

NOTICE OF MEETING

CABINET

**Tuesday, 12th November, 2024, 6.30 pm - George Meehan House,
294 High Road, Wood Green, N22 8JZ (watch the live meeting, [Here](#)
watch the recording [here](#))**

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

Quorum: 4

1. FILMING AT MEETINGS

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

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

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

2. APOLOGIES

To receive any apologies for absence.

3. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under Item 18 below. New items of exempt business will be dealt with at Item 27 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 20: Exclusion of the Press and Public. No representations with regard to these have been received.

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

6. MINUTES (PAGES 1 - 28)

To confirm and sign the minutes of the meeting held on 15 October 2024 as a correct record.

7. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

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

For Cabinet to note (if any).

9. DRAFT 2025-26 BUDGET AND 2025-2029 MEDIUM TERM FINANCIAL STRATEGY REPORT (PAGES 29 - 78)

Report of the Director for Finance. Introduced by the Cabinet Member for Finance and Corporate Services.

The main purpose of this report is to specifically update on the budget preparations for 2025/26 and with a focus on the General Fund. Further updates on the Housing Revenue Account and Dedicated Schools Budget will be presented to Cabinet in December 2024.

It sets out the latest information and based on the most up to date assumptions that underpin the budget and sets out the details of the draft revenue and capital proposals for balancing the budget and Capital Programme for 2025/26. Proposed budget reductions are being launched for consultation and scrutiny. The feedback from the consultation will be considered in developing the final draft budget that will be presented to Cabinet in February 2025.

10. ADMISSION TO SCHOOLS - PROPOSED ADMISSION ARRANGEMENTS FOR 2026/27 (PAGES 79 - 188)

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

To agree the proposed arrangements for admission to community nursery classes, primary, junior and secondary schools and to St Aidan's Voluntary Controlled School, and for sixth form admission for the year 2026/27, including proposals to reduce the published admission number (PAN) for primary and secondary schools can go out for consultation.

11. ESTABLISHMENT OF MULTIPLE PAN LONDON DPS CATEGORIES AND FRAMEWORK (PAGES 189 - 202)

Report of the Head of Procurement. To be introduced by the Cabinet Member for Finance & Corporate Services.

The report seeks approval to establish multiple Pan London Dynamic Purchasing Systems (DPS) and to approve LB Haringey being the lead Authority on a pan London Legal Alliance Framework.

12. ACQUISITION OF 78 COUNCIL HOMES AT MECCA BINGO (PAGES 203 - 216)

Report of the Director of Placemaking and Housing. To be introduced by the Cabinet Member for Housing & Planning (Deputy Leader).

The paper will seek approval for the acquisition of 78 Council homes to be built as parting of the redevelopment plans for the Mecca Bingo site. Acquisition of 78 residential Council homes (at pre-construction stage) forming part of the redevelopment of the Mecca Bingo site. This is a new private development and under the section 106 the Council are buying the homes from the developer to repurpose as council homes for our residents.

13. AWARD OF CONTRACT FOR ENVIRONMENTAL ENFORCEMENT SERVICES CONTRACT (PAGES 217 - 226)

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

Award of a contract for provision of Environmental Enforcement Services, to undertake engagement & resident behaviour change, issue enforcement notice and prepare prosecution files in relation to environmental issues such as fly tipping and graffiti.

14. ACQUISITION OF 8 RESIDENTIAL COUNCIL HOMES FORMER HORNSEY POLICE STATION SITE. (PAGES 227 - 240)

Report of the Director of Placemaking and Housing. To be introduced by the Cabinet Member for Housing & Planning (Deputy Leader)

Acquisition of 8 residential affordable homes former Hornsey Police Station site. This is a new private development and under the section 106 which the Council are buying the affordable homes from the developer to repurpose as council homes for residents.

15. CIVIC CENTRE PROJECT, CONSTRUCTION MAIN CONTRACT AWARD (PAGES 241 - 294)

Report of the Director of Placemaking and Housing. To be introduced by the Cabinet Member for Placemaking & Local Economy.

This report will sign off the final business case for the Civic Centre, following the procurement of the main contractor. It will outline the programme going forward and key project milestones.

16. ELECTRICAL INSTALLATION CONDITION REPORTS – PROCURE CONTRACTOR (PAGES 295 - 306)

Report of the Director of Placemaking and Housing. To be introduced by the Cabinet Member for Housing & Planning (Deputy Leader).

The UK Housing Act 2024 requires landlords to have an Electrical Installation Condition Report on all their rental properties' electrical installations, fixtures and fittings including communal spaces. Haringey Council is procuring a contractor to carry out these checks every five years or at change of occupancy. The EICR contract will run from Feb 2025 with an option to reprocure at years, 3, 4 and 5 without incurring penalties.

17. MINUTES OF OTHER BODIES (PAGES 307 - 318)

To note the minutes of the following:

Cabinet Member Signing

7th October 2024

29 October 2024

18. NEW ITEMS OF URGENT BUSINESS

As per item 3.

19. SIGNIFICANT AND DELEGATED ACTIONS (PAGES 319 - 320)

To note the delegated decisions taken by Directors.

20. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Democratic Services and Scrutiny Manager

Items 21-26 allow for consideration of exempt information in relation to items 12 to 16 and 6.

TO RESOLVE

That the press and public be excluded from the remainder of the meeting as items 21 - 27 contain exempt information as defined under paragraphs 3 and 5, Part 1, Schedule 12A of the Local Government Act 1972:

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

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

21. EXEMPT ACQUISITION OF 78 AFFORDABLE HOMES AT MECCA BINGO (PAGES 321 - 336)

As per item 12.

22. EXEMPT AWARD OF CONTRACT FOR ENVIRONMENTAL ENFORCEMENT SERVICES CONTRACT (PAGES 337 - 338)

As per item 13.

23. EXEMPT ACQUISITION OF 8 RESIDENTIAL AFFORDABLE HOMES FORMER HORNSEY POLICE STATION SITE (PAGES 339 - 352)

As per item 14.

24. EXEMPT CIVIC CENTRE PROJECT, CONSTRUCTION MAIN CONTRACT AWARD (PAGES 353 - 358)

As per item 15.

25. EXEMPT ELECTRICAL INSTALLATION CONDITION REPORTS – PROCURE CONTRACTOR (PAGES 359 - 362)

As per item 16.

26. EXEMPT - MINUTES (PAGES 363 - 364)

To confirm and sign the exempt minutes of the meeting held on 15 October 2024 as a correct record.

27. NEW ITEMS OF EXEMPT URGENT BUSINESS

As per item 3.

Ayshe Simsek, Democratic Services and Scrutiny Manager
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Fiona Alderman
Assistant Director of Legal & Governance (Monitoring Officer)
George Meehan House, 294 High Road, Wood Green, N22 8JZ

Monday, 04 November 2024

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MINUTES OF THE MEETING Cabinet HELD ON Tuesday, 15th October, 2024, 6.30-7.46pm

PRESENT:

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

ALSO ATTENDING: Cllr Barnes in person.

25. FILMING AT MEETINGS

The Leader of the Council referred to the filming at meetings notice and this information was noted by the attendees.

26. APOLOGIES

There were apologies for absence from Cllr Arkell.

27. URGENT BUSINESS

There were no items of urgent business put forward.

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

There were no representations received in relation to the exempt items.

29. DECLARATIONS OF INTEREST

Cllr Chandwani and Cllr Hakata declared a personal interest in item 11 in accordance with the Member Code of Conduct at part five of the Council's Constitution, and paragraph 6.2(i)

Cllr Hakata declared an interest in item 12 and would recuse himself from the meeting for this item.

30. MINUTES

RESOLVED

To approve the minutes of the meeting held on the 17th of September 2024 as an accurate record of the meeting.

31. DEPUTATIONS/PETITIONS/QUESTIONS

None received

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

None

33. BOROUGH VISION

The Leader of the Council introduced the report, which sought approval to the 10-year vision for the borough.

The Leader of the Council highlighted the following:

- The vision built on the work already done on the Haringey Deal, which sets out the Council's way of working and commitment to designing Council services and developing a different relationship with residents, and the Corporate Delivery Plan that sets out the Councils' delivery ambitions over a 4-year period.
- The vision responds to the recommendation from the Local Government Association's Corporate Peer Challenge in May 2023 for a longer-term vision for the decade ahead.
- The vision sets out a framework to maximise links with partners and stakeholders to build coalitions that help with the delivery of local priorities. It also embeds leadership of the equality, diversity, and Inclusion agenda.

The Leader of the Council concluded, that based on the engagement undertaken to create the vision, the attached document recognises the strengths of the borough and what feels authentically Haringey. It sets out a longer-term ambition where the Council works together with partners and residents to deliver an 'A place where we can all belong and thrive'.

In response to questions from Cllr Barnes, the following information was noted:

- Regarding, the sequencing of the Corporate Delivery Plan and Borough Vision and which should have been taken forward first, the Corporate Delivery Plan was at its second iteration and was an action plan and the emphasis of the administration had been about taking actions and were already 'doing' the actions of the vision and had a strong delivery model in the Corporate Plan to enable this.
- Partners and stakeholders had been involved in workshops and the Council worked with partners to ensure that they were able to input to the vision and

this had taken longer to set up because the priority had been giving a full opportunity for a wide engagement exercise.

- The consultation on the vision also drew on existing engagements taking place on key Council strategies that were being undertaken in the same period.
- There would be use of existing governance arrangements such as forums and established partnership groups to progress the objectives and if these did not match the aimed for objective then they would be changes or creation of an engagement channel to meet this need.
- The workshops had been attended by 48 different organisations and consultation had included staff as well. However, if there were gaps identified in the engagement planning outlined, the Cabinet was happy to receive feedback on this.

RESOLVED

To adopt the Haringey 2035 document at Appendix A to this report and agree for it to proceed to Full Council on 18 November 2024.

Reasons for decision

Haringey 2035 sets a ten-year vision for the borough. The document sets the ambition for the whole borough and a framework through which the ambition would be realised.

The Borough Vision should be seen as a foundational document setting out the shared ambitions of the Council, our residents and partners.

Alternative options considered

To not publish a new vision - This option is not considered feasible as the LGA Corporate Peer Challenge Review report highlighted the need for the Council to agree an overarching strategic document, which sets the vision for the whole borough and the parameters in which all other strategies operate.

34. CULTURE STRATEGY

The Leader introduced the report which sought approval of the Arts & Culture Strategy.

The Leader of the Council outlined the following:

- Being awarded the status of London Borough of Culture in 2027 marked an exciting new chapter for Haringey.

- This was the first Culture Strategy being developed in over two decades, outlining the borough aims, ambitions, and objectives in a particularly timely manner.
- The vision was to foster a new approach to Haringey's culture and creativity, ensuring that everyone in the Borough can participate in and benefit from cultural activities.
- A key focus of the strategy was collaboration, and the aim was to develop an action plan that will guide efforts and strengthen partnerships across the community.
- Commitment to nurturing and retaining homegrown talent, making Haringey a vibrant hub for creatives. Additionally, aim to expand audiences for civic events, ensuring that they resonate with all residents.
- Whilst preparing for the London Borough of Culture in 2027, goals included inspiring residents, celebrating borough's rich heritage, enabling individuals to see themselves reflected in borough events, and fostering connections between communities. Ultimately, aspiring to create a long-lasting legacy for culture in the Borough.

Following questions from Cllr Hakata and Cllr Barnes, the following information was shared.

- In response to delivery of the strategy in the backdrop of financial constraints and maximising output, this was a partnership orientated plan, and the delivery plan would be delivered by partners and also by involving residents. There were already cultural activities organised and contributed to by community groups and partner and agencies. Therefore, the Council were building on the already rich cultural activity that went on in the borough. The Council were envisaging that the joint work with partners, would hopefully enable greater access to external funding and this would be in addition to the £1.3million funding already obtained from being awarded Borough of Culture. There was also opportunity to access heritage funding and other sources of funding as well as the opportunity to seek sponsorship. Therefore, drawing in extra resources was part of the sustainable future for Culture Strategy going forward.
- In relation to the recognition of the Borough of Culture being measured, this would be recognised though the level of support that activities and events attract which was already substantial. This was further also already apparent with the activities set out in the strategy and the variety of venues in the borough working with the Council. The Council would also be considering the locations that people were coming from to the activities in the borough and mapping this to inform the Borough of Culture events and activities. In addition, ensuring activities were for a wide range of groups such as young people and also getting them involved in this early planning work on events and initiatives.

- In relation to the contention of whether there would be a genuinely co-designed Libraries Strategy, the Leader of the Council put on the record that the Council had taken forward significant effort to safeguard all libraries in the borough which was in stark contrast to many other boroughs and the consultation on the future of libraries had been very extensive. The results were due to be processed in the coming days.
- Regarding the wider borough tourism offer, the Council acknowledged that the borough had culturally engaged residents and was aiming to attract wider diversified audiences to the borough by promoting existing venues and their cultural offer and ensuring a variety. This may also mean supporting some venues to help with achieving the aims of the strategy and Borough of Culture aims. This was particularly important post pandemic and cost of living crisis.

RESOLVED

1. To approve the contents of the Arts & Culture Strategy set out in Section 4 of this report and approves the attached Appendix.
2. To note that this is the Council's vision for the role of arts, culture and heritage in the borough, which reflects what is important to Haringey's diverse communities, creates wider opportunities for residents, and attracts the interest of visitors.

Reasons for Decision

To put in place a five-year Arts & Culture Strategy to underpin, and drive arts and culture in Haringey, thereby supporting the Council's vision to be a place where arts, culture and heritage is fostered, celebrated and valued and is woven through everything the Council does. The Arts & Culture Strategy sets a strategic direction for all Council departments to consider and lays out ways of improving opportunities for collaborative working with artists, the arts and the wider culture sector, platforming our diaspora and working-class communities, increasing audiences for cultural and artistic events and helping young artists and businesses to thrive. It also lays out the importance of ensuring every child and young person in the borough has access to the transformative effects of cultural experience, not just as spectators, performers and participants, but also as leaders and change makers.

The Arts & Culture Strategy will address current inequalities and adheres to the following principles:

Access Striving for better access, so that everyone has the opportunity to benefit from, enjoy and participate in arts & culture.

Collaboration

Encouraging collaboration, especially where it leads to enhanced Cultural provision, better infrastructure, increased transparency, and better access to information for our creative and cultural communities.

Equity

Supporting increased equity, by valuing, respecting, celebrating, taking pride in, and learning from our rich heritage, diverse culture, and histories.

Growth

Promoting growth and autonomy for our residents and local businesses so that they can achieve their potential.

Life-Long Learning

Ensuring that our children and young people can fully participate in rich and sustained cultural learning, and benefit from the transformative power of arts & culture throughout their lives.

Visibility & Representation

All of our communities should be able to see themselves represented in Haringey's cultural and creative offer and be actively involved in decision- making. The Arts & Culture Strategy, attached as Appendix 1 of this report, sets out the following vision, with three themed aims that are intended to contribute to a set of broad outcomes:

To build strong and meaningful partnerships with local communities and wider stakeholders by:

- ☐ Celebrating and promoting the great creativity on our doorstep;
 - ☐ Inspiring our residents and visitors by our borough's rich history of activism, innovation and creativity;
 - ☐ Being more Open to new ideas and ways of working;
 - ☐ Being more Collaborative in our approach to connecting with internal and external partners;
 - ☐ Being more Ambitious in our creative programming;
 - ☐ And being more Dynamic in our approach to collaboration and co design.
- So that people who live in, work in and visit the borough, all benefit from a vibrant, cultural and creative Haringey.

Aim 1: Celebrating & Inspiring

Aim: Through the celebration of what is distinctive about Haringey – our diversity, heritage, communities, venues and artists – we aim to inspire our residents and visitors to take part in the great culture on our doorstep.

Outcome: Haringey's reputation and profile in London and beyond is enhanced through its artists, cultural organisations, venues, built and natural environment and distinctive cultural identity and offer.

Success will look like: Haringey is recognised as a hub for creativity and innovation.

Aim 2: Open & Collaborative

Aim: We need to be more open to new ways of working and collaborative in our

approach to connecting with internal and external partners, so that the people who live and work in Haringey can benefit from growth in the creative sector.

Outcome: By driving growth, skills and employment in the creative sector, residents and businesses will feel the economic and social benefits of culture and creativity including a greater sense of belonging.

Success will look like: More creative and cultural industry organisations are starting up and thriving in Haringey and there are more opportunities for residents and young people in the creative sector.

Aim 3: Ambitious & Dynamic

Aim: By taking a more ambitious and dynamic approach to programming and collaboration, there will be more opportunities for all our residents and communities to shape, create and take part in arts & culture on their doorstep.

Outcome: Residents and communities can connect with great arts & culture in their borough and collaborate in innovative creative projects and programmes that better reflect the diversity of our communities and our rich cultural heritage.

Success will look like: Our creative programmes, projects and audiences are reflective of our borough's communities and heritage.

The successful implementation of Haringey's Arts & Culture Strategy 2024 to 2028 will have the potential to make a significant impact on our residents and on our cultural landscape now, and in the future.

Haringey is unlike any other London borough – an outer London borough that is greatly connected to central London, with strong and diverse communities living side by side, high engagement in the arts, from the more traditional to the informal, and significant opportunities for growth.

Our Arts & Culture Strategy will help us to further demonstrate the rich impact arts & culture can have on residents from all backgrounds, building effective community engagement and delivering long lasting improvement in our shared outcomes. It will contribute to the delivery of our Haringey 2035 objective to build a borough where everyone can belong and thrive.

Alternative options considered

We could have kept working without an Arts & Culture Strategy, but that would have meant that there would have been no sense of overall direction that could be shared across departments or to inform our London Borough of Culture aims.

Alternatively, we could have had an approach, driven solely by the Culture and Creativity service, but Arts & Culture needs to be a shared endeavour across the Council and partners.

We could have devolved the ownership of the strategy to the local arts and cultural sector. Our partners in the local culture sector have been clear that they want us to

create the environment where arts & culture thrive, and a Council-led strategy is needed.

For these reasons we are recommending that the Council adopts the Arts & Culture Strategy attached as Appendix 1.

35. ADOPTING A NEW HOUSING INCOME COLLECTION POLICY AND A HOUSING ARREARS POLICY

The Cabinet Member for Housing and Planning (Deputy Leader) introduced the report which sought approval to:

- The Housing Income Collection Policy which set out how the Council manages its housing income collection effectively by describing what the Council will do to collect and support tenants to pay their rent.
- The new Housing Arrears Policy which explained the Council's approach to minimising rent and service charge arrears.

It was noted that the two policies had been prepared as separate documents to make them as concise and easy to understand. The Housing Income Collection Policy had been written separately from the Housing Arrears Policy to emphasise the Council's support of a 'Rent First' approach. The Housing Arrears Policy demonstrated the Council's supporting measures in place to minimise arrears if timely payment cannot be made.

In response to questions from Cllr Barnes, the following was noted:

- Regarding the information at paragraph 6.13 and the query of whether a tenant must be in credit to be entered into the prize draw, clarification would be provided in writing.
- That the aim of the prize draw was to increase the number of tenants paying their rent by direct debit as this was the best payment method possible.
- In relation to the current picture for on time payment for rents and supporting tenants in managing and sustaining rent payments, it was noted that the financial inclusion team supported and brought in additional income of £5m of unclaimed benefits that tenants were entitled to. In terms of support, there were a number of support packages such as:
 - New tenancy sign up induction involving advice on benefit entitlement.
 - Signposting tenants to external debt buyers services who can provide financial management advice where the debt is not housing related.
 - Income and expenditure assessment for tenants in arrears with a supportive consideration of the repayment period taking account family circumstances.
 - Eviction considered as an absolute last resort with an internal eviction panel that comprises of housing staff, including housing demand, before a decision is made to with proceedings.

RESOLVED

To approve the draft Housing Income Collection Policy and the draft Housing Arrears Policy to come into effect from 25 October 2024.

Reasons for decision

These newly drafted clear and accessible policies will outline the Council's approach to income management for Council tenants and for their wider households.

The new policies will help the Council meet the Social Housing Regulator's consumer standards, specifically the Tenancy Standard and the Transparency, Influence and Accountability Standard.

Alternative options considered

We could continue to not have policies in place for this service. This option was rejected because it would not meet the Council's needs or those of its tenants. Introducing these new policies will assist the Council to meet the Social Housing Regulator's Transparency, Influence and Accountability Standard requirement to deliver fair, reasonable, accessible and transparent policies. This option would also not meet our commitment to introduce updated policies in the Housing Strategy 2024 – 2029 and the Housing Improvement Plan 2023.

We could have prepared policies without any of the new main features such as promoting the Council's incentive for tenants to pay their rent by Direct Debit in the new housing income collection policy. This option was rejected because this is the easiest way to pay and supports promotion of the payment culture at the core of the policy.

36. OPTIONS FOR THE FUTURE OF TIVERTON PRIMARY SCHOOL

Cllr Hakata left the room (7.00pm)

The Cabinet Member for Children, Families and Schools introduced the report which set out options for the future of Tiverton Primary School and sought agreement from the Cabinet to commence consultation on these options. The reasons for this decision were set out as follows:

- Continued fall in demand for school places in PA3, Tiverton was currently operating as a 1fe primary school. Prior to 2020, the school had a published admission number (PAN) of 60. This was reduced to 30 from September 2020 to align with demand.
- The school now had 176 children on roll as of September 2024, a reduction by 50%. This is owing to in-year movement and a larger cohort of Year 6 pupils that have transitioned to secondary school and a smaller cohort of only 25 pupils that starting in Reception.

- Falling school rolls results in reduced funding and means that extremely difficult for a school to remain financially viable when pupil numbers are falling as most school funding is pupil-based in line with the School's National Funding Formula. Unused or vacant school places created an immediate cost pressure for a school through a reduced budget, which in turn can affect the overall sustainability and quality of education standards.
- Concerns stemming from the internal audit report issued to Tiverton Primary School in June 2024, which provided an overall assurance rating of 'Limited Assurance'. There were serious weaknesses identified in key financial processes which places the school at risk of longer-term financial viability. The school is under a licensed deficit scheme and is receiving support from the local authority to help it achieve a balanced financial position, however, it still remains at risk of unviability due to falling rolls.

The Cabinet Member advised Cabinet the views of governors from Tiverton Primary as well as other local schools would be sought. The school's team would be gathering feedback on the proposals from parents and staff and other stakeholders that may be impacted by any of options that may be progressed.

In proposing the options set out in the attached report, careful consideration and weight had been given to:

- a) the financial viability of Tiverton Primary School if it were to remain open;
- b) the opportunity for another primary school to federate with Tiverton Primary School and whether this could lead to a sustainable solution;
- c) whether any other school in the local area might be willing to amalgamate with Tiverton Primary and has the physical capacity to accommodate all the displaced pupils onto its site;
- d) whether Seven Sisters as the nearest community school with the same type and characteristic as Tiverton Primary School was the best possible option for an amalgamation
- e) whether or not there would be sufficient primary school places in the local area that could provide a suitable alternative for displaced pupils

Whilst options for the future of the school were being considered, the Cabinet Member emphasised that the Council remained firmly committed to ensuring that all pupils on roll were receiving an excellent education that supported them in reaching their potential. Senior leaders and governors were robustly addressing educational standards with support from the Council's school improvement partner, Haringey Education Partnership (HEP). Nevertheless, a consultation on the options for the school's future has been triggered by a lack of demand for places at the school against a backdrop of falling demand in PA3 coupled with concerns about the long term financial viability of the school.

In response to questions from Cllr Barnes, the following was noted.

- Regarding whether there were more schools facing similar serious weaknesses identified in key financial processes which placed the school at risk of longer

term financial viability, it was noted that governors have a key strategic role to make sure that they had an understanding of the number of pupils coming through to the school. The Council were working proactively with schools to help them with this and there was some census data also collated to help schools understand how the changes in local population may affect the budget that's potentially available for them to staff the school. In addition, the Council were supporting schools understand what a reduced income would mean such as the need to reduce their overall costs.

- The schools team were making sure of support to governors to do strategic planning and there were schools that the Council were working with who were facing difficulties but a vast majority of them had a recovery plan which indicated that they would be able to get themselves back to a balanced position.
- In considering school place planning, the Council were supporting schools with the use of place planning data and existing place planning forecasts. This was compiled once a year and through the school organisation plan. This was used to identify where there may be more risks. As set out in the report, the current context being responded to was a projected surplus across the borough of 18% surplus.

RESOLVED

To agree to commence consultation on the options for the future of Tiverton Primary School, including the options of 'no change', federation, amalgamation or closure.

Reasons for decision

Tiverton is a substantive two-form entry (fe) community primary school maintained by the local authority. The school is located at Pulford Road, N15 6SP and sits within Planning Area 3 (PA3)³ which incorporates the following wards: Hermitage & Gardens, St Ann's, 50% of Harringay, 50% of Seven Sisters and 40% of South Tottenham and includes the following primary schools: Chestnuts, Crowland, Seven Sisters, South Harringay, St Ann's CE, St John Vianney RC, St Mary's RC Infant, St Ignatius RC and West Green.

Tiverton Primary School amalgamated with the former Stamford Hill Primary School in September 2020 with the Stamford Hill site closing on 31 August 2020. Tiverton Primary School was graded 'Requires Improvement' when inspected by Ofsted in June 2023. Previously it had been graded as 'Good' at a full inspection in May 2018.

Due to a continued fall in demand for school places in PA3, Tiverton is currently operating as a 1fe primary school. Prior to 2020, the school had a published admission number (PAN)⁴ of 60. This was reduced to 30 from September 2020 to align with demand.

Over several years, the pupil roll at Tiverton Primary School has significantly fallen. The 2017 May census recorded the school as having 352 pupils on roll and the school now has 176 children on roll as of September 2024, a reduction by 50%. This is owing to in-year movement and a larger cohort of Year 6 pupils that have transitioned to secondary school and a smaller cohort of only 25 pupils that starting in Reception.

As previously mentioned, school funding is primarily determined by the number of children on roll, and falling rolls equate to reduced funding. It is extremely difficult for a school to remain financially viable when pupil numbers are falling as most school funding is pupil-based in line with the School's National Funding Formula. Unused or vacant school places create an immediate cost pressure for a school through a reduced budget, which in turn can affect the overall sustainability and quality of education standards.

As well as the issue of falling rolls impacting on Tiverton Primary School, the Council has concerns stemming from the internal audit report issued to Tiverton Primary School in June 2024, which provided an overall assurance rating of 'Limited Assurance'. There were serious weaknesses identified in key financial processes which places the school at risk of longer term financial viability. The school is under a licensed deficit scheme and is receiving support from the local authority to help it achieve a balanced financial position, however, it still remains at risk of unviability due to falling rolls.

The purpose of this report is to seek agreement from Cabinet to consult on the options for the future of Tiverton Primary School. We will be seeking the views of governors from Tiverton Primary as well as other local schools and also gathering feedback on the proposals from parents and staff and other stakeholders that may be impacted by any of options that may be progressed. Further detail on which groups and stakeholders we will be consulting with is set out at para. 6.58.

In proposing the options set out in this report, careful consideration and weight has been given to:

- a) the financial viability of Tiverton Primary School if it were to remain open;
- b) the opportunity for another primary school to federate with Tiverton Primary School and whether this could lead to a sustainable solution;
- c) whether any other school in the local area might be willing to amalgamate with Tiverton Primary and has the physical capacity to accommodate all the displaced pupils onto its site;
- d) whether Seven Sisters⁵ as the nearest community school with the same type and characteristic as Tiverton Primary School is the best possible option for an amalgamation
- e) whether or not there would be sufficient primary school places in the local area that could provide a suitable alternative for displaced pupils

Whilst options for the future of the school are being considered, the Council remains firmly committed to ensuring that all pupils on roll are receiving an excellent education that supports them in reaching their potential. Senior leaders and governors are robustly addressing educational standards with support from the Council's school improvement partner, Haringey Education Partnership (HEP). Nevertheless, a

consultation on the options for the school's future has been triggered by a lack of demand for places at the school against a backdrop of falling demand in PA3 coupled with concerns about the long term financial viability of the school.

Alternative options considered

The following options have been considered and will be presented to stakeholders for their views as part of the consultation:

- no change i.e. continuation of current strategy for school improvement without any further action to address falling local rolls
- Federation
- amalgamation resulting in the closure of Tiverton Primary School with the displaced pupils being accommodated by another community school
- whether Seven Sisters as the nearest community school with the same type and characteristics as Tiverton Primary could be the best option for an amalgamation/merger
- Closure

No change and continuation of current strategy - This is a highly cost-inefficient option and is not sustainable. The school has a deficit budget and there is a significant risk that the deficit balance will increase at a greater rate due to falling rolls. The Council has a responsibility to ensure the efficient use of public money.

A school with falling rolls will have significantly less funding and this directly affects staffing numbers (both teaching and support staff), resources, equipment, expenditure, maintenance work and extracurricular activities for children. In time, a school affected by income loss will almost inevitably see performance and standards fall. It is the duty of the Council to ensure that the quality of education for children, and stability for teaching and support staff, take priority. The operational challenges affecting schools with falling rolls will continue to increase with a negative impact on pupils and no systemic solution.

Pupils require access to a broad and balanced curriculum. The school leadership is currently addressing standards issues with support provided by school improvement partners at HEP, however, this option is not recommended as it does not provide a long-term sustainable solution to falling local demand, and further, leaves other local schools vulnerable because of the current and projected surplus of places across PA3. Furthermore, taking no action to the issues affecting a school with falling rolls is not an acceptable option available to the Council.

Federation – In considering federation, there must be clear benefits that such an arrangement would bring for children including, but not limited to raising standards, improving the breadth and depth of education delivery and increasing opportunities for outstanding outcomes. Federated schools operate in collaboration with each other, sharing senior staff and possibly governing bodies, which allows them to maximise good educational practice, while achieving economies of scale.

Federation would require full commitment from the schools involved and a shared vision for the development of the federation. For this option to be feasible, Tiverton Primary School would be required to work with the local authority to identify another school that would see the benefits in federation.

