Road	N17	Tottenham Green
107	119	High Cross Road (Odds only)	High Cross Road	N17	Tottenham Green
1	20	Lawrence Cl & Growland Rd	Lawrence Close	N15	Tottenham Green
1	64	Lomond Close	Lomond Close	N15	Tottenham Green
2	72	Markfield House (Evens only)	Markfield House	N15	Tottenham Green
1	16	Pagin House	Pagin House	N15	Tottenham Green
1	36	Portland Road	Portland Road	N15	Tottenham Green
32	32	West Green Road	West Green Road	N15	Tottenham Green
1	20	Redlands	Redlands	N15	Tottenham Green
1	111	Russell Road	Russell Road	N15	Tottenham Green

From	To	Address	Estate Controlled Parking Scheme	Post Code	Ward
10	34	Colsterworth Road	Saltram Close	N15	Tottenham Green
1	84	Saltram Close	Saltram Close	N15	Tottenham Green
1	11	Antill Rd (Odds only)	Sophia / 1-11 Antill (odds)	N15	Tottenham Green
1	34	Sophia House (Sheltered)	Sophia / 1-11 Antill (odds)	N15	Tottenham Green
2	27	St Peters House	St Peters House	N15	Tottenham Green
1	20	Stainby Road	Stainby Road	N15	Tottenham Green
1	63	Stamford Close	Stamford Close	N15	Tottenham Green
641	641	Seven Sisters Road (Evens only)	Stonebridge Estate	N15	Tottenham Green
673	673	Seven Sisters Road (Evens only)	Stonebridge Estate	N15	Tottenham Green
778	818	Seven Sisters Road (Evens only)	Stonebridge Estate	N15	Tottenham Green
1	150	Stonebridge Road	Stonebridge Estate	N15	Tottenham Green
151	203	Stonebridge Road	Stonebridge Estate (sheltered)	N15	Tottenham Green
1	24	Talbot Close	Talbot Close (sheltered)	N15	Tottenham Green
1	10	Tenby Close	Tenby Close	N15	Tottenham Green
1	83	Turner Avenue	Turner Avenue	N15	Tottenham Green
1	11	Watts Close	Watts Close	N15	Tottenham Green
1	69	Arundel Court	Arundel Court	N17	Tottenham Hale
1	44	Ashdowne Court	Ashdowne Court	N17	Tottenham Hale
1	57	Baldwyne Court	Baldwyne Court	N17	Tottenham Hale
1	32	Chesnut Road	Chesnut Estate	N17	Tottenham Hale
1	72	Fairbanks Road	Chesnut Estate	N17	Tottenham Hale
1	140	Hamilton Close	Chesnut Estate	N17	Tottenham Hale
1	16	Reynardsons Court	Chesnut Estate	N17	Tottenham Hale
1	11	Rycroft Way	Chesnut Estate	N17	Tottenham Hale
1	80	Tamar Way	Chesnut Estate	N17	Tottenham Hale
1	27	Clements House	Clements House (sheltered)	N17	Tottenham Hale
1	113	Armadale Close	Ferry Lane	N17	Tottenham Hale
2	84	Erskine Crescent	Ferry Lane	N17	Tottenham Hale
2	6	Erskine Crescent (evens only)	Ferry Lane	N17	Tottenham Hale
85	179	Erskine Crescent	Ferry Lane	N17	Tottenham Hale
1	24	Gosport Walk	Ferry Lane	N17	Tottenham Hale

From	To	Address	Estate Controlled Parking Scheme	Post Code	Ward
1	16	Jarrow Road	Ferry Lane	N17	Tottenham Hale
17	42	Jarrow Road	Ferry Lane	N17	Tottenham Hale
1	118	Kessock Close	Ferry Lane	N17	Tottenham Hale
1	16	Queensferry Walk	Ferry Lane	N17	Tottenham Hale
1	145	Reedham Close	Ferry Lane	N17	Tottenham Hale
147	223	Reedham Close (odds only)	Ferry Lane	N17	Tottenham Hale
1	22	Runcorn Close	Ferry Lane	N17	Tottenham Hale
1	10	Yarmouth Crescent	Ferry Lane	N17	Tottenham Hale
17	20	Yarmouth Crescent	Ferry Lane	N17	Tottenham Hale
29	65	Yarmouth Crescent	Ferry Lane	N17	Tottenham Hale
77	79	Yarmouth Crescent	Ferry Lane	N17	Tottenham Hale
100	101	Yarmouth Crescent	Ferry Lane	N17	Tottenham Hale
114	137	Yarmouth Crescent	Ferry Lane	N17	Tottenham Hale
11	16	Yarmouth Crescent	Ferry Lane	N17	Tottenham Hale
21	28	Yarmouth Crescent	Ferry Lane	N17	Tottenham Hale
66	76	Yarmouth Crescent	Ferry Lane	N17	Tottenham Hale
80	99	Yarmouth Crescent	Ferry Lane	N17	Tottenham Hale
102	113	Yarmouth Crescent	Ferry Lane	N17	Tottenham Hale
86	117	Erskine Cres	Ferry lane garage forecourt permits	N17	Tottenham Hale
1	86	Reedham Close	Ferry lane garage forecourt permits	N17	Tottenham Hale
1	15	Lansdowne Road No.44	Lansdowne Road	N17	Tottenham Hale
N/A		Malvern & Dawlish Road	Malvern / Dawlish alleyway	N17	Tottenham Hale
103	161	Park View Road estate	Park View Road estate	N17	Tottenham Hale
113	189	Reed Road	Reed Road	N17	Tottenham Hale
14	24	St Mary's Close (evens only)	St Mary's Close	N17	Tottenham Hale
1	58	Whitbread Close	Whitbread Close	N17	Tottenham Hale
1A	11	Langham Road	1-11 Langham Road	N15	West Green
1	7	Langham Road	1-11 Langham Road	N15	West Green
N/A		Broadwater Farm	Broadwater Farm	N17	West Green
1	60	Ivatt Way	Ivatt Way	N17	West Green
1	20	Barker House	Milton Road/Willow Walk	N15	West Green

From	To	Address	Estate Controlled Parking Scheme	Post Code	Ward
1	28	Ben Tillet House	Milton Road/Willow Walk	N15	West Green
1	18	Miller House	Milton Road/Willow Walk	N15	West Green
1	13	Willow Walk (Odds & evens)	Milton Road/Willow Walk	N15	West Green
1	61	Milton Road	Milton Road/Willow Walk	N15	West Green
52	82	Fenton Lodge	Fenton Lodge	N17	White Hart Lane
18a	56a	Great Cambridge Road	Great Cambridge Road	N17	White Hart Lane
23	31	Great Cambridge Road	Great Cambridge Road	N17	White Hart Lane
1	37	Larkspur Close	Larkspur Close	N17	White Hart Lane
N/A		Roseland Close	Roseland Close	N17	White Hart Lane
1	112	The Weymarks	The Weymarks	N17	White Hart Lane
1	60	Topham Square (access road)	Topham Square	N17	White Hart Lane
1	15	Albert Vittoria House	Albert Vittoria House	N22	Woodside
1	80	Bracknell Close	Bracknell Close	N22	Woodside
201	222	Bracknell Close	Bracknell Close	N22	Woodside
215	220	Bracknell Close	Bracknell Close	N22	Woodside
81	145	Bracknell Close	Bracknell Close (sheltered)	N22	Woodside
28	38	garage area	Granville Road	N22	Woodside
1	21	Irving Court	Irving Court	N22	Woodside
21	27	Kings Road	Kings Road	N22	Woodside
2	107	Pellatt Grove	Pellatt Grove	N22	Woodside
1	32	Sandra Close	Sandra Close	N22	Woodside
N/A		Williams Grove Garage Area	Williams Grove	N22	Woodside
1	85	Elizabeth Blackwell House	Winkfield Road (Progress Way)	N22	Woodside
1	85	George Lansbury House	Winkfield Road (Progress Way)	N22	Woodside
1	8	Robert Owen House	Winkfield Road (Progress Way)	N22	Woodside
66	94	White Hart Lane N22	Winkfield Road (Progress Way)	N22	Woodside
1	8	Winkfield Road No.55	Winkfield Road (Progress Way)	N22	Woodside

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Report for: Council Cabinet 9th of July 2019

Title: The award of Contract for Intermediate Care Nursing Beds under Contract Standing Order 9.01.2.I

Report authorised by : Charlotte Pomery
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Lead Officer: Emily Snelling
Commissioning Officer
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Ward(s) affected: All
Report for Key/ Non Key Decision: **Key Decision**

1. Describe the issue under consideration

The purpose of this paper is to seek authorisation for a direct contract award under Contract Standing Order 9.01.2 (g) negotiation without publication of an advertisement to The Supplier outlined in the exempt appendix for the provision of 10 Intermediate Care Nursing beds. These specialist nursing beds are an essential element of Haringey's intermediate care pathway, which is made up of a range of integrated care services that aim to support residents at risk of an unnecessary hospital admission and to support patients to increase their independence following a hospital admission.

2. Cabinet Member Introduction

2.1 Provision of intermediate care which supports people to avoid a hospital stay and to return home in a timely fashion after such a stay, is fundamental to helping people remain independent and well. Intermediate care for those who also need high levels of nursing care is particularly important and can make a really positive difference to people's wellbeing and long-term care options.

2.2 This report seeks to ensure we have local provision which is sustainable and supports us into the future, creating local capacity for this specialist area of provision.

3. Recommendations

3.1 For Cabinet to approve the award of contract under CSO 9.01.2 (g) for intermediate nursing care beds to the Supplier named in the exempt appendix for a period of eight (8) years, commencing from 1st August 2019 at a value of

£4,400,000 with an option to extend for a further period of up to two (2) years, for an estimated total value over the life of the contract of £5,600,000

4. Reasons for decision

4.1 Intermediate nursing care beds are an essential component of Haringey's intermediate care pathway, providing enablement to patients that cannot be supported within extra care facilities or within their own homes due to the complexity of their health needs. Intermediate care beds differ in nature from standard nursing care as the purpose of Intermediate care is to improve a resident's level of independence, predominantly through activity based therapies. A nursing care setting is appropriate for some people due to the complexity and medical nature of their needs, as well as the high levels of activity required of the service provider to safely mobilise residents.

4.2 These beds are a component of Haringey's wider intermediate care provision and are supported by a dedicated community health multi-disciplinary team (MDT) comprised of occupational therapy, physiotherapy, nursing and social work for example, which was established following a multi-agency review of the intermediate care offer. It is commissioned outside of this contract and funded through Haringey's Better Care Fund. The MDT works across two bed based intermediate care services in Haringey and is critical for ensuring efficient bed flow and therapy input to achieve better outcomes for individuals and reduce long term care costs and ensures that Haringey's intermediate care pathway meets the NICE guidance definition of intermediate care. Moreover, in-borough delivery of this contract is in the Council's overall interest. The MDT service is provided by community health professionals and the referral criteria for community health is based on the location of a patient's GP – they can, therefore, only provide a service to those both residing and registered with a GP in borough. Nursing home residents outside of the borough would not be registered with a Haringey GP and therefore would not be able to receive services from the MDT which is at the heart of the success of this type of provision – limited or no access to the MDT will significantly reduce the effectiveness of the service.

4.3 The use of a block contract will mitigate the significant risk that local nursing beds will otherwise not be available when needed which would lead to a delay in transfers of care within acute care and a reduced opportunity to support residents to return to their previous levels of mobility and independence. The remaining capacity will be used by LBH in lieu of spot purchasing step up and step down nursing beds. In order to futher alleviate the risk of void beds we will be able to make the beds available for use by partners across North Central London, where the full costs will be recharged to them

4.4 There is a paucity of nursing home provision within the borough with only 2 Care Quality Commission registered nursing homes (one of these provisions currently has an embargo on new placements). Haringey's commissioning service intends to secure block contracts with this service provider for differing levels of nursing care to ensure access to local nursing is protected for Haringey residents. Notwithstanding a Cabinet decision on the future of OGNH, it is expected that capacity locally will not exceed that of the local demand.This

award of contract will therefore enable the Council to continue working with a local provider to deliver intermediate care nursing bed service in Haringey.

4.5 This contract will be partly funded from existing resources within Adults Social Care and funded from a combination of:

- NHS Continuing Health Care, Individual client funding
- North Central London Partners, Individual client funding
- Systems Resilience Funding

4.6 The Home (see exempt appendix) run by the Supplier delivered an Intermediate Care Nursing Bed Service between two winter periods (September 2017 and March 2018) and (September 2019 and March 2019). The initiative was highly successful in supporting:

- Hospital discharge, demonstrating clear commitment to partners to resourcing reduction in delayed transfers of care (DToCs). Haringey's intermediate care provision has supported Haringey to achieve a 21% reduction in delayed transfers of care in 2018/19.
- Development of the trusted assessor pilot.
- Achievement of the 90% CHC assessment target.

4.7 For the reasons outlined above it was considered that a direct award under s.32 of the Public Contracts Regulations 2015 was the most appropriate method to secure an already scarce provision, along with the added benefit of the MDT, on the basis that there was no competition, i.e. there is no other currently available nursing provision in borough, and certainly none with MDT input. The MDT element is the main requirement for Intermediate care provision and would not be available to residents if they were placed out of borough. Moreover intervention of this type is short and intense to enable residents to avoid hospital readmission, reduce or mitigate against delayed hospital discharge and costly long-term care. It also would not be an option to decant vulnerable, aged, residents to alternative out of borough placements if a tender was undertaken.

5. Alternative options considered

5.1 Do nothing

5.1.1 This would result in Haringey having no nursing beds as part of our intermediate care pathway and being solely reliant on spot purchasing. Due to the limited availability of nursing bed provision within the borough this would likely lead to out of borough provision, significant delays to discharge and the loss of the benefits of rehabilitative input from the MDT.

5.2 Go out to tender

5.2.1 The Council considered undertaking a competitive tender process in line with the Public Contract Regulations 2015. However, as the Home is the only CQC registered nursing home rated Good in the borough it would have been necessary to obtain quotes from nursing homes outside the borough. This was considered problematic as there would not be the same access to the multi-disciplinary support in place at the Home. Out of borough provision would result in the loss of the benefits of rehabilitative input from the MDT and diminish the

effectiveness and value of the service. Moreover, residents were already insitu and it would not be a viable proposition to remove elderly, vulnerable residents to another establishment if one were available.

5.3 **Deliver in-house**

5.3.1 This was rejected as the only other nursing home in-borough is the Council managed service at OGNH. However, it is currently being considered for redesign and development to meet future demand and is presently unsuitable for the provision of intermediate care.