With low numbers of pupils on roll and uncertainty regarding its future, it is highly unlikely that another school would deem it viable to federate with Tiverton Primary School. To date, there has been no appetite expressed by any school to federate with Tiverton primary.

Although the Council has a role in supporting schools to explore federation, federation is ultimately a decision made independently by the governing bodies of schools. This option is not recommended because under a federation, schools would remain as separate organisations, and this would not address the decline in numbers on roll at Tiverton Primary or the risk of financial unviability.

Amalgamation – this would result in the closure of Tiverton Primary with the displaced pupils being accommodated by another school

An amalgamation can only be achieved by closing one or more schools and providing spaces for displaced children in another 'host' school. This option would involve the host school retaining its original DfE school number as it is not technically considered a new school. However, following the amalgamation process, governors have the option to rename the school to create a new identity for the merged schools.

Closure - The local authority has a statutory duty to ensure the efficient use of resources. Maintaining a school with a declining roll could not be considered efficient given that there are surplus places in other local schools. The DfE advises that school closure decisions should be taken when there is no demand for the school in the medium to long term and there are sufficient places elsewhere to accommodate displaced children.

A school closure would see a school cease to exist as a statutory entity with all displaced children taking places in other local schools. School closures can take the form of a full and immediate closure, whereby all children on roll are supported to find places in other local schools, or the closure can be 'staggered'. A full and immediate closure of Tiverton is a viable option but would require all pupils on roll to join the roll of another school. There are sufficient primary school places in the local area that can provide a suitable alternative for displaced pupils.

A staggered closure option would cease the admission of children into reception each year until all remaining children have worked their way through to year 6, at which time the school would close. While this may be a less disruptive option for some families, it significantly increases the financial burden and further damages the quality of education at the school as pupils do not benefit from the mixing of year groups they would usually experience. A staggered closure option would therefore not be recommended in this case.

Cllr Hakata returned to the room at 7.11pm.

The Cabinet Member for Resident Services and Tackling Inequality introduced the report which put forward annual data for staff compliments, complaints, members enquiries and ombudsman cases.

In response to questions from Cllr Hakata and Cllr Barnes, the following information was noted:

- Regarding developing cultural change within the services for responding to complaints, this was a continued leadership priority and meant changing to a borough that listens. This objective was being facilitated in a variety of ways through staff training, management oversight, engagement with residents, proactively providing information to mitigate complaints and enquiries. Furthermore, developing a culture that complaints were everyone's responsibility and considered as a nugget of insight.
- The members inquiry email inbox was temporarily unavailable in the previous week, and this was an IT glitch and resolved quite promptly.
- Children's social care services related complaints were often long and complex and could be delayed due a number of factors including awaiting a case verdict, a report from a psychologist, a report from an independent inquiry, or needing to look through extensive files. The Director for Children's Services added that, usually whilst the complaint is being processed, the social work team will need to prioritise continuing working with the family. However, the social workers will be aware that management need to answer the complaint and usually at earlier stages of a complaint, this will happen. However, when it became more complicated, such as a care proceedings case with a child subject to protection plan, then the social worker will carry on with the work trying to resolve the issues in real time rather than respond to the complaint. In relation to the specific information in the report on the response rate, of 2 cases out of 28 responded to on time, the Director would make contact with the Feedback Manager on this issue.
- Regarding the increased number of complaints progressed through the Ombudsman and upheld against Haringey by the Housing Ombudsman, which was more than double from the previous year, the reason for the increase was the change in how housing complaints were classified and reported according to the previous government's guidance.

RESOLVED

To note the contents of this report and the appendices.

Reasons for decision

N/A as non- key decision

38. LONDON BOROUGH OF HARINGEY GAMBLING ACT POLICY

The Cabinet Member for Communities introduced the report which sought approval of the Council's Statement of Gambling Policy for the Gambling Act 2005 for the years 2025-2028. This report advised of the outcome of the consultation which was set out at Table 1 and 2 of the report with most responders expressing their dislike of gambling in general terms.

The review built on information for the Local Area Profiles. These profiles would provide a good evidence base of gambling in the local area and help identify any future risks, which will inform the decision-making process.

In response to comments and questions from Cllr das Neves, and Cllr Brabazon, the following was noted.

- That the Council was restricted in this policy and limited on actions due to national legislation . However, the consultation provided the Council with useful information around the feelings and concerns of residents across the borough and highlighted the unique work of the borough on gambling harms with extensive work around services which also entailed listening to the voices of those affected by the gambling harms. The Council would look to continuing to improve the protections of people in the borough and beyond from gambling harm.
- In relation to ongoing work going on with London Councils or the Local Government Association to try and influence changes to legislation and to tackle the concentration of betting shops or adult gaming centres, this was being taken forward. The Council were exploring ways with partners on how to make the case for a reform legislation and ensure there were changes to the regulations. The licensing team were working with public health led by the Cabinet Member for Adults, Social Care and Health and this would be one of the areas to explore.

RESOLVED

1. To approve the Statement of Gambling Policy 2025 – 2028 at Appendix 1 and recommend to Full Council that it be adopted with effect from 31st January 2025, taking into consideration:
 - i) the outcome of the consultation set out in paragraph 8.3 of the report and
 - ii) the equality impact assessment in Appendix 3.
2. To agree that Full Council should resolve that, in respect of new casinos, no premises licences shall be granted after the date that this resolution comes into effect and that this resolution shall come into effect on 31st January 2025.

3. To note the supplementary guidance containing the local area profile information at Appendix 2.

Reasons for decision

The Council is obliged to review and adopt A Statement of Licencing Policy for Gambling every three years. The current policy is due to expire in January 2025. Therefore, a new policy must be adopted.

Alternative options considered

No alternatives were considered. It is a legislative requirement that the policy be reviewed at least every three years, and that a public consultation is carried out.

Failure to review and adopt the statement of gambling policy would result in the Council failing to comply with legislation.

39. APPROVAL OF HOUSING CONSTRUCTION CONTRACT AT LAND ADJACENT WAT TYLER HOUSE BOYTON ROAD .

The Cabinet Member for Housing and Planning (Deputy Leader) introduced the report which sought Cabinet's approval to appoint the recommended contractor to complete a new build development of 15 new Council homes on Land adjacent Wat Tyler House, Boyton Road N8 7AU. The scheme comprised of six one-bedroom flats, one of which was fully adaptable, eight two-bedroom flats and one three-bedroom flat. The scheme would improve the existing public realm. Detailed planning permission was granted on 1st June 2023.

Cabinet was asked in light of the formal procurement exercise to approve the appropriation of the land edged red on the development plan at Appendix 1 from housing for planning purposes to facilitate the development process. This would allow the Council to utilise its powers to override any third-party interests and rights (subject to engagement with any potential claimants) and then to appropriate the land back to housing following practical completion of the development.

In response to questions from Cllr Carlin and Cllr Barnes, it was noted that there would be an opportunity for downsizing and one bedroom and two-bedroom properties would be available to other residents in Wat Tyler House to free up the family sized home offers. The expected start date on the site was January 2025.

Further to considering exempt information and exempt recommendation at item 21,

RESOLVED

1. To approve the appointment of Contractor A, identified in the exempt part of the report, to undertake the new build works to provide a total of fifteen new homes let at social rents at Wat Tyler House for a contract sum set out in the exempt part of the report; and approves sum set out in the exempt part of the report.

2. To approve the appropriation of Land adjacent to Wat Tyler House shown edged red on the plan titled 'Development Plan' attached at Appendix 1, from housing purposes to planning purposes pursuant to section 122 of the Local Government Act 1972 as it is no longer required for the purposes which it is currently held, and for the purposes of carrying the development as set out in part 6 of this report.
3. To approve the use of the Council's powers under Section 203 of the Housing and Planning Act 2016 to override easements and other third-party rights and interests infringed upon by the Wat Tyler House development, under planning permission Ref: HGY/2022/3858.
4. To delegate to the Director of Placemaking & Housing, after consultation with the Director of Finance and the Cabinet Member for Housing and Planning (Deputy Leader) authority to make payments of compensation as a result of genuine claims of third-party rights affected by the Wat Tyler House development and payable as a result of the recommendation 3.1.3, within the existing scheme of delegation.
5. To approve the appropriation of Land adjacent Wat Tyler House site shown edged red in the plan titled 'Development Plan' attached at Appendix 1, from planning purposes back to housing purposes under Section 19 of the Housing Act 1985, after practical completion of the development.
6. To approve the total scheme cost set out in the exempt part of the report.
7. To approve the issuance of a letter of intent for up to 10% of the contract value as set out in the exempt part of the report.
8. To consider the engagement and consultation carried out on this proposed scheme set out at clauses 6.7 to 6.10 of this report.

Reasons for decisions

The site known as Car park adjacent Wat Tyler House was approved by Cabinet in July 2019 to be included in the Council's Housing Delivery programme. The scheme was granted planning consent on 1st June 2023 and is ready to progress to construction. This report therefore marks the third, and final, Members' decision to develop on this site.

Contractor A has been identified by a formal tender process to undertake these works.

There are no reasons for the Council to believe that any third-party rights would be infringed by the development: the scheme has received planning permission, and no concerns about the loss of rights were raised during extensive local engagement and consultation with residents. However, appropriation of the development site for planning purposes is recommended as a precaution. It will allow the Council to use the powers contained in Section 203 to override easements and other third party rights that may be infringed by the development and will prevent injunctions that could delay or prevent the Council's proposed development. Section 203 converts the right

to seek an injunction into a right to compensation. The site will need to be appropriated back from planning purposes to housing purposes on completion of the development to enable the Council to use the land for housing and let 15 new Council homes.

The proposed development site shown edged red on the plan comprises of the existing car park adjacent Wat Tyler House with frontage onto Boyton Road. The site proposal will provide 15 much needed Council homes in a 4, 5 and 7 -storey building. In conjunction with the housing development a number of landscape and amenity improvements are proposed including play facilities, additional trees, additional planting, seating areas, bike hangers and additional CCTV in the immediate neighbourhood layout' plan at Appendix 1. The proposals alleviate potential anti-social behaviour attracted to the site by an open, car park, improving a prominent estate boundary on Boyton Road.

These 15 homes will also contribute to the Council's commitment to start 500 homes on site as part of the GLA 21-26 Affordable Homes Programme and the Council's political aspiration to build 3000 Council homes by 2031.

Alternative options considered

It would be possible not to develop this site for housing purposes. However, this option was rejected as it does not support the Council's commitment to deliver a new generation of Council homes and would leave existing car park site continuing to be vulnerable to anti-social behaviour and ongoing management issues.

This opportunity was procured via a restrictive, competitive tender to the open market via Haringey Procurement and Contract System (Find a tender) using the JCT Design Build Contract 2016 with amendments, the route recommended by Strategic Procurement for a contract of this value.

The alternative options would have been either a competitive tender through the London Construction Programme (LCP) Major Works 2019 Framework Agreement or a direct appointment to one of the LCP framework providers. These options were both rejected because of the quality and price safeguarding a competitive tender provides.

The Council could continue with the scheme without appropriating the site for planning purposes, but this would risk the proposed development being delayed or stopped by potential third-party claims. By utilising the powers under Section 203 of the Housing and Planning Act 2016 (HPA 2016), those who benefit from third party rights will not be able to seek an injunction since those rights or easements that are overridden are converted into a claim for compensation only. The Council recognises the potential rights of third parties and will pay compensation where a legal basis for such payments is established. The housing delivery team actively engaged with local residents about the development of this site as the scheme proceeded through the feasibility and design stages and any comments or objections raised were taken into consideration by Planning Committee in reaching its decision.

The Council could decide not to appropriate the land for housing purposes upon practical completion of the building works. This option was rejected because it could

prevent the Council from being able to offer up these homes for occupation under secure tenancies, thereby not supporting the delivery of much needed affordable homes.

40. WASTE & STREET CLEANSING SERVICE REVIEW

The Cabinet Member for Resident Services and Tackling Inequality introduced the report, which set out the outcome of a series of assessments, which had been delivered under the 'Waste Service Review', focusing on developing recommendations across three broad areas:

- Service Delivery – who will deliver the services (i.e. in-house, outsourced contract, further extension of the current contract, Local Authority Trading Company (LATCo)),
- Service Design – how will services be designed to improve recycling and waste minimisation performance (i.e. smaller waste containers/frequency of collections etc), and improve cleanliness of streets
- Fleet – how will we transition to a Zero Emission (ZE) fleet.

The existing contract with Veolia had been in place for almost 14 years and was due to expire in April 2027. Following the Waste Service Review and subsequent consultation exercise, it was now proposed that the Council undertake a procurement process to approve a service provider to deliver recycling and waste collection, street cleansing and ancillary services from April 2027.

In response to questions from Cllr Hakata and Cllr Barnes, the following information was noted:

- In relation to having a full commitment to Electrical Vehicles in the first instance, it was important to note that there was no decision, at this meeting, on going to procurement on the operational mode of vehicles and the aim was to continue to look for the least polluting options that were available to the Council. The report set out the cost modelling that had been carried out for the different options. This noted that an electrified fleet was substantially more expensive to the organisation, both in terms of the vehicles and also the infrastructure set up costs, but the Council remained optimistic that over time as battery technology in particular would to evolve and improve bringing prices down.
- The Director for Environment and Resident Experience added that the HVO option provided significant improvement in terms of the carbon position in comparison to the existing fleet. In conclusion, the report contained the information that was currently available on potential zero emission fleets and the commitment was to continue considering the best options.
- In response to the question of a reduced household waste bin size being connected with increase in fly tipping, there was no evidence or correlation that

showed that boroughs who have the smaller household waste bin size have a higher proportion of fly tipping. This was an issue in London and major cities, regardless of the bin size.

- Evidence showed that the garden recycling rate was not significantly impacted by moving from weekly to fortnightly collections. Haringey were one of the only a few London boroughs that still had weekly garden waste collection and were rarely collecting all bins. However, the aim was still to keep this service and keep it attractive to people at the right price but ensure that there were fewer truck journeys affecting the environment. There was no evidence to suggest that two weekly garden waste collection reduced take up. It was noted that garden waste tonnages were at the same levels as they were when there was no charge, and the subscription rate was the highest it had ever been.
- Regarding the roll out of the new smaller household waste bins, the Council were proposing to keep a weekly collection of food waste and dry recycling waste to incentivize behaviour change. The decision put forward today allowed the Council to roll out the new bin sizes later on in the planned third cycle roll out in 2026. This timescale will coincide with existing bins reaching their end of life cycle and will provide time to plan the roll out of new bins and collection of new bins. This two-year timescale also allowed development of the policy issues set out in the paper.

Further to considering the exempt information at agenda item 22,

RESOLVED

1. To note the outcome of the Waste Service Review at Appendix 1 and Exempt Appendix A, the outcome of the Best Value Consultation at Appendices 2A and 2B and has due regard to the findings of the Equalities Impact Assessment at Appendix 3 and the outcome as summarised in the Equalities comments at paragraphs 9.20 to 9.27 of this report;
2. To agree to procure a new outsourced contract, and undertake a procurement process to find a capable service provider to deliver recycling and waste collection, street cleansing and ancillary services from April 2027;
3. To approve the Procurement Strategy as set out at Appendix 4, and agree that the procurement process for the new recycling and waste collection, street cleansing and ancillary services would be undertaken in accordance with it; and (as envisaged in paragraph 6.90 of this Report) delegates authority to the Director of Environment and Resident Experience, following consultation with the Lead Member for Resident Services and Tackling Inequality, to make minor amendments to the Procurement Strategy as may be required;

4. To agree the following changes to the recycling and waste collection and street cleansing services as further described in paragraphs 6.23 – 6.62 of this report to form part of the new contract and take effect from 2027:
 - (1) A weekly food waste collection service to cover all properties across the area,
 - (2) Reduce the size of non-recyclable waste bins to 180 litres from 240 litres for all kerbside properties (subject to mitigation policies as set out in the Equalities Impact Assessment at Appendix 3 and summarised in section 9.20 - 9.27),
 - (3) Reduce the frequency of garden waste collections from weekly to fortnightly, and
 - (4) Implement intelligence-led street cleansing that moves to needs-based cleansing on a street by street basis.
5. To agree that the procurement of future services will include a requirement to reduce carbon emissions of the fleet, as set out in 6.63 - 6.72 specifically for:
 - (1) all vehicles below 7.5 tonnes GVW to be Electric Vehicles (EVs) where available; and
 - (2) all non-EVs to use Hydrotreated Vegetable Oil (HVO) as a transition fuel with the view that the Council will continue to assess the opportunities to transition from HVO to EVs for any future vehicle purchases and agree that such fleet is to be purchased by the Council at the indicative cost as set out in section 3 of Exempt Appendix B.3.1.6subject to 3.1.3, - 3.1.5,
6. To agree to delegate authority to the Director of Environment and Resident Experience, following consultation with the Lead Member for Resident Services and Tackling Inequality to approve the contract specification and key procurement documents; and 3.1.7notes that officers are preparing a Recycling, Waste and Street Cleansing Service Offer to be brought back to Cabinet or Lead Member for approval following the conclusion of the procurement process as further described in paragraph 6.83 - 6.85 of this report.

Reasons for decision

4.1 As a Waste Collection Authority (WCA), the Council has a statutory duty to collect waste and recycling from all households within the Borough, and to keep open spaces clean, and clear of litter. This duty is currently fulfilled on the Council's behalf by Veolia through an Environmental Services contract, which commenced in 2011 and is due to expire in April 2027, following a 2-year extension.

4.2 To inform next steps the Council has undertaken a thorough review of the services. The service review has followed the Council's enabling framework and has been developed to ensure that the Council can:
4.2.1 continue to deliver high quality waste collection services from 2027,
4.2.2 meet MTFS targets and support the Council's financial position,

4.2.3 move towards the Council's and Mayor's London Environment Strategy (LES) target to recycle 50% of waste by 2030,

4.2.4 meet the requirements and challenges of changing legislation including Simpler Recycling, Extended Producer Responsibility and Emissions Trading Scheme (ETS), and 4.2.5 meet the Council's requirements under the Climate Change Action Plan to review the fleet and move towards a Zero Emission fleet by 2027. From 2027, however the service is delivered a new fleet will be required.

The Council must ensure that it has services in place from April 2027, and as such, a decision must be made now, to determine how these services will be delivered from 2027, ensuring that if required the services could be procured and mobilised or in1sourced with sufficient time.

To address the future needs of the service, and ensure the Council has flexibility to manage the services going forward, it is recommended to engage the market in a competitive process. This will enable the Council to enter a new contractual arrangement that better reflects the needs of the borough and the waste-related legislative developments that have recently come into force and/or are due in the future to come into force under the Environment Act 2021.

The Council must also decide how the services will operate from 2027, to meet new legislation, such as the expansion of food waste collection, as well as the Council's commitment to improve recycling rates and provide an improved service across the borough.

The introduction of borough-wide food waste collections together with a reduction in waste bin sizes will enable the Council to meet legislative requirements and increase recycling rates to meet efficient and effective metrics under Extended Producer Responsibility (EPR). The proposed changes to the street cleansing services will remove the disparity in the quality of streets across the borough.

The final element of the decision relates to the Council's commitment within the Carbon Management Action Plan, which requires the Council to review the impact of its outsourced fleet with an aim to move to a Zero Emission (ZE) fleet by 2027. From 2027, no matter which option is chosen to deliver the services, a new fleet will need to be purchased. Veolia currently purchase the fleet to deliver the services, however there are alternative options from 2027, such as the Council purchasing all vehicles required to deliver the services, which may be on behalf of a future outsourced contractor.

The Council has a commitment to be net zero carbon and seek to reduce its climate change impact. The proposal to introduce some ZE vehicles whilst using a less polluting fuel for those vehicles that cannot be electrified will move the Council in the right direction towards this commitment.

The review considered the approach to purchasing the vehicles, whether Authority Purchase, Contractor Purchase or Hire-Purchase. Due to the better interest rates that the Council can secure and following similar trends across the market – as set out in the Procurement Strategy, it is recommended that the Council, subject to an evaluation of the cost, purchase any future vehicles.

Alternative options considered

Service Delivery

The Council could do nothing, which would result in the contract with Veolia expiring without any plan for delivering services from 2027. This is not an option as the Council has a statutory duty to provide waste, recycling and street cleansing services, and so must have a service in place from April 2027.

The Council reviewed a total of 10 options, and following an initial assessment these were consolidated into four options that were consulted on with residents and businesses through a Best Value consultation (Appendix 2A).

Option 1: to deliver the services in-house. This would provide the Council with more control over the day-to-day operations of the services. However, as the most expensive option, this control comes at a significant additional cost versus the current service costs. This option also increased the level of financial risk to the Council. The Council currently does not have the expertise to deliver such services. This option is not therefore recommended.

Option 2: to deliver services through a new outsourced contract (this is the recommended option).

Option 3: to extend the current contract with Veolia. Whilst this was the preferred option of consultees who responded to the Best Value consultation, this option scored less than the recommended Option 2 (to deliver services through a new outsourced contract). Additionally, the current contract is 14 years old, and it is believed that significant changes are needed to modernise and further future-proof the contract to be flexible up to expiry. A further consideration is that this option could only offer a service delivery solution for a further 5 years, to 2032. This option is not therefore recommended.

Option 4: to set up a Local Authority Trading Company (LATCo). This option provides the Council the ability to make changes to services quicker than out-sourced services, however, would not give the Council day to day control over how the services are delivered. This option also comes at an additional cost compared with the current services. Whilst some of the risk would sit with the LATCo, the Council would be ultimately responsible for the performance of the company. This option presented the greatest risk overall to the Council in terms of financial, operational, implementation and capability risk. This option is not therefore recommended.

A number of Hybrid options were discounted at an earlier stage due to duplication of operational costs and risks, however, there remains an opportunity to assess the viability of in-sourcing smaller elements of the services individually at a later date, and throughout the procurement process.

Service Design

The Council could do nothing, which would result in the services continuing to be delivered as they are now.

This is not recommended, as it would not support the Council's Destination 50%, and the Mayor's London Environment Strategy (LES), target to recycle 50% of waste by 2030 or reduce waste arisings. Additionally, without introducing food waste, we would not meet legislative requirements, and failing to increase recycling rates could lead to the Council not meeting efficient and effective metrics under Extended Producer Responsibility (EPR). Without making changes to the street cleansing services, there will continue to be a disparity in the quality of streets across the borough.

Recycling

Operating collections of dry recycling on a fortnightly frequency was excluded due to the impact that it would have on the amount of recycling that residents can put into their bin on a weekly basis. Reducing the frequency is likely to reduce the amount of recycling which can be collected and work negatively against the aims of the service to increase recycling rates. During engagement with residents, it was clear that they preferred a weekly recycling service, to ensure they had sufficient space to recycle as much as they could. A change to fortnightly dry recycling collections is not therefore recommended.

Introduction of 'two-stream' dry recycling asking residents to separate their recycling into two containers (one for paper and card, the other for tins/cans, plastics and glass). This option would require all properties to have an additional bin, we know from engagement and feedback from residents that this would be difficult, over 45% of kerbside properties have been assessed as not having space for an additional container. This is not therefore recommended.

Garden waste

The Council could keep the garden waste service weekly, however, to expand the food waste service and continually increase garden waste collection provision, these services must be operationally split. Additional vehicles and staff costs above the current baseline cost would be required to keep the garden service weekly and evidence shows that the garden recycling rate is not significantly impacted by moving from weekly to fortnightly collections. Across the north London authorities 5 out of 7 collect garden waste fortnightly, more widely across London most other authorities also collect fortnightly. Retaining weekly garden waste collections is not therefore recommended

Street Cleansing

The Council could retain the frequency-based cleansing operation of once weekly sweep on residential roads, however internal and externally verified data confirms this methodology is not sufficient to maintain cleanliness levels in between sweeps and engagement with residents evidences a desire for change to a needs-based approach. Continuation of the current cleansing model also reduces the affordability of services currently out of scope, for example SUD cleansing and cycle path cleansing.

Fleet

5.14 The Council could do nothing, which would result in having no clear requirement to move towards a ZE fleet from 2027 and bidders would be open to continue utilising

diesel vehicles. This would not meet the Council's aims to be a net zero carbon Council, or the Mayor's LES to transition waste fleets to zero or low emission.

5.15 The review considered 3 options for the fleet, which were narrowed down from a long list of 5. Other options were ruled out due to an assessment of their current operational feasibility which identified they were not suitable for the waste and street cleansing services.

5.16 The Council could fully electrify the fleet of over 100 vehicles; however, this would require significant infrastructure development works, and significant upfront capital costs to purchase EVs. In the Council's current financial position, this is unaffordable and not therefore recommended.

5.17 The Council could continue to use diesel across its fleet, however this would not move the Council towards its target of being a Net Zero Council by 2030 and is not therefore recommended.

5.18 The Council could choose to not purchase the new vehicles; however this would likely cost the Council more, due to the lower interest rates the Council is able to secure compared to the rates available to contractors.

41. MINUTES OF OTHER BODIES

RESOLVED

To note the minutes of the following:

Cabinet Member Signings

12 September 2024

12 September 2024

16th September 2024

26 September 2024

42. SIGNIFICANT AND DELEGATED ACTIONS

RESOLVED

To note the delegated decisions taken by Directors.

43. NEW ITEMS OF URGENT BUSINESS

None

44. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the remainder of the meeting as items 21 to 24 contained exempt information as defined under paragraphs 3 and 5, Part 1, Schedule 12A of the Local Government Act 1972:

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

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

45. EXEMPT APPROVAL OF HOUSING CONSTRUCTION CONTRACT AT LAND ADJACENT WAT TYLER HOUSE BOYTON ROAD .

The Cabinet considered the exempt information and agreed the exempt recommendations. They further considered and agreed the recommendation in the public report as outlined at item 39.

46. EXEMPT WASTE & STREET CLEANSING SERVICE REVIEW

The Cabinet noted the exempt information in the exempt appendices A and B and in particular the outcome of the best value consultation and the indicative cost of the fleet. They continued to approve the resolutions as outlined at item 40.

47. EXEMPT - MINUTES

RESOLVED

To approve the exempt minutes of the meeting held on the 17th of September 2024.

48. NEW ITEMS OF EXEMPT URGENT BUSINESS

None

CHAIR: Councillor Peray Ahmet

Signed by Chair

Date

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Report for: Cabinet 12 November 2024

Title: Draft 2025-26 Budget and 2025-2030 Medium Term Financial Strategy Report

Report authorised by : Taryn Eves, Director of Finance

Lead Officer: Frances Palopoli, Head of Corporate Financial Strategy & Monitoring

Ward(s) affected: All

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

1. Describe the issue under consideration

- 1.1. The main purpose of this report is to specifically update on the budget preparations for 2025/26 and with a focus on the General Fund. Further updates on the Housing Revenue Account and Dedicated Schools Budget will be presented to Cabinet in December 2024.
- 1.2. It sets out the latest information and based on the most up to date assumptions that underpin the budget and sets out the details of the draft revenue and capital proposals for balancing the budget and Capital Programme for 2025/26. Proposed budget reductions are being launched for consultation and scrutiny. The feedback from the consultation will be considered in developing the final draft budget that will be presented to Cabinet in February 2025.
- 1.3. The last update was published in March 2024 and showed an estimated £14m budget gap for 2025/26. This report describes how the current forecasts have moved and what the key drivers for the revised position are. The most significant movement has been the increase in both demand and costs of providing social care services and addressing homelessness. Acknowledging and providing for this, is vital to enable the Council to continue to provide services to the most vulnerable requiring extra support and help to both manage risk and prevent escalation of need. This has led to an additional £39.6m needed for next years' service budgets with consequential impact on increasing the budget gap. Extensive modelling has been undertaken to arrive at this figure which represents the current best assumption. This is an extremely volatile landscape that the Council is operating within. These figures will be kept under review right up to the presentation of the final Budget to Cabinet in February 2025.

- 1.4. Whilst there have been improvements to the macroeconomic position such as underlying inflation now close to the target of 2%, this isn't translating into similar reductions in costs in particular social care placement costs for adults and children. The Bank of England base rate fell by 0.25% in August and, while estimates are that this will continue to fall, it is unlikely to be at pace and therefore there is likely to be little improvement in borrowing costs in the short to medium term.
- 1.5. The Autumn Budget took place on 30 October; the Office for Budget Responsibility (OBR) also published its updated economic and fiscal outlook for the next 5 years. The Budget announced £1.3bn new grant funding for local government in 2025/26, £600m of which will be earmarked for social care. While new funding is positive, the distribution methodology is as yet unknown and any additional funding will not meet the significant increase in financial pressures set out in this report.
- 1.6. As highlighted over, the reserve balances of the authority are unsustainably low and do not provide the capacity to bridge the forecast budget gap.
- 1.7. In summary, despite the work undertaken over the last 6 months, the 2025/26 budget update presented in this report is still not balanced with a remaining budget gap of £32m, even if all the proposals in this report are agreed. Therefore, there is considerable further work to be undertaken between now and 3 March when next year's budget is agreed. This will include lobbying central government for additional funding; looking at additional cost reductions and ensuring value for money is achieved for each pound spent; income generation strategies and wider transformation. Despite these significant challenges, in 2025/26, the Council is expected to still be setting a balanced net budget in March that will result in spending of almost £310m on day-to-day services to our 264,000 residents and which is an increase on the current year.

2. Cabinet Member Introduction

- 2.1 Our driving ambition in Haringey is to create a fairer and greener borough where everyone can belong and thrive.
- 2.2 We will always set local priorities that are fair, put the interests of working people first and protect those most in need – and we will work in collaboration with our residents and communities to do so.
- 2.3 Our budget puts funding behind local priorities. We will build hundreds of new council homes, help hundreds of people into work, fix hundreds of roads and pavements, plant hundreds of street trees – among many other key actions to make this borough fairer and greener.
- 2.4 We all know that this year's council budget comes at a time of crisis. We've had more than a decade of government austerity. Public investment in this country has fallen well behind the rest of Europe. Many public services are

struggling. The cost of local services – especially social care and social housing – has gone through the roof.

- 2.5 Just this year, the cost of temporary accommodation is up 68% across London. The cost of adult's social care in Haringey is up 10%. At the same time, Haringey's core government funding is £143m a year less in real terms than it was in 2010.
- 2.6 Haringey provides temporary accommodation to just under 3,000 residents and social care to 3,780 adults – and the need is rising.
- 2.7 Like most London councils – and many more around the country – we are under real pressure. We've set out hard budget decisions here to balance the books this year. There will be more to come before the financial year is out. Whatever we do though, we will make sure our choices are fair – that they prioritise the people in Haringey who need support most.
- 2.8 We know that we need fair funding reform for the long-term. Budgets for local services need to be driven by local need. At the moment they are skewed by outdated funding rules. Those need to change – and we will work with our fellow boroughs to press for that change.
- 2.9 The national picture is beginning to improve. The new government's commitment to end fiscal austerity, rebuild public services and expand public investment are what we need to turn the economy and the country around.
- 2.10 We welcome the additional funding that the new government announced in the national budget on 30th October 2024 and look forward to a fair funding settlement in the future. We will continue to make a strong case to the new government for the resources that we need to fix the fourteen years of underfunding that local services have faced.
- 2.11 There are very real challenges at the moment, but there's also a real opportunity to reset the foundations – locally and nationally. This year and in future years our council budget will start with local priorities, focus on the needs of working people and build towards our shared ambition of a fairer and greener borough.

3. Recommendations

- 3.1 It is recommended that Cabinet:
 - a) Note the Council's current financial position as set out in this report which sets the foundations for the full draft budget for 2025/26 that will be presented to Cabinet in February 2025.
 - b) Note the budget pressures that have been identified for 2025/26 and across the medium term as set out in Section 12 and Appendix 1.

- c) Note the draft revenue savings proposals summarised in Section 12 and Appendix 2.
- d) Note the proposed changes to the General Fund Capital Programme for 2025/26 to 2029/30 as set out in Section 15 and Appendix 3.
- e) Agree to commence consultation on the 2025/26 Budget and MTFS 2029/30 revenue and capital proposals. This includes with residents, partners and business and with Scrutiny Panels between November 2024 and January 2025 as set out in Section 19.
- f) Note that the final draft General Fund Revenue Budget, Capital Programme, HRA 2025/26 Budget and Business Plan and Treasury Management Strategy Statement will be presented to Cabinet on 11 February 2025 to be recommended for approval to the Full Council meeting taking place on 3 March 2025.
- g) Delegate the final decision on whether or not to participate in the 8 Authority borough business rates pool from 1 April 2025 to the Director of Finance following consultation with the Lead Member for Finance and Local Investment as set out in Section 10.7.

4. Reasons for decision

- 4.1 The Council has a statutory obligation to set a balanced budget for 2025/26 and this report forms a key part of the budget setting process by setting out the forecast funding and expenditure for 2025/26 at this point and options for setting a balanced budget. In order to ensure the Council's finances for the medium term are maintained on a sound basis, this report also sets out the funding and expenditure assumptions for the following four years in the form of a Medium-Term Financial Strategy. The final budget for 2025/26, Council Tax levels, Capital Programme, Treasury Management Strategy, Housing Revenue Account (HRA) budget and Business Plan will be presented to Cabinet in February 2025 for recommending to Full Council on 3 March 2025.

5. Alternative options considered

- 5.1 The Cabinet must consider how to deliver a balanced 2025/26 Budget and sustainable MTFS over the five-year period 2025/30, to be reviewed and adopted at the meeting of Full Council on 3 March 2025.
- 5.2 The Council has developed the proposals contained in this report in light of its current forecasts for future income levels and service demand. These take account of the Council's priorities; the extent of the estimated funding shortfall; the estimated impact of wider environmental factors such as inflation, interest rates, household incomes and, in some service areas, the legacy of the Covid-19 pandemic. It is this appraisal that has led to these options being presented in this report. These will be reviewed and, where necessary, updated in advance of the final Budget report being presented.

- 5.3 These proposals will be subject to consultation, both externally and through the Overview and Scrutiny process, and the outcomes of these will inform the final budget proposals.

6 Medium Term Financial Strategy (MTFS)

- 6.1 Although the statutory local authority budget setting process continues to be on an annual basis, a longer-term perspective is essential if local authorities are to demonstrate a clear understanding of their financial sustainability. Short-termism is counter to both sound financial management and governance.
- 6.2 The Medium-Term Financial Strategy (MTFS) provides the financial framework for the delivery of the Council's aims, ambitions, and strategic priorities as set out in the Corporate Delivery Plan (CDP). The aim of the MTFS is to:
- Plan the Council's finances over the next five years, taking account of both the local and national context.
 - Provide the financial framework for the delivery of the Council's priorities and ensure that these priorities drive the financial strategy - allocating limited financial resources whilst also continuing to support residents.
 - Manage and mitigate future budget risks by forward planning and retaining reserves at appropriate levels.
- 6.3 The greater the uncertainty over future central government policy and financial support, the more important it is to demonstrate a collective understanding of the best estimates of financial pressures, opportunities and funding over a longer timeframe, acknowledging financial pressures and risks.
- 6.4 In developing the medium to long term financial strategy, the authority must test the sensitivity of its forecasts, using scenario planning for the key drivers of costs, service demands and resources.
- 6.5 The MTFS must be developed in alignment with the stated objectives and vision and Corporate Delivery Plan and needs to be reviewed regularly to test that delivery of the agreed outputs and outcomes are still achievable. Where this is not the case, plans will need to be reassessed and re-set.
- 6.6 In future years, the expectation is the Council's Medium Term Financial Strategy will be published in July as the key document to set the foundations for the budget setting process for the forthcoming year.

7 Borough Vision and Corporate Delivery Plan

- 7.1 On 15 October 2024, [Haringey's Borough Vision](#) was published with 'Making Haringey a place where everyone can belong and thrive is at the heart of a new shared vision for the borough'. The aim of the vision is to galvanise the actions not just of the council but also of partners, residents and businesses behind a set of common objectives. Haringey 2035 identifies the six key areas for collaborative action over the next decade:
- Safe and affordable housing
 - Thriving places
 - Supporting children and young people's experiences and skills
 - Feeling safe and being safe
 - Tackling inequalities in health and wellbeing
 - Supporting greener choices
- 7.2 This builds on the Haringey Deal which sets out the council's commitment to developing a different relationship with residents, alongside the Corporate Delivery Plan (CDP) which sets out the organisational priorities every two years.
- 7.3 The most recent CDP was approved by Cabinet in July 2024 and can be found here - [The Corporate Delivery Plan 2024-2026 \(haringey.gov.uk\)](#). it outlines the strategic objectives, priorities, and initiatives aimed at creating a fairer, greener borough. The plan is set out in eight separate themes:
- Resident experience and enabling success
 - Responding to the climate emergency
 - Children and young people
 - Adults, health and welfare
 - Homes for the future
 - Safer Haringey
 - Culturally rich borough
 - Place and economy.
- 7.4 The Haringey Deal is 'how' we do things. The Council is changing the way it works. This starts with foundational principles of Knowing Our Communities and Getting the Basics Right. Across all services the Council is striving to build stronger relationships with residents and hear more from those often overlooked; build on the borough's incredible strengths, and work in partnership to solve challenges. Key Metrics for each theme have been set to determine if activities are having the intended effect and are reported to Cabinet and the Overview and Scrutiny Committee every six months.
- 7.5 The Budget and MTFs process is the way in which we seek to allocate financial resources in order to support the delivery of this plan alongside analysing and responding to changes in demand, costs and external factors.

8 National Financial Context

- 8.1 The new Government was elected on 4 July and on Monday 29 July the Chancellor delivered a statement to the House of Commons on immediate public spending pressures facing the government.
- 8.2 The key points from this statement which impact on Local Government were:
- The results of an audit of public spending undertaken by HM Treasury which revealed £22bn unfunded commitments from the previous Government; immediate action to find savings in response, and long-term reforms to restore public spending control and improve public services.
 - The date of the next Budget was confirmed as Wednesday 30 October 2024 and formally commissioned an Office for Budget Responsibility (OBR) forecast for this date.
 - The launch of the next Spending Review which will settle the multi-year Spending Review will not be published until spring 2025.
 - Acceptance of the recommendations of the independent Pay Review Bodies for public sector workers' pay.
 - The publication of next steps and draft legislation on priority tax commitments ahead of the full announcement and costing at the Budget on 30 October.
- 8.3 The in-year savings proposed by Government included the introduction of means testing for winter fuel payments. Future year savings include cancellation of the proposed adult social care charging reforms. Both decisions impact the Local Government sector although the actual financial impact for Haringey cannot be quantified at this point.
- 8.4 The Chancellor also accepted the independent Pay Review Body recommendations and confirmed pay uplifts averaging 5.5% for public sector workers. Although Local Government pay is managed through a different process, agreement at this level in the wider public sector could impact on the outcome of 2025/26 pay award in the local authority sector.
- 8.5 It was confirmed that moving forward, Spending Reviews will be set every two years to cover a three-year period, with a one-year overlap with the previous Spending Review. This is a positive announcement for the local government sector and if delivered as announced, 2025/26 will be the last one-year finance settlement and subsequently announcements will move back to multi-year funding settlements providing greater certainty and stability. There was also a commitment to a single major fiscal event once a year.

- 8.6 Representations to HM Treasury ahead of the Autumn Budget statement were requested. London Councils led on a London-Wide response to this which can be found <https://www.londoncouncils.gov.uk/news-and-press-releases/2024/london-councils-budget-representation-2024#:~:text=Councils%20in%20the%20capital%20and%20across%20the%20UK%20have%20a>

Autumn Statement – Key Messages

- 8.7 The Chancellor of the Exchequer delivered the 2024 Autumn Budget on 30 October. With this budget Government has announced the aim to prioritise growth and put public services back on track, with a boost for housing investment and additional funding for social care and homelessness. The Office for Budget Responsibility (OBR) also published its updated economic and fiscal outlook.
- 8.8 The key headlines for London Local government include:
- Core Spending Power will increase by an estimated 3.2% in real terms in 2025/26. This includes £1.3bn of new grant funding – with £600m earmarked for social care, and £700m for general services.
 - Additional funding of £233m for homelessness prevention in 2025/26.
 - The distribution of both will not be known until the provisional Local Government Finance Settlement in December 2024.
 - An increase of £1bn for SEND and alternative provision in 2025/26 which will be added to the Dedicated Schools Grant High Needs Block allocation.
 - The Small business rates multiplier will be frozen and retail, hospitality and leisure (RHL) businesses will receive a 40% business rates relief in 2025/26. Councils will be compensated for the loss of business rates income.
 - Business rates will be reformed from 2026/27 to include lower multipliers for high-street RHL businesses, funded by increases for properties valued over £0.5m.
 - The Affordable Homes Programme will increase by £500m in 2025/26.
 - Right-to-buy discounts will be reduced by government, and local authorities will be able to retain 100% of the receipts from right-to-buy purchases.

- Government will consult on a new long-term social housing rent settlement of CPI+1% for 5 years as well as the option on further potential measures such as a 10-year settlement.
- Employer National Insurance Contributions will increase by 1.2% in 2025/26 – although for public sector, including local government the increase for direct employees is expected to be compensated.
- There was no explicit mention of Council Tax principles in the Budget however it has been indicated that for 2025/26 these would remain at 2.99% main rate and 2% Adult Social Care (ASC) precept. This is in line with current financial assumptions.
- The most relevant economic figures for the Council are inflation rates are forecast at 2.6% for 2025/26 and Interest rates are expected to fall from 5.0% to 3.5% in the final year of the forecast, 2029/30.
- Government has recognised the pressures local authorities face and have stated they will have a framework in place to support those in most difficulty. The Government has also committed to pursuing reforms to return the sector to a sustainable position, which includes allocating funding through the Local Government Finance Settlement. Further details will be set out through an upcoming local government finance policy statement to be published mid / late November.

9. Haringey Context

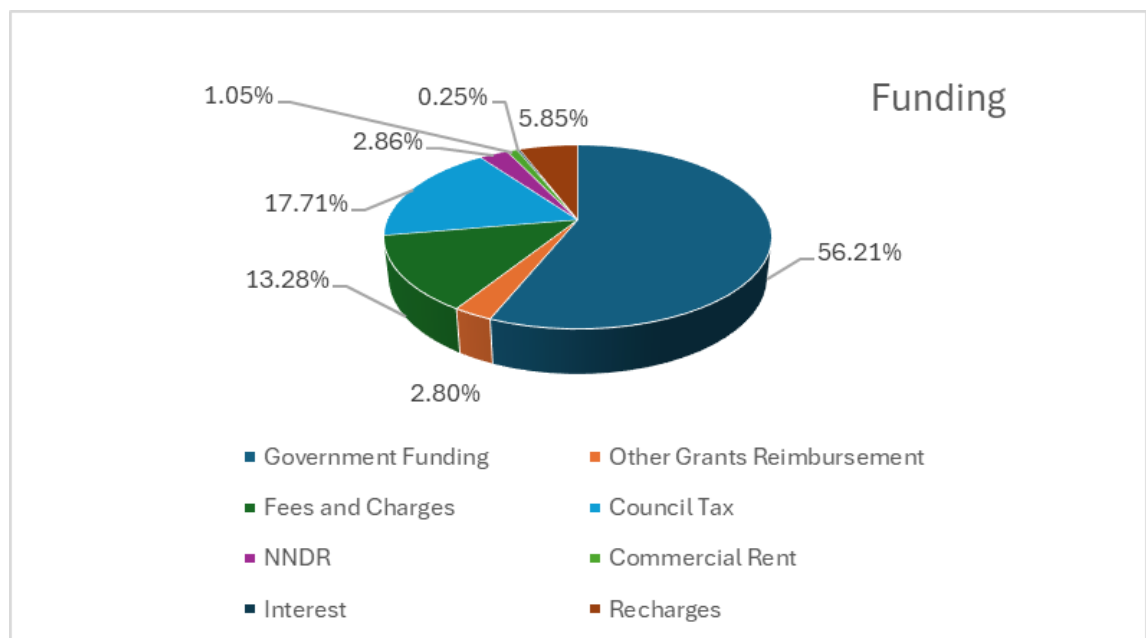
- 9.1 Haringey is an outer London borough – receiving outer London levels of funding but which exhibits many inner London characteristics including levels of deprivation, high housing costs and urban density. Unlike many other London boroughs, it also continues to have a growing population – with the number of over 65s 24% higher in 2024 than it was in 2010.
- 9.2 The core grant funding available from government for Haringey to deliver services and meet the needs of residents is around £143m less in real terms than it was in 2010/11.
- 9.3 Haringey's local population has been hit hard by the Covid pandemic and the cost of living crisis.
- 9.4 The most recently reported data shows that 22.5% of residents aged 16 to 65 were claiming Universal Credit in Haringey in Aug 2024 - over 42,000 people. 8.1% of residents aged 16+ were claiming unemployment-related benefits in Haringey in August 2024 - over 15,000 people, one of the highest figures of the last 3 years and is the third highest in the UK. One in five households have an active mortgage so may be impacted by the continuing high interest rates.

- 9.5 For schools, falling rolls in primary classes are adding additional pressures on stretched budgets particularly as grant income is linked to pupil numbers. Even where numbers have been relatively stable, cost inflation on key items such as utilities and building maintenance, continues to provide challenges and increasing numbers of local schools are now carrying budget deficits.

10 Revenue Budget – Income

- 10.1 With a statutory requirement to set a balanced budget each year, the Council's spending power is determined by its income levels. The Council's main funding sources are set out in Chart 1 and includes Government Grant, Council Tax and Business Rates, fees and charges and rental income and other partner contributions, such as from health.

Chart 1: 2024/25 Gross Income



Government Funding

- 10.2 Core Spending Power is used by the Government as a measure of resources available to local authorities to fund service delivery and is a combination of Government funding and Council Tax.
- 10.3 The provisional local government finance settlement which includes details of the level of Government funding is published in December of each year, followed by final settlements published in the February.
- 10.4 Financial Plans assume that Government funding for 2025/26 will be in line with that of 2024/25. However, the Autumn Budget announced £1.3bn new grant funding for local government in 2025/26, £600m of which will be earmarked for social care. While any new funding is positive, the distribution methodology is not yet known and any benefit may be offset by the impact of

increased employer NI on key service providers. A Policy document is expected to be published late November which should provide more clarity although detailed allocations will not be fully clear until the Provisional Local Government Finance settlement is published in mid/late December. Any additional funding will not meet the significant increase in financial pressures set out in this report.

- 10.5 Over and above the grants published in the Local Government Finance Settlement, there are a number of service specific grants which are included in individual service budgets. Financial Plans for 2025/26 also currently assume that these service specific grants continue at the same level as in 2024/25, but announcements are awaited of a number of grants where funding is at risk of stopping in 2025/26. In line with our budget principles, any reductions in Government Grant must result in an equivalent reduction in spend. Through the Autumn Statement, Government has announced £1bn to extend both the Household Support Fund and Discretionary Housing Payments (DHPs) and £69m to continue delivery of a network of Family Hubs.

Business Rates

- 10.6 Business rates are set nationally. The valuation of business premises is set by the Valuation Office and Government sets the multiplier which determines the pence per pound paid in tax. The Council is currently a 'top up' authority which means that it does not generate sufficient business rates income to meet the needs of residents in the borough and therefore receive a top up amount on baseline business rates funding. Each year, the business rates baseline funding is increased in line with inflation as of September which has now been published as 1.7%. With an OBR forecast inflation of 2.6% in 2025/26 just announced, any potential increase in business rates baseline funding is yet to be confirmed.
- 10.7 In 2024/25, Haringey is part of an eight borough Business Rates Pool with other London boroughs which is expected to generate a financial benefit of £2m. An expression of interest has been submitted by the Director of Finance to continue to participate in the 8-borough pool in 2025/26. Intentions of other participating authorities is not yet known and confirmation of the pool for 2025/26 will not be confirmed until the final Local Government Finance Settlement is published in February 2025.
- 10.8 The longer-term approach to business rates is under review by the Government and whether this can provide a long-term sustainable approach for funding Local Government.

Council Tax

- 10.9 Income collected through Council Tax is determined by the level of the tax and the council tax base.

- 10.10 Financial Plans currently assume that the council tax base will increase by an average of 1% in 2025/26 to reflect the Council's ambitious housebuilding programme and takes into account the number of households receiving Council Tax reduction and other discounts. The average Council Tax band is expected to remain as Band C – the average across London is a Band D.
- 10.11 The Council Tax referendum threshold is unlikely to be known until the Provisional Local Government Finance Settlement is published in December 2024. For planning purposes, it is assumed that the Council will be able to increase the tax by up to 2% for the Adult Social Care precept and up to 3% main Council Tax in 2025/26. Any final Council Tax increases are part of the budget setting process and agreed by Full Council each March. Through this report the financial position is presented as two scenarios – a 1.99% Council Tax increase and 4.99% increase. Each 1% increase in Council Tax generates approximately an additional £1.3m in income.

Fees and Charges

- 10.12 Income from fees and charges (including rents from commercial and operational properties) is around 13.3% of the Council's income. Many of these are set by Government but there are many which the Council has discretion over the level.
- 10.13 Each year, all fees and charges are subject to review. This review process is currently underway, and proposed changes will be approved by Cabinet in December. Every 1% increase in fees and charges equates to approximately £1.03m of additional income.

11 Revenue Expenditure

- 11.1 Spending patterns are volatile and each year there are new pressures. Medium term financial planning and the budget for 2025/26 aims to review both existing pressures and understand new pressures emerging to enable a budget to be set that is robust and achievable. The starting position is a review of the financial position in the previous and current financial years.

2023/24 Budget Outturn

- 11.2 The 2023/24 provisional General Fund outturn was an overspend of £19.2m and required a significant, unbudgeted drawdown from reserve balances. The report to Cabinet in July 2024 made clear that it was expected that a number of the service overspends would continue into 2024/25 notably in adult and children's social care and temporary accommodation. These unbudgeted spends were driven not just by demand and complexity of need but more notably due to the market conditions resulting in prices being significantly above underlying inflation. The lack of supply for temporary accommodation and placements for children with significant need exacerbated this position.

2024/25 Budget Position

- 11.3 Last year's 2024/25 budget preparation process had undertaken analysis to derive realistic estimates of service demands and cost of service provision across all services. However, by Quarter 1, similar to other authorities, demand and price pressures were beyond their estimates and an overspend of £20m is forecast for 2024/25, of which £14.5m (71%) is driven by adult social care and Housing demand and £4.2m relates to Children and Family services. A copy of the full report to Cabinet is here [Q1 Finance Update Cabinet](#).

12 Approach to 2025/26 Financial Planning

- 12.1 Work began on a structured budget planning process for setting the 2025/26 budget early in the 2024/25 financial year. This process consists of the Council's leadership team working together to collectively understand the budget position and what is driving the spend, share information across directorates and develop a number of cross - directorate and directorate specific savings proposals to address the financial challenge.

Pressures

- 12.2 The existing MTFS published in March 2024 provided for £10.4m of service pressures but as set out in the paragraphs above, demand and costs are running well above this provision. Benchmarking has been used to provide the most up to date evidence and insight in the light of the pressures in the current financial year and any which will continue into future years. This has used population projections; inflation estimates and any other known factors. In order to set a balanced budget, all known financial pressures must be funded.
- 12.3 The estimated pressures are based on a series of assumptions with the best-known information at the current time. Many of these assumptions will carry risk and uncertainty and therefore for demand led services, such as social care and housing, scenario planning is undertaken to identify a best case and worst-case scenario before a judgement is made and forms the basis for estimating future service pressures.
- 12.4 This process has identified that in addition to the £10.4m known in March, an additional budget provision of £39.6m will be required for 2025/26 and £75.2m over the next five years as set out in Table 1 and Appendix 1. This significant increase since the last update in March 2024 is not new but the more robust financial modelling and forecasting that has been undertaken over the summer has identified pressures which are expected to continue into future years, as well as more realistic assumptions around inflationary impacts on the price of some services. One off funding through the use of reserves and other balances previously used to manage these pressures are now exhausted.

- 12.5 As expected, 80% of the new forecast budget pressures for next year relate to Adults and Children's social care and housing demand. A further 9% is associated with Housing Benefit.
- 12.6 Considered together with the £10.4m of pressures included in the March 2024 update, this means that in 2025/26, almost £25m will need to be built into the Adult Social Care budget, £11.5m into the housing demand budget and £6.5m into the Children and Families budget.
- 12.7 The estimated additional budget requirement for adult social care in 2025/26 is £25m - £9.3m identified at the last update in March 2024 and an additional £15.1m as set out in Table 1. This represents an increase in numbers supported and an average inflationary increase of 3.5%. This inflation assumption includes some risk given that in the current year, prices have increased by an average of 6.5%. The number of older people with a long-term care package is expected to increase from 1,782 in April 2024 to 2,000 on average during 2025/26. Almost 60% of the adult social care budget is spent on younger adults and numbers are assumed to increase from 1,664 with a long-term care package to 1,800, which includes 25 young people who will transition from children's services.
- 12.8 In 2025/26, it is assumed that £11.5m additional budget will be required for housing demand - £750,000 identified at the last update in March 2024 and the additional £10.8m as set out in Table 1. Compared to 2023/24, numbers have increased by an average of 8% in the current year and a further increase of 6% is forecast for 2025/26. However, it is largely the price of bed and breakfast and nightly paid accommodation that is driving this pressure and a 10% increase has been assumed for 2025/26 which is reflective of current market conditions.
- 12.9 Within Children and Family services, an additional £6.5m is expected to be needed - £660,000 identified at the last update in March 2024 and the additional £5.9m as set out in Table 1. The number of children in our care has reduced and over the last 6 months at around 64 per 10,000 (in line with statistical neighbours) - a reduction of around 100 children since 2018. However, the service continues to see an upward trend of children with more and more complex needs, needing more complex support packages and this is evidenced by the rise in the number of children with Deprivation of Liberty Orders (DOLs) where the cost of the care package can average over £10,000 per week. For these reasons we are forecasting a small rise of these very expensive placements over the next three years. An inflationary uplift of 3.5% has been assumed for 2025/26. This accounts for £3m of the additional budget requirement.

- 12.10 In line with the trend across the country, the number of children with Education, Health and Social Care Plans continues to increase and in 2025/26, the Council is expecting to have 3,200 active care plans in place. Although the cost of the support is funded through the Dedicated Schools Grant, there are a number of associated costs, such as home to school transport and educational psychologist support that falls to the General Fund. An additional £2.7m is expected to be needed in 2025/26.
- 12.11 The pressure highlighted in Environment and Resident Experience relates to challenges around management of housing benefits particularly supported exempt accommodation and the transition to Universal Credit. The pressure is forecast as one-off, with management actions expected to remove the pressure across the MTFS period.
- 12.12 All assumptions will remain under review over the next few months as new information emerges and the budget for 2025/26 can be set on the most up to date, realistic and reliable estimates of service pressures.

Table 1 – Additional Forecast Service Pressures 2025/26 (over and above £10.4m assumed in March 2024).

Pressures						
Directorate	2025/26	2026/27	2027/28	2028/29	2029/30	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Children's Services	5,858	2,816	2,172	1,772	1,680	14,298
Adult Social Services	15,160	930	7,210	7,200	6,920	37,420
Housing Demand	10,797	3,000	2,000	2,000	1,000	18,797
Environment and Resident Experience	3,500	(1,000)	0	(2,000)	0	500
Culture Strategy and Engagement	619	77	23	23	23	765
Finance Procurement and Audit	0	0	0	0	0	0
Placemaking and Housing	3,700	0	0	0	0	3,700
Cross Cutting Reductions	0	0	0	0	0	0
Total	39,634	5,823	11,405	8,995	9,623	75,480

- 12.13 Although the latest reported CPI inflation rate of 1.7% (September) appears to have stabilised close to the Government target of 2%, many of the Council's suppliers are charging above these rates. This is particularly notable in the care services and temporary accommodation where prices are also being driven upwards by lack of supply. Forecasting the impact on 2025/26 budget figures is challenging as it needs to also encompass the

forecasts for changes in client numbers, complexity of care needs and changes to how key partners operate of align their budgets.

- 12.14 The latest forecasts have been used as a basis for the estimates for next year included in this budget update. These estimates have been based on average 3.5% inflation for the care services and 10% for housing demand contracts. It is highly likely that these forecasts will need to be amended before the final 2025/26 Budget is presented in February 2025 and may lead to increases to budget requirement.
- 12.15 The 2024/25 pay award has now been settled – a flat rate of £1,491 for all those on NJC Terms and Conditions and 2.5% for all other grades from 1 April 2024. The Government's acceptance of the independent Pay Review Body recommendations which translated into pay uplifts averaging 5.5% for public sector workers means there is a risk that the Local Government sector will be pressing for similar levels of increase in future years. Financial Plans assume a 3% increase for 2025/26.
- 12.16 Assumptions around the inflationary impact for key council contracts including waste, highways maintenance and utilities have been refreshed and changes reflected in the draft figures presented in this report. Many of these contract increases are pegged to September inflation rates so little further movement is expected on these estimates. However, for utilities, the position is much more volatile and estimates for these budgets are expected to need to increase ahead of the final Budget presented in February. Financial Plans currently assume a 5% increase on utility contracts.
- 12.17 The Bank of England base interest rate was reduced by 0.5% in August. Forecasts vary over the speed of any further reductions and decisions could be influenced by the market response to the Budget statement on 30 October. A prudent assumption has been made at this point which assumes the rate will remain at or around 5% across the 2025/26 financial year. This makes it even more important to generate savings to the capital programme that require council borrowing.
- 12.18 All other key corporate budgets have been reviewed. Concessionary Fare forecasts for 2025/26 are largely in line with the current MTFS however there looks to be significant step up from 2026/27 as passenger numbers return from the Covid pandemic dip. The North London Waste Levy (NLWA) is the most significant levy, but it is currently too early to update current assumptions with any certainty. An update on all levies is expected before the end of December 2024.
- 12.19 The Council has a Treasury Management Strategy Statement (TMSS) that sets out in detail the Council's approach to managing its cash flows, borrowing and investment activity, and the associated risks. Treasury management is the management of the Council's investments, cash flows, its banking and capital market transaction and the effective control of the risks associated with those activities. Surplus cash is invested until required

in accordance with the guidelines set out in the approved TMSS, whilst short term liquidity requirements can be met by short term borrowing from other local authorities. The TMSS for 2025/26 will be considered by Audit Committee in January 2025 for recommendation for approval by Full Council in March 2025. The TMSS will also be considered by Overview and Scrutiny Committee in January as part of the budget scrutiny process and in accordance with the CIPFA Treasury Management Code of Practice.

Budget Reductions

- 12.20 Given the increase in pressures highlighted above, the budget gap for 2025/26 increases from £14m forecast in March 2024 to £51.4m before any mitigations. The Council must significantly reduce its expenditure in the current year, for next year and across the medium term if it is to meet the future financial challenge.
- 12.21 In the current year, all services are reviewing non essential spend to bring down the forecast overspend of £20m and updates will be included in the 2024/25 quarterly monitoring reports. At the same time, proposals for reducing spend and increasing income for 2025/26 have been considered.
- 12.22 Directorates were tasked initially with a number of key tasks across all revenue and capital budgets including:
- Benchmarking against other councils who are providing key services at lower costs;
 - Consider as to how services could be delivered within a smaller envelope; what would need to change; how services would be impacted.
- 12.23 In total £18.8m of proposed reductions have been identified. These are a combination of proposed savings and management actions. Savings are defined as those which could have an impact on service delivery and management actions are more focussed around internal inefficiencies which do not impact on outcomes for residents and will be delivered by generating increased income, introducing efficiencies to existing processes to release resource or redesign of how services are currently delivered.
- 12.24 Proposed reductions are summarised in Table 2,3 and 4 below and set out in full in Appendix 2 including any expected impact on current service delivery, equality impact or consultation requirements.