6. Background information

6.1 Intermediate care services are provided to patients, usually older people, after leaving hospital or when they are at risk of being admitted to hospital. The services offers a link between hospitals and where people normally live, and between different areas of the health and social care system – community services, hospitals, GPs and social care. There are 3 main aims of intermediate care and they are to:

- Help people avoid going into hospital unnecessarily;
- Help people be independent as possible after a stay in hospital; and
- Prevent people from having to move into a residential home until they really need to.

6.2 NICE Guidance [NG74] Published in 2017 defines Intermediate care as:
a multidisciplinary service that helps people to be as independent as possible. It provides support and rehabilitation to people at risk of hospital admission or who have been in hospital. It aims to ensure people transfer from hospital to the community in a timely way and to prevent unnecessary admissions to hospitals and residential care. A range of integrated services that: promote faster recovery from illness; prevent unnecessary acute hospital admissions and premature admissions to long-term care; support timely discharge from hospital; and maximise independent living. Intermediate care services are usually delivered for no longer than 6 weeks and often for as little as 1 to 2 weeks.

6.3 National Evidence Base

6.3.1 Evidence from the 2017 National Audit of Intermediate Care demonstrated that intermediate care services are key to reducing the financial, quality and activity pressures being experienced in secondary care and the social care service sector.

6.3.2 National Audit of Intermediate Care (NAIC) evidence demonstrates that intermediate care works with more than 91% of service users who received intermediate care maintained or improved their dependency across home, bed and re-ablement services.

6.3.3 The NAIC 2017 report evidenced that the experience of intermediate care service users was generally positive with all the aspects of services investigated by the Patient Reported Experience Measure (PREM) obtaining high results. Over 91% of people felt they had been treated with dignity and respect.

6.4 National Context

6.4.1 Intermediate Care delivers savings to the health and social care economy with more effective discharges being facilitated earlier with reduced length of stays and a reduction in unavoidable admissions or readmissions.

6.4.2 In January 2019 the NHS released the Long Term Plan which outlines 'Over the next five years all parts of the country will be asked to increase the capacity and responsiveness of community and intermediate care services to those who are clinically judged to benefit most.' There is an expectation that local areas will be expected to accommodate service users into bed based intermediate care provisions within 2 days of a patient being identified as medically fit as defined in NICE guidance.

6.4.3 Across North Central London (here designated as Barnet, Camden, Enfield, Haringey and Islington), there is limited provision of nursing care. Currently there are approximately 2500 nursing home beds within the five partner boroughs. It is Haringey's policy to only place residents in homes which are rated 'Good' and 'Outstanding' by CQC, 28% of beds within this area are in establishments rated 'requires improvement' which further limits the number of available supply.

6.4.4 The Care Act placed new duties on local authorities to facilitate and shape their market for adult care and support as a whole, so that it meets the needs of all people in their area who need care and support, whether arranged or funded by the state, by the individual themselves, or in other ways. The ambition is for local authorities to influence and drive the pace of change for their whole market, leading to a sustainable and diverse range of care and support providers, continuously improving quality and choice, and delivering better, innovative and cost-effective outcomes that promote the wellbeing of people who need care and support.

6.5 Local Context

6.5.1 Haringey Council, Haringey Clinical Commissioning Group (the CCG) and local providers (including clinicians, service managers and representatives from the voluntary sector) began to develop a new pathway for intermediate care in the London Borough of Haringey in 2016. The group recommended that a multidisciplinary team (MDT) be established to support the provision of bed based intermediate care. The aim of the service was to provide step down care and avoid hospital admissions. Over the past three years the Council and CCG have continued to jointly develop their intermediate care provision.

6.5.2 The service provides a time limited episode of intermediate care commissioned and supported by a MDT. These beds will be used flexibly to support the development of discharge to assess continuing healthcare pathway as well as

general step down beds (transfer from acute hospital for further period of assessment and rehabilitation) and as step up beds (admitted from home for assessment and rehabilitation as an alternative to acute hospital admission). The aims of the service are to:

- Support more people to remain as independent as possible after a stay in hospital
- Facilitate earlier discharge and avoid preventable hospital admissions
- Improve health and social care outcomes for service users
- Prevent people from moving into long term provisions of care unnecessarily with a reduction in permanent admissions to nursing and residential care homes.
- Reduction in dependence on statutory social care services

6.5.3 Savings to Adult Social Care are realised through less reliance on long term care services following an intensive period of reablement in a 24 hour setting supported by a multidisciplinary team approach. Intermediate Care contributes significantly to the MTFS savings attributed to preventative savings as a result of the health and social care system operating more effectively. Delayed discharges cost the Council £155 per day.

6.5.4 Haringey's MDT Service is comprised of a part time GP, part time manager, Social Worker, Physiotherapist, Occupational Therapist rehab tech and Pharmacist all working holistically with the service user to maximise their independence. The MDT Service is funded through the boroughs Better Care Fund and supports residents placed in intermediate care at both the Home and another intermediate care provision in a local extra care facility within the borough providing continuity of care for patients transferring between establishments. The team are also able to access additional support from other community health providers such as district nursing and rapid response within borough.

6.5.5 There are only two nursing homes in the borough. The Home run by the Supplier, is the only nursing care home with a Good Care Quality Commission rating. It has a current bed base of 93 Nursing beds and has recently been designated a Teaching Nursing Home given the quality of its care and support for staff. The other nursing care home is OGNH. This contract would include a block book provision of 10 Nursing home beds available for the sole purpose of intermediate care.

6.5.6 The Home has a strong track record in intermediate care provision as it ran an Intermediate Care Nursing Bed Service between two winter periods (September 2017 and March 2018) and (September 2019 and March 2019) which was highly successful in supporting:

- Hospital discharge, demonstrating clear commitment to partners to resourcing reduction in delayed transfers of care (DToCs). Haringey's intermediate care provision has supported Haringey to achieve a 21% reduction in delayed transfers of care in 2018/19.
- Development of the trusted assessor pilot.
- Achievement of the 90% CHC assessment target.

7. Contribution to strategic outcomes

7.1 The Borough plan 2019-2023, sets out the vision and priorities for the Council over three years. The development of Haringey's Intermediate Care provision contributes to Priority 2: People: Our vision is a Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential. Bed based intermediate care links directly with Outcome 7: All adults are able to live healthy and fulfilling lives, with dignity, staying active, safe and connected in their communities.

7.1.1 Objective 7b: People will be supported to live independently at home for longer. Increased reablement provision will enable more people to regain the skills and confidence they require to live independently in the community and will deliver the following outcomes for residents:

- More people are supported to avoid going into hospital unnecessarily
- More people are supported to remain as independent as possible after a stay in hospital
- More people are prevented from moving into residential care unnecessarily

7.1.2 Objective 7d: Adults with multiple and complex needs will be supported to achieve improved outcomes through a coordinated partnership approach. Provision of the bed based intermediate care within Haringey allows residents access a multi-disciplinary community service who provide coordinated rehabilitation and intermediate care for residents with complex needs across health and social care.

7.2 This work is also aligned to the Better Care Fund plan, the aim of which is for people in Haringey to be healthier and have a higher quality of life for longer. It aims to give people more control over the health and social care they receive, for it to be centred on their needs, support their independence and be provided locally wherever possible.

8. Statutory Officers comments

8.1 Finance

8.1.1 This decision relates to the extension of a contract with a cost implication of £4.4m over 8 years, which would be funded from the existing budgets for nursing care provision. The annual cost of this would be £550,000 and the weekly cost per bed would be £1,055. The average nursing care cost for Haringey is approximately £900 per week and it is estimated that this would increase to approximately £1,000 within the next five years. These are the average costs across all nursing placements so do not factor in the additional costs for complex packages. There is no immediate cost saving related to the contract extension, rather the mitigation of future nursing placement shortages within the borough.

8.1.2 The risk of non-utilisation of the nursing beds would be mitigated by vacant beds being recharged to North Central London partners at full cost.

8.2 Procurement

8.2.1 Strategic Procurement has been supporting Commissioning in the employment of this approach and preparation of this report. The process is in line with the

requirements of the Procurement Code of Practice and the Public Contract Regulations 2015 and is agreed by the Head of Procurement

8.2.2 The Public Contracts Regulation 2015 prescribes several tender processes that may be employed for awarding contracts to suppliers including Regulation 32, Negotiation Procedure without prior publication, which requires inter alia that:

- Competition is absent for technical reasons (Regulation 32 (2) (b)(ii). Strategic Procurement believes that the reasons for the use of this procedure have been met as outlined in paragraphs 4 ad 6 above, more particularly the paucity of registered nursing homes ie only this one and one other which is currently not in position to deliver this provision. Further access to Intermediate care provision is reliant on community health professionals, the criteria for which is residence and registration with an in borough GP , which would preclude use of out of borough provision and;

- Additional ground relevant to new works or services which repeat similar ones . Which refers to "services consisting of the repetition of similar works or services entrusted to the economic operator to which the same contracting authority awarded an original contract, providing the services are in conformity with the basic project for which the original contract was awarded" – the Supplier had successfully provided this service previously during two winter periods, the same provision is now sought on a longer term basis (Regulation 32 (2) (9)

8.2.3 Employment of Regulation 32 may come with the risk of challenge from other organsations, which would not have the opportunity to bid, as the contract was not advertised. However, Procurement is of the view that this risk is minimal as, coupled with the fact there are currently no other nursing homes in borough currently able to deliver this provision, moreover, the MDT element of intermediate bed provision requires service users have access to a Haringey GP (therefore, provision must be in borough) in order to access the MDT input and CCG funding.

8.2.4 The price secured per bed provides best value and compares favourably to the top quartile of prices paid by the Council in 2018/9 for high need nursing care per bed (which is the service profile for intermediate care provision) at £1335 or £1015 across all client groups aged over 65. Moreover, the contract price will be fixed for the first 3 years of the contract, further inbedding best value.

8.2.5 Monitoring requirements contained within the contract specification, will ensure that, throughout the duration of the contract, service delivery, or void risks should be mitigated by regular contract management monitoring and case management review which has thus far proved to be successful.

8.3 Legal

8.3.1 The Assistant Director of Corporate Governance note the content of this report.

8.3.2 Pursuant to the Council's Contract Standing Order (CSO) 9.01.2(g) and Regulation 32 of the Public Contracts Regulations 2015, the Council may

procure a contract through the negotiated procedure without prior publication of an advertisement following consultation with the Head of Procurement.

8.3.3 Pursuant to CSO 9.07.1(d), Cabinet may approve the award of a contract if the value of the contract is £500,000 or more and as such Cabinet has power to approve the award of the Contract in this Report.

8.3.4 The Assistant Director of Corporate Governance note the comment of Procurement in Paragraph 7.2.1 that the risk of challenge of the award of the contract through the negotiated procedure without prior publication is minimal but because of the graveness of the repercussion of any successful challenge which may include the contract being declared ineffective, the Assistant Director of Corprate Governance would recommend that a VEAT notice be issued before the final award of the contract. The VEAT notice would have the effect of bringing to the fore any potential challenge(s) and give the Council (if need be) the opportunity to change course.

8.4 Equality

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

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

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

8.4.3 The decision is to approve a direct contract award to the Supplier for the provision of 10 Intermediate Care Nursing beds. The award of this contract will help to ensure access to nursing care for residents who may benefit from such a setting due to the complexity and medical nature of their needs, and gain a greater degree of independence through access to therapies. It follows that older residents and those with long-term health conditions and/or disabilities will be the primary beneficiaries of the decision. The decision represents a course of action to meet the needs of these groups where they are different to the needs of other groups and thereby helps to advance equality of opportunity. Moreover, women and BAME residents are overrepresented among nursing care service users in Haringey, and so it is likely that these groups will be positively impacted by the decision.

9. Use of Appendices

9.1 Exempt appendix.

10. Local Government (Access to Information) Act 1985, Background papers

i. NHS Long term plan
https://www.longtermplan.nhs.uk/publication/nhs-long-term-plan/

ii. NICE guidance (NG74) - Intermediate care including reablement
https://www.nice.org.uk/guidance/ng74/resources/intermediate-care-including-reablement-pdf-1837634227909

iii. National audit of intermediate care (NAIC) Highlight report 2018
https://static1.squarespace.com/static/58d8d0ffe4fcb5ad94cde63e/t/5b2ca7711ae6cfd5a3387e6d/1529653114439/NAIC+2018+Project+Card.pdf

iv. National audit of intermediate care (NAIC) Summary report 2017
https://s3.eu-west-2.amazonaws.com/nhsbn-static/NAIC%20(Providers)/2017/NAIC%20England%20Summary%20Report%20-%20upload%202.pdf

Report for: Cabinet 9 July 2019

Item number:

Title: Templeton Hall & Garage Site Redevelopment – Construction Contract Award to develop 11 Council rented homes

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

Lead Officer: Alan Benson, Head of Housing Strategy & Commissioning

Ward(s) affected: Seven Sisters

Report for Key/ Non Key Decision: Key Decision

1. Describe the issue under consideration

1.1. This report seeks approval to appoint the recommended contractor, Kind Diamond Consortium Ltd, to complete a new build development of 11 Council rented homes at the Templeton Hall and Garage site for a total contract cost of £3,050,163.

1.2. This report also seeks approval to issue a letter of intent prior to the formal contract signature in the sum of £305,016 as allowed under Contract Standing Order 9.07.3.

2. Cabinet Member Introduction

2.1. This Cabinet report marks an important point in our Council housing delivery programme. It requests Cabinet approval of the first major construction contract for new Council homes, for the development of eleven Council homes at Council rents on the Templeton site in Seven Sisters. These homes will allow eleven individuals, couples or families to live in well built, well designed and well maintained homes, at Council rents. Templeton was originally going to be given to a Housing association to be developed entirely for shared ownership. I am very proud that we have instead been able to develop this site ourselves.

2.2. Building a thousand Council homes - and then further thousands once we have achieved that - will be a marathon and not a sprint. But I am delighted that this report marks a very significant milestone in delivering our ambitions, and I am looking forward to many more.

3. Recommendations

3.1. It is recommended that Cabinet:

- Approve the appointment of Kind Diamond Consortium Ltd to complete construction works to develop 11 Council rented homes for a total sum of £3,050,163.

- Approve the issue of a letter of intent prior to the formal contract signature for £305,016, 10% of the total contract sum.

4. Reasons for decision

4.1. The Templeton site has been identified as a site for the direct delivery of new Council homes by Haringey Council. The scheme has been granted planning consent and is ready to progress to construction. Following a competitive tender process, a contractor has been identified to undertake these works.

5. Alternative options considered

5.1. The authority procured the contract through the London Construction programme (LCP) Major Works 2014 Framework Agreement. The authority considered the use of alternative frameworks but to deliver the quickest and most effective route to market, it was decided to proceed with the LCP.