Table 2 – Proposed Savings 2025/26 to 2029/30

Savings						
Directorate	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	Total
Children's Services	(25)	0	0	0	0	(25)
Adult Social Services	(651)	(979)	(335)	(450)	0	(2415)
Housing Demand	(412)	0	0	0	0	(412)
Environment and Resident Experience	(1,200)	(200)	0	0	0	(1,400)
Culture Strategy and Engagement	(460)	(2,000)	(2,100)	(125)	0	(4,685)
Finance Procurement and Audit	0	0	0	0	0	0
Placemaking and Housing	0	0	0	0	0	0
Cross Cutting Wide Reductions	0	0	0	0	0	0
Total	(2,748)	(3,179)	(2,435)	(575)	0	(8,937)

Table 3 – Proposed Management Actions 2025/26 to 2029/30

Management Action						
Directorate	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	Total
Children's Services	0	0	0	0	0	0
Adult Social Services	0	0	0	0	0	0
Housing Demand	0	0	0	0	0	0
Environment and Resident Experience	(2,614)	0	0	0	0	(2,614)
Culture Strategy and Engagement	(26)	0	0	0	0	(26)
Finance Procurement and Audit	0	(32)	0	0	0	(32)
Placemaking and Housing	0	0	0	0	0	0
Cross Cutting Wide Reductions	(13,410)	(4,450)	(3,800)	0	0	(21,660)
Total	(16,050)	(4,482)	(3,800)	0	0	(24,332)

Table 4 – Total proposed savings and management actions 2025/26 to 2029/30

Total (Savings and Management Actions)						
Directorate	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	Total
Children's Services	(25)	0	0	0	0	(25)
Adult Social Services	(651)	(979)	(335)	(450)	0	(2,415)
Housing Demand	(412)	0	0	0	0	(1,112)
Environment and Resident Experience	(3,814)	(200)	0	0	0	(4,014)
Culture Strategy and Engagement	(486)	(2,000)	(2,100)	(125)	0	(4,711)
Finance Procurement and Audit	0	(32)	0	0	0	(32)
Placemaking and Housing	0	0	0	0	0	0
Cross Cutting Wide Reductions	(13,410)	(4,450)	(3,800)	0	0	(21,660)
Total	(18,798)	(7,661)	(6,235)	(575)	0	(33,269)

- 12.24 The above proposed reductions are on top of previously agreed proposals and the current assumption is that the £8.6m of savings approved in March 2024 for the year 2025/26 and £19.1m across 2025/26 to 2028/29 will be delivered in full, albeit there may be some delay in full delivery. This assumption will be tested ahead of the February report and alternative savings will need to be identified for any which are now non-deliverable.

13 Updated 2025/26 Financial Position

- 13.1 Table 5 shows the budget gap still remaining after corporate budget adjustments, updates to funding assumptions, recognition of forecast service pressures and application of all new savings and management actions.
- 13.2 The review of the corporate budgets has identified £1.3m of additional budget will be required in 2025/26. This is a combination of a change in the funding arrangements of spend previously funded by the Dedicated Schools Grant but which will now be funded by the General Fund, historic unfunded pension costs and an increased provision for the funding of redundancy costs that are likely to result from the 5% reduction in staffing that is proposed.

- 13.3 At this point work is still being undertaken to understand the impact of the September CPI figure and also analysis of potential to continue to participate in the 8 Authority Pool next year. An update will be provided in the next report to Cabinet in December 2024.

Table 5 – Forecast Budget Gap 2025/26

	2025/26 £'000
Budget Gap (as at March 2024)	13,999
Review of Corporate Budget assumptions	1,342
Additional income from 4.99% Council Tax increase	(4,059)
Additional forecast service pressures	39,634
New savings and Management Actions	(18,798)
Revised Gap (as at November 2024)	32,100

- 13.4 This means that the Council still has at least £32m of budget reductions to identify before a balanced budget for 2025/26 can be approved in March 2025 and this assumes that all the proposed budget reductions set out in this report are agreed following the consultation period. Any reductions not taken forward following consultation will need to be replaced with alternative savings on a £ for £ basis.
- 13.5 All services must continue to identify additional budget reduction proposals. The focus will be on efficiencies and management actions and mitigations to reduce the £39.6m of demand pressures that do not impact on outcomes for residents but with a gap remaining of this size, reductions in service provision cannot be ruled out at this stage.
- 13.6 The next update will be presented to Cabinet on 12 December 2024, which will also include any detailed financial implications for Haringey from the Budget Statement on 30 October if more becomes known when the Policy Statement is published by Government in November.

14 Financial Position for 2026/27 Onwards

- 14.1 The focus of this report has been on preparations for the 2025/26 budget but a review of the assumptions across the next five years has also been undertaken.
- 14.2 Financial planning across the medium term is more difficult for the reasons set out in the report but the latest position shows that assuming a balanced budget is set for 2025/26, there will remain an estimated cumulative budget gap of £132.8m by 2029/30.
- 14.3 The key drivers of this cumulative budget gap are the estimated year on year increasing costs of providing demand led services; estimated inflationary provisions; corporate pressures such as capital financing costs and North London Waste Authority levy increases. Finally, an increase in the corporate contingency to provide against known risks in respect of both expenditure and income.
- 14.4 This forecast gap is based on the best estimates at this stage and includes:
- Government funding remains in line with 2024/25 allocations.
 - Service demand pressures of £38.4m (2026/27-2029/30).
 - Pay and price inflation of 2%.
 - Interest rate of borrowing costs of 5%.
 - Council Tax base increase of 1% and Council Tax level increase of 1.99%.
 - Delivery of £10.5m of savings for 2026/27 to 2028/29 that have been previously approved.
 - Corporate Contingency remains at £10m.
- 14.5 Over the course of the MTFS, these estimated pressures are reduced by previously agreed / proposed savings. These estimated pressures and savings are summarised in Table 6.

Table 6 - Budget Gap 2026/27 to 2029/30

Type	2026/27	2027/28	2028/29	2029/30
	£'000	£'000	£'000	£'000
Pressures	46,865	40,832	32,600	36,907
Agreed Saving's	(2,848)	(3,292)	(3,022)	0
Proposed Saving's	(8,677)	(6,440)	(125)	0
Cumulative Total	35,340	66,440	95,893	132,800

- 14.6 Like 2025/26, the number of people requiring Council support is expected to continue to increase over the next five years. Addressing a budget gap of this scale will require a more fundamental review of Council services to determine which and how services are provided rather than the more traditional salami slicing across all budgets. In the future, not everything may be affordable, and the Council's limited financial resources will need to continue to be prioritised to the most vulnerable and ensure all spend is aligned to the priorities as set out in the Borough Vision and Corporate Delivery Plan. This may mean spending more in some areas of greater need and priority and more significant reductions in other areas.
- 14.7 Budget planning for these future years will need to commence shortly. This will continue to identify efficiencies across all services, and this will be an integral part of the annual financial planning process because the Council will need to continue to demonstrate that every £ spent is offering the best value for money. The transformational changes that are also needed take longer to identify and implement and will focus around the following areas.

Prevention and Early Intervention.

- 14.8 Reducing the high expected demand for social care and housing services expected over the medium term, it is critical that the Council has a greater focus on prevention and early intervention. There is evidence that supporting people at an earlier stage leads to better outcomes for the individuals as well as reducing costs to the Council.

Commercialisation and Income Generation.

- 14.9 Increasing income provides an opportunity to protect the Council's spending on priority services and contributes to closing the budget gap. An annual review of fees and charges to reflect full cost recovery will be undertaken and will include an improvement in internal processes to ensure income due can be collected as well as making it easier for residents, businesses and visitors to make payment through increased use of technology and digital channels. However, commercialisation is more than just fees and charges. This will focus on how the Council can generate additional revenue through greater utilisation of its assets and services, through partnership and shared working across the public and the private sector, maximising opportunities for external funding and considering alternative arrangements for protecting service delivery such as shared services.

Commissioning and Procurement

- 14.10 The budget proposals put forward in this report are expected to deliver £6m of reductions across services over the next three years as a result of improved commissioning and procurement arrangements. On average 55% of the Council's day to day spend is with external organisations, including the

voluntary and community sector. Improvements continue to ensure there is a comprehensive contracts register in place. Over the next few months, work will be undertaken to analyse this register, identify contracts that are due for re-tender over the next three years and opportunities to be more ambitious in the spending reductions that can be achieved. This will include joint commissioning across services where opportunities arise.

15 Capital Programme Update

- 15.1 The current capital programme was agreed in March 2024, and both spend and delivery continues to be monitored quarterly and reported to Cabinet. The latest update is the Quarter 1 report and forecasts the Council is expected to spend £120m in 2024/25 and £584m over the next five years, investing in schools, highways and transport, the environment and housing as well as maintenance of the commercial and operational estate.
- 15.2 Like most authorities, this capital investment requires a level of borrowing for which borrowing costs need to be funded through the Council's revenue budget, allowing for the interest on the borrowing and the repaying the debt (known as the minimum revenue provision). The current programme in 2024/25 assumes that 55% is funded through borrowing and the revenue budget includes £17.4m of borrowing costs.
- 15.3 With interest rates remaining high in the short term at least, it is essential that levels of borrowing are kept to a minimum. It is estimated that for every £1m of capital expenditure that is through borrowing the Council has to budget £72,000 per annum to pay the interest and repay the debt.
- 15.4 The Council will continue to identify external funding that can be utilised to fund the capital programme to reduce the need for borrowing, including grants and other contributions such as Section 106, CIL and the contributions parking income can make to eligible spend within the programme on essential maintenance to roads and other transport schemes across the borough.
- 15.5 The Council is currently reviewing its Capital Strategy, and this will be published as part of the 2025/26 suite of budget reports in February 2025. This strategy will set out the approach for determining the Council's capital investment ambitions and will be informed by the Council's Asset Management Strategy which details service asset needs to deliver the priorities set out in the Corporate Delivery Plan. The strategy will also include the outcome of the review of governance which is currently underway to ensure the capital programme agreed each year is deliverable and affordable and there is a clear framework in place for tracking progress and adopting a forward planning approach with an aspiration to focus on a ten-year planning period.

- 15.6 Given the Council's challenging financial position, over the summer the existing capital programme has been reviewed to ensure that the schemes within it continue to contribute to the Corporate Delivery Plan and are essential. As a result of this exercise, there are a number of schemes that are proposed for removing from the existing programme and these are summarised in Table 7 and set out in detail in Appendix 3.
- 15.7 Each year, there will also be a need for new capital investment and for 2025/26 this has been limited to only essential spending required for health and safety, maintenance and maintaining essential services and largely relates to the maintenance of the Council's highways infrastructure, operation and commercial estate. Capital investment can provide opportunities to delivery revenue savings or additional income and for 2025/26, it is proposed to invest in the Council's digital technology which will improve the efficiency across a range of services as well as improve the customer experience. Full details are set out in Appendix 3.

Table 7 – Proposed changes to the Capital Programme 2025/26 to 2028/29

Directorate	Existing Budget	Reductions	Increases	Revised Budget	Movement	
	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	%
Adults, Health & Communities	62,184	(47,188)	5,000	19,997	(42,188)	(68%)
Children's Services	59,728	0	0	59,728	0	0%
Culture, Strategy & Engagement	105,490	(1,540)	2,965	116,915	11,425	11%
Environment & Resident Experience	154,825	(69,047)	34,651	120,429	(34,396)	(22%)
Placemaking & Housing	344,713	(19,742)	13,247	338,218	(6,495)	(2%)
Corporate Contingency			10,000			
	726,941	(137,517)	65,863	655,287	(71,654)	(10%)

- 15.8 The proposed schemes to be removed from programme includes the Tottenham Hale and Wood Green Decentralised Energy Networks (DEN). These schemes are currently funded through a combination of Government grant (£12.3m), Government Loans (£13.3m), Strategic CIL (£3.2m) and Council borrowing (£44.6m). Given the Council's current financial position, the current Council led delivery model is no longer viable. Discussions are underway with Department of Energy Security and Net Zero (DESNZ) on the future scope of these schemes to eliminate the financial dependency on the Council whilst still supporting the Government's emerging policy on Heat Zoning. This scheme will therefore be removed from the programme at this stage. Any future council funded capital requirement will be considered as part of future annual reviews of the Capital Programme and affordability will need to be considered alongside all other Council priorities for future capital investment.

- 15.9 Given the more unpredictable nature of capital spending plans, the delivery plans and the profile of spend over the capital programme period will all be subject to review over the next few months and will determine the level of borrowing required both in 2025/26 and over the five year MTFS period.
- 15.10 Only schemes which are sufficiently developed, have approved outline business cases and have been subject to internal governance and decision making processes will be included in the capital programme going forward and will be presented as either 'in delivery' or 'planned delivery' over the five year capital programme period. All other schemes will be held in the 'pipeline' and reviewed as part of the review of the capital programme each year.
- 15.11 There are significant levels of salary capitalisation within the capital programme to deliver the schemes. As the capital programme reduces there is a risk that the level of capitalised salaries will be unachievable, creating a pressure on revenue.
- 15.12 To manage a level of uncertainty with schemes, including inflation and other essential repairs, maintenance or health and safety requirements, it is proposed to increase the capital programme contingency by £5m in 2025/26 and 2026/27.
- 15.13 The proposed schemes for removing and adding to the capital programme set out in Appendix 3 will be subject to the same consultation process as the revenue proposals. The full updated draft capital programme will be published in February 2025 as part of the suite of budget reports for recommendation for approval at full Council on 3 March 2025 and will take into account any feedback received.

16 HRA Update

- 16.1 This update on Financial Plans is primarily focussed on the Council's General Fund. A separate process is underway for reviewing the Housing Revenue Account (HRA) 30 year Business Plan and developing the draft revenue budget and capital programme for 2025/26. This will be presented to the Housing, Planning and Development Scrutiny Panel before being presented to Cabinet in February and for recommending to Council for approval on 3 March 2025.
- 16.2 The financial position of the HRA remains very challenging, particularly in the short term whilst the Council's new build programme and investment into existing stock is underway which longer term will increase the supply of permanent housing across the borough. Therefore, the work continues to identify efficiencies and opportunities to delay borrowing for the HRA capital programme to improve the position over the next two to three years.

17 DSG Update

- 17.1 For schools, the indicative 2025/26 Dedicated Schools Budget (DSB) funding, which is ring fenced for the delivery of education services, is not yet known. Funding for 2024/25 totals £230m. In July 2024 the Education and Skills Funding Agency (ESFA) reported that due to the timing of the general election they were not in a position to publish indicative schools and high needs national funding formula (NFF) allocations for 2025/26.
- 17.2 The actual grant level for schools is dependent on updated pupil census numbers and the final schools finance settlement for 2025/26 is expected in December 2024 and to include allocations of the additional £1bn that was announced by Government for SEND and alternative provision as part of the budget on 30 October.
- 17.3 In March 2023, Haringey was successful in joining the Department for Education (DfE) Safety Valve Programme, which targets local authorities with the highest DSG deficits to identify transformation plans to bring spend more in line with agreed budgets over the short to medium term, in return for support to deal with historic deficits. Pressures are predominately in the high needs block with progress against agreed plans being monitored through quarterly finance update reports.
- 17.4 The draft DSG budget will be included in the report to Cabinet in February 2025 and will be in line with the expectations of the Safety Valve programme where the successful delivery of the programme will result in funding being released by DfE to support the reduction of the deficit and bringing the High Needs Block into balance by 2027/28.

18 Risk Management

- 18.1 The Council has a risk management strategy in place and operates a risk management framework that aids decision making in pursuit of the organisation's strategic objectives, protects the Council's reputation and other assets and is compliant with statutory and regulatory obligations.
- 18.2 The Council recognises that there will be risks and uncertainties involved in delivering its objectives and priorities, but by managing them and making the most of opportunities it can maximise the potential that the desired outcomes can be delivered within its limited resources more effectively.
- 18.3 There is a need to plan for uncertainty as the future is unknown when formulating the budget. This is achieved by focussing on scenario planning which allows the Council to think in advance and identify drivers, review scenarios and define the issues using the most recent data and insight.

- 18.4 The Council's Section 151 Officer has a statutory responsibility to assess the robustness of the Council's budget and to ensure that the Council has sufficient contingency/reserves to provide against known risks in respect of both expenditure and income. This formal assessment will be made as part of the final report on the Council's budget in February 2025 and will draw on independent assessments of the Council's financial resilience where available. It is critical that this report outlines the number and breadth of potential risks and uncertainties the council faces when arriving at the budget proposals.
- 18.5 Risks and uncertainties currently known are set out in the following paragraphs.

Government Funding and Legislation

- 18.6 There will be a one-year funding settlement for 2025/26 and a multiyear review to begin and conclude by Spring 2025. Thereafter, Spending Reviews are expected to be published every 2 years, with a 3-year outlook. The level of Government funding available for Local Authorities and for Haringey is therefore still not known. The current working assumption is that any new Government funding for 2025/26 will be insufficient which is significant challenge given the current volatile economic situation and with demand increasing across many services, most notably social care and temporary accommodation.
- 18.7 It remains unclear if planned reforms and changes in legislation of the previous Government will be pursued by the new Government or if there will be new legislation that increases the responsibilities of Local Authorities. This includes the long-awaited fair funding review and business rates reform and reforms in social care and housing. Financial Plans currently assume that any changes in legislation and additional requirements will be fully funded but this is a risk to the current financial position.

Inspection and Regulation

- 18.8 Local Authorities are subject to increasing inspection and regulation, including by Ofsted, CQC and the Regulator of Social Housing as well as additional requirements that have emerged from the Grenfell Inquiry report. All of these could have financial implications for the Council which are not yet known.

Economic Conditions

- 18.9 The Office for Budget Responsibility published the latest forecast for inflation and interest rates on 30 October 2024. Inflation has reduced compared to the last couple of years, but the OBR forecast is still 2.6% for 2025/26 and will not return to 2% until 2029. It should also be noted that national inflation figures are not always reflected in cost of services, such as social care so there remain a risk that the forecast additional budget assumed in this report for pay and price is not sufficient. Volatility is likely to continue for some time

from the on-going impact of wars and unrest internationally which will impact on the Council's cost of services and supply chains.

- 18.10 The high cost of living continues to impact on many of our residents which results in more requiring support from the Council, particularly with housing support. A project is underway to review the early intervention and prevention support across the Council for those residents most at risk of facing financial hardship.

Estimate of Pressures for 2025/26

- 18.11 The update in this report uses the best known information for demand and other service pressures in 2025/26 and has been based on the outturn position in 2023/24 and the latest in year monitoring position. There is a risk that the in year monitoring position could worsen when the quarter 2 report is published with further overspends continuing into 2025/26. In addition, the 2023/24 accounts are currently subject to External Audit and therefore the outturn position for last year remains provisional until the process is complete.
- 18.12 The £39.6m identified in Table 1 is based on a series of assumptions that will continue to be reviewed over next few months and therefore the position for 2025/26 is subject to change. All services are considering actions and mitigations that continue to support the needs of our most vulnerable but in a more cost effective way to reduce these future pressures. However, small scale changes in these areas are not going to be sufficient and will require more fundamental changes in how we deliver these services and with a focus on prevention and early intervention which will take time to have an impact. Sufficient pace is needed to make these changes. Short term solutions are still needed for the 2025/26 budget to be sustainable.
- 18.13 There are also some budget increases that will not be known until later in the year, such as the increase of levy payments. Financial Plans currently assume minimal increase.

Identifying and Delivery of Budget Reductions

- 18.14 As set out in this report, a significant budget gap for 2025/26 remains and work is continuing to identify additional savings and actions to mitigate the significant additional budget required to meet demand pressures. The focus will be on identifying efficiencies that improve processes and no impact on outcomes for residents but there is a risk that these will not be sufficient and some service reductions may be required for a balanced budget to be set.
- 18.15 The financial position and budget gaps set out in this report assume that all savings in 2024/25, previously approved savings and any new savings for 2025/26 when the budget is approved in March 2025 are delivered in full. In

advance of the full draft budget being presented to Cabinet in February 2025, all assumed savings will need to have full delivery plans in place that provide assurance on delivery.

Changes in Accounting Practice

- 18.16 The Dedicated Schools Grant (DSG) currently has a statutory override which allows the Council to separate DSG deficits from local authority reserves which is in place until March 2026. Funding arrangements are not known after 2026 and there is a risk that this deficit will fall to the Council to fund from its own reserves. The Safety Valve programme is delivering well to reduce the spend on the high needs block and is in line with the agreed timetable but at the same time the Council continues to see increases in the number of children with Education Health and Social Care Plans over and above what had been assumed when agreeing the programme with the DfE. The Council's low level of reserves will make it particularly challenging if the funding of the DSG deficit falls to the Council after 2026 and work will continue with the DfE to find a longer-term solution to funding for schools and high needs.
- 18.17 To recognise the financial impact of risks facing the Council and manage this uncertainty it is vital that adequate reserve levels are maintained and the budget each year includes a level of contingency. The current level of reserves is lower than the Council would want, and the aim is to increase levels over the course of the MTFS and where there is an unplanned drawdown of reserves they will need to be replenished.

Reserves and Contingency

- 18.18 The Councils corporate contingency budget for 2025/26 will be set at £10m, an increase of £3m from the previous year. The General Fund reserve will be maintained at £15m, with other reserves totalling £52.3m in March 2024.
- 18.19 Based on known commitments this year, the forecast balance for March 2025 on reserves is £43.5m as shown in Table 8 below. This assumes no further drawdown in 2024/25 to fund the current overspend which is a significant risk. A number of the reserves are committed or not available and therefore the General Fund balance of £15.1m and the £3.3m of reserves is a more realistic assumption of what is available to use to manage risks and uncertainties. This represents only 5.4% of the net budget which is an unsustainable level and given the current in year overspend forecast for 2024/25.
- 18.20 Therefore, any use of reserves to balance the budget next year is not a viable option and across the medium term there will need to be a planned replenishment of reserves to a more sustainable level. Replenishment means making an annual contribution to reserves included in the budget agreed in March each year. Given the significant budget gap that remains for 2025/26, any replenishment will commence from the 2026/27 budget.

- 18.21 A full five-year review on reserve balances and a five-year forecast will be included in the Budget report to Cabinet in February 2025.

Table 8: Reserves for 2024/25 and 2025/26

	Actual March 2024 £'000	March 2025 Forecast £'000
General Fund Reserve	15,140	15,140
Risks and Uncertainties		
Transformation Reserve	5,037	3,073
Labour market resilience reserve	230	230
Budget Planning reserve	5,096	0
Collection Fund	1,231	0
Total Risk and Uncertainties	11,594	3,303
Contracts and Commitments		
Services Reserve	11,747	11,707
Unspent grants reserve	12,706	12,302
PFI lifecycle reserve	5,533	5,533
Debt Repayment Reserve	1,072	1,072
Insurance Reserve	7,234	7,234
Schools Reserve	2,400	2,400
Total Contracts and Commitments	40,692	40,248
Grand Total	52,286	43,551

19 Consultation and Scrutiny

- 19.1 The Council, as part of the process by which it sets its budget, seeks the views and opinions of residents and businesses on the draft budget and the proposals within it.
- 19.2 This consultation and engagement exercise will begin following the Call In period and will conclude on 2nd January 2025. The results will be shared with Cabinet so they can be taken into consideration in the setting of the final budget and the implementation of budget decisions.

- 19.3 There needs to be considerable further work undertaken between now and the issue of the Budget report in February 2025 to present a balanced Budget to be agreed.
- 19.4 Therefore, while this year's Budget consultation and engagement process will include budget proposals described in this report, it must be recognised that there will be significant additional proposals required to balance the budget, after the Budget consultation document has been issued but before the consultation closes. The consultation will focus on proposals which most directly impact residents and will allow responders to share how they believe they will be impacted and also any ideas they have for ways the council might bridge the budget gap.
- 19.5 Statutory consultation with businesses and engagement with partners will also take place during this period and any feedback will be considered and, where agreed, incorporated into the final February 2025 report.
- 19.6 Additionally, the Council's budget proposals will be subject to a rigorous scrutiny review process which will be undertaken by the Scrutiny Panels and Overview and Scrutiny Committee from November to January. The Overview and Scrutiny Committee will then meet in January 2025 to finalise its recommendations on the budget package. These will be reported to Cabinet for their consideration. Both the recommendations and Cabinet's response will be included in the final Budget report recommended to Full Council in March 2025.
- 19.7 Finally, the consultation when published will be clear in the report which proposals it is anticipated would be subject to further, specific consultation as they move towards implementation.

20 Contribution to the Corporate Delivery Plan 2024-2026 High level Strategic outcomes

- 20.1 The Council's draft Budget aligns to and provides the financial means to support the delivery of the Corporate Delivery Plan outcomes.

21 Carbon and Climate Change

- 21.1 There are no direct carbon and climate change implications arising from the report.

22 Statutory Officers comments (Director of Finance, Head of Procurement, Assistant Director of Legal and Governance, Equalities)

Finance

- 22.1 The financial planning process ensures that the Council's finances align to the delivery of the Council's priorities as set out in the Borough Vision and Corporate Delivery Plan. In addition, it is consistent with proper

arrangements for the management of the Council's financial affairs and its obligation under section 151 of the Local Government Act 1972.

- 22.2 Ensuring the robustness of the Council's 2025/26 budget and its MTFS 2024/25 – 2028/29 is a key function for the Council's Section 151 Officer (CFO). This includes ensuring that the budget proposals are realistic and deliverable. As the MTFS report is primarily financial in its nature, comments of the Chief Financial Officer are contained throughout the report.
- 22.3 The formal Section 151 Officer assessment of the robustness of the council's budget, including sufficiency of contingency and reserves to provide against future risks will be made as part of the final budget report to Council in March 2025.
- 22.4 The removal of the DEN projects from the capital programme and the pivot to an alternative solution may trigger a clawback of grant spent to date. Officers are discussing the change of strategy with the relevant government department to minimise the risk of clawback.

Procurement

- 22.5 Strategic Procurement have been consulted in the preparation of this report and will continue to work with services to enable cost reductions. Strategic Procurement note the recommendations in section 3 of this report do not require a procurement related decision.

Assistant Director of Legal & Governance

- 22.6 The Local Authorities (Standing Orders) (England) (Regulations) 2001 and the Budget and Policy Framework Procedure Rules at Part 4 Section E of the Constitution, set out the process that must be followed when the Council sets its budget. It is for the Cabinet to approve the proposals and submit the same to the Full Council for adoption in order to set the budget. However, the setting of rents and service charges for Council properties is an Executive function to be determined by the Cabinet.
- 22.7 The Council must ensure that it has due regard to its public sector equality duty under section 149 of the Equality Act 2010 in considering whether to adopt the recommendations set out in this report.
- 22.8 The report proposes new savings proposals for the financial year 2025/26, which the council will be required to consult upon and ensure that it complies with the public sector equality duty.

Equality

- 22.9 The Council has a public sector equality duty under the Equality 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.
- 22.10 The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/fait h, sex and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.
- 22.11 Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 22.12 This report details the draft budget proposals for 2025/26 and MTFS to 2029/30, including budget adjustments and capital proposals.
- 22.13 The proposed decision is for Cabinet to note the budget proposals and agree to commence consultation with residents, businesses, partners, staff and other groups on the 2025/26 Budget and MTFS. The decision is recommended to comply with the statutory requirement to set a balanced budget for 2025/26 and to ensure the Council's finances on a medium-term basis are secured through the four-year Medium-Term Financial Strategy.
- 22.14 Existing inequalities have widened in the borough in recent years because of the COVID-19 pandemic, national economic challenges, and persistently high inflation, with adverse impacts experienced by protected groups across many health and socioeconomic outcomes. Due to high inflation in the last two years, many residents are finding themselves less well off financially and more are experiencing, or on the periphery of, financial hardship and absolute poverty. Greater socioeconomic challenge in the borough drives demand for the Council's services, which is reflected in the impacts on spend for adult social care, children's services and temporary accommodation detailed elsewhere in this report.
- 22.15 A focus on tackling inequality underpins the Council's priorities and is reflected in the current Corporate Delivery Plan. Despite the significant financial challenge outlined in this report, the Council is committed to ensuring resources are prioritised to meet equality aims.
- 22.16 During the proposed consultation on Budget and MTFS proposals, there will be a focus on considering the implications of the proposals on individuals with protected characteristics, including any potential cumulative impact of these decisions. Responses to the consultation will inform the final package of savings proposals presented in February 2025.
- 22.17 Savings proposals identified between the publication of this report and the final package of proposals identified in February 2025 will undergo an equalities screening process to identify where negative impacts on protected

groups may arise. Where such potential impacts are identified, a full Equalities Impact Assessment will take place to understand the impacts in full and describe the actions to mitigate those impacts. At this stage, the assessment of the potential equalities impacts of decisions is high level and, in the case of many individual proposals, has yet to be subjected to detailed analysis. This is a live process, and as plans are developed further, each service area will assess their proposal's equality impacts and potential mitigating actions in more detail.

- 22.18 Initial Equality Impact Assessments for relevant savings proposals will be published in February 2025 and reflect feedback regarding potential equality impacts gathered during the consultation, where proposals are included. If a risk of disproportionate adverse impact for any protected group is identified, consideration will be given to measures that would prevent or mitigate that impact. Final EQIAs will be published alongside decisions on specific proposals. Where there are existing proposals on which decisions have already been taken, existing Equalities Impacts Assessments will be signposted.

23 Use of Appendices

- Appendix 1 Forecast Budget Pressures 2025/26
- Appendix 2 Summary of new proposed savings and management actions
- Appendix 3 Summary of proposed changes to the Capital Programme
2025/26 to 2029/30

24 Background papers

None

2025/26 Forecast Budget Pressures

Appendix 1

Directorate	Service	Description	2025/26 Forecast Pressure (£'000)
Culture, Strategy and Engagement	Digital Services	Additional essential IT and digital costs to protect against cyber security and licensing costs,	545
Culture, Strategy and Engagement	Human Resources	Additional cost of Disclosure and Barring Service checks and reduction in the income budget to reflect lower levels of income from schools than expected.	74
Placemaking and Housing	Assets – operational estate	The increase budget will address the current overspend in running costs of the Council's operational estate, including repairs and maintenance, utility costs and business rates.	2,200
Placemaking and Housing	Strategic Asset Management	The Strategic Asset Management Team are currently funded through one off funding that is due to end in March 2025 and therefore ongoing funding of the team means alternative funding is required in the base budget. A further review of resource requirements of the team will be undertaken in 2025/26.	1,500
Children and Family Services	Education Psychology Service (EPS)	Loss in funding through the reclassification of the High Needs Block funding (HNB). The HNB can no longer be used to support EPS statutory Service and there is a need for an increase in staff numbers to meet increase in demand.	860
Children and Family Services	Education, Health and Social Care Plans	Loss in High Need Block Funding as HNB can no longer contribute towards a Statutory Assessment Team and there is a need for an increase in staff numbers to meet increase in assessments.	475
Children and Family Services	Home to School Transport	Increase in the number of children requiring home to school transport and increase in the price of transport.	1,439
Children and Family Services	Children's Social Care	Increase in the number and cost of high-cost placements to support looked after children and those requiring Council's support.	3,085
Environment and Resident Experience	Housing Benefit	Increase in the budget for bad debts provision for housing benefit claims and review of those in receipt of housing benefit in supported accommodation.	3,500

Directorate	Service	Description	2025/26 Forecast Pressure (£'000)
Adults, Health and Communities	Housing Demand	Due to market challenges and increased demand, the cost of temporary accommodation is increasing. Overall cost projections take into account; the predicted number of households accessing temporary accommodation, the landlord charges and amounts recoverable, any predicted rise in charges, the expected movement out of temporary accommodation based of historic performance trends and any specific schemes and initiatives that provide additionality either in movement or reduced unit cost (our mitigations). These are predominantly new social housing supply and new council temporary accommodation. We are under a statutory obligation to provide temporary accommodation until alternative settle accommodation is secured.	10,797
Adults, Health and Communities	Adult Social Care	Adult Social Care faces a number of challenges which affect total numbers in the population who may have eligible needs. Demography, multiple health conditions, including lifelong conditions, age of individuals and other socio-economic factors, where the increase in numbers with a long-term care package accounts for approximately 50% of the pressure. Whilst the increase in cost can be explained in part by price increases in an increasingly challenged provider market, there is significant evidence to account for the increase in cost that is as a result of increasingly poor health conditions among older adults and the impact of those transitioning from children's services, where the impact of the rise in EHCP is having an impact on adults, this results in more complex care packages where eligibility for funded health care will not offset the overall increase.	15,160
	Total		39,635

2025/26 PROPOSED SAVINGS

Cross Council - Savings

Description	Cabinet Member	Budget impacted (£'000)	2025/26 Savings proposed (£'000)	2026/27 Savings proposed (£'000)	2027/28 Savings proposed (£'000)	2028/29 Savings proposed (£'000)
<u>Enabling Services Review</u> <i>This proposal will review staff who provide enabling services support to the organisation to develop new delivery models that will reduce duplication across services and ensure efficient support to all frontline services across the organisation.</i>	All	160,000	(1,000)	(1,000)	(500)	-
<u>Procurement and Contract Management</u> <i>This project will be delivered as two workstreams. Workstream 1 will review all existing contracts to ensure value for money. Workstream 2 will put in place increased governance to ensure that for all new contracts all commissioning options have been considered, outcomes for residents offer value for money and are affordable and improve contract management arrangements of suppliers.</i>	All	600,000	(3,000)	(3,000)	(3,000)	-
<u>Staffing Efficiencies</u> <i>Staffing budgets in the Council chargeable to the General Fund amount to c.£160m. All Directorates are required to deliver a 5% reduction in their staffing budget from 2025/26. Recognising all services are different, there is no single approach and instead Directorates will use a range of tools, including:</i> <ul style="list-style-type: none"> <i>Implementing a vacancy rate and/or reducing vacant posts.</i> <i>Reducing use of agency workers.</i> <i>Review of spans and layers of control to reduce management overheads.</i> <i>Service efficiencies resulting in fewer employees being required.</i> 	All	160,000	(8,560)	-	-	-

Description	Cabinet Member	Budget impacted (£'000)	2025/26 Savings proposed (£'000)	2026/27 Savings proposed (£'000)	2027/28 Savings proposed (£'000)	2028/29 Savings proposed (£'000)
<u>Asset Management</u> <i>Continuation of current projects to review all rent and lease agreements within the commercial portfolio and a further reduction in operational sites for the delivery of Council services. Savings will be generated through increased rental income and capital receipts from the routine disposal of sites which will reduce the need for borrowing to deliver the capital programme.</i>	Cllr Gordon	11,000	(350)	(450)	(300)	
<u>Income Generation</u> <i>Review across all services to identify commercial opportunities to expand existing income sources and new opportunities, with a focus on attracting external funding, charges reflecting the true cost of services and improving collection of income whilst also protecting those at risk of financial hardship.</i>	All	N/A	(500)	-	-	-
TOTAL			(13,410)	(4,450)	(3,800)	0

Culture, Strategy and Engagement- Service Specific Savings

Description	Cabinet Member	Budget impacted (£'000)	2025/26 Savings proposed (£'000)	2026/27 Savings proposed (£'000)	2027/28 Savings proposed (£'000)	2028/29 Savings proposed (£'000)
<u>Digital Transformation</u> <i>Through the Digital Service staffing restructure and a new approach, we now have a team of developers who are developing a roadmap of digital opportunities across different directorates, already adding up to almost half of the current target of £2.8m. We can now propose going further with digital transformation savings for the Council, with a target of £2m per year for each of 2026/27 and 2027/28 from across the Council. We are also already reducing the cost of our digital estate through contract and licence reductions and can propose a further £200k for 2025/26, to come from Digital Service budgets.</i>	Cllr Carlin	6,000	(200)	(2,000)	(2,000)	-
<u>Culture</u> <i>Review discretionary culture budgets, which support cultural organisations in the borough through grant funding and commissioning to deliver the Council's civic and cultural programmes. Any potential impacts will be carefully managed and phased towards the end of the MTFS period to allow time to plan for mitigations and development of alternative funding streams.</i>	Cllr Arkell	2,443	(25)	-	(100)	(125)
<u>New Local Membership</u> <i>The proposal is not to renew our membership of the New Local think tank. Membership provides access to policy advice, a network of other Councils with shared aspirations and values and a number of events each year which officers have attended. However, membership is not essential.</i>	Leader	20	(20)	-	-	-

Description	Cabinet Member	Budget impacted (£'000)	2025/26 Savings proposed (£'000)	2026/27 Savings proposed (£'000)	2027/28 Savings proposed (£'000)	2028/29 Savings proposed (£'000)
<u>Residents Survey</u> <i>We currently undertake a formal, independent residents survey every three years. This is the only resident research we do and which is undertaken by a specialist polling company from a representative sample of residents. The cost of the survey is approximately £75,000. The relatively high cost comes from the survey being conducted in person by researchers knocking on doors. This is the 'gold standard' used for research as it captures residents who would not answer the phone or respond to online questionnaires. The proposal is to remove the annual budget provision (£25k pa) and in future a business case would need to be made during the budget round for the resources to undertake a residents survey.</i>	Leader	25	(25)	-	-	-
<u>Digital - Service Desk</u> <i>Efficiencies have already been made in the way the internal Digital Service desk is run as part of a major restructure of the Digital Service to deliver savings this year, however a review has identified additional measures to reduce staff demand on the service desk further. Most queries are to do with forgotten passwords or problems with the remote VPN security system so changing our approach to password management and using the Microsoft integral VPN rather than our current separate system should reduce demand significantly and enable a saving to be made.</i>	Cllr Carlin	600	(100)	-	-	-
<u>Registrars</u> <i>Statutory fees that we can charge for Registrar Services have increased. The full impact of the increased fees will be seen in 2024/25 and if the current level of demand remains, an additional £90,000 of income will be achieved annually.</i>	Cllr Carlin	(532)	(90)	-	-	-
TOTAL			(460)	(2,000)	(2,100)	(125)

Adults Health & Communities – Service Specific Savings

Description	Cabinet Member	Budget impacted (£'000)	2025/26 Savings proposed (£'000)	2026/27 Savings proposed (£'000)	2027/28 Savings proposed (£'000)	2028/29 Savings proposed (£'000)
<u>Connected Care Review</u> <i>To review the delivery model for the Connected Care Service to identify alternate options for enhanced service offer and sustainability, selecting and implementing the most appropriate model to ensure this vital service best meets the needs of residents and is sustainable.</i>	Cllr das Neves	200	49	(879)	(35)	-
<u>Day Opportunities – Commissioning Review</u> <i>To undertake a commissioning review of the current range and type of day opportunities available to eligible Haringey residents and their carers.</i>	Cllr das Neves	7,500	0	(100)	(300)	(450)
<u>Integrating Connected Communities</u> <i>Further development of the Adult Social Care locality model and prevention approach: there is an opportunity to integrate the Connected Communities model and rationalise resources across the directorate.</i>	Cllr das Neves	750	(700)	-	-	-
<u>Housing Related Support Contract Savings</u> <i>A review of contract provision across Housing Related Support has enabled a proposal of multiple lower value savings opportunities. These will be achieved by natural wastage (pausing recruitment or not recruiting to vacant posts), streamlining service delivery, exploring options for consolidating office space usage by commissioned services and ceasing delivery of small value contracts where we have clear data to show low utilisation rates.</i>	Cllr Williams	10,600	(412)	-	-	-
TOTAL			(1,063)	(879)	(35)	-

Environment and Resident Services – Service Specific Savings

Description	Cabinet Member	Budget impacted	2025/26 Savings proposed (£'000)	2026/27 Savings proposed (£'000)	2027/28 Savings proposed (£'000)	2028/29 Savings proposed (£'000)
<u>Parking Fees & Charges</u> <i>Parking and Highways Fees and Charges review to ensure Controlled Parking Zone costs are fully recovered.</i>	Cllr Chandwani	22,425	(500)	-	-	-
<u>Parking services optimised efficiency</u> <i>A review of parking operations to optimise efficiency levels through increase use of technology and changes to deployment plans</i>	Cllr Chandwani	22,425	(300)	-	-	-
<u>Reduction in Housing Benefit accommodation costs</u> <i>Creation of a focused team dedicated to providing a joined-up assessment of Housing Benefit Supported Accommodation and the criteria for successful claims, so that it is consistent with neighbouring authorities.</i>	Cllr Chandwani		(200)	(200)	-	-
<u>Leisure service means tested discounting</u> <i>Introduce means tested discounting for Leisure Centre memberships and services to ensure access to fitness and leisure is open to all. This replaces the current blanket discount for all customers aged 65 and over but opens up discounts to disabled young people and those on low incomes.</i>	Cllr Arkell	1,837	(200)	-	-	-
<u>A range of Management actions:</u> <ul style="list-style-type: none"> • Directorate service review (£167,000) • Review of Council Tax Reduction Scheme (£2m) • Street Lighting - reduced energy costs (£67,000) • Reduction in cost of Out of Hours contract savings (£80,000) • Parking visitor voucher storage savings (£300,000) 	Cllr Chandwani	1,895 34,900 1,263 110 6,795	(2,614)	-	-	-
TOTAL			(3,814)	(200)	-	-

Children's Services and Education – Service Specific Savings

Description	Cabinet Member	Budget impacted (£'000)	2025/26 Savings proposed (£'000)	2026/27 Savings proposed (£'000)	2027/28 Savings proposed (£'000)	2028/29 Savings proposed (£'000)
<u>Pendarren House</u> <i>This proposal is for Pendarren Activity Centre to become fully self funded and therefore reduce the Council's contribution.</i>	Cllr Brabazon	25	(25)	-	-	
TOTAL			(25)	-	-	

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Proposed Changes to Capital Programme 2025/26 to 2029/30 Appendix 3

Adults, Communities and Health

Adults, Health & Communities (AHC)	2024/25 (£'000)	2025/26 (£'000)	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	Total (£'000)
Budget	9,038	5,051	7,377	12,377	28,341	0	62,184
Proposed Reductions							
Osborne Grove Nursing Home	(700)	(1,000)	(5,000)	(10,000)	(28,341)	0	(45,041)
Wood Green Integrated Care Hub	0	(1,000)	0	0	0	0	(1,000)
Locality Hub	(810)	(337)	0	0	0	0	(1,147)
Total	(1,510)	(2,337)	(5,000)	(10,000)	(28,341)	0	(47,188)
Proposed Increases							
Initiatives under Housing Demand Programme		5,000					5,000
Total	0	5,000	0	0	0	0	5,000
Proposed Net Increase/(Reduction)	(1,510)	2,663	(5,000)	(10,000)	(28,341)	0	(42,188)
Revised Budget	7,529	7,714	2,377	2,377	0	0	19,997

Proposed Reductions

- The Osborne Grove Nursing Home scheme was in the capital programme on a self-financing basis and that it would generate enough savings by having in borough care to pay for the cost of creating and running the facility. The project has not been able to generate sufficient savings so is being withdrawn from the programme.
- The Wood Green Integrated Care Hub was an NHS led project. The NHS has decided not to proceed with the scheme so the Council contribution will no longer be required.
- The Locality Hub scheme cost has been lower than expected, so the budget can be reduced. Should further hubs be required they will be considered for inclusion in the next budget cycle alongside other competing priorities for capital investment.

Proposed Increases

- Initiatives to reduce use of temporary accommodation. This budget is a contribution from the General Fund to the HRA for the purchase of additional houses to support more people rather than being placed in temporary accommodation. Each purchase will be subject to a business case that proves

that the purchase will save more than the cost of temporary accommodation and the cost of servicing the debt.

Culture, Strategy and Engagement

Culture, Strategy & Engagement	2024/25 (£'000)	2025/26 (£'000)	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	Total (£'000)
Current Budget	54,025	36,941	12,954	1,570	0	0	105,490
Proposed Reductions							
Alexandra Palace	0	0	(1,540)	0	0	0	(1,540)
Total	0	0	(1,540)	0	0	0	(1,540)
Proposed Increases							
Capital support for delivering digital solutions	0	1,965	1,000	0	0	0	2,965
Total	0	1,965	1,000	0	0	0	2,965
Proposed Net Increase/ (Reduction)	0	1,965	(540)	0	0	0	1,425
Revised Budget	54,025	38,906	12,414	1,570	0	0	106,915

Proposed Reductions

- Following a review of capital expenditure needed for Alexandra Palace, it is proposed that £1.5m can be removed for 2026/27 but this will be subject to review as part of the 2026/27 budget setting process.

Proposed Additions

- Increasingly, organisations like the Council, are more and more reliant on IT for the delivery and transformation of services. This investment is required to allow the Council to continue to improve service delivery and efficiency and the resident experience by investment into replacement and new digital tools.

Environment and Resident Experience

Environment & Resident Experience	2024/25 (£'000)	2025/26 (£'000)	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	Total (£'000)
Budget	35,060	26,043	32,167	33,197	28,360	0	154,825
Proposed Reductions							
Move Broadwater Farm Leisure Refurb to HRA	0	(236)	0	0	0	0	(236)
Decentralised Energy Networks	(6,597)	(10,326)	(16,750)	(16,000)	(17,813)	0	(67,486)
Reduce Festive Lighting Lights	0	(75)	0	0	0	0	(75)
Borough Roads	0	(1,250)	0	0	0	0	(1,250)
Total	(6,597)	(11,887)	(16,750)	(16,000)	(17,813)	0	(69,047)
Proposed Increases							
Structures (Cornwall Road, Ferry Lane, & Wareham Road Bridge)	0	2,100	0	0	0	0	2,100
Flood Water Management	0	1,200	900	900	900	900	4,800
Replacement Parks and Housing Machinery	0	300	250	100	50	50	750
Borough Parking Plan	0	250	250	250	250	250	1,250
Increase in Disabled Bays	0	150	80	80	80	80	470
New Communal Refuse Round Vehicles		180					180
Waste Vehicles and Bins	0	0	25,101	0	0	0	25,101
Total	0	4,180	26,581	1,330	1,280	1,280	34,651
Net Increase/(Reduction)	(6,597)	(7,707)	9,831	(14,670)	(16,533)	1,280	(34,396)
Revised Budget	28,463	18,336	41,998	18,527	11,827	1,280	120,429

Proposed Reductions

- Given the current financial constraints of the Council, it is proposed to reduce spend on the borough's roads in 2025/26 only and review again as part of the 2026/27 budget setting process. This will result in an average reduction of 33 to 23 road resurfacing schemes and a reduction of footway renewal schemes from 24 to 15.

Proposed Additions

- The addition to the structures budget is necessary to fund urgent works to the bridges listed in the table above.
- Ongoing management of the infrastructure across the borough to manage flooding and surface water is essential and this proposed addition to the capital programme will allow for an annual rolling programme of maintenance to upgrade the existing infrastructure to combat the effects of climate change.
- Maintenance of the borough's parks and open spaces requires the routine replacement of parks and housing machinery, and this additional scheme will allow for an annual rolling programme of replacement.
- The Parking Investment Plan 2024/25 was approved by Cabinet on 12th March 2024 and the Council has a commitment to review all its controlled parking zones (CPZ) on a 5-year cycle and to implement new ones where there is a need.
- The extension of disabled parking facilities remains a priority. This service is essential for those with disabilities, who need to rely on car use for their independence. This includes access to education, employment, and leisure. In 2025/26 it is aimed to significantly increase disabled parking provision near to places of interest. This will include (but is not limited to) high streets, medical centres, places of worship, community centres, and parks, completing the work undertaken in 2024/25. The disabled bays budget will allow the Council to meet this priority.
- The introduction of a new communal refuse round will require additional vehicles and machinery.
- The Council is retendering its waste collection service with a view to having a new service in place for April 2027. Currently the Council pays Veolia to provide vehicles in their contract price. It is estimated that the Council can fund the vehicles in a more financially advantageous manner.
- Tottenham Hale and Wood Green Decentralised Energy Networks (DEN). Given the Council's current financial position, the current Council led delivery model is no longer viable. Discussions are underway with Department of Energy Security and Net Zero (DESNZ) on the future scope of these schemes to eliminate the financial dependency on the Council whilst still supporting the Government's emerging policy on Heat Zoning. This scheme will be removed from the programme until future plans have been determined. Any future council funded capital requirement will be considered as part of future annual review of the Capital Programme and affordability will need to be considered alongside all other Council priorities for future capital investment.

Placemaking and Housing

Placemaking & Housing	2024/25 (£'000)	2025/26 (£'000)	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	Total (£'000)
Budget	160,940	47,927	131,646	4,200	0	0	344,713
Proposed Reductions							
Wards Corner	(6,085)	(2,937)	(1,400)	(1,200)	0	0	(11,622)
Wood Green Regen	0	(1,449)	(552)	0	0	0	(2,000)
Tottenham Streets & Spaces	(4,820)	(1,300)	0	0	0	0	(6,120)
Total	(10,905)	(5,686)	(1,952)	(1,200)	0	0	(19,742)
Proposed Increases							
Asset Management of Council Buildings	0	2,245	5,100	5,005	897	0	13,247
Total	0	2,245	5,100	5,005	897	0	13,247
Net Increase/(Reduction)	(10,905)	(3,441)	3,149	3,805	897	0	(6,495)
Revised Budget	150,035	44,486	134,795	8,005	897	0	338,218

Proposed Reductions

- The Wards Corner scheme under its current design is not financially viable and is proposed to remove from the capital programme until more detailed plans come forward. The Council has a compulsory purchase order in place to acquire properties on Wards Corner and this commitment will remain. The cost of any acquisitions will be funded through the Capital Programme's unallocated contingency line.
- The current capital programme includes a number of different schemes for place shaping in Wood Green and Tottenham Hale funded by borrowing of £7.6m and £16.4m respectively. Any schemes that are not yet committed are currently under review to ensure that the Councils takes a holistic view on capital investment across these two geographical areas and focus spend where it will have the biggest impact.

Proposed Additions

- The recent survey of the Council's operational and commercial estate has identified that just over £13m will be required over the next five years to maintain the Council's estate. The Council is currently reviewing all of its operational estate to determine service delivery requirements for the future and therefore decisions on maintenance spend will be determined by the long-term use of each building. This budget will be subject to annual review.

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Report for: Council's Cabinet on 12 November 2024

Item number:

Title: Council's School Admission Arrangements for the academic year 2026/27 – consultation

Report authorised by: Ann Graham, Director of Children's Services

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Ward(s) affected: All

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

1. Describe the issue under consideration

- 1.1. This report seeks Cabinet agreement to consult on the school admission arrangements for entry into school in the academic year 2026/27 for Haringey's community and voluntary controlled (VC), nursery, infant, junior, primary, secondary and sixth form settings.
- 1.2. Haringey consults annually irrespective of whether there is a proposed change to its school admission arrangements. This is an annual report to Cabinet, every November each year. The results of the consultation proposed in this report are reported to Cabinet in February of each year when Cabinet is asked to determine the admission arrangements that have been consulted on.
- 1.3. This year there are no proposed alterations to the oversubscription criteria or Pan-London co-ordinated admission schemes¹ for Haringey primary, junior and secondary community and Voluntary Controlled (VC) schools for the academic year 2026/27. We are, however, seeking agreement from Cabinet to commence consultation on the proposal to reduce the published admission number (PAN) for primary and secondary schools in the borough. Para. 6.12 below displays the list of schools where a reduction in PAN is being sought.
- 1.4. This proposed consultation follows on from agreement by Cabinet in 2023 and 2024 to reduce the planned admission number for several primary schools. Falling rolls due to lower birth rates and outward migration has demanded changes to PAN at primary level in recent years whilst our reception place surplus is forecast to continue growing until the end of the decade. The smaller primary cohorts have now started to work their way through to the secondary phase and demand for Year 7 places is also declining. For entry in September 2024, there were 200 vacancies in Year 7 across our secondary estate as of October 2024, a significant shift from the previous year when a

¹ The scheme which each Local Authority is required to formulate in accordance with the School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) Regulations 2012, for co-ordinating arrangements for the admission of children to maintained primary and secondary schools and academies. The co-ordinated scheme adopted from the PAN London scheme has been successful in meeting its main aim of eliminating or greatly reducing multiple offers of school places.

bulge class was still required to meet our sufficiency requirements on national offer day.

- 1.5. Given the current and forecast drops in demand for Reception and year 7 places between now and the end of the decade, it is essential that the Council ensures that schools and the communities they support are not being adversely affected by falling rolls. Further information on the reasons for this decision can be found at para. 4 below.
- 1.6. This work forms part of a bigger Education Strategy which places the LA as a catalyst and partner with the aim of creating resilience and reducing vulnerability across the school estate. We continue to hold conversations in partnership with our school leaders and governors to explore collaboration and sustainability opportunities to ensure that schools are able to maintain high standards and deliver on the quality of education provision.

2. Cabinet Member Introduction

- 2.1. All schools must have admission arrangements that clearly set out how children will be admitted, including the criteria that will be applied if there are more applications than places at the school. Admission arrangements are proposed and determined by admission authorities. The local authority is the admission authority for the borough's community and VC schools.
- 2.2. Every local authority must publish a co-ordinated scheme which sets out the procedures all schools and academies must follow to co-ordinate the admission process for the reception and secondary transfer admissions round to ensure that all residents are offered a school place.
- 2.3. As the Local Authority, Haringey also has a statutory duty to ensure all pupils have access to a high-quality school place. In common with many other London authorities, Haringey has experienced a significant fall in the demand for school places, particularly in the primary school sector. This brings budget pressures that could affect the sustainability of schools and their ability to maintain high standards.
- 2.4. The funding that a school receives from central government is based on the number of children registered. Therefore, when a school's number of children is lower than expected it receives less funding and this can mean that the school finds it difficult to retain and or recruit enough teachers and support staff to maintain high standards of teaching and learning.
- 2.5. The council has the responsibility to make sure that its school places are organised in a way that helps all schools to continue to maintain high standards. To assist schools that have been significantly impacted to managing the impact of lower pupil numbers it is proposed to formally reduce the number of Reception and Year 7 places (years of entry) being offered at the schools set out in this report.
- 2.6. This report seeks Cabinet approval to commence a six-week period of statutory consultation. The details of what is being consulted on is set out in para. 3 below.

3. Recommendations

- 3.1. Cabinet is asked to:

- Agree to consult on the proposed admission arrangements, including the co-ordinated schemes for admission of children to schools for the academic year 2026/27.
- Agree to consult on the proposed fair access protocol² which, if agreed at Cabinet in February 2025, would be come into force from 1 March 2025.
- Agree to consult with stakeholders on the proposal to reduce the PANs at Haringey primary and secondary schools - see table 1 at para 6.12 for the list of affected schools.
- Note that following the consultation, a report will be prepared summarising the representations received and a decision on the final admission arrangements for 2026/27 will be taken by Cabinet in February 2025.

4. Reasons for decision

- 4.1. In common with many London authorities, Haringey has been experiencing a decrease in demand for reception school places for several years. The reasons for Haringey's declining numbers are multifaceted, but include a combination of falling birth rates, changes to welfare benefits, the housing crisis, increases in the cost of living, the withdrawal of the right of entry and freedom of movement from EU nationals (Brexit) and as a result of families leaving London during the Covid-19 pandemic. Many of these factors remain outside the Council's control and are at no fault of the schools or their current leadership.
- 4.2. A report on [Managing falling school rolls in London](#) published by London Councils in January 2024 provides some wider context and independent analysis of the issue.
- 4.3. At secondary school level, forecast demand is also now declining. Demand for Year 7 places between now and the end of the decade is set to decline and fall below the notional existing capacity of 2,628 places. Reductions in secondary capacity should also therefore be undertaken to bolster sustainability across the school estate and ensure the provision of places meets projected demand.
- 4.4. The proposals put forward in this report for reductions in PAN are designed to improve schools' ability to efficiently plan their staffing and educational provision by offering a more accurate number of places. This report sets out our response to the change in demand for Reception and Year 7 places in the borough and the consultation process we are asking to begin will gather views on an adjustment to our planned admission numbers for several schools. We will report back to Cabinet on this consultation and seek final agreement in February 2025.

5. Alternative options considered

- 5.1. We are not proposing a change to the oversubscription criteria for our community and VC schools for 2026/27. Whilst there are other ways admission arrangements can influence the allocation of school places set out in the Code (e.g., designated catchment areas, identified feeder schools or giving priority in our oversubscription criteria to children eligible for the early years premium/ pupil premium) no alternative option is being considered at the time of writing this report.

² In line with para. 3.14 of the Code, each local authority must have a Fair Access Protocol to ensure that unplaced and vulnerable children, and those who are having difficulty in securing a school place in-year, are allocated a school place as quickly as possible.

- 5.2. Our overarching aim is to assist schools in helping to enshrine sustainability and to introduce greater flexibility within our school estate to respond to the increasing rate of variation in population demand. PAN reduction is one of several solutions that schools can explore, and future sustainability can also be achieved through other strengthening partnerships e.g. soft/hard federations and memorandums of understanding between schools. Some neighbouring London authorities have taken radical measures to address surplus capacity (school closures / amalgamations). Haringey is also currently consulting on options for the future of one of its most at risk primary schools, but this does not impact on the consultation and determination of the admission arrangements for the schools governed by the Local Authority.

6. Background information

- 6.1. **Why do we consult?** - This report and the consultation that will flow from it will ensure that our proposed admission arrangements for 2026/27 are consulted upon and the co-ordinated scheme is set in accordance with the mandatory provisions of the School Admissions Code 2021 ('the Code').
- 6.2. The Code requires all admission authorities to publicly consult on their admission arrangements. If no changes are made to admission arrangements, they must be consulted on at least once every 7 years. The Code sets out that all admission authorities must consult in accordance with para. 1.42 of the Code where they propose a decrease to the PAN.
- 6.3. The Council is the admission authority for community and voluntary controlled (VC) schools within the borough and is therefore responsible for determining the admission arrangements for these schools.
- 6.4. Ensuring there is a transparent and objective school admissions process is a statutory and integral part of the Council's work. Oversubscription criteria must be reasonable, clear, objective, procedurally fair, and comply with all relevant legislation, including equalities legislation. Admission authorities must ensure that their arrangements will not disadvantage unfairly, either directly or indirectly, a child from a particular social or racial group, or a child with a disability or special educational needs, and that other policies around school uniform or school trips do not discourage parents from applying for a place for their child.
- 6.5. Academies, foundation schools and voluntary aided (VA) schools are their own admission authority; they must consult on and then determine their own admission arrangements by 28 February 2025. The Council has a statutory duty to monitor the arrangements determined by own admitting authority schools to ensure compliance with the Code. All schools must have admission arrangements that clearly set out how children will be admitted, including the criteria that will be applied if there are more applications than places at the school.

Fair Access Protocol (FAP)

- 6.6. An in-year fair access protocol has been agreed with all schools in Haringey to ensure unplaced children, especially the most vulnerable, are offered a school place without delay. This is a statutory requirement set out in the Code. In using the protocol, Haringey ensures that these children and young people are shared fairly across all Haringey schools and that this process is open and transparent.
- 6.7. All Haringey schools, including schools that are their own admission authority continue to support the principles and approach of the fair access protocol. Paragraph 3 at Appendix 5 sets out that "it is essential to the success of the fair access protocol that all

headteachers and governing bodies agree to the aims, principles and procedures and give their fullest support.” As part of this consultation, we ask key stakeholders (headteachers and governing boards) to review the protocol in order to make an assessment of its effectiveness. In line with para. 3.30 (b) of the Code, there is a requirement on all Local Authorities to assess their effectiveness of fair access protocols including how many children were admitted to each school under it. An annual report is produced and sent to the Office of the Schools Adjudicator with this information.