6. Background information

6.1. The Templeton Road site, located in Seven Sisters ward, was granted full planning consent on 21 September 2017. It was formerly identified as an infill site to be developed by Sanctuary as a shared ownership block of eleven one- and two-bedroom flats, but will now be delivered by the Council as Council rented homes. The works have been designed up to stage 4 of the Royal Institute of British Architects (RIBA) Plan of Works 2013. A contractor is now needed to undertake construction works. The contract period is 18 months. Start on site is expected later in July 2019 and completion in January 2021.

6.2. The project tender was a single stage selective tendering – JCT Design and Build form of Contracts 2016. A list of seven companies was generated using LOT 2 of the London Construction Programme (LCP) Major Works 2014 Framework Agreement, and following an Expression of Interest stage, two were invited to submit a proposal in response to an invitation to tender. Two responses were received and evaluated. During the evaluation process, requests for post tender clarification were sought, and the Council responded to these.

6.3. The tender was evaluated on 60% quality and 40% price.

6.4. The quality assessment was conducted by an evaluation panel, comprised of the Council's appointed Employer's Agent and the Senior Housing Project Manager for Housing Delivery. A pre-agreed list of questions was included in the tender as part of the Qualitative Delivery Proposals (QDP). Each question was offered a score between 0 (question not answered) and 5 (excellent) together with a weighted score.

6.5. The outcome of the quality and price scores is shown below:

- Contractor A scored a total of 81.82% comprising a score of 42.00% for quality and 39.82% for price.

- Contractor B (Kind Diamond Consortium Ltd) scored a total of 88.00% comprising a score of 48.00% for quality and 40.00% for price.

6.6. Further clarifications were not required with regard to quality, but they were with regard to price. All clarifications returned for price have been satisfied.

6.7. The recommendation is to award the contract to Kind Diamond Consortium Ltd as their bid was the most economically advantageous compliant tender, scored the highest combined marks for price and quality and is within budget. The recommended tender submission is considered to offer good value for money. The Employer's Agent for this project is satisfied with the pricing offered by Kind Diamond Consortium Ltd.

6.8. The contract is to be awarded on a fixed price basis. The defects and liability period is 12 months. Tenders include all demolition, construction, site establishments and management costs and include overheads and profits.

7. Contribution to strategic outcomes

7.1. The recommendations in this report will support the delivery of the Housing Priority in the new Borough plan, which sets out in its first outcome that "*We will work together to deliver the new homes Haringey needs, especially new affordable homes*".

7.2. In particular, the recommendations in this report will contribute to the aim *"to deliver 1,000 new council homes at council rents by 2022".* The proposals in this report contribute directly to the strategic outcomes on new housing supply that are at the core of the aims of the Council as expressed in the Borough Plan.

8. Statutory comments (legal, finance, procurement, equalities)

Legal

8.1. The Assistant Director of Corporate Governance notes the content of this report.

8.2. Procurement has confirmed that the contract was procured through the London Construction Programme Framework MW2014 (LOT2).

8.3. Pursuant to the Council's Contract Standing Order (CSO) 7.01(b) and Regulation 33 of the Public Contracts Regulations 2015, the Council may select one or more Contractors from a Framework established by a public body where the Council has been named in the OJEU Contract Notice and as such the selection of Contractor B is compliance with the Council's CSO and the Public Contracts Regulations 2015.

8.4. Pursuant to the Council's Contract Standing Order (CSO) 9.07.1(d), Cabinet may approve the award of a contract if the value of the contract is £500,000 or more and as such Cabinet has power to approve the award of the Contract in this Report.

8.5. Pursuant to CSO 9.07.3 a Director may approve the issuance of a Letter of Intent for the sum not exceeding £100,000 or 10% of the total contract price pending the execution of a formal contract if satisfied that it is in the best interest of the Council to do so. Cabinet therefore has power to approve the issuance of a Letter of Intent for the sum of £305,016.30 being 10% of the total contract sum pending the execution of a formal contract.

8.6. The Assistant Director of Corporate Governance sees no legal reasons preventing Cabinet from approving the recommendations in the report.

Finance

8.7. The report requests Cabinet approval of

- The award of contract to Kind Diamond Consortium Ltd for the development works, to completion, of 11 Council social rented homes; for a total sum of £3,050,163, exclusive of oncost.

- Issue of a letter of intent prior to the formal contract signature for £305,016, 10% of the total contract sum.

8.8. The contractor was chosen after a tender evaluation exercise based on quality and price.

8.9. The cost of this contract has been fully budgeted for in the HRA new build programme budget approved in February 2019.

Strategic Procurement

8.10. Strategic Procurement notes that this report relates to the approval of an award for Templeton Hall & Garage Site Redevelopment – (Construction Contract Award) to develop 11 Council rented homes.

8.11. Strategic Procurement confirms that following an expression of interest exercise, two tenderers were invited to tender through the London Construction

Programme Framework MW2014 (LOT2). All two tenderers submitted a compliant bid that required further clarifications from both to achieve the final price.

8.12. Strategic Procurement notes that Kind Diamond Consortium Ltd was evaluated independently by the Panel on the Quality element prior to release of the price element of the Tender. Kind Diamond Consortium Ltd scored the highest in quality and price, scoring 88.00% overall.

8.13. Strategic Procurement notes that funding is available in the HRA new build programme for this Contract.

8.14. Strategic Procurement support the recommendations within this report and have no objections with awarding this contract to Kind Diamond Consortium Ltd for £3,050,163.

Equalities

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

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

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

8.16. This report seeks approval for the Council to appoint a contractor to commence work to deliver new Council rented homes. The groups that the decision is most likely to directly affect are Haringey residents already living in Council housing and Haringey residents living in temporary accommodation and Haringey residents who are at risk of homelessness. Data held by the Council suggests that women, young people, and BAME communities are over-represented among those living in temporary accommodation. Women and BAME communities are over-represented among those living in Council housing. As such, it is reasonable to anticipate a positive impact on residents with these protected characteristics.

9. Use of Appendices

Exempt Appendix 1

10. Local Government (Access to Information) Act 1985

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Report for: Cabinet 9th July 2019

Title: Disposal of Red House, 423 West Green Rd N15, to Magic Living Ltd (part of the Paul Simon Magic Homes Group) and agreement to acquire completed homes within the proposed site development for retention as social rented Council housing.

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

Lead Officer: Steve Carr, Interim Assistant Director of Economic Development & Growth (and Strategic Property) 0208 489 612

Ward(s) affected: St Ann's

Report for Key/ Non Key Decision: Key

1. Describe the issue under consideration

1.1 The report recommends the disposal of the Council's freehold interest in The Red House, 423 West Green Rd N15, to Magic Living Ltd, part of Paul Simon Magic Homes Group (PSMHG), and the acquisition by the Council of the freehold interest in two blocks of property comprising 46 new-build homes within the proposed site development, as well as open green space. The two blocks of housing totalling 46 apartments comprise 64% of the 72 homes to be constructed on the Council's current ownership of the land. The acquisition of these 46 homes will attract grant from the Mayor of London along with the Council's financial commitment as set out in **Part B**, the exempt part of the report.

1.2 The disposal will remove the current cost of maintaining and securing the vacant site. It will result in the early move out of temporary accommodation (TA) by many families thereby reducing the cost to the Council's TA budget and will also lever the creation of community facilities and public realm improvements.

1.3 The current proposal replaces a previous contract with the Paul Simon Magic Homes Group agreed at Cabinet 10th February 2015, which lapsed in September 2018. This previous contract with the developer was due to create only 25 affordable homes (30% of the total at that time), of which none would have been Council rent homes.

1.4 The purpose of this report is to seek Cabinet approval for the disposal of the Council's freehold interest in the Red House site to Magic Living (PSMHG) and the acquisition by the Council of 46 new-build homes for Council rent which are to be contained within two blocks that are to be delivered by Magic Living (PSMHG), and also the acquisition of a parcel of green space which will be added to the Council's open space provision in St Ann's ward.

1.5 The report also seeks Cabinet approval to the transfer of the Council's ownership of a small strip of land on the Red House site fronting the Derby Hall Church of God Church to the Derby Hall Christian Assembly Church of God (DHCA) organisation, thereby divesting the Council of any remaining residual interest in the parts of the site which will be part of the wider development scheme.

1.6 The Red House project by Magic Living Ltd (PSMHG) is part of the Council's wider housing delivery programme which includes different means of delivering social housing. Cabinet are also considering at its July 2019 meeting a programme setting out progress on the overall Council housing delivery programme. As well as acquiring new homes, the Council is intending to pursue an ambitious programme of new Council homes directly delivered by the Council. As the delivery capacity of the Council gears up to deliver more homes on Council land there will be less such reliance on private developer delivery of Council homes. The strategic report elsewhere on this agenda identifies a number of sites on which the Council can deliver these homes and notes that over the next 12 months the Council is aiming to achieve 500 planning consents for new Council homes and for 350 new Council homes to have started on site by the Council delivering directly.

2. Cabinet Member Introduction

2.1 This report sets out the agreement by the Council to acquire homes within the site redevelopment for retention as social rented council housing towards achieving the priority of 1000 new Council homes over the Borough Plan period.

2.2 The wider project on the site will also deliver private homes in support of the Council's overall obligation to meet housing supply targets set for the borough under the Mayor's London Plan. The heads of terms will allow for profit share (overage) payment to the Council if the private sale units exceed sales prices assumed in the Planning viability study.

2.3 The scheme is compliant with the Council's Budget and Policy framework as set out in part 4, section E of the constitution, and the housing funding element of the project is part of the Council's budget setting process which was the subject of a Council decision in February 2019.

2.4 Officers have worked within benchmarks for affordable housing provision and, I am pleased that the social housing is supported by the Mayor of London's affordable housing programme grant. The use of the grant by the Council is time limited however.

2.5 I am also pleased that this scheme will not only count towards the Council's 1,000 social rented housing priority, but will also help tackle the housing long waiting list and creating savings in the cost of providing temporary accommodation to families as well as assist in tackling homelessness in the borough.

2.6 I concur with the recommendations as set out, and in Annex B in Part B of the report.

3. Recommendations

That Cabinet:

3.1. Agrees to the disposal of the Council's freehold interest in the Red House Site, 423 West Green Rd, N15 (land identified in the attached plan at **Appendix A**) to Magic Living Ltd (Paul Simon Magic Homes Group) for a sum as provided in the exempt **Part B** of the report, under Heads of Terms which are also attached in **PART B**, with the land receipt to the Council to be hypothecated against any repayment of a NHS grant in respect of the former Red House care home, should such a payment to the NHS be required; and

3.2. Agrees to the acquisition by the Council for housing purposes of the freehold interests in two blocks of flats, comprising a total of 46 social rented homes, to be constructed by Magic Living Ltd (PSMHG) on sites B and C on the attached plan, for a maximum sum of provided in **Part B** of the report plus the Council's acquisition costs, and according to the terms which are also set out in the Heads of Terms document attached as the annex A in **PART B**, the exempt part of this report; and

3.3. Gives delegated authority to the Director of Housing, Regeneration and Planning, in consultation with the Director of Finance to agree the final contracts; and

3.4. Agrees that the Council should make financial provision as detailed in **Part B of the Report,** including Council on-costs for the project, provision for which exists within the Council's Housing Revenue Account, and thereby making use of the housing grant the authority has been allocated by the Mayor of London's affordable housing programme; and

3.5. Agrees to the acquisition by the Council for a consideration, as set out in **Part B of the report**, of green space shown green at **Site D** on the attached plan at Appendix A, following the completion of the development, in order to provide for the creation of new public open space in the St Ann's area which will be managed by the Council.

3.6. Agrees to transfer, for a sum provided in **Part B**, the exempt part of the report, of the Council's freehold interest in the small strip of land (identified as **site E** on the attached plan at Appendix A) fronting the church to the owners of the DHCA church, in order to enable the church to participate fully in the development of the overall Red House site and in accordance with the proposed planning application. This transfer is to be on condition that the owners of the DHCA church remains party to the wider site development partnership with Magic Living (PSMHG) and makes use of this land in support of the scheme as granted under the future planning determination.

3.7. **Recommendation 3.7 is fully contained in PART B, the exempt part of the report.**

4. Reasons for decision

4.1. The disposal of the freehold of The Red House site will enable the development by Magic Living (PSMHG) of a wider site which incorporates adjacent land ownerships of the church and the former pub. This development will deliver 46 affordable homes which the Council will be able to acquire on completion of the developer's scheme. The new homes will then be managed by Homes for Haringey as social tenure homes for Council rent and enable the provision of further new private homes in the wider scheme. In addition, a new community space and new public open space will be created.

4.2. This project responds to the Borough Plan commitment for the delivery of 1,000 homes at Council rent in Haringey and contributes to the wider housing supply targets set for the borough by the Mayor of London under the London Plan. The development by Magic Living (PSMHG) is subject to the grant of a planning consent, and is expected to start on site in 2019 with completion in 2021.

4.3. The disposal of the Red House site will enable this site to be developed together with the adjoining sites to make a much more comprehensive development than were it to be able to be developed on its own. A total of 88 homes, of which 4 are for the clergy use by the DHCA organisation, are to be constructed as part of the wider project. As part of this wider project 72 homes are to be developed on the Council's Red House site itself of which 46 (64%) will be acquired by the Council as new affordable homes, meaning that along with the transfer back of green space, 53% of the Council's existing land by area will come back to the Council. The project delivers the completed Council rent homes at least two years faster than would be possible were the Council to set aside this ongoing relationship with the developer and instead seek to develop the Red House site on its own. The housing programme investment by the Council will result in this private led housing scheme delivering more than fifty percent of the homes as affordable, which would not otherwise have been possible through planning requirements alone. As well as contributing to the Council's target of 1,000 Council rent homes the wider project promoted by the developer will also deliver private homes in support of the Council's overall obligation to meet housing supply targets set for the borough under the Mayor's London Plan.

5. Alternative options considered

5.1. **Option A:** The Council could provide grant funding to a Housing Association in order to deliver affordable homes on the Red House. This option would involve the Council providing grant funding to secure the delivery of lower cost affordable housing. This option was discounted on the basis that the Council's newly adopted Borough Plan prioritises the delivery of Council owned homes on its own land, in order to maximise the delivery of affordable homes of the right type and tenure for the local community.

5.2. **Option B:** The Council could decide against proceeding with acquiring homes on the Red House site and default to the original scheme proposed by the developer under the now defunct disposal agreement. The developer's original scheme was submitted in the belief that it was fully compliant with planning policy. However, this has been rejected in favour of the recommended option because the Magic Living (PSMHG) proposed scheme on its own, without the Council as purchaser of the affordable homes, would have delivered only 30% affordable housing on the site, comprising 25 homes at London Affordable Rent and no Council rent homes.

5.3. **Option C**: The Council could decide not to proceed with the disposal of the site to Magic Living Ltd (part of PSMHG) and instead seek to promote a scheme on its own land, commissioning a contractor to build the units directly on behalf of the authority.