- 6.8. **Is there any change this year and what is the potential risk?** A reduction in Reception and Year 7 places has necessitated the need for the Council to consider measures to reduce the PANs at some schools, where this provision exceeds local demand. This will allow schools to provide places where they are needed and to ensure they are financially and organisationally on a stronger footing than at present.
- 6.9. The Code sets out the requirement for all admission authorities to undertake statutory consultation where they propose a decrease to the published admission number (PAN) of schools. We are proposing PAN reductions schools shown in Table 1 below for entry to September 2026/27.
- 6.10. These schools have been concerned about changes in their local demand and all the governing boards support the reduction since it will enable the schools to focus their budget and resources better for the reduced number of pupils resulting in a reduced number of fuller classes, so supporting school improvement. All the governing bodies agree they will support an increase should local demand for places rise. Importantly, whilst the process to reduce PAN requires considerable data and consultation, it is easy to reverse, so admissions authorities can quickly respond to a rise in demand and decide to admit over PAN on a temporary or permanent basis if and when this is needed.
- 6.11. In all cases, if no serious issues or objections are raised in responses to the consultation, Council’s Cabinet are asked to agree to the reductions, as they will support overall school improvement and effectiveness and financial and other stability.
- 6.12. **The table below shows the proposed amendments to PAN for the affected schools**

Table 1 - Proposed amendments to PANs for statutory consultation

School	Present PAN	Proposed PAN	Reduction
Rokesly Infant Primary School	90	60	-30
Park View Secondary	216	189	-27
Hornsey School for Girls Secondary	162	135	-27

Rokesly Infant School

- 6.13. Rokesly Infant is a primary infant community school for children in Reception to Year 2 located on Hermiston Avenue N8 8NH and sits within planning area 2. *A map of Haringey’s school planning areas can be found on Page 14 below.* The school normally admits 3 classes (90 Reception pupils) per year. However, due to a decrease in the demand for school places, we are proposing to reduce the school’s PAN to 60 for the 2026/27 academic year. This proposed reduction is due to the school only filling 2 forms of entry for entry to Reception in September 2024. The school has seen a reduction in first place preferences from 78 in 2020 to 51 in 2024 whilst first place

preferences for all schools in planning area 2 has fallen from 656 to 533. The projected demand for Reception places in planning area 2 suggests no additional need between 2025 and 2030.

- 6.14. Approval was sought from the Schools Adjudicator for a temporary reduction in PAN for Rokesly Infant School for entry in September 2024 and a reduction by 1 form of entry was agreed. Since infant class size regulations require the deployment of an additional teacher for more than 30 children in an infant class, the school would find it financially difficult to continue to meet the cost of a third teacher if there were just over 60 children admitted to the school in future years. Our projections indicate that demand is likely to continue to decline in future years and the school will struggle to fill any pupils in its third class to be able to afford the cost of an additional teacher.

Park View

- 6.15. Park View is a mixed community secondary school for children in years 7 to 11 located on West Green Road, London, N15 3QR. The school normally admits 8 classes (216 pupils) in Year 7. However, due to a decrease in the demand for school places, we are proposing to Council's Cabinet to reduce the school published admission number (PAN) by 1 form of entry from 216 to 189 for the 2026/27 academic year.
- 6.16. The projected demand for Year 7 places suggests no additional need between 2024 and 2030 and a reduction in PAN is necessary to keep in pace with the smaller primary cohorts now working their way through to the secondary phase. Park View has seen a reduction in first place preferences from 130 in 2020 to 98 in 2024 whilst first place preferences for all secondary schools in the borough has fallen from 2670 to 2333. Although 189 places were offered at Park View on national offer day in March 2024, this number has reduced, and 176 pupils are now registered on roll in Year 7 as of 07 October 2024.
- 6.17. Our projections indicate that demand is likely to continue to decline and the school will struggle to fill beyond 7 forms of entry. For the immediate future i.e. entry in September 2025, it is likely that the LA will be seeking approval from the Schools Adjudicator for a temporary reduction in PAN.³

Hornsey School for Girls

- 6.18. Hornsey School for Girls is single-sex girls only secondary community school for children in years 7 to 11 located on Inderwick Road, Crouch End, London, N8 9JF. The school normally admits 6 classes (162 pupils) in Year 7. However, due to a decrease in the demand for school places, we are proposing to Council's Cabinet to reduce the school published admission number (PAN) by 1 form of entry from 162 to 135 for the 2026/27 academic year.
- 6.19. The projected demand for Year 7 places suggests no additional need between 2024 and 2030 and a reduction in PAN is necessary to keep in pace with the smaller primary cohorts now working their way through to the secondary phase. Hornsey School for Girls has seen a reduction in first place preferences from 115 in 2020 to 69 in 2024 whilst first place preferences for all secondary schools in the borough has fallen from 2670 to 2333. Although 121 places were offered at Hornsey School for Girls on national offer day in March 2024, this number has reduced, and 95 pupils are now registered on roll in Year 7 as of 07 October 2024.

³ The Office of the Schools Adjudicator has jurisdiction to consider a proposed reduction of PAN via an [in-year variation request](#).

- 6.20. Our projections indicate that demand is likely to continue to decline and the school will struggle to fill beyond 5 forms of entry. For the immediate future i.e. entry in September 2025, it is likely that the LA will be seeking approval from the Schools Adjudicator for a temporary reduction in PAN.

Can any risk be mitigated?

- 6.21. The proposals for reductions in PAN are to improve a schools' ability to efficiently plan their staffing and educational provision and not reducing could lead to schools suffering financial pressures leading to deficits, which for our maintained schools could then require a loan, further adding to the pressure in the Dedicated Schools Grant.
- 6.22. The admissions arrangements and the PANs are proposed and agreed by admission authorities 18 months before implementation, in accordance with the requirements of the Code. Consulting on reducing the PAN for entry in September 2026/27 gives schools sufficient time to review their internal structure so that any potential impact on staff reorganisation can be minimized. It will allow the school leadership team to offer a more accurate number of places and also help with long term planning.
- 6.23. These schools were identified as potential candidates for a reduction in discussions held with school leaders and governors at the end of the Summer term 2024 and at the beginning of the Autumn term 2024. Amendments to PAN and local/planning area capacity has been considered in the context of the effects on local provision, looking at recruitment patterns to local schools and ensuring that the knock-on effects in the adjustment of PANs is considered.
- 6.24. All schools have been affected by unused places for entry to September 2024 and the reduction in demand has impacted these school's ability to manage class sizes and effective pupil to teacher ratios. We are consulting on reducing PAN from September 2026 to assist these schools in managing the impact of lower pupil numbers.
- 6.25. Our proposal will not adversely impact on families trying to access their local school with high quality provision. A projected surplus of school places across our secondary estate means that we expect sufficient places to still be available for local children.
- 6.26. 98% of our primary schools and all of our secondary schools in Haringey are rated 'Good' or 'Outstanding' by Ofsted and 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. Even with these reductions, we are confident that the needs of the community can be met at local schools, and this will be borne out during the consultation process. We will closely monitor the number of applications received in the Autumn 2024 term and in future years and, in the event that there is an increase in demand for school places and additional places are required, schools can revert to their original PANs.
- 6.27. Adjusting the number of school places upwards or downwards is a key and statutory function of place planning so as to respond to demand. We continually monitor the number of school places we have available to ensure we are able to meet demand for places but not create an over or under supply of places. Without careful place planning, we would either fail in our statutory duty to provide sufficiency of places or we oversupply places which creates a risk of serious financial burden on many of our primary schools. This in turn can negatively impact on schools' budgets and thus the quality of educational provision. School place planning is a statutory function for the Council and this consultation will help us to ensure that we are able to continue to meet this duty but not to overprovide places.

- 6.28. The main part of a school's budget is made up of AWPU (Age Weighted Pupil Unit) from per-pupil funding and our schools being full contributes towards financial security in our schools. A benefit of planning places judiciously to account for fluctuations in demand is that it keeps rolls relatively buoyant across and beyond any local area (also known as a school place planning area) as the number of places available closely matches the birth rate and inward migration to our borough.
- 6.29. More details on how we plan for the sufficiency but not oversupply of school places is set out in our annual school place planning report, available to view at www.haringey.gov.uk/schoolplaceplanning.

Demand for Reception places – downward trajectory

- 6.30. Table 2 below shows the number of Reception pupils between 2012 and 2024 in Haringey has generally been on a downward trajectory from a high of 3,259 in 2012 to 2,652 in January 2024 (equivalent to around 20 forms of entry). The latest projections from our 2024 School place planning report (SPPR) suggest demand for school places will not exceed 2,600 as far as our projections currently extend which is 2030/31. Projections from 2024 onwards show demand falling to a low of 2,395 Reception places in 2027/28.

Table 2 - Reception rolls between 2012/13 and 2023/24

Year	Reception roll as at January	Annual change	Percentage change over previous year	As a proportion of Jan 2013
2012/13	3,259 (Jan 2013)	61	1.9%	100%
2013/14	3,139 (Jan 2014)	-120	-3.7%	96%
2014/15	3,181 (Jan 2015)	42	1.3%	98%
2015/16	3,185 (Jan 2016)	4	0.1%	98%
2016/17	3,067 (Jan 2017)	-118	-3.7%	94%
2017/18	2,979 (Jan 2018)	-88	-2.9%	91%
2018/19	3,029 (Jan 2019)	50	1.7%	93%
2019/20	2,952 (Jan 2020)	-77	-2.5%	91%
2020/21	2,934 (Jan 2021)	-18	-0.6%	90%
2021/22	2,683 (Jan 2022)	-251	-8.6%	82%
2022/23	2,720 (actual Jan 2023)	+37	1.4%	83%
2023/24	2,652 (actual Jan 2024)	-68	-2.5%	81%

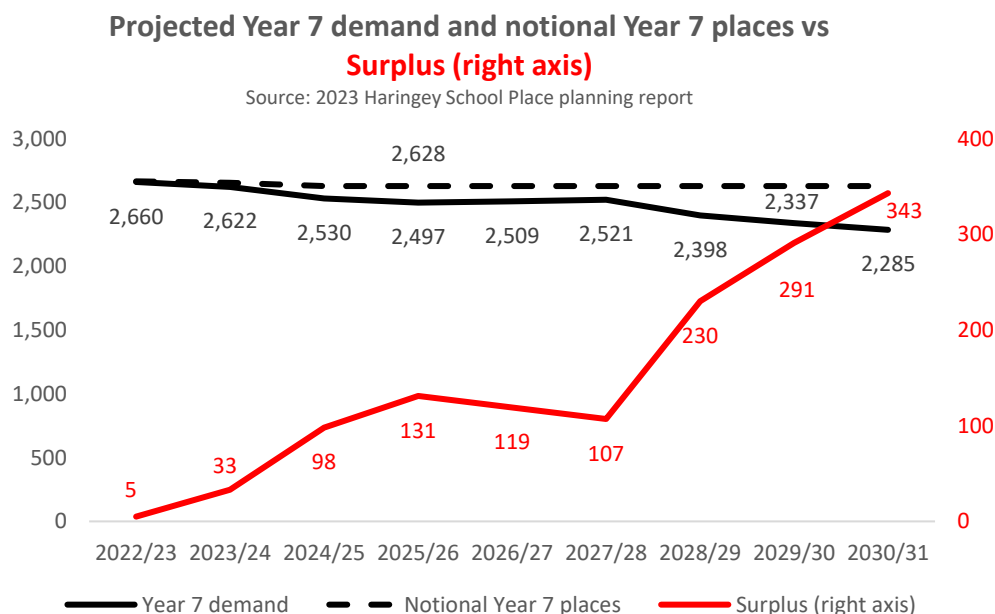
Source: 2012/13-2023/24 PLASC School Census

- 6.31. First place preferences data (which is a strong indicator of the overall demand for places) for September 2024 were lower than in September 2023. See planning area level (last year's data in brackets). PA1: 512 (558) PA2: 533 (604) PA3: 342 (348) PA4: 605 (599) PA5: 632 (549). Though they were still significantly lower than in recent years. Total first place preferences since 2020 are as follows: 2020: 3,039, 2021: 2,562, 2022: 2,658, 2023: 2,688, 2024: 2,624.
- 6.32. Haringey currently has a surplus of **260** Reception school places (year of entry) equivalent to nearly 9 forms of entry. This equates to a 10% surplus across our primary school estate. [The 2024 School Place Planning Report \(SPPR\)](#) projects further growth in primary school vacancies between 2024 and 2030 which will place a growing financial burden on Haringey primary schools.

- 6.33. Pupil numbers can fluctuate year on year, but the aim is to have 5-10% vacancies which will ensure there will be places to meet parental demand in each planning area and for those moving in mid-year, and secure stability for all schools. Having several schools with a PAN over 30 pupils above the level of their local demand means some schools attract a few pupils from further away requiring more classes to be run, but they are not economic, with a risk that if pupils join or leave, a class may need to be opened or closed. This disrupts education for all the pupils in the year group.
- 6.34. To balance school budgets, classes need to include 24 or more pupils. Schools with declining or volatile rolls face big changes in their annual budget, and consequent cuts in staff and risk financial deficit. The aim of PAN reductions is to match the operational level of schools to local demand and improve the focus of resources in each school on their pupils and reduce the risk of deficits. Meanwhile the physical capacity will remain available if demand rises, when it is possible to increase the PAN immediately, without consultation. It is considered prudent that in future PANs may be increased temporarily a year at a time, whilst parental demand is kept under review.

Demand for Year 7 places

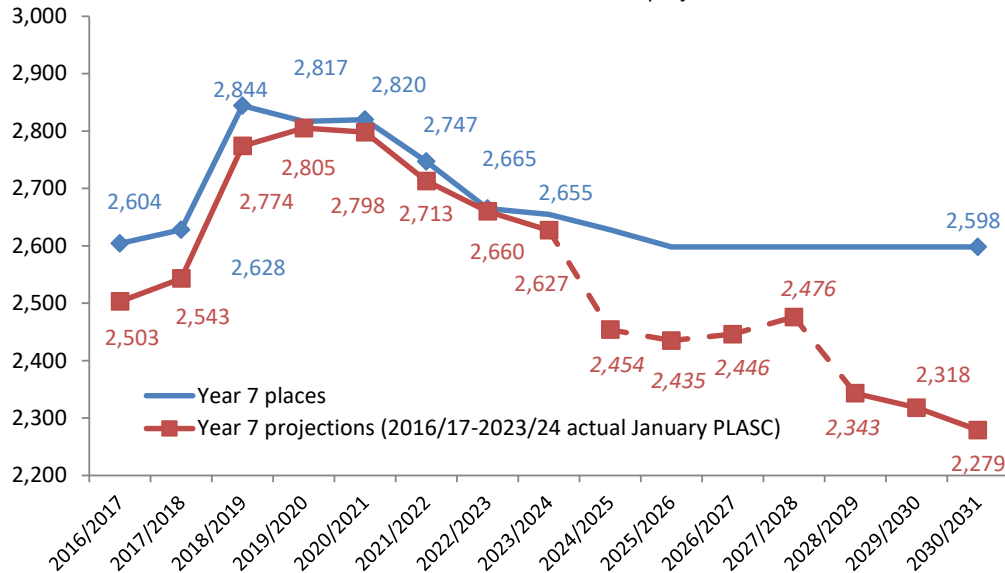
- 6.35. A secondary place planning briefing was produced in April 2024 for all Secondary Headteachers prior to the publication of the 2024 School Place Planning report (SPPR). The data in this report suggested falls in projected Year 7 demand as shown below. Assuming no changes to our then notional PAN of 2,628 Year 7 places the data projected a growing surplus of Year 7 places between now and the end of the decade. With no reduction in PAN this surplus was projected to grow to 343 places, more than 10% of existing Year 7 capacity.



- 6.36. The latest data from the 2024 SPPR (Figure 4a) which features the latest projections from the GLA are shown below:

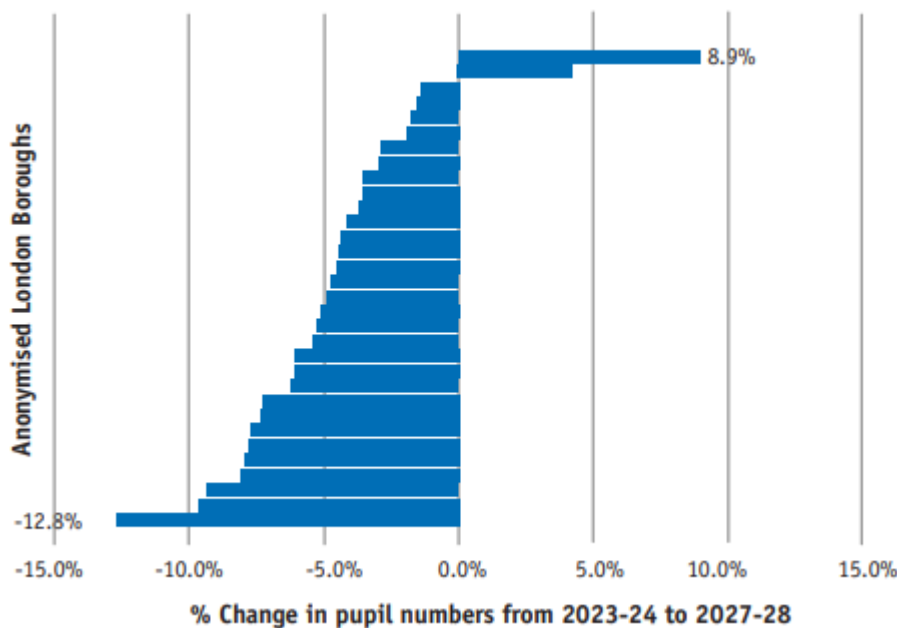
Figure 4a - Year 7 projections vs. places (GLA projections)

Source: 2024 GLA School Roll projections



- 6.37. They show no material difference in the predominant issue of growing surpluses in Year 7 between now and the end of the decade (319 places). The 2024 projections are based on a new secondary PAN of 2,598 following the permanent reduction in capacity at Heartlands High from 2025.⁴
- 6.38. This decline in secondary demand is not related specifically to Haringey. Data from London Councils (Graph 2) shows that only 2 boroughs are reporting an increase in projected change in Year 7 demand between 2023-24 and 2027-28. The average drop across London is 4.3%. This is important since it reduces the likelihood of our secondary schools from being “rescued” by demand from our neighbouring boroughs.

Graph 2: Percentage Change in Y7 student Numbers from 2023-24 to 2027-28



Source: London Councils – Managing falling school rolls in London (January 2024)

⁴ From September 2025 the PAN at Heartlands High is reducing permanently from 240 to 210.

- 6.39. The data below shows year by year projections for Year 6 and Year 7 places using the latest data from the 2024 SPPR. It shows some variability but vacancies of between 4 and 10 forms of entry (based on standard class sizes of 30) between now and the end of the decade.
- 6.40. Based on the above decline reductions in secondary capacity should be undertaken to bolster sustainability across the school estate and ensure the provision of places meets projected demand.
- 6.41. As the Year 7 surplus grows year by year there will be a sustained growth in vacancies across the entire secondary cohort. Data on 11-15 year old projections and planned places is shown below. It clearly shows surpluses across the secondary cohort growing to around 1,000 places by the end of the decade.
- 6.42. To put 1,000 secondary places into a Haringey context data from the May 2024 School census indicates that our existing 12 secondary settings (Y7-Y11) vary in total pupil rolls between 720 and 1,343 with an average of 1,110 and a median average of 1,147.

Table 3 - Year 6 and 7 projections and planned places (Original GLA projection data)

	Year	Number of year 7 places	Number of year 6 pupils	Number of year 7 pupils	year 7 place shortfall / surplus	% of year 7 surplus places
Actual	2022/2023	2,665	2,863	2,660	5	0.2%
Actual	2023/2024	2,665	2,825 (actual Jan 2024)	2,627 (actual Jan 2024)	38	1.4%
Projection	2024/2025	2,628	2,750	2,454	174	6.6%
Projection	2025/2026	2,598	2,809	2,435	163	6.3%
Projection	2026/2027	2,598	2,751	2,446	152	5.9%
Projection	2027/2028	2,598	2,673	2,476	122	4.7%
Projection	2028/2029	2,598	2,667	2,343	255	9.8%
Projection	2029/2030	2,598	2,584	2,318	280	10.8%
Projection	2030/2031	2,598	2,461	2,279	319	12.3%

Source: 2018-2024 PLASC counts and GLA 2024 School Roll projections 10 year constrained and 3/4 Model. Note From September 2025 the PAN at Heartlands is reducing from 240 to 210.

Table 4 - 11-15 year old projections and planned places

Year	11-15 capacity (2018/19 – 2022/23) and planned places (2023/24 – 2030/31)	Number of 11-15 year old pupils (projections from 2023/24 onwards)	11-15 year old place shortfall/ surplus	% surplus / shortfall of 11-15 year old places
2022/23	13,893	13,814	79	0.6%
2023/24	13,704	13,689	15	0.1%
2024/25	13,515	13,249	266	2.0%
2025/26	13,293	12,883	410	3.1%

2026/27	13,144	12,606	538	4.1%
2027/28	13,077	12,408	669	5.1%
2028/29	13,020	12,135	885	6.8%
2029/30	12,990	11,993	997	7.7%
2030/31	12,990	11,837	1,153	8.9%

Source: 2018-2024 PLASC counts and GLA 2024 School Roll projections 10 year constrained and 3/4 Model Note
From September 2025 the PAN at Heartlands is reducing from 240 to 210.

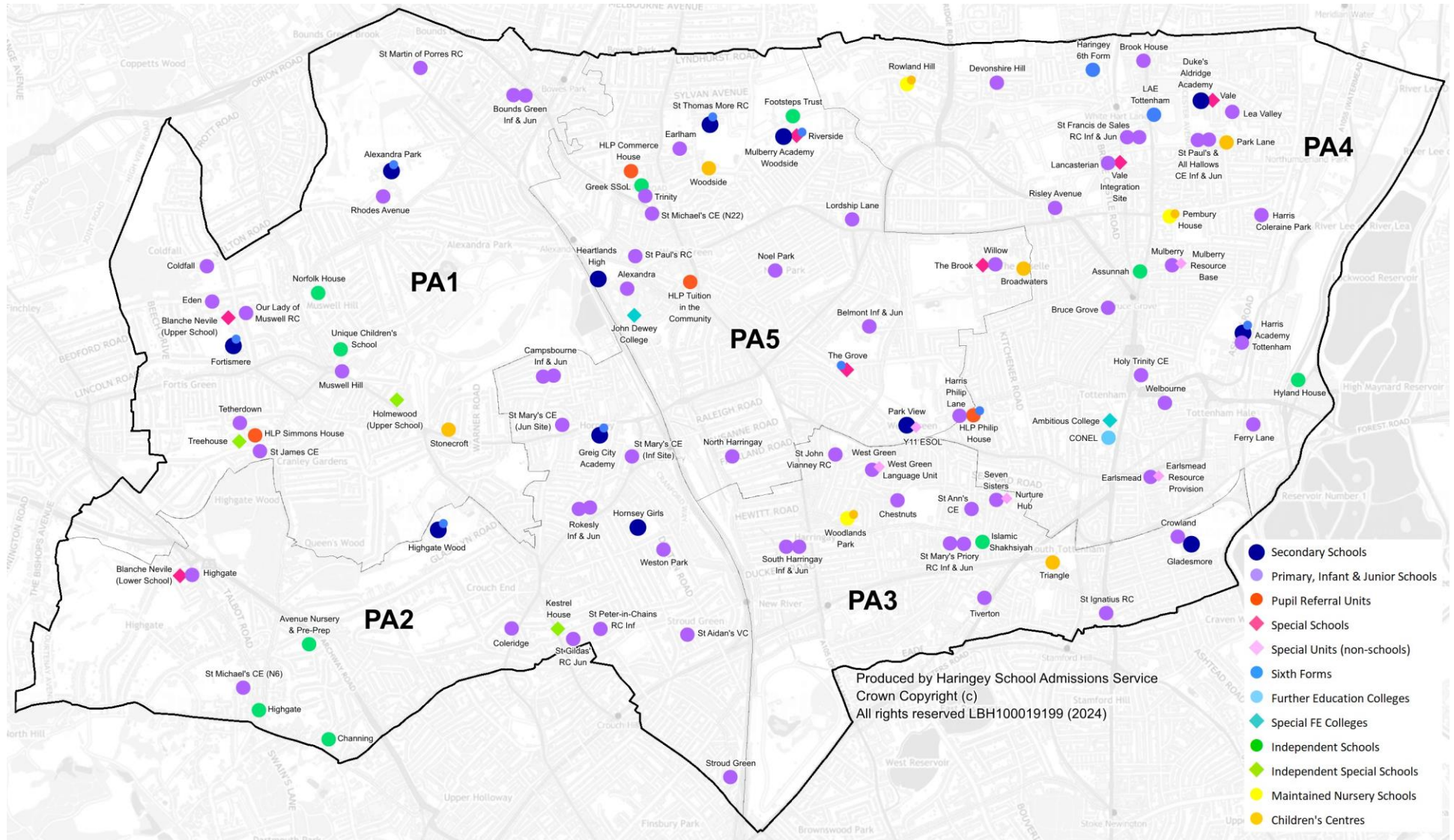
Housing development across the borough

- 6.43. At this stage it is unclear how much additional demand for school places will come from planned housing development. Our projections use data from the GLA (Greater London Authority) which make assumptions about the “child yield” from new developments, essentially the number of children that you might expect from the mix of proposed new housing.
- 6.44. In recent years and across most London boroughs these child yields have been considerably lower than anticipated. This may be in part related to the character of new properties, many of which are 1–2-bedroom apartments and which are not necessarily optimal for family living.
- 6.45. Further factors also include the affordability of larger housing in Haringey and across London and the additional impacts of Brexit and Covid-19, both of which have been linked to lower levels of demand for future school places as both factors have impacted birth rates across London and led to out-migration from Haringey and London.
- 6.46. Irrespective of whether new housing or some other dynamic creates additional demand for Reception places in future years the priority now is to ensure the sustainability and broad mix of all our secondary schools. This will ensure their continued success today and ability to absorb of potential additional pupils in future years.

Fully collaborative process – schools of all types

- 6.47. The proposal to reduce PANs at schools has been undertaken as part of a fully collaborative process with key stakeholders and with two specific guidelines: a) that parental preference will not be undermined and b) that any school that reduces PAN will be able to immediately revert to their substantive PAN should local demand warrant it. The aim of this proposal is to help stabilise each school’s intake and enable school leaders and governing boards to plan and deliver school provision effectively to meet local demand.
- 6.48. The London Diocesan Board for Schools and Westminster Diocese have also contacted about the need to rationalise the number of school places available. A considerable number of our faith schools have already taken steps to reduce their published admission numbers to reflect changes in Haringey’s population and governing bodies at these schools have in recent years delegated this responsibility to the local authority as part of the Council’s annual consultation and determination of admission arrangements. We will continue to work within a collaborative process and take a graduated approach in partnership with both dioceses.

Map of Haringey Planning Areas



Consultation

- 6.49. Where changes are proposed to admission arrangements, the Code sets out that an admission authority must first publicly consult on those arrangements. If no changes are made to admission arrangements, they must be consulted on at least once every 7 years. Consultation must be for a minimum of 6 weeks and must take place between 1 October and 31 January in the year before those arrangements are to apply.
- 6.50. All admission authorities must consult in accordance with paragraph 1.42 of the Code where they propose a decrease to the PAN. This report will ask for approval from Cabinet to consult on our proposed admission arrangements, including the proposal to reduce the PANs at the above named schools set out in this report from September 2026. We will collate and present all feedback from this consultation to the Cabinet of the Council in February 2025 for decision.
- 6.51. The purpose of our consultation is to ensure that all voices and views are heard, and it will allow parents, schools, religious authorities, and the local community to comment about our proposed admission arrangements and proposals to reduce PANs.
- 6.52. To meet statutory requirements (para. 1.47 of the Code) but also to ensure as wide an engagement as possible, we will be consulting with:
- parents of children between the ages of two and eighteen;
 - other persons in the relevant area who may have an interest in the proposed admissions;
 - all other admission authorities within the relevant area
 - whichever of the governing body and the local authority who are not the admission authority;
 - any adjoining neighbouring local authorities where the admission authority is the local authority; and
 - in the case of schools designated with a religious character, the body or person representing the religion or religious denomination.

Proposed consultation timetable

Stage	What happens?	Dates and Timescales
1	Consultation on the Council's proposed admission arrangements including proposals to reduce PANs at X primary schools	November 2024– January 2025
2	Analysis of consultation representations and preparation of information to be considered by the Council's Cabinet	January – February 2025
3	Meeting of the Cabinet to consider representations and determine future arrangements including decision on proposal to reduce PANs	February 2025

- 6.53. To ensure as wide a consultation as possible we intend to provide details in the following ways:
- through the bi-weekly (term-time only) Haringey Schools Newsletter which is distributed to the headteacher and chair of governors of all schools in the borough

- to all children's centres in the borough
- to all registered nurseries and child minders and any other early year's providers
- on the Council's online admissions pages
- Individual school websites and noticeboards
- via information in all libraries across the borough
- to all councillors
- to MPs in Haringey
- to the diocesan authorities and any other religious bodies
- other groups, bodies, parents and carers as appropriate

7. Contribution to the Corporate Delivery Plan 2024-2026

- 7.1. Ensuring we have a transparent and objective school admissions process with oversubscription criteria that is reasonable, clear, objective, and compliant with all relevant legislation, including equalities legislation, underpins theme 3 within the Corporate Delivery Plan which seeks to enable every child to have the best start in life with access to high quality education. By reducing the PANs at some schools, the council will ensure that schools remain viable, standards are maintained and improved, and that parents and carers still have a choice of good or outstanding schools to choose from for their children.
- 7.2. Ensuring that we prioritise forms of school organisation that will remain financially viable under a range of different funding scenarios (i.e., organisational structures within and between schools that provide flexibility to address population change. Exploring creative and lasting solutions for school re-organisation, that minimise the risk of having to close schools in future and maintaining the current balance of provision across the borough that matches local need and strengthens local communities (including sufficient affordable SEND provision, balance of faith provision and LA/Academy Schools).

8. Statutory Officers comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)

- 8.1. Below are financial, governance and legal and equality comments.