5.4. Whilst this direct development by the Council is possible given the Council's housing strategy and the new capacity being built up in the Housing team to deliver directly, taking forward our own scheme has several disadvantages for several reasons:

(i) Timing: It could take at least eighteen months - and most likely as long as two years - for the Council to work up an alternative scheme and achieve planning a consent. The start on site for a direct delivery route may therefore not be until 2022 and completion of Council rent homes would not be until 2024. This compares with a potential start on site in 2019 (depending on when planning is granted) for the Magic Living (PSMHG) scheme and practical completion anticipated 2021.

(ii) Planning Risk: A Council-led scheme would carry a planning risk, because the planning status (DPD) of the site requires that the church be brought together into a single development with the former Red House site. Were the Council to promote a scheme on its own land in such a way, there is no guarantee that the Council's planning officers could be in a position to recommend such a scheme for approval. There are major challenges in assembling the whole site and reaching an agreement with the pub and church owners and so it is likely that the Council would only be able to pursue a scheme on its own land if it wanted to expedite the development and start on site.

(iii) Fewer Homes: An alternative Council scheme only on the Red House site, even if it were to be permissible in planning terms, is unlikely to be able to achieve anywhere as near that many residential units as the current development proposed by the Magic Living (PSMHG). This is because issues such as rights-to-light and access challenges from neighbouring users would need to be factored into the design of the scheme, reducing the overall density of a stand-alone development on Red House alone. There is no guarantee that the owners of the church and the pub would wish to collaborate directly with the Council in submitting a scheme for planning given that they have a settled position with the developer dating back many years. The Church has a right of way and a right to park over the existing car park so the car park land

would effectively be outside of the curtilage of the Council's alternative development scheme, resulting in far fewer units achievable on the Red House. Even were the Council able to promote its own scheme, not all of the homes on the Red House site would be Council rent because there would not be sufficient viability in such as scheme without some form of cross-subsidy from private sale housing.

(iv) No community space: Even were the Council to promote its own scheme on the Red House without the church and achieve a planning consent, the scheme would not achieve an improved church building, community space, café and nursery provision which the Magic Living (PSMHG) scheme will achieve. The green space at area D on the plan would also not become green space, being needed to improve the Council's development platform, given the constraints presented from existing and neighbouring users (below).

(v) Temporary Accommodation: There is a cost of keeping those on the housing waiting list who are in temporary accommodation – for these households/families and for the Council's budget. A two year wait for the Council rent homes to be delivered over the private developer route of delivery would cost £288,000 plus the cost of temporary accommodation staff and other Council costs in supporting these households (as further set out in the value for money section below).

6. Background information

6.1. The Red House, 423 West Green Rd, N15 was operated by the Council as a Residential Care Home for older people. The 34 bed 2-storey care home provided services for the physically frail and older people with dementia until its closure following a Cabinet resolution on the 19th July 2011 to shut the home along with other Council-owned older people's residential care homes. This was decided by Cabinet on 12 February 2013. See the attached Ordnance survey extract plan in **Appendix A** which shows the Red House site currently owned by the Council outlined in red.

6.2. Adjacent to the Red House is a building occupied by the Derby Hall Christian Assembly (DHCA), 425-431 West Green Rd, N15, a small multi-community church which also lets a small space within its grounds to the Destiny Haven Nursery. This is shown in yellow on the Ordnance Survey extract plan. The DHCA church also has the benefit of a mutual pedestrian and vehicular right of way along with 6 car-parking spaces which was granted under a Deed dated 25 March 1980 (Land Registry Charges resister, AGL345742) entered into by the Council. This gives the church effective control over a sizeable car park that forms part of the Red House site. There was no term (length) set for this deed, so in effect it was granted in perpetuity. Consequently, this car park could not be developed without the DHCA's consent and compensation. The carpark can be seen hatched in black on the Ordnance Survey extract plan in the Appendix A.

6.3. The DHCA church have been in possession of a small strip of land which is within the Red House title which is shown marked E and hatched in pink on the

Ordnance Survey extract plan. The DHCA church have built on this small strip of land and have consequently occupied the subject land for a number of years which gives them legal authority over this land. The proposal is that the Council agree to complete the legal transfer of this strip of land as part of the wider collaboration with the developer with which the church as a JV agreement. A transfer to the DHCA has been agreed in principle, subject to the strip of land forming part of the DHCA's joint venture with the Magic Living (PSMHG).

6.4. The former Duke of Cambridge pub (now Golden Sands café), 433-435 West Green Rd, N15 is located adjacent to the DHCA church and the Red House car-park. The Magic Living (PSMHG) have acquired an interest in it by way of an option agreement with the owner. This was agreed to ultimately widen the development envelope in accordance with their planning application HGY/2018/1806 – see Planning section below. The ownership of the former pub is shown in blue on the Ordnance Survey extract plan at Appendix A.

6.5. On 10 February 2015 Cabinet agreed the following:

a. That the original decision by Cabinet on 12 February 2013 that the Red House, 423 West Green Rd, N15 is surplus to requirements be reconfirmed.

b. That the Assistant Director of Property & Capital Projects be authorised to dispose of the Council's freehold interest in the Red House, 423 West Green Rd, N15 for best consideration reasonably obtainable to Magic Living Ltd/Leonard Cheshire Disability.

c. That In the event that Magic Living Ltd/Leonard Cheshire Disability is unable to proceed with the acquisition, officers engage with Derby Hall Christian Assembly/Aitch in an attempt to agree a holistic policy compliant scheme.

d. That In the event that Derby Hall Christian Assembly/Aitch are unable to present a holistic policy compliant scheme and proceed to an acquisition, that the Red House, 423 West Green Rd, N15 is offered for sale on the open market for best consideration reasonably obtainable

6.6 On 21 June 2016 the Council entered into a conditional contract with Magic Living Ltd (PSMHG), with completion subject to the following conditions being satisfied: (a) entering into a joint venture (JV) between themselves and Derby Hall Christian Assembly as owners of the Derby Hall Church of God church; and (b) securing a satisfactory planning consent with a longstop date for completion, extended to the 28th September 2018. The original mixed-use development scheme that Magic Living Ltd (PSMHG) were looking to bring forward included 51 residential units of which, 11 were for assisted living for Leonard Cheshire Disability. However, as Leonard Cheshire Disability consequently withdrew from the acquisition because of continued opposition to the scheme by the church, the development evolved through the planning process culminating in the present scheme proposed in the planning application HGY/2018/1806.

6.7 Magic Living Ltd (PSMHG) agreed a JV with the owners of the DHCA church by the 28th September 2018 deadline, but they were unable to fulfil the other condition precedent of a satisfactory planning consent by the longstop date.

6.8 This presented the Council with the opportunity to renegotiate terms of the disposal that would be more favourable to the objectives of the Borough Plan, including the delivery of greater affordable housing provision. This report represents the result of the renegotiation process over the past few months and the final recommended scheme to be approved by the Council.

Planning

6.9 The Red House site was identified within the Council's Site Allocations Development Plan Document (DPD) as Site Allocation SA57 'Red House Care Home' and as a development opportunity capable of supporting a mixed-use scheme that could deliver residential accommodation along with community space.

6.10 The Magic Living/Paul Simon Magic Homes Group are seeking to re-develop the Red House together with the Derby Hall Christian Assemblies church (DHCA), 425-431 West Green Rd, N15 and the owners of the Duke of Cambridge public house, 433-435 West Green Rd, N15. This culminated in a planning application ref no: HGY/2018/1806 being submitted to reflect the aspirations of the DPD in bringing forward comprehensive redevelopment with improved townscape. PSMHG's originally submitted a scheme with only 30% affordable homes (23 flats) when first considered by the Council's Planning Service. This previous scheme evolved with duplex units being removed by the developer following advice from a meeting with the Planning Service on the 31st October last. The Mitalee community centre was also originally envisaged to be part of the wider DPD development brief, but planners are content that it can be omitted from the proposed scheme by the developer. This would, however, not prevent the Mitalee site being brought forward as a separate development project in future. The scheme has since been revised by the developer to provide a final scheme for planning of 88 units of which 46 units (64% of the homes on Council's portion of the land) are to be Council rent and no other affordable tenure included.

6.11 The planning application as revised in its final form proposes a relocated Church and nursery, café, flexible use commercial unit along with 84 market residential units and four clergy homes for retention by the church, 88 homes in total, associated car and cycle parking spaces and improved connections to the adjacent park. The revised planning application proposes that 46 of the homes will be allocated for social rent, the remainder for private sale and private rent including the clergy designated homes. Over half the homes on the wider scheme will therefore be affordable through the investment approach taken by the Council.

6.12 The Council is expected determine the application at its planning meeting in July 2019.

Council Acquisition of 46 Residential Units

6.13 It is proposed that the Council enters into an agreement for the disposal of the Red House site and at the same time enter into a contract to acquire 46 of the affordable homes that are to be constructed. These homes will be located in 2 self-contained blocks shown as sites B & C on the attached Ordnance Survey extract plan at Appendix A. The Council will acquire the freehold of these two blocks and associated land around these blocks. This will lead to the Council owning two self-contained blocks of apartments for management as social housing for Council rent by Homes for Haringey, thereby avoiding complex service charge arrangements with third parties.

6.14 The design quality and environmental quality have been deemed to be good by the Council's quality review panel. Magic Living (PSMHG) has agreed to provide the homes to the standard required by Homes for Haringey. In accordance with the updated Building Regulations all the homes are designed for long-term adaptability and accessibility. Two of the units are to be wheelchair accessible. The wider scheme is car free other than disabled parking bays. The larger 4 bedroom homes are large, one of them being 147 sq metres and the 1 bed units are typically 50 sq metres. There is at least one cycle space allocated to the 46 units, all provided in communal cycle stores throughout the wider development.

The type of homes that the Council will acquire on completion are in summary:

Block B comprises:	2 no. 4 bed flats
	4 no. 3 bed flats
	9 no. 2 bed flats
	6 no. 1 bed flats
Total:	21 flats

Block C comprises:	6 no. 3 bed flats
	13 no. 2 bed flats
	6 no. 1 bed flats
Total:	25 flats

Housing Need

6.15 There are therefore thirty-four 2 bed and 3 bed properties within the forty-six homes. There are twelve one bedroom homes, two of which are at ground floor level. There are 22 no. two bedroom flats in the property to be acquired by the Council. A recent housing needs study by Homes for Haringey has identified a particular shortage of 2 bed social homes in this part of the borough as well as larger family units. The availability of these 2 bed flats makes it possible for Homes for Haringey to release more 3 and 4 bedroom flats from their existing stock, many of which are being under occupied by current residents, offering such people a smaller but more modern and more energy efficient home they can afford to run without the impact of the bedroom tax on their incomes.

6.16 The Council bases its affordable housing mix on the Strategic Housing Market Assessment, which is in the recently revised Housing Strategy and comprises 10% of need being for 1 bedroom homes, 45% need for 2 bedroom homes and 45% for 3 bedroom+ properties. Whilst this is a strategic requirement, rather

than a site-specific requirement, it gives an indication that the Red House project is supportive of the strategic housing requirement of the borough.

6.17 Once acquired the two blocks will be held within the Council's Housing Revenue Account. This approach was not considered previously due to the HRA borrowing cap that has been in place since the introduction of the HRA self-financing regime in 2012. However, the Government's recent lifting of the borrowing cap has allowed for a different model for the delivery of social rented homes and the Council has adopted its own new approach based on this new fiscal regime.

6.18 The Council has already identified HRA funding to support the acquisition of the new Council homes, using further support from the grant allocation achieved from the GLA's Building Council Homes for Londoners (BCHfL) programme. As part of the Council's approved funding under that programme, this site has a specific allocation for 25 homes, but as there is some flexibility in the bid to switch allocations or bring forward funding, and officers have reached an in-principle agreement with the GLA to fund all 46 homes. Homes for Haringey has already been involved in agreeing the draft specification for the 46 homes and will be further involved as the detailed design for the scheme that comes forward on the site.

6.19 Through negotiation with the PSMHG, several changes have been made to the original agreement made in 2015 which have enabled the Council to secure early development of social housing for Council rent. The freehold transaction enables the PSMHG to develop the site and for the Council to acquire the completed affordable homes.

6.20 The proposal enables the Council to apply the highest level of grant available from the Mayor of London's affordable housing programme, achieving a good value for money against benchmarks, as detailed in Part B, the exempt part of the report per unit. This is because the proposed blocks on sites B and C are within the curtilage of the land currently owned by the Council within the overall scheme and the units are part of a wider scheme.

Value for Money

6.21 The Council has a pre-allocation of GLA Building Council Homes for Londoners (BCHfL) Grant for this scheme as provided in the exempt **Part B** report. This revised scheme has an in-principle agreement from the GLA for an additional of grant to be allocated to the scheme toward the Council's total costs of acquiring the units. This GLA funding is time limited and therefore by taking advantage of its availability now reduces the cost burden to the Council's HRA programme as a whole in support of the total goal of achieving 1,000 new Council homes over the Borough Plan period.

6.21 The Council has appraised the developer's delivery programme and examined it in comparison with other affordable housing schemes using standard financial appraisal tools in order to arrive at an agree minimum price to be paid for the 46 affordable homes. The details of this are contained in Part B, the exempt part of the report.

6.22 Officers have worked within the benchmark values for affordable housing provision of 2 bed homes in determining the acceptability of the proposed purchase price for individual units within the proposed scheme. As the finance table sets out in para Part B, the exempt part of this report, the public sector cost from the purchase of these units is within the Council's current housing programme benchmarks.

6.23 In order to further confirm value for money several other factors have been considered. The alternative cost of the Council purchasing homes on the open market rather than through this proposed agreement has also been reviewed. Given that there are, on average, 2 bedrooms per unit across the 46 homes, a comparison could be with an average cost of purchasing a 2 bedroom flat in this area, this benchmarking being fully set out in Part B of the report. The Red House properties will be newly built homes, so the running costs and maintenance are going to be less than for general market homes that would otherwise need to be purchased to meet housing need. There is also a time factor in this value for money judgement. The agreement with Magic Living (PSMHG) will deliver homes two years or more faster than were the Council to seek to develop the site itself, creating savings in the cost of providing temporary accommodation to families on the housing waiting list and other savings arising from the early provision of Council housing in the borough.

6.24 The Council has further established value for money from the investment by securing an independent valuation of the disposal to determine the extent to which the developer can afford to commit to affordable housing in the absence of the Council's agreement to purchase of competed homes and the value of the land interest under the final planning application submitted.

6.25 PSMHG scheme delivers Council homes 2 years earlier than a Council scheme. This means a two-year saving from the Temporary Accommodation Budget (TA). Assuming that 32 of the 46 units are likely to go to those on the TA list there will be considerable savings to the TA budget. There are also savings to the management and maintenance budgets of the Council from protecting and maintain a vacant site for two further years. In addition, there is the blight and general negative impact that a vacant site would continue to have on the surrounding community and economy which would impact on values, housing transactions and business confidence and ultimately in the rateable and tax base of the Council.