Finance

- 8.2. The Director of Finance has been consulted in the production of this report and confirms that apart from a small administrative cost there are no direct financial implications as a result of the consultation and engagement proposals. However, it will help reduce the financial pressure on these individual schools and the risk of these schools running into deficit.
- 8.3. It is in the interest of the local authority to ensure that demand is as closely matched to supply as possible. Reducing PANs to match the demand would reduce school expenditure on staff not required to teach classes that are not required.
- 8.4. Reducing the PAN may mean fewer teachers are required by the schools, there is a risk that this could create redundancy costs in the short term, potentially the reduction could be met by not replacing staff.
- 8.5. Section 14 of the Education Act 1996 places a duty on local authorities to secure that there are sufficient primary and secondary school places in their area. There is a small risk that reducing school capacities could potentially leave the Council vulnerable to legal action for not meeting its target duty to provide sufficient primary school places, if we were in any danger of not being able to offer a "reasonable offer" to an applicant.

However, the level of vacancies presently observed at both primary and secondary level would mitigate against that risk.

Head of Legal & Governance

- 8.6. The Head of Legal and Governance has been consulted on the contents of this report and comments as follows: The current School Admissions Code ('the Code') came into force in September 2021 and was issued by the Department for Education under section 84 of the School Standards and Framework Act 1998. The Code is to be read alongside the School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012 ('the Regulations'). In determining its admission arrangements for 2026-2027 the Council has a statutory duty as an admissions authority to act in accordance with the Regulations and with the relevant provisions of the Code. It must also as a result of its duty under section 149 of the Equality Act 2010 have due regard to the need to eliminate discrimination, harassment and victimisation and any other conduct which is prohibited by or under that Act, advance equality of opportunity, and foster good relations in relation to persons who share a relevant protected characteristic and persons who do not share it.
- 8.7. Paragraph 15 of the Code states that all schools must have admission arrangements that clearly set out how children will be admitted including the criteria that will be applied if there are more applications than places at the school. As part of determining its admission arrangements, the Council must set an admission number (called the Published Admission Number or PAN) for each school's "relevant age group" i.e. the age group at which pupils are or will normally be admitted to the school.
- 8.8. School admission arrangements are determined by admission authorities. Generally, the admission authority for community and voluntary controlled schools is the local authority. Admission authorities must set ('determine') admission arrangements annually. Generally, where changes are proposed to admission arrangements, the admission authority must first publicly consult on those arrangements. If no changes are made to the admission arrangements, they must be consulted on at least once every 7 years. Consultation must be for a minimum of 6 weeks and must take place between 1 October and 31 January of the school year before those arrangements are to apply (the determination year). Consultation must be undertaken when proposals are still at a formative stage. It must include sufficient reasons for particular proposals to allow those consulted to give intelligent consideration and an intelligent response, adequate time must be given for this purpose and the product of the consultation must be conscientiously taken into account when the ultimate decision is taken.
- 8.9. In relation to consultation the Council must consult with parents of children between the ages of two and eighteen; other persons in the relevant area who in the opinion of the admission authority have an interest in the proposed admissions; all other admission authorities within the relevant area; whichever of the governing body and the local authority who are not the admission authority; any adjoining neighbouring local authorities where the admission authority is the local authority and in the case of faith schools, the body or person representing the religion or religious denomination. The authority must also for the duration of the consultation publish a copy of the full proposed admission arrangements (including the PAN) on its website together with details to whom comments should be sent and the areas on which comments are not sought.
- 8.10. It is the responsibility of the authority to ensure that admission arrangements are compliant with the Code and relevant legislation. Arrangements mean overall procedures, practices, criteria and supplementary information to be used in deciding on

the allocation of school places. In drawing up the arrangements, the authority must ensure that the practices and criteria used are reasonable, fair, clear and objective and comply with the relevant legislation including equalities legislation. Parents should be able to look at the set of arrangements and understand easily how places will be allocated. It is for the authority to decide which criteria would be the most suitable according to local circumstances.

- 8.11. Each year all local authorities must formulate and publish on their website a scheme by 1 January in the relevant determination year, a scheme to co-ordinate admission arrangements for the normal admissions round and late applications for all publicly funded schools within their area. All admission authorities must participate in co-ordination and provide the local authority with the information it needs to co-ordinate admissions by the dates agreed within the scheme. There is no requirement for local authorities to co-ordinate in-year applications, however, Haringey centrally co-ordinates for the vast majority of schools and has safeguarding protocols in place for tracking pupils admitted directly by some schools that administer their own in-year admissions.
- 8.12. The Code requires that the Council must have a Fair Access Protocol (FAP), agreed with the majority of schools in its area, to ensure that, outside the normal admissions round, unplaced children, especially the most vulnerable, are offered a place at a suitable school as quickly as possible. The Cabinet Members will see the Proposed In-Year Fair Access Protocol at Appendix 5.
- 8.13. The proposed admission arrangements for 2026-2027, the proposed co-ordinated scheme, the proposed FAP and the proposed consultation on the proposed admission arrangements for 2026-2027 are in compliance with the Code and the Regulations.

Equality

- 8.14. The Council has a public sector equality duty under the Equalities Act 2010 ('the 2010 Act') 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 people who share a "relevant protected characteristic" and people who do not share it;
 - Foster good relations between people who share those a "relevant protected characteristic" and people who do not share it.
 - A "relevant protected characteristic" is age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation.

The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

- 8.15. The proposed admission arrangements set out in this report comply with the public sector equality duty and ensure that as an admission authority, the Council's arrangements do not directly or indirectly unfairly disadvantage an individual or group that possesses any of the characteristics defined in sections 4-12 of the 2010 Act.
- 8.16. As the reduction in PAN is being done to remove part of the surplus of school places, there will not be any disproportionate impact on children with protected characteristics. There is a possibility that this proposal could adversely impact female teachers / female teaching assistants as several staff members at each school may be made

redundant or re-deployed. This may be unavoidable as there is a greater ratio of female to male teachers and teaching assistants in schools across Haringey and across the country as a whole.

- 8.17. In terms of mitigating the impact on this equality characteristic, affected staff should be supported by appropriate HR procedures. The Council will support schools in ensuring all staff affected by the proposal are given access to redeployment options and support to find alternative roles within Haringey. To mitigate against any negative impact on staffing as a whole, we have ensured that the timing of the consultation of admission arrangements allows the schools sufficient time to review staff structure, including needing to take no action as a result of staff moving to jobs outside the school as part of a natural process, taking steps to redeploy staff to other departments/schools, not renewing short-term contracts or reducing the use of agency staff.
- 8.18. In the event that it is not possible for schools to avoid making posts redundant, where appropriate, the Council will consider defraying some of the costs of redundancy. Such matters will be considered on a case-by-case basis taking into account the schools' budget as well as what other options are or may be available to the schools.
- 8.19. The proposed admission arrangements for 2026/27 do not differ materially from the arrangements for previous years. We therefore do not consider that another full equality impact assessment is necessary for our admission arrangements at this stage. We have continued to monitor and assess the impact of any changing trends – please see in the updated EqIA in Appendix 7 for more information on equalities impacts. As part of the consultation, we will seek to ascertain whether the proposed reduction in PAN at the schools listed above 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. The EqIA will be updated based on the results of the consultation.
- 8.20. The consultation process will be used to help populate and inform the final version of the EqIA which decision makers will consider in February 2025.

9. Use of Appendices

- 9.1. The following appendices support this report:

Appendix 1	Proposed admission criteria for nursery 2026
Appendix 2	Proposed admission criteria for reception and junior admissions 2026
Appendix 3	Proposed admission criteria for secondary 2026
Appendix 4	Proposed admission criteria for in-year admissions 2026
Appendix 5	Proposed Fair Access Protocol for Haringey schools
Appendix 6	Proposed admission criteria for Sixth Form 2026
Appendix 7	EqIA
Appendix 8	Co-ordinated admissions scheme 2026-27

- 9.2. The full papers for this report can be viewed electronically on the Council's website at or in paper form at Level 5, 48 Station Road, Wood Green, N22 7TY.

10. Local Government (Access to Information) Act 1985

- 10.1. This report contains no exempt information.

Background

1. The Schools Standards and Framework Act 1998.
2. The Education Act 2002.

3. The Education and Inspections Act 2006.
4. Education and Skills Act 2008.
5. The School Admissions Code (September 2021)
6. School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012
7. The School Admissions (Infant Class Sizes) (England) Regulations 2012.
8. The School Admissions (Appeals Arrangements) (England) Regulations 2012.
9. The Education Act 2011.
10. The School Admissions Appeals Code (2022).

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Proposed Admission Criteria for Nursery in Haringey Community and VC Schools in September 2026

Children may have a part-time place in a nursery centre, or a class attached to a school in the September following their third birthday. If there are more requests than part-time places available, the admission rules (over-subscription criteria) explained below will be used to decide which children will be admitted. There is no right of appeal against the decision to refuse admission of children to nurseries.

Parents/carers should note that admission to a nursery class in a school does not guarantee a place in the reception class at the same school. Parent/carers must complete their home authority School Admissions Application Form, which will be available online, by 15 January in the academic year their child turns four.

Oversubscription criteria for part time places

When the school is oversubscribed, after the admission of pupils with an Education, Health and Care plan naming the school, priority for admission will be given to those children who meet the criteria set out below, in priority order:

1. Children Looked After

Children who are looked after by a local authority or were previously looked after but immediately after being looked after, became subject to an adoption, child arrangements, or special guardianship order, including those who appear to the admission authority to have been in state care outside of England and ceased to be in state care as a result of being adopted.

A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989).

2. Social Medical

Children who the Authority accepts have an exceptional medical or social need for a place at one specific school. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other relevant independent professional. The information must confirm the exceptional medical or social need and demonstrate how the specified school is the only school that can meet the defined needs of the child.

3. Brother or Sister (sibling)

Children who will have a brother or sister attending the school (or its associated Infant or Junior school) at the time of admission. A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the child for whom the application is being made.

4. Children of Staff

- Children of teaching staff of the school where the member of staff has been employed at the school for two or more years at the time of application, and/or
- Children of a member of staff who has been recruited to fill a vacancy for which there is a demonstrable skill shortage.

5. Distance

Children whose home address is closest to the preferred school.

Distance will be measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

Tie breakers

Children cannot be considered under more than one criterion. Within each criterion the sole tiebreaker to decide between two applications is children whose home address is closest to the school, measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

The tiebreaker for two or more applications whose home address is exactly the same distance from the school (and who are not from multiple births) will be random allocation using a computerised system. The random allocation process will be supervised by an independent body.

Multiple births

If only one place is available at the school and the next child(ren) who qualifies for a place is one of multiple birth, we will ask community schools to go over their published admission number.

Notes

- (i) Home address is defined as the child's only or main residence. A business address, a childminder's address or any address including a family member's address other than the child's only or main residence will not be accepted.
- (ii) If parents are separated, the application should be made by the parent the child normally lives with. Where a child spends equal time during the school week with each parent, the exact arrangements must be made clear in a letter with a copy of any child arrangements order submitted with the application. It is the parents' responsibility to agree between themselves and make clear which address will be used and to provide supporting evidence in respect of that address. An application can only be processed from one address. The final decision about which address is to be used rests with Haringey Council.

- (iii) Previously looked after children include those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.
- (iv) A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the child for whom the application is being made.
- (v) Priority for children of teaching staff will be limited to one place for each form of entry in any year. Exception to this will apply to children of multiple birth or those born in the same academic year. All such applications must be submitted to the local authority and must be accompanied with the relevant paperwork supporting an application on these grounds. The applicant must take sole responsibility to provide such paperwork. Without the provision of the relevant papers, priority will not be given on these grounds.
- (vi) Haringey measures distance in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system. Measurements by alternative systems or to other points will not be taken into account in any circumstances. Where applicants have identical distance measurements, priority amongst them will be determined at random using a computerised system.

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Proposed Admission Arrangements for Reception and Junior Transfer Admissions to Haringey Community and VC Schools in September 2026

Oversubscription criteria

When the school is oversubscribed, after the admission of pupils with an Education, Health and Care plan naming the school, priority for admission will be given to those children who meet the criteria set out below, in priority order:

1. Children Looked After

Children who are looked after by a local authority or were previously looked after but immediately after being looked after, became subject to an adoption, child arrangements, or special guardianship order, including those who appear to the admission authority to have been in state care outside of England and ceased to be in state care as a result of being adopted.

A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989).

2. Social Medical

Children who the Authority accepts have an exceptional medical or social need for a place at one specific school. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other relevant independent professional. The information must confirm the exceptional medical or social need and demonstrate how the specified school is the only school that can meet the defined needs of the child.

3. Linked School

This rule applies only to junior school admissions. Applicants attending an infant school will be prioritised under this rule for admission to the linked junior school. The Linked infant and junior schools in Haringey normally share the same names (e.g. Rokesly Infant School is linked to Rokesly Junior School) with the exception of St Peter-in-Chains Infant School and St Gildas' Junior School.

4. Brother or Sister (sibling)

Children with a brother or sister already attending the school or linked infant/junior school and who will still be attending on the date of admission.

If a place is obtained for an older child using fraudulent information, there will be no sibling connection available to subsequent children from that family.

5. Children of Staff

- Children of teaching staff of the school where the member of staff has been employed at the school for two or more years at the time of application, and/or
- Children of a member of staff who has been recruited to fill a vacancy for which there is a demonstrable skill shortage.

6. Distance

Children whose home address is closest to the preferred school.

Distance will be measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

Tiebreakers

Children cannot be considered under more than one criterion. Within each criterion the sole tiebreaker to decide between two applications is children whose home address is closest to the school, measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

The tiebreaker for two or more applications whose home address is exactly the same distance from the school (and who are not from multiple births) will be random allocation using a computerised system. The random allocation process will be supervised by an independent body.

Multiple births

If only one place is available at the school and the next child(ren) who qualifies for a place is one of multiple birth, we will ask community schools to go over their published admission number.

Notes

- (i) Home address is defined as the child's only or main residence. A business address, a childminder's address or any address including a family member's address other than the child's only or main residence will not be accepted.
- (ii) If parents are separated, the application should be made by the parent the child normally lives with. Where a child spends equal time during the school week with each parent, the exact arrangements must be made clear in a letter with a copy of any child arrangements order submitted with the application. It is the parents' responsibility to agree between themselves and make clear which address will be used and to provide supporting evidence in respect of that address. An application can only be processed from one address. The final decision about which address is to be used rests with Haringey Council.

- (iii) Previously looked after children include those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.
- (iv) A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the child for whom the application is being made.
- (v) Priority for children of teaching staff will be limited to one place for each form of entry in any year. Exception to this will apply to children of multiple birth or those born in the same academic year. All such applications must be submitted to the local authority and must be accompanied with the relevant paperwork supporting an application on these grounds. The applicant must take sole responsibility to provide such paperwork. Without the provision of the relevant papers, priority will not be given on these grounds.
- (vi) Haringey measures distance in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system. Measurements by alternative systems or to other points will not be taken into account in any circumstances. Where applicants have identical distance measurements, priority amongst them will be determined at random using a computerised system.

Waiting lists

Where a child does not receive an offer of their preferred school, parents can request that their name is placed on the waiting list for that school. Waiting lists are ordered, and places allocated as they become available, strictly in accordance with the school's admissions criteria.

Waiting list positions can change at any time and a child's position may go down as well as up if other applicants with higher priority join the waiting list. Being on the waiting list does not guarantee a place in the school.

Waiting lists are maintained throughout the year and are refreshed on an annual basis at the end of the summer term. At this time parents will be contacted to confirm if they wish for their child to remain on the waiting list.

Nursery and Infant Pupils

Admission to a nursery class in a school does not guarantee a place in the reception class at the same school. Similarly, admission to an infant school does not guarantee a place in the linked junior school.

All parents/carers must complete their home authority School Admissions Application Form for admission to reception or to junior school (where applicable) by 15 January in the academic year their child turns four (reception) or seven (junior).

Deferred entry before compulsory school age

Children will normally be admitted to the reception year in the September following their fourth birthday. In line with the School Admissions Code September 2021, parents can defer their child's entry to the reception year until later in the school year, where they have been offered a place at a school to start before they are of compulsory school age.

Where entry is deferred, the school will hold the place for that child and not offer it to another child. However, entry cannot be deferred beyond the point the child reaches compulsory school age nor beyond the beginning of the final term of the Reception Year.

Where the parents wish, children may attend part-time until later in the school year but not beyond the point at which they reach compulsory school age.

Summer born children

Paragraph 2.18 of the School Admissions Code, September 2021, states that the parents of a summer born child may choose not to send that child to school until the September following their fifth birthday. Where this is the case the school will hold the place for that child and not offer it to another child. However, the school place cannot be held beyond the beginning of the final term of the Reception Year.

The parents of a summer born child may request that they are admitted out of their normal age group – to reception rather than year 1. Details of the process of making such requests are provided below.

Requests for children to be educated outside their chronological age group (For both summer born and non-summer born children)

Where families request that their child is educated outside their chronological age group the Council, as the admission authority for Haringey community and voluntary controlled (VC) schools, will make a decision on the basis of the circumstances of the case and in the best interests of the child concerned. This will include taking account of the child's individual needs and abilities and to consider whether these can best be met in their chronological year or a different year group. It will also involve taking account of:

- the parents' views
- information about the child's academic, social and emotional development
- where relevant their medical history and the views of a medical professional
- whether they have previously been educated out of their normal age group
- whether they may naturally have fallen into a lower age group if it were not for being born prematurely, and
- where relevant, the potential impact on the child of being admitted to their chronological year group without first having completed the preceding year.

The views of the headteacher will be an important part of this consideration.

Parents should write to the Council giving reasons for their request. This should be accompanied by an application for the child's actual year group. The application will be processed, and a school place will be secured in the child's actual year group. This place can later be withdrawn if the request for delayed admission is approved. Parents who are granted their request must then make a fresh application for a place in the agreed year group on a paper/pdf form. This application will be considered in accordance with the school's oversubscription criteria in the event of oversubscription. The decision will be reviewed once the child has started school at intervals agreed by the family and the school.

Requests will be considered by a panel of Haringey officers during the summer term before the September in which the child will be admitted to his or her correct age group. This panel will meet following the primary National Offer Day. For late or in-year requests the panel will meet to consider applications regularly throughout the school year. If parents would like to make an application for an own admission authority school, they will need approach the relevant school with their request.

Parents have a statutory right to appeal against the refusal of a place at a school for which they have applied. This right does not apply if they are offered a place at the school but it is not in their preferred age group.

Published Admission Numbers (PAN)

The proposed published admission numbers for Haringey community and voluntary controlled (VC) primary schools for entry in September 2026 are as follows:

School	Admission number
Alexandra	60
Belmont Infant	56
Bounds Green	90
Bruce Grove	30
Campsbourne Infant	60
Coldfall	90
Coleridge	120
Crowland	60
The Devonshire Hill	60
Earlham	30
Earlsmead	60
Ferry Lane	30
Highgate	60
Lancasterian	60
Lea Valley	60
Lordship Lane	90

School	Admission number
The Mulberry	60
Muswell Hill	60
Rhodes Avenue	90
Risley Avenue	60
Rokesly Infant	60
St Aidan's VC	30
Seven Sisters	30
South Harringay Infant	60
Stroud Green	60
Tetherdown	60
Tiverton	30
Welbourne	60
West Green	30
Weston Park	30
The Willow	60

Proposed Admission Arrangements for Secondary Transfer Admissions to Haringey Community Schools in September 2026

Oversubscription criteria

When the school is oversubscribed, after the admission of pupils with an Education, Health and Care Plan naming the school, priority for admission will be given to those children who meet the criteria set out below, in priority order:

1. Children Looked After

Children who are looked after by a local authority or were previously looked after but immediately after being looked after, became subject to an adoption, child arrangements, or special guardianship order, including those who appear to the admission authority to have been in state care outside of England and ceased to be in state care as a result of being adopted.

A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989).

2. Social Medical

Children who the Authority accepts have an exceptional medical or social need for a place at one specific school. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other relevant independent professional. The information must confirm the exceptional medical or social need and demonstrate how the specified school is the only school that can meet the defined needs of the child.

3. Brother or Sister (sibling)

Children with a brother or sister already attending the school and who will still be attending in years 7-11 on the date of admission.

If a place is obtained for an older child using fraudulent information, there will be no sibling connection available to subsequent children from that family.

4. Children of staff

- Children of teaching staff of the school where the member of staff has been employed at the school for two or more years at the time of application, and/or
- Children of a member of staff who has been recruited to fill a vacancy for which there is a demonstrable skill shortage.

5. Distance

Children whose home address is closest to the preferred school.

Distance will be measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

Tie breakers

Children cannot be considered under more than one criterion. Within each criterion the sole tiebreaker to decide between two applications is children whose home address is closest to the school, measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

The tiebreaker for two or more applications whose home address is exactly the same distance from the school (and who are not from multiple births) will be random allocation using a computerised system. The random allocation process will be supervised by an independent body.

Multiple births

If only one place is available at the school and the next child(ren) who qualifies for a place is one of multiple birth, we will ask community schools to go over their published admission number.

Notes

- (i) Home address is defined as the child's only or main residence. A business address, a childminder's address or any address including a family member's address other than the child's only or main residence will not be accepted.
- (ii) If parents are separated, the application should be made by the parent the child normally lives with. Where a child spends equal time during the school week with each parent, the exact arrangements must be made clear in a letter with a copy of any custody or residency order submitted with the application. It is the parents' responsibility to agree between themselves and make clear which address will be used and to provide supporting evidence in respect of that address. An application can only be processed from one address. The final decision about which address is to be used rests with Haringey Council.
- (iii) Previously looked after children include those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.

- (iv) A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the child for whom the application is being made.
- (v) Priority for children of teaching staff will be limited to one place for each form of entry in any year. Exception to this will apply to children of multiple birth or those born in the same academic year. All such applications must be submitted to the local authority and must be accompanied with the relevant paperwork supporting an application on these grounds. The applicant must take sole responsibility to provide such paperwork. Without the provision of the relevant papers, priority will not be given on these grounds.
- (vi) Haringey measures distance in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system. Measurements by alternative systems or to other points will not be taken into account in any circumstances. Where applicants have identical distance measurements, priority amongst them will be determined at random using a computerised system.

Waiting lists

Where a child does not receive an offer of their preferred school, parents can request that their name is placed on the waiting list for that school. Waiting lists are ordered, and places allocated as they become available, strictly in accordance with the school's admissions criteria.

Waiting list positions can change at any time and a child's position may go down as well as up if other applicants with higher priority join the waiting list. Being on the waiting list does not guarantee a place in the school.

Waiting lists are maintained throughout the year and are refreshed on an annual basis at the end of the summer term. At this time parents will be contacted to confirm if they wish for their child to remain on the waiting list.

Requests for children to be educated outside their chronological age group

Where families request that their child is educated outside their chronological age group the Council, as the admission authority for Haringey community and voluntary controlled (VC) schools, will make a decision on the basis of the circumstances of the case and in the best interests of the child concerned. This will include taking account of the child's individual needs and abilities and to consider whether these can best be met in their chronological year or a different year group. It will also involve taking account of:

- the parents' views
- information about the child's academic, social and emotional development
- where relevant their medical history and the views of a medical professional
- whether they have previously been educated out of their normal age group

- whether they may naturally have fallen into a lower age group if it were not for being born prematurely, and
- where relevant, the potential impact on the child of being admitted to their chronological year group without first having completed the preceding year.

The views of the headteacher will be an important part of this consideration.

Parents should write to the Council giving reasons for their request. This should be accompanied by an application for the child's actual year group. The application will be processed, and a school place secured in the child's actual year group.

This place can later be withdrawn if the request for delayed admission is approved.

Parents who are granted their request must then make a fresh application for a place in the agreed year group on a paper/pdf form. This application will be considered in accordance with the school's oversubscription criteria in the event of oversubscription. The decision will be reviewed once the child has started school at intervals agreed by the family and the school.

Requests will be considered by a panel of Haringey officers during the summer term before the September in which the child will be admitted to his or her correct age group. This panel will meet following the secondary National Offer Day. For late or in-year requests the panel will meet to consider applications regularly throughout the school year. If parents would like to make an application for an own admission authority school, they will need approach the relevant school with their request.

Parents have a statutory right to appeal against the refusal of a place at a school for which they have applied. This right does not apply if they are offered a place at the school but it is not in their preferred age group.

Determined Admission Arrangements for Hornsey School for Girls for 2026

Oversubscription criteria

When the school is oversubscribed, after the admission of pupils with an Education, Health and Care plan naming the school, priority for admission will be given to those children who meet the criteria set out below, in priority order:

1. Children Looked After

Girls who are looked after by a local authority or were previously looked after but immediately after being looked after, became subject to an adoption, child arrangements, or special guardianship order, including those who appear to the admission authority to have been in state care outside of England and ceased to be in state care as a result of being adopted.

A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989).

2. Social Medical

Girls who the Authority accepts have an exceptional medical or social need for a place at one specific school. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other relevant independent professional. The information must confirm the exceptional medical or social need and demonstrate how the specified school is the only school that can meet the defined needs of the child.

3. Siblings

Girls with a sister already attending the school and who will still be attending in years 7-11 on the date of admission. A sibling is a full sister, a step sister, a foster sister or an adopted sister living at the same address as the girl for whom the application is being made.

If a place is obtained for an older child using fraudulent information, there will be no sibling connection available to subsequent children from that family.

4. Children of staff

- Daughters of teaching staff of the school where the member of staff has been employed at the school for two or more years at the time of application, and/or
- Daughters of a member of staff who has been recruited to fill a vacancy for which there is a demonstrable skill shortage.

5. Distance

Girls whose home address is closest to the school.

Distance will be measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

Tie breakers

Children cannot be considered under more than one criterion. Within each criterion the sole tiebreaker to decide between two applications is children whose home address is closest to the school, measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

The tiebreaker for two or more applications whose home address is exactly the same distance from the school (and who are not from multiple births) will be random allocation using a computerised system. The random allocation process will be supervised by an independent body.

Multiple births

If only one place is available at the school and the next girl(s) who qualifies for a place is one of multiple birth, we will ask community schools to go over their published admission number.

Notes

- (i) Home address is defined as the child's only or main residence. A business address, a childminder's address or any address including a family member's address other than the child's only or main residence will not be accepted.
- (ii) If parents are separated, the application should be made by the parent the child normally lives with. Where a child spends equal time during the school week with each parent, the exact arrangements must be made clear in a letter with a copy of any custody or residency order submitted with the application. It is the parents' responsibility to agree between themselves and make clear which address will be used and to provide supporting evidence in respect of that address. An application can only be processed from one address. The final decision about which address is to be used rests with Haringey Council.
- (iii) Previously looked after children include those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.
- (iv) A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the child for whom the application is being made.

- (v) Priority for children of teaching staff will be limited to one place for each form of entry in any year. Exception to this will apply to children of multiple birth or those born in the same academic year. All such applications must be submitted to the local authority and must be accompanied with the relevant paperwork supporting an application on these grounds. The applicant must take sole responsibility to provide such paperwork. Without the provision of the relevant papers, priority will not be given on these grounds.
- (vi) Haringey measures distance in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system. Measurements by alternative systems or to other points will not be taken into account in any circumstances. Where applicants have identical distance measurements, priority amongst them will be determined at random using a computerised system.

Waiting lists

Where a child does not receive an offer of their preferred school, parents can request that their name is placed on the waiting list for that school. Waiting lists are ordered, and places allocated as they become available, strictly in accordance with the school's admissions criteria.

Waiting list positions can change at any time and a child's position may go down as well as up if other applicants with higher priority join the waiting list. Being on the waiting list does not guarantee a place in the school.

Waiting lists are maintained throughout the year and are refreshed on an annual basis at the end of the summer term. At this time parents will be contacted to confirm if they wish for their child to remain on the waiting list.

Requests for children to be educated outside their chronological age group

Where families request that their child is educated outside their chronological age group the Council, as the admission authority for Hornsey School for Girls, will make a decision on the basis of the circumstances of the case and in the best interests of the child concerned. This will include taking account of the child's individual needs and abilities and to consider whether these can best be met in their chronological year or a different year group. It will also involve taking account of:

- the parents' views
- information about the child's academic, social and emotional development
- where relevant their medical history and the views of a medical professional
- whether they have previously been educated out of their normal age group
- whether they may naturally have fallen into a lower age group if it were not for being born prematurely, and
- where relevant, the potential impact on the child of being admitted to their chronological year group without first having completed the preceding year.

The views of the headteacher will be an important part of this consideration.

Parents should write to the Council giving reasons for their request. This should be accompanied by an application for the child's actual year group. The application will be processed, and a school place secured in the child's actual year group.

This place can later be withdrawn if the request for delayed admission is approved. Parents who are granted their request must then make a fresh application for a place in the agreed year group on a paper/pdf form. This application will be considered in accordance with the school's oversubscription criteria in the event of oversubscription. The decision will be reviewed once the child has started school at intervals agreed by the family and the school.

Requests will be considered by a panel of Haringey officers during the summer term before the September in which the child will be admitted to his or her correct age group. This panel will meet following the secondary National Offer Day. For late or in-year requests the panel will meet to consider applications regularly throughout the school year. If parents would like to make an application for an own admission authority school, they will need approach the relevant school with their request.

Parents have a statutory right to appeal against the refusal of a place at a school for which they have applied. This right does not apply if they are offered a place at the school, but it is not in their preferred age group.

Published Admission Number (PAN)

The admission number for Haringey community schools for entry in September 2026 is as follows:

School	Admission number
Gladesmore Community School	243
Highgate Wood School	243
Hornsey School for Girls	135
Park View School	162

Academy Trusts are their own admission authority. The proposed published admission number for Mulberry Academy Woodside for entry in September 2026 is as follows:

School	Admission number
Mulberry Academy Woodside	210

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Appendix 4

**Proposed Admission Arrangements for In-Year Admissions to
Haringey Community and VC Schools 2026-27**

Oversubscription criteria

Primary, Infant and Junior community and voluntary controlled (VC) schools

- The criteria set out in **Appendix 2** will be applied.

Secondary community schools

- The criteria set out in **Appendix 3** will be applied.