Procurement Issues

6.26 The Council has satisfied itself that the disposal agreement and acquisition of the homes that are to be constructed by Magic Living/PSMHG does not constitute any form of works contract covered by Public Contracts Regulations 2015. Independent legal advice from a QC has been obtained whose opinion is that the terms agreed in the Heads of Term attached is for all intent and purposes a sale and purchase contract of land and therefore outside the scope of the Regulations.

Heads of Terms

6.27 The Heads of Terms have been agreed and are attached in the **Annex A to Part B**, the exempt part of the report and a delegated authority to the Director of

Housing, Regeneration and Planning, in consultation with the Director of Finance to agree the final contracts is required to agree the final contracts.

6.28 Magic Living PSMHG will not be able to acquire the site until it has obtained planning consent. The Council will have the ability to buy back the site if the site is not developed within certain time scales. On acquisition, the Council will be paying a deposit for the 46 homes, but the balance of the acquisition monies will not be paid until the 46 homes have been completed with a small retention subject to satisfying all quality checks on the completed homes. This arrangement therefore does not put Council's capital at risk.

Paragraphs 6.30 – 6.42 are contained in Part B, the exempt part of this report.

Homes for Haringey Operation and Management

6.29 The Council's arm's-length housing operation and management organisation, Homes for Haringey, will take on the management and maintenance at practical completion along with repairs at the end of the Defects Liability Period. Whilst the scheme has been fully designed, there is a degree of influence over the final product that the development agreement with the developer will afford the Council over what would otherwise be achieved were the Council not to collaborate in the delivery of the scheme submitted for planning. The finish and completion of the homes will be managed to ensure that they accord with the standard required by Homes for Haringey and otherwise meet LB Haringey's expectations in terms of housing quality.

7 Contribution to strategic outcomes

7.1 The approach outlined in this report would deliver 46 social rented homes for Council rent. The emerging Borough Plan prioritises the delivery of safe, stable and affordable homes for everyone, whatever their circumstances. This agreement will contribute significantly to the Council's objective to deliver 1,000 Council homes at Council rent over the lifetime of the current administration. It will also contribute to the borough's requirement to deliver new homes in support of the Mayor of London's housing plans.

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

Finance

8.1 The Council is proposing the disposal of land known as the Red House for a sum (as set out in the exempt part B report) to Magic Living Ltd (part of the Paul Simon Magic Living Group), the provision of an indemnity to Magic Living (PSMHG), and the acquisition of 46 residential units. Carter Jonas, the Council's appointed external valuers, have confirmed that the disposal at represents best consideration in relation to the proposed planning scheme with 46 Council rent homes included within it as the affordable housing element of the wider planning scheme. This information is in the exempt **Part B** report.

8.2 The Council at its budget setting meeting of 25th February 2019 agreed the

Housing Revenue Account (HRA) business plan and capital programme for the period 2019/20 to 2023/24. This provides the resources to fund the acquisition of social rented homes programme over that period.

Financial Summary

A full financial summary is in the exempt Part B report.

8.3 The draft heads of terms that are attached to **Part B**, the exempt part of the report, include payment provisions relating to the homes to be acquired. Under these agreed terms, the Council will take possession of the units at practical completion.

8.4 There will be a protection in the agreement for the Council to safeguard its funds. This is set out in the attached Heads of Terms document at **Part B** whereby only a nominal deposit will be paid and the balance of the purchase price paid on practical completion of the 46 units, save for a percentage paid at the end of the Defects Liability period. These will be drafted into the detailed sales agreement.

Full Finance comments are contained in Section 7 & 8 of the Exempt Part B of the report.

Procurement

8.5 Strategic Procurement notes the contents of this report; however, comments are not applicable for property and land transactions as they sit outside of the Public Contracts Regulations 2015.

Legal

8.6 This report seeks authority to dispose of the freehold interest in Red House and then acquire affordable housing units on completion. The Council has authority pursuant to Section 120 of the Local Government Act 1972 to acquire for the purposes of any of its functions under the 1972 Act or any other enactment, by agreement any land, whether situated inside or outside its area. The properties will be acquired for housing purposes held within the Housing Revenue Account.

8.7 The Council has the power under section 123 of the Local Government Act 1972 to dispose of the site but must obtain the best consideration reasonably obtainable.

8.8 Any disposal would be subject to the right of way and parking rights in favour of the owners of the Derby Hall Church Assembly (DHCA) and it will be for the developer, PSMHG, to deal with this matter. However, it is not considered that this will be an issue as the PSMHG has entered into an agreement with the owners of the DHCA for the redevelopment of their site as part of the whole scheme.

8.9 The properties are yet to be built and the Heads of Terms for the disposal and acquisition of the properties are set out in Part B.

Equality

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

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

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

8.12 It is not expected that this decision will have any negative impacts on individuals or groups who share the nine protected characteristics. The council will ensure that new housing stock acquired by this decision will be subject to the Housing Allocations Policy, which has been subject to an Equalities Impact Assessment as part of the homelessness strategy.

8.13 This decision will increase the supply of homes which are genuinely affordable to local residents by delivering new build council-rented homes. This is likely to have a positive impact on individuals in temporary accommodation as well as those who are vulnerable to homelessness. Data held by the council suggests that women, young people, and BAME communities are over-represented among those living in temporary accommodation. Furthermore, individuals with these protected characteristics, as well as those who identify as LGBT+ and individuals with disabilities are known to be vulnerable to homelessness, as detailed in the Equalities Impact Assessment of the council's Draft Homelessness Strategy. As such, it is reasonable to anticipate a positive impact on residents with these protected characteristics.

9 Use of Appendices

Appendix A - Ordinance Survey Plan of the Red House, 423 West Green Rd, N15 (which denotes the location of sites "B" & "C")

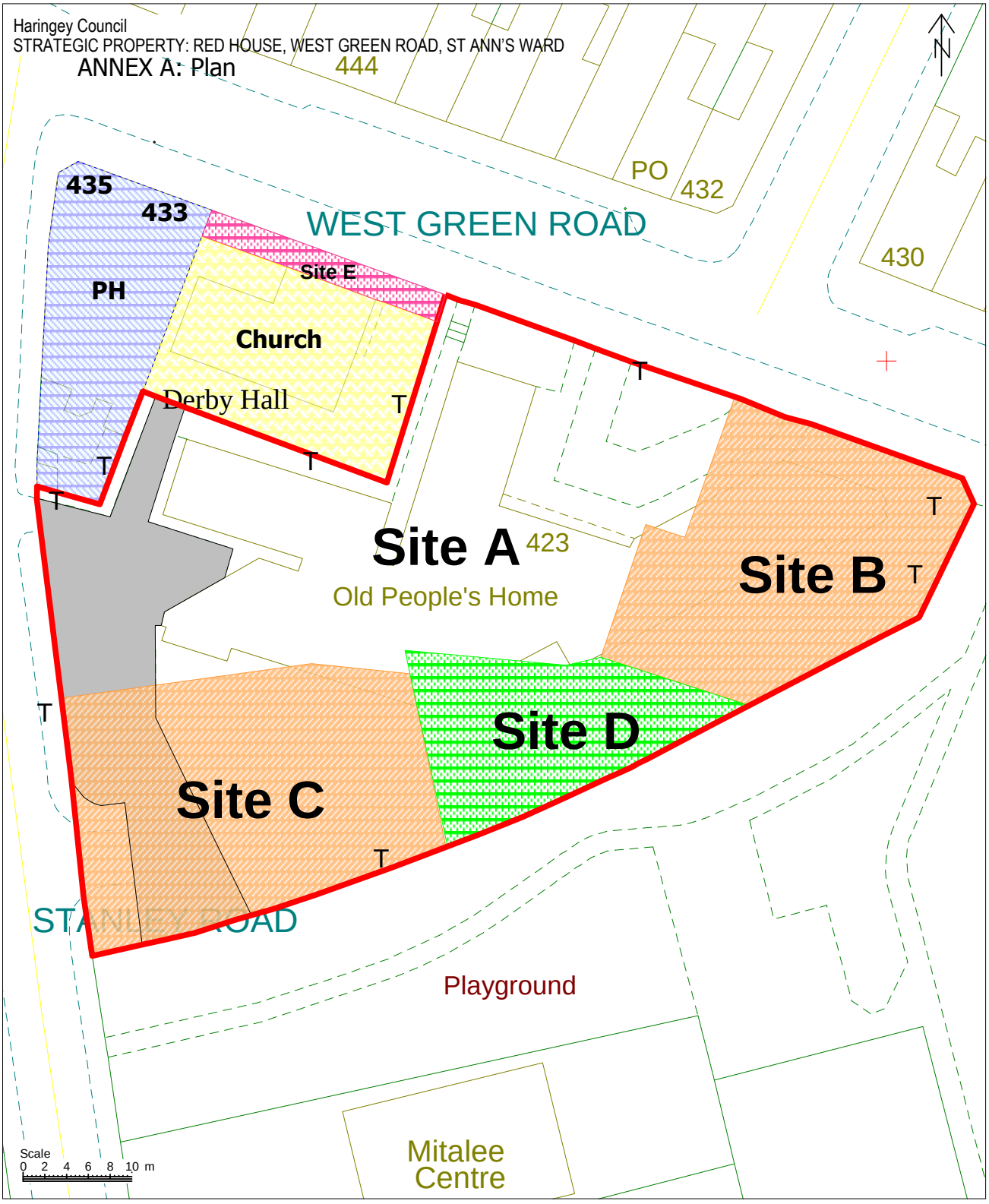
Red Line Site: LB Haringey Freehold Ownership 'The Red House' to be disposed to Magic Living Ltd/PSMHG. Site C and Site B: Housing Blocks to be acquired by LB Haringey on completion. Site D: green space to be transferred back to LB Haringey. Yellow, Blue and White Areas to be retained by Magic Living (PSMHG) and its partners for development as community space and private

housing. Site E: small strip of land occupied by the DHCA church organisation to be transferred by the Council to the church as part of its joint venture agreement with Magic Living (PSMHG);

10 Local Government (Access to Information) Act 1985

Appendices which are NOT FOR PUBLICATION is by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.
Part of this report is not for publication as it contains information classified as exempt under Schedule 12A of the Local Government Act 1972 in that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings

PART B (the exempt part of the report) also contains **Annex A** –Heads of Terms for The Disposal/Development Agreement (exempt from publishing).



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The Red House
423 West Green Road
Tottenham
London
N15 3PJ

RED HOUSE : LBH freehold ownership disposal : (EDGED IN RED)
RED HOUSE : CAR PARK : (BLACK HATCHING)
DHCA : (YELLOW HATCHING)
DUKE OF CAMBRIDGE PUB: (BLUE HATCHING)

SITE A: (White Shading) : PSMHG retained site.
SITE B: (Orange Shading) : Acquisition of 25 no. Residential homes by LBH.
SITE C: (Orange Shading) : Acquisition of 21 no. Residential homes by LBH.
SIDE D: (Green Shading) : Land to be transferred to LBH + incorporated into Stanley/Culross pocket park.
SITE E: (Pink Shading) : Strip to be transferred to DHCA.

Plan produced by Sean Farrell LBH Strategic Property Unit on 13/02/2019

Scale 1:500

Report for: Cabinet 9th July 2019

Title: Building And Property Management

Report authorised by : Stephen McDonnell, Director of Environment and Neighbourhoods

Lead Officer: **Andrew Meek, Head of Organisational Resilience**
020 8489 1171, Andrew.meek@haringey.gov.uk.

Ward(s) affected: All

Report for Key/ Non Key Decision: Key

1. Describe the issue under consideration

This paper reports on work to recommission Facilities Management (FM) services and seeks approval for a proposed recommissioning strategy.

2. Cabinet Member Introduction

The way we run our buildings is extremely important – without clean, safe, well-maintained buildings, public services in Haringey will not be able to meet the needs of residents. This proposal represents the determination to improve facilities management in Haringey, for the good of all our residents.

How we run buildings has wider significance. It affects the productivity of staff, the wellbeing of service users and it represents the civic pride we have in the borough. As climate change becomes a deepening concern, having greener, more energy efficient buildings is becoming ever more important. Having direct control of this vital service allows to deliver on these objectives.

In our Manifesto we said we would consider bringing services back in-house where it was prudent to do so. I am delighted that we can achieve this with Facilities Management, improving the conditions of employment of around 100 staff and providing a better service at a lower cost.

3. Recommendations

This report recommends that Cabinet approves the following strategy for recommissioning the Council's FM services:

(i) That the Council should work with Homes for Haringey and internal services to create a Hybrid in-house model for FM services;
(ii) That a phased approach is taken to transitioning to this model;
(iii) That the Council immediately initiates works to secure a Computer Aided Facilities Management (CAFM) system as the key technical underpinning to the service;

(iv) Cabinet note that a transformation fund of £627k is made to facilitate the successful adoption of this strategy; and

(v) That the Council takes up the further option set out in paragraph 1 of the exempt report.

4. Reasons for decision

4.1.1 For the reason set out in paragraph 2 of the Exempt report, a commissioning review was undertaken by officers to identify the Council's future needs in relation to facilities management and to consider what supply arrangements would be most appropriate.

4.1.2 The overarching finding of the review is that there is a strong case for change, to meet the evolving needs of the Council to develop and improve the management of its facilities, within a constrained cost envelope and to deliver wider social benefits. See further findings set out in paragraph 2 of the Exempt report including further details on the preferred option, the Hybrid Model with Homes for Haringey.

4.2. Computer Aided Facilities Management (CAFM) system

4.2.1 A CAFM system is the key technical underpinning to the service. It enables the management of the Council's property data in one place, and supports key aspects of the service, such as the Helpdesk and scheduling of tasks.

4.3. Transition Funding

4.3.1 The cost of the transition team and other enablers for the proposed recommissioning strategy is set out in paragraph 2 of the exempt report. This will support the project management, IT costs and purchase of equipment and delivery of training to ensure the preferred option is successfully introduced.

5. Alternative options considered

5.1.1 Seven other options were considered in the Commissioning Study

- Extending the Council's existing Total Facilities Management (TFM) contract with Amey Community Ltd ("Amey") for a further 2 years was rejected as the contract is not delivering the desired outcomes.
- Bringing the service fully back in house was discounted as it cannot be safely delivered in the required timescale.
- The option to commission Homes for Haringey (HFH) to fully provide the service was discounted as HFH lack capability in key areas.
- Entering into a shared service agreement with another authority was rejected as shared service arrangements do not provide the control necessary to guarantee performance.
- Creating a joint venture with another body was discounted as this arrangement could not be mobilised in a timely way.
- The option of letting a new TFM contract was explored but proved not to be in the Council's overall interest. This option was demonstrated to be

likely to lead to higher costs, while being unlikely to deliver the Council's desired outcomes for the service.
- Letting a series of contracts for separate parts of the service was discounted due to the length and complexity of the procurement process.

5.1.2 A further consideration is set out in paragraph 2.4.2 of the exempt report.

6. Background information

6.1. Purpose and scope

6.1.1 Facilities Management (FM) is "the organisational function which integrates people, place and process within the built environment with the purpose of improving the quality of life of people and the productivity of the core business" (ISO).

6.1.2 It encompasses:

- Repairs, planned maintenance, statutory testing, improvements and minor project works
- Security services, cleansing, mailroom, and other building support services.

6.1.3 In Haringey, the coverage of these services varies according to need, site by site, across the following portfolios of buildings:

- Corporate buildings, including offices and civic buildings
- Operational estates, including depots, mortuary, coroners court
- Schools and children's centres and other educational/youth provision
- Adult services buildings such as day centres and care homes
- Commercial property, including industrial estates, shops and offices.

6.1.4 The purpose of this report is to set out a strategy for how Haringey will commission FM services, to ensure that this critical function provides best value for the Council and supports the delivery of the Borough Plan.

6.2. What is commissioning?

6.2.1 Commissioning is the process by which public service organisations plan, procure, deliver and evaluate services for local residents. A central means of ensuring services improve, and stay relevant to the needs of residents, it focuses on understanding the outcomes required by a service, before deciding how it should be delivered.

6.3. Context

6.3.1 The Council adopted a new Borough Plan covering the years 2019 to 2023 in February 2019. Our priorities will be:

- Housing Haringey's people
- Building and retaining wealth in our community
- Tackling serious violent crime

- Reducing inequality and making Haringey a fairer place.

6.3.2 The Borough Plan reflect the commitment of the Council and partners to improving the lives of residents in the borough. The way in which the Council uses its property assets will play a critical enabling role to allow Council services and others to deliver these commitments. FM is crucial to ensuring buildings are in a suitable condition to deliver the high quality public services that residents and others deserve – safe, compliant with standards, well managed, and appropriate for the intended use.

6.4. Current Service Provision

6.4.1 In November 2015 the Council let its existing TFM contract to Amey by way of a call-off from a framework contract set up by the "Tri-boroughs" which included the Royal Borough of Kensington and Chelsea. The Council's contract is for a period of 5 years, with the option to extend for a further two years.

6.4.2 The contract is due to expire at the end of October 2020.

6.4.3 See the further description of the current service provision set out in paragraph 3 of the exempt report.

6.5. Service Requirements

6.5.1 Facilities Management is an enabling service, supporting the delivery of every other service. It is fundamental to the experience of all building users – customers and service users, staff, Members and visitors. It also is a significant cost to the authority with an annualised budget of over £5 million (both revenue and capital).

6.5.2 Overall, there is a substantial opportunity to improve the service, and to use technology and investment to improve the estate. Significant capital investment in the Council's buildings provides opportunities in the following areas:

- Modernising buildings can reduce the carbon footprint of the Council, and reduce its energy bills.
- More modern infrastructure should be more reliable, and easier to manage. This in turn should lead to reduced life-cycle costs, and an improved building user experience.
- The use of modern digital systems to monitor infrastructure and systems should provide early warning of problems and therefore an ability to improve preventative maintenance regimes.
- Moving to non-proprietary systems, such as an open-protocol door access system can reduce dependence on individual suppliers, improving the Council's ability to manage its costs.

6.5.3 Realising these benefits requires a strategic approach to facilities management. It also requires a strong client function with the skills and knowledge to take advantage of modern technology, and a relentless focus on service quality. It means moving on from a transactional relationship between client and provider, to a strategic partnership approach where FM makes a broad contribution to the goals of the Council.

6.5.4 The table below sets out a consolidated set of service objectives, based on an analysis of current needs and Borough Plan objectives.

Objective	What	How
Medium Term Financial Strategy	Support the delivery of the Council's financial objectives	Deliver savings within the service Deliver savings on utilities through improvements to M&E infrastructure and the building fabric Support the consolidation of the Council's operational estate Support income growth by improving the commercial portfolio and supporting room hires etc
Jobs and Growth	Deliver local jobs and business opportunities	Provide good jobs for local people Procure locally where possible
Workforce Plan - Wellbeing	Commit to high standards, and ensure they are met. Reduce faults through improved Planned Preventative Maintenance and estate modernisation	Strong performance monitoring for cleaning and repairs Adopt digital reporting of faults/defect Modernisation of M&E services including digital monitoring Programme of periodic redecoration throughout Council buildings Computer Aided Facilities Management (CAFM) system to enable task management
Carbon reduction and sustainability	Reduce the carbon footprint of Council buildings Reduce the overall environmental impact	Build the skills and knowledge to build these wider objectives into its asset management and forward maintenance planning Be seen as trusted and authoritative by staff in order to drive behaviour change.

Objective	What	How
Accommodation Strategy and New Ways of Working	Support the consolidation of the Council's operational estate Deliver a modern working environment for staff	Implement modern technology for room bookings and other soft services. Deliver an improved service offer for building users

6.6. Current Market Supply Capacity and Capability

6.6.1 See paragraph 4 of the exempt report on the findings of the Council's review of the market for FM provision.

6.7. Options Appraisal Methodology, Findings and Transition Plan

6.7.1 See paragraph 6 of the exempt report on the Options Appraisal approach, findings and proposed plan.

7. Contribution to strategic outcomes

7.1.1 The Borough Plan sets out overarching priorities, and the FM Service needs to operate successfully in order to enable all of them to succeed. As such, it aligns most closely to the 'Your Council' theme.

7.1.2 The proposal supports the Council's Medium-Term Financial Strategy (MTFS), with indicative revenue savings of £150,000 per annum.

7.1.3 The proposal also :

- Supports the delivery of Jobs and Growth by prioritising local employment and local procurement.
- Supports the workforce plan by promoting the wellbeing of staff by enabling better working environments for employees.
- Enables the delivery of the Council's carbon reduction and sustainability objectives.
- Supports the Accomodation Strategy.

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

8.1 Finance

Corporate Finance notes the contents of this report and supports the recommendations in paragraph 3 of the report. The recommended new arrangements (hybrid model) are expected to achieve savings through remodelling, and management efficiencies.
See further Finance comments in paragraph 6.1 of the exempt report.

8.2 Procurement (Barry Phelps, Head of Strategic Procurement)

Strategic Procurement notes the contents of this report and supports the recommendations in paragraph 3 of the report.

See further Procurement comments in paragraph 7.2 of the exempt report.

8.3 Legal

8.3.1 This report is seeking approval for a strategy for recommissioning the Council's FM services including a proposal to bring Facilities Management services that have been outsourced under a contract with Amey Community Ltd ("Amey") back in-house.

8.3.2 The Assistant Director of Corporate Governance has been consulted in the preparation of this report. A significant legal implication of the Facilities Management Service being brought back in-house to the Council and Homes for Haringey is that this would constitute a Service Provision Change under the Transfer of Undertakings (Protection of Employment) Regulation 2006 (as amended in 2014), the effect of which would be that staff that are assigned to the Council's existing Facilities Management Service contract with Amey will automatically transfer to the employment of Haringey Council and/or Homes for Haringey and all rights, responsibilities and liabilities will also be transferred with the staff. As set out in this report some of the staff are already on Council terms and conditions as they originally transferred out in 2015 when the contract commenced.

8.3.3 The legal implication of the Hybrid model of the FM Service being split between the Council and Homes for Haringey is that Homes for Haringey is a separate legal entity and therefore the service will be split over two new employers after the transfer and both new employers have duties under the TUPE Regulations. The Council is within its right to decide whether it brings the whole service in-house or splits the service between more than one provider. The Council and Homes for Haringey along with the current employers have a duty to inform and consult with the representatives of the staff affected about what will happen when the service transfers, the reasons for the transfer and any changes that will occur.

8.3.4 Legal Services should continue to be consulted on the termination procedure and exit arrangements to ensure that these are carried out consistently with the terms of the Amey contract. As part of this, detailed legal advice will be required in advance of initiating the termination on the TUPE implications of the process and in implementing the whole TUPE transfer process.

8.4 Equality

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

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act

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

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

8.4.2 We intend that the recommendations in this report will have an overall positive impact on affected staff. A full equalities impact assessment will be carried out as part of any transition to a new service.

8.4.3 See further Equality comments in paragraph 7.4 of the exempt report.

9. Appendices

- Exempt Appendix B

10. Local Government (Access to Information) Act 1985

10.1 Background documents

- None

10.2 This report contains exempt and non exempt information. Exempt information is contained in the exempt report and is not for publication. The exempt information is under the following categories (identified in amended schedule 12 A of the Local Government Act 1972 (3)):

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

Report for: Cabinet Meeting – 9th July 2019

Title: Award of Highway and Street Lighting Term Contracts

Report authorised by : Stephen McDonnell – Director of Environment & Neighbourhoods

Lead Officer: Peter Boddy, Interim Group Manager Highways and Traffic & Ann Cunningham Head of Operations, Environment & Neighbourhoods
Tel: 020 8489 1765
E-mail: Peter.Boddy@haringey.gov.uk & Ann.Cunningham@Haringey.gov.uk

Ward(s) affected: All

Report for Key/ Non Key Decision: Key Decision

1. Describe the issue under consideration

1.1. On 31st August 2018, in accordance with the Public Contract Regulations 2015, and in accordance with Contract Procedure Rule (CSO) 9.01.1 (Contracts to be let following an appropriate advertisement), an OJEU notice was published for competitive tender (using Open Procedure) to identify suitable economic operator(s) for the delivery of the Council's Highway and Street Lighting Term Maintenance Contracts.

1.2. This report seeks the approval to award a Street Lighting Term Contract, in accordance with CSO 9.07.01(d) (All contracts valued at £500,000 (five hundred thousand pounds) or more at the time of award may only be awarded by Cabinet), for an initial term of four years, with an option for two further two year extension periods; thereby the maximum term of the contract being eight years. The maximum value of the contract will be £12 million, if the contract remains in existence for the maximum eight year term.

1.3. The report further seeks approval in respect of the recommendations for the Highways Term Contract, as stated in the Exempt section (Part B) of this report.

2. Cabinet Member Introduction

2.1. Transport plays a pivotal role in our daily lives and Haringey is one of London's best-connected boroughs and the transport network is used by our residents, businesses and by people from across the City and beyond; either passing through or interchanging at a station or bus stop.

2.2. Maintaining and improving our road network plays a key in enabling the achievement of our wider economic aspirations for the borough. This report recommends the award of a Street Lighting Term Contract to deliver the Council's planned and reactive works for the coming years.

3. Recommendations

Cabinet approves:

3.1. Pursuant to CSO 9.07.01(d) the award of a contract for Street Lighting Term Contract to Bidder SL 1 (identified in the exempt part of the report), for an initial four (4) year term, with an option to extend (at the Council's absolute discretion as contained with the terms and conditions of the Contract) for two further two year extension periods.

3.2. The withdrawal of Lot 1 (Highway Maintenance and Minor Highway Improvement Works) from the procurement process, resulting in no award for Lot 1, for the reasons set out in exempt section (Part B) of this report.

4. Reasons for decision

4.1. Officers have undertaken a competitive tendering exercise, in accordance with the Public Contract Regulations 2015, in relation to a Highways and Street Lighting term contract. Through this process Bidder SL 1 submitted the Most Economically Advantageous Tender in respect of the Street Lighting Term Contract, and therefore, in compliance with the Public Contract Regulations 2015, can be awarded the Street Lighting Term Contract.

4.2. The delivery of highways and street lighting works, both planned and reactive, contribute to the delivery of a number of Council priorities, as well as supporting the Council in complying with its statutory duties arising out of the Highways Act 1980 and Traffic Management Act 2004.

5. Alternative options considered

5.1. In 2018 the council drafted a Highway Commissioning Strategy which investigated eight options as to how the Council should provide its Highways and Street Lighting services over the next eight years. These options included the full or partial insourcing of the service. They were:

a) Continuing with the existing London Highways Alliance Contract (LoHAC);
b) The use of other existing contracts;
c) The use of the London Borough of Ealing term contract (open to all boroughs);
d) A new term contract;
e) A new multiple operator framework agreement;
f) A new design and build contract;
g) Externalising the complete highways function;
h) Bringing construction works in house (in full or part).

5.2. Each option was subjected to three tests before being considered further. Those three tests included the following considerations that the approach:

1. Had the capacity to deliver the councils requirements;
2. Could meet the performance requirements of the Council;
3. Could be achieved in the timeframes the council was working to.

Options passing the initial testing were scored against several other criteria Procuring a new term contract (Option d)) passed all three initial tests and scored highest in the second part assessment. In-house provision of these services was excluded, as it failed to meet the required timescale.

5.3. Our benchmarking also confirmed that none of the 75 members of the APSE Highways service delivery group or other North London boroughs were delivering, or would consider delivering, a totally in-house service. This has been confirmed recently that no metropolitan borough is providing the whole of a highways service in house. The reason for this is that some elements of work would be inefficient and cost prohibitive to directly deliver these types of works (i.e. planned resurfacing 9 weeks work c. £1Mn).

6. Background information

6.1 The Council currently delivers its highways and street lighting works through the London Highways Alliance Contract (LoHAC) framework that was established in 2013. Ringway Jacobs is the sole provider for the North East region of the framework. The

Council can commission services Highways and Street Lighting works from the framework to support planned and reactive works.

6.2 The Council had previously maintained term contracts for highway and street lighting works. In 2013 Transport for London (TfL) put in place a framework contract, the London Highways Alliance Contract (LoHAC), which was available to London Boroughs for highway and street lighting works and coincided with the expiry of the Council's term contract. Initial benchmarking of the respective costs of the contract were favourable and suggested that using LoHAC was likely to offer savings when compared to a borough specific contract.

6.3 Approval was sought at various stages since 2013 to extend the use of the framework, allowing for call-offs to be made for planned works until March 2022, during which the LoHAC contract remains in place. The Council only granted approval to use the framework for certain reactive works until September 2019. It was felt that whilst the Council continued with the current contractual arrangements, officers intended exploring other delivery options, primarily to reduce the Council's reliance on a single contractor, and to provide an additional incentive where performance and cost are concerned.

6.4 The Council adopted a commissioning-based approach in developing and evaluating those delivery options. The commissioning exercise concluded that appointing a single borough focussed term contractor for highways and street lighting was the best approach.

The Procurement Process

6.5 The procurement process adopted for establishing a term contract was the Open Competitive Tender process using Haringey's e-Sourcing Portal, HPCS (Haringey Procurement and Contract System).

6.6 The Council selected an Open Procedure procurement route, to maximise market interest. This procedure is a transparent procurement process that allows an unlimited number of suppliers to tender for the requirement.

6.7 Strategic Procurement supported the business unit in the tendering process. The opportunity was divided into two lots:

6.7.1 Lot 1 - Highways Term Contract

6.7.2 Lot 2 - Street Lighting Term Contract

6.8 Whilst it was possible for the same contractor to win both contracts, the services were separated into Lots to provide opportunities for smaller medium sized enterprises (SME), for the street lighting contract and thereby potentially deliver a better value for money solution.

6.9 On 31st August 2018, an OJEU Notice advertising the opportunity was published as required under the Public Contracts Regulation (PCR 2015). In accordance with the Open Procedure), the tender documents were issued via Haringey Procurement and Contract System (HPCS) – e-procurement portal. The tender documents clearly stated the procedure each tenderer was to follow for communications with the Council regarding the procurement process and the procedure to be followed for the submission of bona fide tender.

6.10 The OJEU Notice called for the return of tenders by 1300hrs GMT, Friday 26th October 2018. Following requests from several Tenderers and given minor changes to the requirements arising out of the clarifications received; the deadline date was extended to 1300hrs GMT, Friday 16th November 2018.,

6.11 Following the extension to the submission date, the tender clarification deadline date was also extended accordingly to Monday 5th November 2018. A total of one hundred and four (104) tender queries were raised and dealt with by the Council during the tender process.

6.12 Five (5) tender submissions were received for the Street Lighting Lot (2).

The Evaluation Process

6.13 The tender submissions were evaluated in a two-stage process as set out in the Invitation to Tender document. Stage One (1) considered the Tenderers' technical knowledge, capability/capacity, organisational and financial standing, on a pass / fail criterion, based on their responses to the Selection Questionnaire (SQ).

6.14 Stage One (1) evaluation was completed by an Officer within the Strategic Procurement team The Financial assessment was validated by two (2) Officers within the Council's Finance Service. The outcome of Stage One assessment showed that all tenderers (for both lots) demonstrated adequate experience and capability to undertake the contracts and were taken through to Stage Two (2) of the process.

6.15 Under Stage Two (2), Tenderers' Quality and Price submissions were evaluated and scored by several evaluators. The evaluation criteria was based upon Most Economically Advantageous Tender of 70% Price and 30% Quality, as set out in the Invitation to Tender document.

6.16 Tenders were evaluated independently by the evaluation team. Following the individual quality assessments, moderation sessions were undertaken, led by an officer within the Strategic Procurement team.

6.17 The price evaluation was led by two Council officers from the Environment and Neighbourhoods Department and upon completion, validated by two additional officers within the Council's Finance Service. The overall assessment was undertaken as set out in accordance with the Invitation to Tender documentation.

6.18 Following the evaluation process, the total overall Quality and Price scores were combined to provide the ranking of the bidders in accordance with the Most Economically Advantageous Tender.

6.19 The information below summarises the overall tender scores in line with the tender evaluation criteria of 30% Quality and 70% Price as set out in the Invitation to Tender document.

Street Lighting

Bidder	Quality Score	Price Score	Total Score
SL 1	**17.%**	**70%**	**87.4%**
SL 2	**20.8%**	**62.5%**	**83.3%**
SL 3	**20.3%**	**52.7%**	**73.0%**
SL 4	**9.4%**	**53.8%**	**63.2%**
SL 5	**18.5%**	**33.7%**	**52.2%**

6.20 A comparison of costs was made against our existing LoHAC rates for the same works, to validate competitiveness. This demonstrated that efficiencies in the region of 2% would be made for street lighting.

7. Contribution to strategic outcomes

7.1. The Environment and Neighbourhoods Operations Services will be commissioning services during the contract period, as determined annually through the Local Implementation Plan (LiP) submission plan and Sustainable Transport Works Plan to support the delivery of Borough Plan objectives as well as transport and air quality strategy plans.

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

Finance

8.1 This report seeks approval to award the contract for the Street lighting Service to preferred bidder SL1.

8.2 The length of the contract is initially a 4 year period with an option to extend for a further 2 plus 2 years, therefore over a potential contract lifecycle of 8years the expected total costs may be in the region of £12m, which will be funded through existing service budgets.

8.3 The tender process followed ensures that value for money will be achieved and the street lighting works through this contract is expected to realise a reduction in costs compared with the existing contract.

8.4 Contract delivery costs and monitoring procedures will be continuously reviewed with a view to the delivery of savings as part of the Medium-Term Financial Strategy.

Strategic Procurement

8.5 Strategic Procurement confirms a compliant procurement process has been conducted in respect of this tender. The award criteria, as stated in the invitation to tender

documentation, is to award the Contract to the Most Economically Advantageous Tender. In applying this criteria, Bidder SL 1 is the first ranked Bidder for Street Lighting Lot 2.

8.6 Strategic Procurement confirms that the procurement of the services was undertaken using an Open Procedure in compliance with the Public Contracting Regulations 2015.

8.7 Strategic Procurement comments relating to Highways Term Contract (Lot 1) are contained in the Exempt part B of this report.

8.8 Strategic Procurement supports the recommendations made in this report and confirms compliance with 9.01.1 (Contracts to be let following an appropriate advertisement).

Legal

8.9 The Assistant Director of Corporate Governance notes the content of the report.

8.10 This procurement has been conducted in compliance with the Council's Contract Procedure Rules and the Public Contracts Regulations 2015 (as amended).

8.11 Pursuant to CSO 9.07.1(d) Cabinet has the power to award a contract where the value is £500,000 or more and as such Cabinet has the power to approve the award of the contract in this report.

8.12 The Assistant Director of Corporate Governance sees no legal reasons preventing Cabinet from approving of the recommendations in this part of the report.

Equality

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

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

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

8.15 The decision is to award contracts for term services in relation to street lighting assets. The terms and conditions will require suppliers to comply with Council duties in any works they undertake under the contracts. Equalities formed a key element of the quality assessment process of the tender award to make sure that the successful tenderers will meet the requirements of the council.

8.16 Additionally, equality will be a key issue considered in undertaking the design of future schemes / works to be implemented under the contract.

9. Use of Appendices

Exempt Appendix B -

NOT FOR PUBLICATION is by virtue of paragraphs 3 &5 of Part 1 of Schedule 12A of the Local Government Act 1972.

Part of this report is not for publication as it contains information classified as exempt under Schedule 12A of the Local Government Act 1972 in that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings

10. Local Government (Access to Information) Act 1985

None

Report for: Cabinet, 9th July 2018

Title: Approval to develop Linden House into supported accommodation for adults with complex health and care needs

Report authorised by : Charlotte Pomery, Assistant Director Commissioning

Lead Officer: Farzad Fazilat, Commissioning Manager
0208 489 3542
Farzad.Fazilat@haringey.gov.uk

Ward(s) affected: West Green

Report for Key/ Non Key Decision: Key Decision

1. Describe the issue under consideration

1.1 Linden House is currently a vacant premise formerly used as an 8-bedded residential unit for people with profound learning disabilities. This report recommends the acceptance of the tender from Contractor E in the sum of £888,900 to convert Linden House into a 4-flat adapted supported living unit to enable residents with complex health and care needs – notably a learning disability and/or autism and behaviours that may challenge – to live more independently in the community, including a number of residents currently living in hospital settings and therefore falling within the Transforming Care cohort.

2. Cabinet Member Introduction

2.1 This report sets out an excellent opportunity to develop a valuable Council asset, Linden House, into a specialist supported living unit for some of our most vulnerable residents. The partnership approach adopted, reflected in the use of both NHS England and Haringey Council capital funding, will support better outcomes in the community for people with very complex needs who may otherwise be placed out of borough or in acute settings.

3. Recommendations

3.1 To approve the appointment of Contractor E to deliver the refurbishment of Linden House for a contract sum of £888,900.00;

3.2 To authorise Haringey Legal Department to issue a Letter of Intent prior to the formal contract signature for the sum of £100,000.00 as allowed under the Council's Contract Standing Order (CSO) 9.07.3 to allow work to start on site as soon as possible; and

3.3 Vire £420,000 from scheme 208 Supported Living Schemes to Linden House Adaptations scheme 212.

4. Reasons for decision

4.1 The authority procured the contractor through the London Construction Plan (LCP) Framework. This procurement route was a decision made after consultation with Strategic Procurement regarding the options open to us for a project of this size and type.

5. Alternative options considered

5.1 An option not to proceed was considered but rejected on the grounds that there is a pressing need for local provision for this cohort of vulnerable people.

6. Background information

6.1 There is a shortage of adapted supported accommodation in the borough for people with very complex needs, including those with a learning disability and/or autism with behaviour which may challenge. The proposed contract award represents an important stage in the conversion of Linden House into a 4-flat adapted supported living unit for this care group.

6.2 The works have been designed to Stage 4 of the Royal Institute of British Architects (RIBA) Plan of Work 2013. £1,270,00.00 Capital funding was approved in March 2019 by the Capital Board to support the refurbishment works to Linden House.

6.3 The project was tendered using a lump sum single stage Traditional method of procurement.

6.4 A list of nine companies was generated using Lot 1 of The London Construction Plan (LCP) Framework, following an Expression of Interest Exercise, five were invited to submit a proposal in response to an Invitation to Tender. Three responses were received and evaluated.

6.5 During the evaluation process, post tender clarifications were sought and fully responded to. The tender was based on a 60% quality and 40% price bid and contract period of 26 weeks.

6.6 A quality assessment was conducted by an Evaluation Panel, comprising the Project Delivery Team Project Manager, Commissioning and Quality Assurance Officer and Lead Design Consultant. A pre agreed list of questions relevant to this project was included in the tender as part of the Qualitative Delivery Proposals (QDP). Each question was offered a score between 0 (for question not answered) to 5 (excellent) together with a weighted score.

6.7 The outcome of the quality and price scores is shown in the table below.

6.7.1 Contractors A and B both Declined to Tender.

6.7.2 Contractor C scored a total of 87.44% comprising a score of 47.44% for quality and 40.00% for price.

6.7.3 Contractor D scored a total of 73.54% comprising a score of 40.47% for quality and 33.07%for price.

6.7.4 Contractor E scored a total of 99.65% comprising a score of 60.00% for quality and 39.65% for price.

6.8 Quality and cost queries addressed through the clarification process with the contractor have been satisfied.

6.9 The recommendation is to award to Contractor E as their tender was the most economically advantageous compliant tender and scored the highest combined marks for quality and price and is within the budget allowances.

6.10 The recommended tender submission is considered to offer good value for money.

6.11 The quantity surveyor for this project is satisfied with the pricing offered by Contractor E.

6.12 The defects liability period (rectification period) is 12 months. The contract is to be awarded on a fixed price basis.

6.13 The procurement route is based on a traditional form of contract – JCT 2016 Standard Building Contract with Approximate Quantities.

6.14 Tenders include all construction costs, site establishment and management costs, contractors overhead and profit.

7. Contribution to Strategic outcomes

7.1 This project proposal helps to support the Priority 2 outcomes as outlined in the Borough Plan 2019 – 2023.

8. Statutory Officers comments (Chief Finance Officer, Procurement, Assistant Director of Corporate Governance, Equalities).

8.1 Finance

8.1.1 The current approved capital programme includes within Adults provision for adaptations to properties to provide supported living. At the time that the budget was set, the individual projects were not known so a general provision was made. The budget in the approved capital programme for Supported Living schemes was included on the assumption that it would be self-financing. The recommended virement of £0.420m is required to provide enough resources to complete the scheme.

8.1.2 The Linden House project was included within the approved capital programme on the assumption that it would generate savings after taking into account the cost of the borrowing (c£45k per annum) that would need to be undertaken to deliver the scheme.

8.1.3 An operating model has been developed for Linden House post redevelopment, along with a detailed revenue account. It is proposed that four clients currently in high cost placements will live at Linden Road. Currently the cost of housing these clients is £1.306m per annum. The operational model for providing for these clients at Linden House is estimated to have a net cost of £0.920m per annum. This reduction in cost, along with the virement required for the capital financing costs of £45k per annum, will be factored into the MTFS.

8.1.4 The overall budget for this scheme, after the recommended virement, is set out in the table below:

		£000's	£000's
Costs	Construction	889	
	Fees & other costs	381	
	Total		1,270
Funded by	NHS Grant	650	
	LBH borrowing	620	
	Total		1,270

8.1.5 The NHS grant has already been received. The recommendation to accept this tender can be contained within the overall budget available.

8.2 Procurement

8.2.1 This contract award from the London Construction Programme Framework is being awarded from an OJEU compliant framework in accordance with clause 7.01b of the Council's Contract Standing Orders.

8.3 Legal

8.3.1 The Assistant Director Corporate Governance has been consulted in the preparation of this report and comments as follows.

8.3.2 Procurement has confirmed that the contract was procured through the London Construction Programme Framework.

8.3.3 Pursuant to the Council's Contract Standing Order (CSO) 7.01(b) and Regulation 33 of the Public Contracts Regulations 2015, the Council may select one or more Contractors from a Framework established by a public body where the Council has been named in the OJEU Contract Notice.

8.3.4 Pursuant to the Council's Contract Standing Order (CSO) 9.07.1(d), Cabinet may approve the award of a contract if the value of the contract is £500,000 or more and as such Cabinet has power to approve the award of the Contract in this Report.

8.3.5 Pursuant to CSO 9.07.3 a Director may approve the issuance of a Letter of Intent for the sum not exceeding £100,000 or 10% of the total contract price pending the execution of a formal contract if satisfied that it is in the best interest of the Council to do so. Cabinet therefore has power to authorise Haringey Legal Department to issue a Letter of Intent to the value of £100,000.

8.3.6 The Assistant Director of Corporate Governance sees no legal reasons preventing Cabinet from approving the recommendations in the report.

8.4 Equality

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

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

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

8.4.2 An Equality Impact Assessment has been completed for the proposed refurbishment of Linden House, is included as Appendix B to this report.

8.4.3 This site will be used to support the discharge of residents with complex needs from hospital, or acute, settings under the Transforming Care programme, to reduce the risk of admission to such hospital or acute settings or indeed to provide supported living provision to other adults with autism and/or a learning disability.

8.4.4 There is a shortage of adapted supported accommodation in the borough. Seeking to develop more adapted supported accommodation for adults with a learning disability and/or autism in Haringey will have a positive impact on people with disabilities who disproportionately access these services. This is in line with the decision taken by the council back in November 2015 to empower all adults to live healthy, long and fulfilling lives.

8.4.5 It is not expected that this decision will have any negative impacts on individuals or groups who share the nine protected characteristics. The decision will make available supported living units in the borough to enable residents with complex health and care needs to live more independently in the community. This is likely to have a positive impact on individuals with a learning disability, as well as those from ethnic minority groups, who are over-represented among this client group. As such, it is reasonable to anticipate a positive impact on residents with these protected characteristics.

8.4.6 Through the procurement process to obtain a care and support provider for the completed facility, the service specification will set out the requirements of providers from an equalities standpoint; in particular, the need to comply with the public sector equality duty, monitor and report on equalities information to the Council.

9 Use of Appendices

9.1 Appendix A – Equalities Impact Assessment

9.2 Appendix B – exempt information under the following categories (identified in amended Schedule 12A of the Local Government Act 1972): Information relating to financial or business affairs of any particular person (including the statutory holding that information), and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

Local Government (Access to Information) Act 1995

9.3 List of background documents:

This report contains exempt and non-exempt information. Exempt information is under the following categories (identified in amended Schedule 12A of the Local Government Act 1972): Information relating to financial or business affairs of any particular person (including the statutory holding that information), and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

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EQUALITY IMPACT ASSESSMENT

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

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

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

In addition, the Council complies with the Marriage (same sex couples) Act 2013.

Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on protect characteristics, please proceed to stage 2 and complete a full Equality Impact Assessment (EqIA).

Stage 2 – Full Equality Impact Assessment

An EqIA provides evidence for meeting the Council's commitment to equality and the responsibilities under the Public Sector Equality Duty.

When an EqIA has been undertaken, it should be submitted as an attachment/appendix to the final decision-making report. This is so the decision maker (e.g. Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.

Please read the Council's Equality Impact Assessment Guidance before beginning the EqIA process.

1. Responsibility for the Equality Impact Assessment	
Name of proposal	Linden House Assisted Living Accommodation Refurbishment
Service area	Commissioning
Officer completing assessment	Farzad Fazilat
Equalities/ HR Advisor	Lucy Fisher
Cabinet meeting date (if applicable)	July 2019
Director/Assistant Director	Charlotte Pomery

2. Summary of the proposal

Please outline in no more than 3 paragraphs

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *The decision-making route being taken*

The proposal

Linden House is currently a vacant premise formerly used as an 8-bedded residential unit for people with profound learning disabilities. The decision to close the residential home that was formerly on this site was taken by Cabinet in November 2015, and a full EqIA was conducted at that time.

The current proposal is to convert Linden House (previously open as an 8-bedded residential care home) into a supported living scheme with 4 self-contained flats for Transforming Care inpatients. This is driven by the following:

• The Transforming Care programme: Haringey Council and Haringey CCG, as required by NHSE, are keen to improve resident outcomes to facilitate the discharge of Haringey patients with autism, challenging behaviour and/or mental health conditions currently living in acute settings. NHSE have offered capital grants to Councils and CCGs to support the development of properties to support the discharge of these patients.

• Haringey's supported living accommodation profile: The main challenge to facilitating discharge of Transforming Care patients, and indeed supporting adults with autism and/or challenging behaviour and complex needs is the availability of suitably adapted accommodation. The Council and CCG often have to purchase stand-alone properties and commission 'wrap-around' support at high cost due to the absence of appropriately adapted shared accommodation in Haringey.

What will this mean:
The change will provide the opportunity for vulnerable people to live independently in their own homes and assist them to achieve their goals in independent living and give people real supported living options through supporting their choices and enabling them to have control over their lives.

4 service users that will be moving into to Linden House have a learning disability and autism, which is a protected characteristic.

Consultation
This will not be necessary if the proposal is to go ahead. Consultation took place with service users and customers in November 2015 on the closure of Linden residential house and to Increase capacity to provide Supported Living Accommodation. This consultation ascertained that such accommodation - which allows greater control over one's own life - is the preference for this group.

3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. Please include any gaps and how you will address these

This could include, for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national. For restructures, please complete the restructure EqIA which is available on the HR pages.

<table>
<tr><th>Protected group</th><th>Service users</th><th>Staff</th></tr>
<tr><td>Sex</td><td>Service users earmarked to move are all male. The needs assessment is the principal route to determining take up of the service
<table>
<tr><th>Gender</th><th colspan="2">Borough</th><th colspan="2">TCP patients</th></tr>
<tr><td></td><td>no.</td><td>%</td><td>no.</td><td>%</td></tr>
<tr><td>Female</td><td>128702</td><td>50%</td><td>0</td><td>0%</td></tr>
<tr><td>Male</td><td>126224</td><td>50%</td><td>4</td><td>100%</td></tr>
<tr><td>TOTALS</td><td>254926</td><td>100%</td><td>4</td><td>100%</td></tr>
</table></td><td>N/A</td></tr>
<tr><td>Gender Reassignment</td><td>Current data on service users does not breakdown by gender reassignment.</td><td>N/A</td></tr>
<tr><td>Age</td><td>The service is targeted at working age adults who will most benefit from the supported living model For the younger age groups particularly (25-29, 30-34 35 -39), the move to supported living is a positive as it will mean people will have more opportunities to be independent and to take control over their lives.
<table>
<tr><th>Age</th><th colspan="2">Borough</th><th colspan="2">All current</th></tr>
<tr><td></td><td>no.</td><td>%</td><td>no.</td><td>%</td></tr>
<tr><td>25-29</td><td>28062</td><td>16%</td><td>1</td><td>25%</td></tr>
<tr><td>30-34</td><td>28539</td><td>17%</td><td>2</td><td>50%</td></tr>
<tr><td>35-39</td><td>22684</td><td>13%</td><td>1</td><td>25%</td></tr>
<tr><td>40-44</td><td>20135</td><td>12%</td><td>0</td><td>0%</td></tr>
<tr><td>45-49</td><td>17656</td><td>10%</td><td>0</td><td>0%</td></tr>
<tr><td>50-54</td><td>13416</td><td>8%</td><td>0</td><td>0%</td></tr>
<tr><td>55-59</td><td>10613</td><td>6%</td><td>0</td><td>0%</td></tr>
<tr><td>60-64</td><td>9243</td><td>5%</td><td>0</td><td>0%</td></tr>
<tr><td>65-69</td><td>6680</td><td>4%</td><td>0</td><td>0%</td></tr>
<tr><td>70-74</td><td>5895</td><td>3%</td><td>0</td><td>0%</td></tr>
<tr><td>75-79</td><td>4506</td><td>3%</td><td>0</td><td>0%</td></tr>
</table></td><td>N/A</td></tr>
</table>

<table>
<tr><td></td><td>
<table>
<tr><td>80+</td><td>5288</td><td>3%</td><td>0</td><td>0%</td></tr>
<tr><td>TOTALS</td><td>172717</td><td>100%</td><td>4</td><td>100%</td></tr>
</table>
</td><td></td></tr>
<tr><td>Disability</td><td>All of those who are provided with a service have a learning disability with autism and behaviours that can be challenging</td><td>N/A</td></tr>
<tr><td>Race & Ethnicity</td><td>The profile of the users to take up a placement at Linden Road is disproportionately in favour of BAME users compared with both the wider user and population ethnic mix.

<table>
<tr><th>Ethnicity</th><th colspan="2">Borough</th><th colspan="2">Linden</th></tr>
<tr><td></td><td>no.</td><td>%</td><td>no</td><td>%</td></tr>
<tr><td>Asian</td><td>24150</td><td>15%</td><td>0</td><td>0%</td></tr>
<tr><td>Black</td><td>47830</td><td>29%</td><td>3</td><td>75%</td></tr>
<tr><td>Mixed</td><td>16548</td><td>10%</td><td>1</td><td>25%</td></tr>
<tr><td>Other</td><td>12055</td><td>7%</td><td>0</td><td>0%</td></tr>
<tr><td>White</td><td>65919</td><td>40%</td><td>0</td><td>0%</td></tr>
<tr><td>TOTALS</td><td>166502</td><td>100%</td><td>4</td><td>100%</td></tr>
</table>
</td><td>N/A</td></tr>
<tr><td>Sexual Orientation</td><td>Current data on service users does not breakdown by sexual orientation.</td><td>N/A</td></tr>
<tr><td>Religion or Belief (or No Belief)</td><td>
<table>
<tr><th>Religion</th><th colspan="2">Borough</th><th colspan="2">Linden</th></tr>
<tr><td></td><td>no.</td><td>%</td><td>no.</td><td>%</td></tr>
<tr><td>Christian</td><td>114659</td><td>45%</td><td>4</td><td>100%</td></tr>
<tr><td>Hindu</td><td>4539</td><td>2%</td><td>0</td><td>0%</td></tr>
<tr><td>Jewish</td><td>7643</td><td>3%</td><td>0</td><td>0%</td></tr>
<tr><td>Muslim</td><td>36130</td><td>14%</td><td>0</td><td>0%</td></tr>
<tr><td>None/none stated</td><td>87015</td><td>34%</td><td>0</td><td>0%</td></tr>
<tr><td>Other</td><td>4132</td><td>2%</td><td>0</td><td>0%</td></tr>
<tr><td>Sikh</td><td>808</td><td>0%</td><td>0</td><td>0%</td></tr>
<tr><td>TOTALS</td><td>254926</td><td>100%</td><td>4</td><td>100%</td></tr>
</table>
</td><td>N/A</td></tr>
<tr><td>Pregnancy & Maternity</td><td>Current data on service users does not breakdown by pregnancy and maternity.</td><td>N/A</td></tr>
<tr><td>Marriage and Civil Partnership</td><td>Current data on service users does not breakdown by marriage and civil partnership.</td><td>N/A</td></tr>
<tr><td colspan="3">Outline the key findings of your data analysis. Which groups are disproportionately affected by the proposal? How does this compare with the impact on wider service users and/or the borough's demographic profile? Have any inequalities been identified?

Explain how you will overcome this within the proposal.</td></tr>
</table>

Further information on how to do data analysis can be found in the guidance.
See 5.

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff? *Please outline which groups you may target and how you will have targeted them* Further information on consultation is contained within accompanying EqIA guidance
Consultation will not be necessary if the proposal is to go ahead. Consultation took place with service users and customers in November 2015 on the closure of Linden residential house and to increase capacity to provide Supported Living Accommodation. This previous consultation ascertained that such accommodation - which allows greater control over one's own life - is the preference for this group.
4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics *Explain how will the consultation's findings will shape and inform your proposal and the decision-making process, and any modifications made?*
Please see above – there was separate consultation carried out previously which supported a decision to work to develop the scheme as supported living for people with complex needs including learning disability and autism.

5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics? *Please explain the likely differential impact on each of the 9 equality strands, whether positive or negative. Where it is anticipated there will be no impact from the proposal, please outline the evidence that supports this conclusion.* Further information on assessing impact on different groups is contained within accompanying EqIA guidance
1. Sex Although there are no females being allocated to the Linden House units, this is a reflection of there being more males than females in the Transforming Care cohort, and the need to match those living in Linden House according to their needs and profiles. This matching process helps to provide the best possible environment and support for people

living there.

The process of allocation is done through a comprehensive needs assessment, which ensures that selection is fair and equal. While in this accommodation the cohort is all male, this is not the case across those living in supported living in Haringey more widely.

2. Gender reassignment
Data for adults with learning disabilities, autism does not break down by gender reassignment. There is no data to suggest that this protected characteristic group would be disproportionately negatively impacted by this proposal, however if this changes we will investigate further to address any negative impact.

3. Age
The service is targeted at working age adults who will most benefit from the supported living model. At Linden House, all residents will be aged 25-39. The needs assessment is the principal route to determining take up of the service, ensuring that allocation is fair and equal. While in this accommodation the cohort is younger, this is not the case across those living in supported living in Haringey more widely.

4. Disability
All of those being offered a home at Linden House have a learning disability with autism and behaviours that can be challenging, and are part of the Transforming Care cohort. This proposal will therefore have a significantly positive impact on this protected characteristic group.

5. Race and ethnicity
The profile of the users to take up a placement at Linden Road is disproportionately in favour of BAME users compared with both the wider user and population ethnic mix, meaning that this group will benefit most from this proposal.

6. Sexual orientation
The data on the wider Transforming Care cohort does not break down by sexual orientation. There is no data to suggest that this protected characteristic group would be disproportionately negatively impacted by this proposal, however if this changes we will investigate further to address any negative impact.

7. Religion or belief (or no belief)
The profile of the users to take up a placement at Linden Road is disproportionately in favour of Christian users compared with the wider religious groups. The needs assessment is the principal route to determining take up of the service, ensuring that allocation is fair and equal. While in this accommodation those of Christian belief make up all of the service users, this is not the case across those living in supported living in Haringey more widely.

8. Pregnancy and maternity
Current data on service users in the Transforming Care cohort does not breakdown by pregnancy and maternity. There is no data to suggest that this protected characteristic group would be disproportionately negatively impacted by this proposal, however if this changes we will investigate further to address any negative impact.

9. Marriage and Civil Partnership
Data on marriage and civil partnership status among people with a learning disability with autism and behaviours that may be challenging is not available. There is no data to suggest that this protected characteristic group would be disproportionately negatively impacted by this proposal, however if this changes we will investigate further to address any negative impact.

Outline the overall impact of the policy for the Public Sector Equality Duty:

- **Could the proposal result in any direct/indirect discrimination for any group that shares the relevant protected characteristics?**
- **Will the proposal help to advance equality of opportunity between groups who share a relevant protected characteristic and those who do not? This includes:**
  - **a) Remove or minimise disadvantage suffered by persons protected under the Equality Act**
  - **b) Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups**
  - **c) Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low**
- **Will the proposal help to foster good relations between groups who share a relevant protected characteristic and those who do not?**

In summary, this service will respond positively to the needs of users with learning disabilities, autism and behaviour that challenges, a group who would otherwise not be able to live in the community in Haringey.

6. a) What changes if any do you plan to make to your proposal as a result of the Equality Impact Assessment?

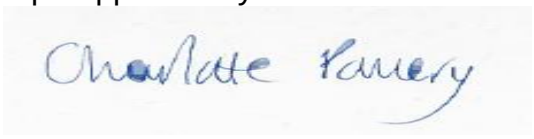
Further information on responding to identified impacts is contained within accompanying EqIA guidance

Outcome	Y/N
No major change to the proposal: the EqIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them.	No major change
Adjust the proposal: the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below	No adjustment
Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.	No removal of the proposal

6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty			
Impact and which relevant protected characteristics are impacted?	**Action**	**Lead officer**	**Timescale**
There is no negative impact. This proposal responds positively to the needs of users with learning disabilities, autism and behaviour that challenges who would otherwise not be able to live in the community in Haringey.			

Please outline any areas you have identified where negative impacts will happen as a result of the proposal, but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.
N/A

6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:
We will closely monitor the outcomes for users as they move into and live in Linden House.

7. Authorisation	
EqIA approved by  ..... (Assistant Director/ Director)	Date 1st July 2019

8. Publication *Please ensure the completed EqIA is published in accordance with the Council's policy.*

Please contact the Policy & Strategy Team for any feedback on the EqIA process.

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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