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**Fair Access Protocol for Haringey Schools
from March 2024-25**

Introduction

1. The School Admissions Code, September 2021, ('the Code') requires local authorities to have in place a fair access protocol which all local schools and Academies must adhere to.
2. Its aims are to:
 - acknowledge the real needs of vulnerable young people who are not on the roll of a school and to ensure that an appropriate placement is identified quickly and pupils are on roll within 15 days of the panel
 - seek to find an alternative placement or support for those on roll of a school where it can be demonstrated that they are at risk of permanent exclusion
 - fairly share the admission of vulnerable students across all schools and Academies (where the panel agree that another mainstream school place should be identified)
 - arrange such admissions openly through a process which has the confidence of all
 - record the progress and successes of the young people placed through this panel

This protocol reflects the LA's responsibility for safeguarding and promoting the welfare of children and young people as well as educational attainment

3. It is essential to the success of fair access that all headteachers and governing bodies agree to the aims, principles and procedures and give their fullest support.
4. All schools recognise their collective responsibility for all pupils and accountability for some and will work collaboratively to manage pupils with challenging behaviour, involving multi-agency support, accessed where appropriate. All members will work together to secure commitment to the inclusion agenda and to reduce exclusions from schools.

Students within the scope of this scheme

5. The admission to school of the following students falls within the scope of this scheme:

- a. children either subject to a Child in Need Plan or a Child Protection Plan¹ or having had a Child in Need Plan or a Child Protection Plan within 12 months at the point of being referred to the fair access panel ;
- b. children living in a refuge or in other Relevant Accommodation at the point of being referred to the fair access panel;
- c. children from the criminal justice system
- d. children in alternative provision who need to be reintegrated into mainstream education or who have been permanently excluded but are deemed suitable for mainstream education;
- e. children with special educational needs (but without an education, health and care plan), disabilities or medical conditions;
- f. children who are carers;
- g. children who are homeless;
- h. children in formal kinship care arrangements²
- i. children of, or who are, Gypsies, Roma, Travelers, refugees and asylum seekers;
- j. children who have been refused a school place on the grounds of their challenging behaviour and referred to the FAP in accordance with paragraph 3.10 of the Code;
- k. children for whom a place has not been sought due to exceptional circumstances;³
- l. children who have been out of education for 4 or more weeks where it can be demonstrated that there are no places available at any school within a reasonable distance of their home. This does not include circumstances where a suitable place has been offered to a child and this has not been accepted; and
- m. previously looked after children for whom the local authority has been unable to promptly secure a school place.⁴

¹ Child in Need Plans and Child Protection Plans are plans of help and protection to address safeguarding and welfare needs, where a child has been assessed by the local authority as being a child in need under Section 17 of the Children Act 1989 and/or as suffering or likely to suffer significant hardship under Section 47 of the Children Act 1989. See also statutory guidance Working Together to Safeguard Children (2018) (pages 35 and 48 to 49). Where a local authority is advised that a child who has moved into the local authority had a Child in Need Plan or Child Protection Plan previously and meets the criteria outlined, this information may need to be checked with the previous local authority

² As evidenced by either a child arrangements order not relating to either birth parent or a special guardianship order. the FAP on this basis, based on the circumstances of the case.

³ It is for the local authority to decide whether a child qualifies to be placed via the FAP on this basis, based on the circumstances of the case.

Managed moves & EHCPs

6. The fair access panel does not administer the process for managed moves, however, schools may use it as a forum to discuss and liaise with other education providers regarding possible managed moves.
7. Outside the panel, all schools must inform the School Admissions and Organisation Service of any pupil who they are going to refer for a managed move, so an accurate record of school attendance and managed moves currently in progress can be maintained by the local authority. Schools must also inform the School Admissions and Organisation Service of the outcome of a managed move, i.e. when a pupil moves permanently to their new school or that it is determined that they should remain at their original school.
8. There are dedicated arrangements for children with Education, Health and Care plans and this protocol does not override those arrangements. However, it has been agreed that pupils who are placed through those arrangements will be noted by the fair access panel (see later section).

Composition and frequency of the panel

Secondary

9. A panel, consisting of a minimum of 3 secondary Headteachers (or their designated representative), will meet once a month (or as necessary) to ensure prompt and fair allocation of young people to schools. Heads will be notified of their designated meetings at the beginning of the academic year.
10. The Head of Admissions and School Organisation or another designated local authority Officer will chair the panel.
11. In the event that the placement decision is not unanimous, the designated Headteachers will decide by a majority vote
12. Where a young person is known to a particular service or agency, an officer with knowledge of that young person will be invited to the panel, or a short written statement may be submitted.
13. The membership of the panel can include as necessary, a representative of children's social care, educational psychology service, youth offending service, children missing education, children in care, the police and any other relevant professional supporting a case.

Primary

14. A panel, consisting of no less than three primary Headteachers (or their designated representative), will meet once a half term, (or as necessary) to ensure prompt and fair allocation of young people to schools.
15. The Head of Admissions and School Organisation or another designated local authority officer will chair the panel.

16. Where a young person is known to a particular service or agency, an officer with knowledge of that young person will be invited to the panel, or a short-written statement may be submitted.

The decision-making process

17. Cases will be brought to the panel by the Haringey Admissions Service which will be the point of referral. The cases must be submitted under one of the categories given in paragraph 5 above and the child must be without a school place.
18. The Panel will be administered by the Haringey Admissions Service which will provide data for the current and previous school year (figures to be based on actual figures where fair access pupils have been admitted).
19. The following data will be provided at each panel:
 - The number of pupils on roll at each school in each year group
 - The number of vacancies at each school in each year group
 - The number of pupils that have been admitted to each school in each year group through the 'normal' in year admissions process since the last panel
 - The number of pupils that have been admitted to each school in each year group through the fair access admissions process since the last panel
 - The total number of pupils that have been admitted to each school in each year group through the fair access admissions process in the last academic year and the number of schools or Academies (if any) that have failed to admit
 - Background/ pupil history/ information, where available and where consent has been confirmed
 - The number of students with statements of Special Educational Need allocated over number through the SEN procedures.
20. The placement panel for children in care will continue to determine the most appropriate placement for each young person and their case will be presented for the panel to ratify. In order to ensure that CIC are admitted to school quickly, they will be placed before the panel and it will not be possible for these cases to be brought back to the panel for reconsideration.
21. When making the decision as to appropriate school placement for the child, the panel will take into account:
 - preferences made and views of parents/carers and the view of the pupil (including religious affiliation)

- the admissions criteria
 - the published admission number and number of forms, of entry so placements can be made proportional to the number of forms of entry
 - the number of students admitted through the fair access panel in the previous and current academic year
 - the needs of the student, where this is known
 - any capacity/capability reasons why the school may not be able to respond to the needs of the student
 - the individual context of a school in relation to recently excluded students
 - whether the applicant has previously attended a Haringey school.
 - it will be the presumption that wherever possible pupils will return to a school if they have previously been on roll there.
22. In addition to the factors above each child will be allocated a set number of points under the below system, based on the likely complexity of support which the admitting school will need to put in place. The combined points of the children admitted to each school via fair access will be monitored, and when considering the equitable allocation of children the panel will take into account the proportion of complex cases which each school has already admitted.

Fair Access Points System	
Weighting	Case Factors
3 points	Permanent exclusion and/or Youth Offending Service involvement
2 points	More than one fixed term exclusion, a managed move, or other significant concerns (as agreed by panel)
1 point	All other allocations

23. In cases where a child does not return to their previous Haringey school, that school will have the value of one child debited from their comparative fair access statistics, to reflect the loss of that child from the school's roll.
- This debit will apply regardless of whether the child was originally admitted to that school via the fair access protocol.
 - In cases where the child is being re-integrated into mainstream school from an alternative provision, and the child was previously permanently excluded or it is otherwise considered to be in the best interests of the child not to return to their previous school, this debit will not be applied.

- In cases where the child previously attended more than one Haringey school the debit will be applied solely to the school which the child most recently attended.
24. **Note:** Where a school has admitted pupils above its admission number in error, these additional pupils will not count and cannot be offset against fair access referrals.
25. Where an alternative educational placement is determined most suitable to meet the needs of a young person, this provision will be identified in principle by the Inclusion multi-agency service via a referral to the HAPIP panel (Haringey Alternative Provision Inclusion Panel).
26. Decisions will be reached by consensus, whenever possible, with the chair mandated to take appropriate action where this has not proved possible.

Implementation of the decisions

27. Decisions regarding placement of students under the fair access protocol will be made by the panel, and will be final.
28. Admission must take place within **15** school days of the school receiving notification of the decision.
29. In exceptional circumstances, the allocated school may request that the panel reconsider their decision at the next meeting. This will only be possible where the school has prior knowledge of the specific young person which was not known to the panel at the time of decision, which makes the placement inappropriate. This request must be made in writing to the Chair within **5** school days of the school receiving notification of the decision. The formal offer letter will be sent on the 6th day.
30. The Department for Education recognises that admission of a young person via fair access could potentially take the school above the planned admission number for that year group.
31. It is recognised that there is usually little available information about the young people who are being admitted in-year to school. The School Admissions and Organisation Service will try to acquire as much educational information as practical to accompany in-year admissions to assist smooth integration to the school.

Risk assessments

32. Risk assessments will be undertaken as necessary by the referring body.

Relationship with appeals

33. Where young people are admitted to a school above the planned admission number in any year group under the protocol, this should not prejudice the provision of efficient education or the efficient use of resources of the school.
34. Appeal panels will be made aware of the conditions of the scheme, and that the admission of an additional student under this scheme is different from a school voluntarily exceeding its admission limit. Panels will also be made aware that any decision made to allow appeals will place further pressure on the school's resources.
35. A school placement made through the FAP shall not remove a parent/carer's right to appeal for a school place elsewhere.

Monitoring the operation of the Protocol

36. The School Admissions and Organisation Service will undertake scheduled checks and monitor admission dates and pupil days.
37. The anonymised details of all decisions will be made available to the Director and Lead Member to demonstrate that the Protocol is being effective.
38. This will include any school or Academy that has not taken a pupil on roll within 15 days of the decision being notified.
39. Details of any school or Academy who has not taken a pupil on roll within 15 days of the decision will also be available at the next fair access meeting.
40. On day 16 the Head of Admissions and School Organisation will contact in writing the Headteacher of any school or Academy that has failed to admit within the agreed timeframe to request an on-roll date.
41. If the school or Academy fails to provide an on-roll date, within agreed timescales, then the direction process will apply as set out in the School Admissions Code and in accordance with the Department for Education advice: "Fair Access Protocols Guidance for school leaders, admission authorities and local authorities" August 2021.
42. The protocol will be reviewed on an annual basis by the Local Authority, in conjunction with Headteachers/ principles, in order to assess its effectiveness in ensuring that unplaced children are being allocated places at schools/ academies or in alternative educational provision on an equitable basis.

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**Proposed Admission Arrangements for Sixth Form
Admissions to Haringey Community Schools
in September 2026**

Highgate Wood Secondary School

Maximum number of students to be admitted from outside the school = 30%

All students will be invited to an informal discussion about their subject choice. The general entry requirements are as follows:

A Level

At least five GCSE passes at 9 – 5, with specific requirements for particular subjects based upon the national statistical guidance for successful outcomes. We consider ourselves to be an open access Sixth Form and so the criteria are matched to what is required to ensure positive outcomes. Full details for different subjects are available on the website.

Oversubscription criteria

Where the number of eligible external applicants for a course of study exceeds the places available then admission will be determined in accordance with the following priority of admission criteria:

1. EHCP

Students who have an Education Health and Care Plan naming the school.

2. Children Looked After

Students who are looked after by a local authority or were previously looked after but immediately after being looked after, became subject to an adoption, child arrangements, or special guardianship order, including those who appear to the admission authority to have been in state care outside of England and ceased to be in state care as a result of being adopted.

A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989).

3. Brother or Sister (sibling)

Students who will have a sibling attending the school at the point of admission.

4. Distance

Students whose home address is closest to the preferred school.

Distance will be measured in a straight line from the Ordnance Survey address point of the student's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

Tie breakers

Students cannot be considered under more than one criterion. Within each criterion the sole tiebreaker to decide between two applications is students whose home address is closest to the school, measured in a straight line from the Ordnance Survey address point of the student's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

The tiebreaker for two or more applications whose home address is exactly the same distance from the school (and who are not from multiple births) will be random allocation using a computerised system. The random allocation process will be supervised by an independent body.

Notes

- (i) Home address is defined as the student's only or main residence. A business address, a childminder's address or any address including a family member's address other than the child's only or main residence will not be accepted.
- (ii) If parents are separated, the application should be made by the parent the child normally lives with. Where a child spends equal time during the school week with each parent, the exact arrangements must be made clear in a letter with a copy of any custody or residency order submitted with the application. It is the parents' responsibility to agree between themselves and make clear which address will be used and to provide supporting evidence in respect of that address. An application can only be processed from one address. The final decision about which address is to be used rests with Haringey Council.
- (iii) Previously looked after children include those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.
- (iv) A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the student for whom the application is being made.
- (v) Haringey measures distance in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system. Measurements by alternative systems or to other points will not be taken into account in any circumstances. Where applicants have identical distance measurements, priority amongst them will be determined at random using a computerised system.

Equality Impact Assessment (EQIA)

The Equality Impact Assessment (EQIA) form is a template for analysing a policy or proposed decision for its potential effects on individuals with protected characteristics covered by the Equality Act 2010.

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

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

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

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

1. Responsibility for the Equality Impact Assessment

Name of proposal:	Reductions in surplus primary and secondary places
Service Area:	Schools & Learning
Officer Completing Assessment:	Nick Shasha.
Equalities Advisor:	Vlada Shevelkova.
Cabinet meeting date (if applicable):	12 November 2024
Director/Assistant Director	Jane Edwards

2. Executive summary

Please complete this section *after* completing the rest of the form and summarise:

- The policy proposal, its aims and objectives, the decision in consideration. Please focus on **the change** that will result from this decision.
- Results of the analysis: potential positive and negative equality impacts
- Mitigations that will be taken to minimise negative equality impacts (if relevant)
- Next steps (this may include: if/when the EQIA will be refreshed, planned consultation, future stages of the project).

This proposal concerns Admissions Arrangements for 2026/27 and proposed reductions in surplus school places at selected primary and secondary schools.

The proposal to reduce surplus (not needed) capacity for both primary and secondary schools would be achieved through the following reductions:

- Rokesly Infant School (reducing from 90 to 60)
- Park View Secondary school (reducing from 216 to 162)
- Hornsey School for Girls (reducing from 162 to 135)

The proposal will ensure that sufficient school places are available to meet local demand. The proposed reduction of PANs (Planned Admission Number) for some schools will allow better alignment of PANs with actual number of pupils on roll, leading to cost savings. This is likely to enhance the sustainability of Haringey's current offer, benefitting the diversity of education choice. Should demand for local school places grow the PAN could be easily increased, as there will not be any changes to the accommodation at the school.

We will ask for approval from Cabinet to consult on our proposed admission arrangements, including the proposals as shown below:

School	Present PAN	Proposed PAN	Reduction
Rokesly Infant Primary School	90	60	-30
Park View Secondary	216	189	-27
Hornsey School for Girls Secondary	162	135	-27

It is likely that reductions in capacity will have a ripple effect locally as falling demand is rarely evidenced at just one school but is often felt across several. A further benefit of planning places judiciously is that it keeps rolls relatively buoyant across and beyond any planning area as surplus places are reduced.

We are proposing to reduce the number of available places at these schools to enable them to operate more efficiently and cost effectively. The proposed reduction of PANs for these schools will allow better alignment of PANs with actual number of pupils on roll, leading to cost savings.

Consulting on our admission arrangements for entry in September 2026/27 gives these schools sufficient time to make the necessary internal organisational adjustments so that any potential impact on staff is limited. It will allow the school leadership teams in offering a more accurate number of places and also help with long term planning.

Our proposal will not adversely impact on families trying to access their local school with high quality provision. A projected surplus of school places in the planning areas where these schools are located means that we expect sufficient places to still be available for local children if the PANs are reduced as proposed.

All local schools are able to support children with a wide range of abilities, special needs, disabilities and learning difficulties including those with multiple and significant disabilities. The schools that are proposed to take PAN reductions do not offer any specific provision that is not provided elsewhere, and we believe that the needs of the community can be met at other local schools and this will be tested during the consultation process. We will closely monitor the number of school applications received at the time and in the event, there is an increase in demand for and additional places are required, these schools can revert to their original PAN.

The key stakeholders are children and young people in Haringey schools, their parents and carers. Additional stakeholders are staff employed in the affected Haringey primary and secondary schools.

An Equalities Impact Assessment (EqIA) will form an important part of the consultation and will seek to ascertain whether the proposed reduction in PAN at the schools mentioned previously 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. Consultation and engagement

3a. How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff? Detail how your approach will facilitate the inclusion of protected groups likely to be impacted by the decision.

The consultation seeks to establish the key concerns and issues of stakeholders and clarify if they identify those issues also shown in the EQIA. Stakeholders such as pupils, parents, carers, school staff and governors will be invited to participate in a consultation and share their views including whether or not they agreed with each proposal and if not, why not. To this purpose an annual Admissions Arrangements survey has been developed which attempts to ascertain views on several education themes such as Primary, Secondary and Sixth form.

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 Newsletter which is distributed to the headteacher and chair of governors of every school in the borough
- to all children's centres in the borough
- to all registered nurseries and child minders and any other early years providers
- on the Council's online primary and secondary admissions page
- via information in all libraries across the borough
- to all councillors
- to MPs in Haringey
- to the diocesan authorities

- to neighbouring authorities
- other groups, bodies, parents and carers as appropriate

Stakeholders will also be given the opportunity to express their views in writing via a questionnaire – both electronically and via the hard copy attached to the consultation document, by email and post.

Stakeholders are also invited to comment on the mandatory Fair Access Panel (FAP). The FAP aims to:

- acknowledge the real needs of vulnerable young people who are not on the roll of a school and to ensure that an appropriate placement is identified quickly and pupils are on roll within 15 days of the panel
- seek to find an alternative placement or support for those on roll of a school where it can be demonstrated that they are at risk of permanent exclusion
- fairly share the admission of vulnerable students across all schools and Academies (where the panel agree that another mainstream school place should be identified)
- arrange such admissions openly through a process which has the confidence of all
- record the progress and successes of the young people placed through this panel

The most recent data from the FAP shows that 202 children were admitted to Haringey schools using the fair access protocol between 1 August 2023 and 31 July 2024.

It should be noted that as the specification of the FAP is determined by the School Admissions Code (September 2021) and **no changes to its current operation are proposed in this consultation.**

We have already discussed reductions in surplus (not needed) secondary school capacity with all Secondary and All-Through Head teachers in the borough.

The formal consultation seeks to establish the key concerns and issues of stakeholders and clarify if they identify those issues also shown in the EQIA. Stakeholders such as pupils, parents, carers, school staff and governors will be invited to participate in a consultation and share their views including whether or not they agreed with each proposal and if not, why not. To this purpose a survey will be developed to ascertain views on the proposals of reducing surplus (not needed) capacity across our Secondary school estate.

We need to reduce the number of “ghost” classes, that is classes that are notionally provided but not needed given the current and projected pupils on roll. At this stage

the following schools are being considered for PAN (Planned Admission number) reductions:

- Rokesly Infant Primary school;
- Hornsey School for Girls;
- Park View

Latest Secondary Transfer offer statistics as at October 2nd 2024

School	PAN	Offered	Vacancies
Hornsey School for Girls	162	95	67
Park View	216	176	40

Latest current Reception offer statistics as at October 2nd 2024

School	PAN	Offered	Vacancies
Rokesly	90	58	32

The data above clearly shows that some Haringey secondary schools could reduce their PAN by 1 form of entry (27-30 pupils depending on setting) with no impact on the provision of existing places to pupils. The same also applies for Rokesly Infant Primary School which has a surplus of 32 vacancies in current Reception based on the determined PAN.

3b. Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics

TO BE COMPLETED ONCE CONSULTATION AND ENGAGEMENT UNDERTAKEN

4. Data and Impact Analysis

Note: officers may want to complement their analysis with data from the State of the Borough and ward profiles, found here: <https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough>.

Please consider how the proposed change will affect people with protected characteristics.

4a. Age Data

Borough Profile¹

- 54,422: 0-17 (21%)
- 71,660: 18-34 (27%)
- 63,930: 35-49 (24%)
- 46,516: 50-64 (18%)
- 27,706: 65+ (10%)

ONS 2021 Census

0-4 (14,900 and 5.7% of the total Haringey population)

M: 7,600 F: 7,300

5-9 (14,700 and 5.6% of the total Haringey population)

M: 7,500 F: 7,200

10-14 (15,600 and 5.9% of the total Haringey population)

M: 7,900 F: 7,700

Total Haringey Population as at 2021: 264,200

M: 127,100 F: 137,000

Target Population Profile

Primary school age pupils (5-11) and Secondary age (11-16) school age pupils (Year 7 to Year 11).

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic? The latest data from the ONS 2021 Census above and the PLASC School Census has been produced below:

PLASC School Census data as at May 2024

Service users (Primary children by Age and sex across all Haringey primary age settings)

Year group	Male	Female	Grand Total
Reception	1,394	1,254	2,648
Year 1	1,434	1,292	2,726
Year 2	1,357	1,347	2,704
Year 3	1,423	1,394	2,817
Year 4	1,411	1,394	2,805

¹ Census, 2021 – [Population and household estimates, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/populationandhousehold/populationandhouseholdestimates/populationandhouseholdestimates)

Year 5	1,412	1,328	2,740
Year 6	1,466	1,347	2,813
Grand Total	9,897 (51.4%)	9,356 (48.6%)	19,253

Source: School Census May 2024

Historically, the number of children entering Haringey's school system has increased year-on-year though primary cohorts are now reducing. The School census data from May 2024 indicates a similar split across each of the age groups, with no overrepresentation in any of the age cohorts.

PLASC School Census data as at May 2024

Service users (Secondary age children attending Haringey secondary settings)

Year group	Male	Female	Grand Total
Year 7	1,379	1,256	2,635
Year 8	1,352	1,348	2,700
Year 9	1,432	1,316	2,748
Year 10	1,431	1,391	2,822
Year 11	1,475	1,367	2,842
Grand Total	7,069 (51.4%)	6,678 (48.6%)	13,747 (100%)

Source: School Census May 2024 Note: above data includes pupils attending Special school settings, the table below does not hence slight differences in totals

PLASC School Census data as at May 2024

Service users (Secondary age children (Year 7-11) attending named Haringey secondary settings)

Year group	Male	Female	Grand Total
Alexandra Park School	591	576	1,167
Duke's Aldridge Academy	571	491	1,062
Fortismere School	736	607	1,343
Gladesmore Community School	681	603	1,284
Greig City Academy	587	425	1,012
Harris Academy Tottenham	505	435	940
Heartlands High School	598	569	1,167
Highgate Wood Secondary School	720	561	1,281
Hornsey School for Girls		720	720
Mulberry Academy Woodside	639	551	1,190
Park View Schol	601	527	1,128

St Thomas More Catholic School	569	465	1,034
Grand Total	6,798 (51%)	6,530 (49%)	13,328 (100%)

Source: School Census May 2024

Historically, the number of children entering Haringey's school system has increased year-on-year though primary cohorts have fallen for several years and are now impacting the size of secondary cohorts also. The School census data from May 2024 shows the fall in size of younger cohorts moving through with the Year 7 cohort (2,635) some way smaller than the Year 11 cohort (2,842).

Age profile of teaching staff at Haringey schools

	Under 25	25 to 29	30 to 39	40 to 49	50 to 59	60 and over	Total
Haringey	84 (3%)	339 (14%)	761 (30%)	597 (23%)	472 (18%)	117 (4%)	2,370

Source: DfE Workforce Characteristics data at borough and school level 2023/24

Note: for Haringey data is for all schools, primary and secondary

Detail the findings of the data

- a) Might members of this group be disproportionately affected by the proposal due to overrepresentation? How does this compare with the wider demographic profile of the Borough?
- b) Might members of this group be disproportionately affected by this proposal as a result of a need related to their protected characteristic?

a) The distribution of the primary and secondary school age cohort almost exactly replicates that of the broader population as is to be expected. School staff age groups appear to be broadly comparable to that of the Haringey adult population.

b) It is not anticipated that either the school admissions proposals or proposed reductions in planned admission numbers at several schools will disproportionately affect any potential pupils since the proposal relates to the removal of surplus (not needed) school places.

Potential Impacts

Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts). Reduction in surplus (not needed) school places should have a minimal impact on staff but it should be acknowledged that this impact may fall more on the numerically more predominant age groups.

Any potential impact needs to be evaluated in the context of scale. Assuming that the proposed schools reduce their PAN by one form of entry redundancy or redeployment of staff at this school is likely to occur. It is likely that a class teacher

and teaching assistant (2 staff) will be affected for each year of PAN reduction. Affected staff should be supported by appropriate HR procedures such as access to a redeployment pool and support given to find another role in Education.

This proposal is likely to have no impact on existing or future pupils at the selected schools in terms of the protected characteristic of age. The proposal relates only to the removal of surplus classes. This proposal may have a small negative impact on school staff based on the protected characteristic of age.

4b. Disability

Data for adult age population

		Disabled under the Equality Act			Not disabled under the Equality Act		
Age range	Cohort size	Total (% of Haringey popn)	Day-to-day activities limited a lot	Day-to-day activities limited a little	Total	Has long-term physical or mental health condition but day-to-day activities are not limited	No long-term physical or mental health conditions
Haringey							
Aged 15 to 24 years	29,816	11%	3%	6%	91%	4%	88%
Aged 25 to 34 years	49,595	19%	3%	7%	91%	6%	85%
Aged 35 to 39 years	23,533	9%	3%	6%	91%	5%	86%
Aged 40 to 44 years	21,080	8%	4%	6%	90%	5%	84%
Aged 45 to 49 years	19,111	7%	6%	7%	87%	6%	81%
Aged 50 to 54 years	18,448	7%	9%	9%	82%	6%	76%
Aged 55 to 64 years	27,853	11%	12%	11%	77%	8%	69%

Data for school age population

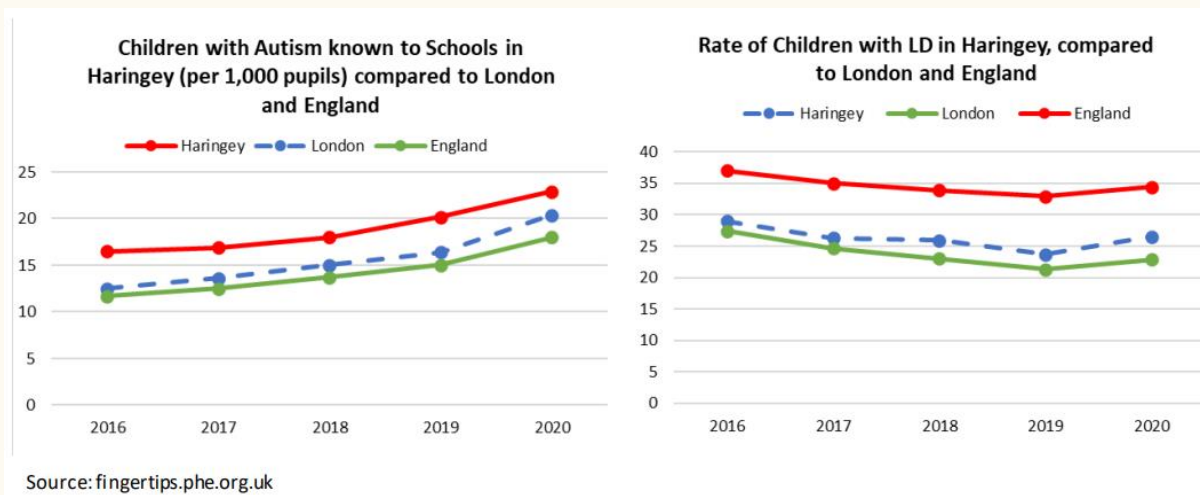
		Disabled under the Equality Act			Not disabled under the Equality Act		
Age range	Cohort size	Total	Day-to-day activities limited a lot	Day-to-day activities limited a little	Total	Has long-term physical or mental health condition but day-to-day activities are not limited	No long-term physical or mental health conditions
Haringey							
Aged 9 and under	29,667	3%	1%	2%	97%	2%	95%
Aged 10 to 14	15,569	6%	2%	3%	94%	2%	92%
Aged 15 to 24	29,816	9%	3%	6%	91%	4%	88%

Source: ONS 2021 Census (Table RM073 Disability by sex by age)

Target Population Profile

Primary school age pupils (5-11) and Secondary age (11-16) school age pupils (Year 7 to Year 11).

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic? EHCP numbers as below:



Total number of Children & Young People with EHCPs maintained by Haringey, Mar 2024:

Year	Totals	Year	Totals
Pre-School/Nursery	42	Year 9	200
Reception	136	Year 10	162
Year 1	152	Year 11	197
Year 2	151	Year 12	187
Year 3	204	Year 13	153
Year 4	178	Year 14	131
Year 5	185	Year 15	87
Year 6	196	Year 15 plus	163
Year 7	189	Totals	2,903
Year 8	190		

Source: Haringey SEN team 2024

The data demonstrates that there are a range of children with disabilities and that they are evenly represented across age groups. The proposed arrangements prioritise children meeting the criteria for a statement of special educational needs as well as also giving priority to children with social and medical considerations that meet the criterion for an exceptional medical or social need. We do not hold data on pupils with less complex disabilities who do not qualify for either category.

Detail the findings of the data.

- a) Might members of this group be disproportionately affected by the proposal due to overrepresentation? How does this compare with the wider demographic profile of the Borough?
 - b) Might members of this group be disproportionately affected by this proposal by dint of a need related to their protected characteristic?
- a) The distribution of the children and young people with statements or plans maintained by Haringey is broadly the same by individual year group and is unlikely to be impacted by the proposed removal of surplus school places at mainstream (not specifically SEND settings).
- b) It is not anticipated that either the school admissions proposals or proposed reductions in planned admission numbers at several schools will disproportionately affect any potential pupils with statements or plans maintained by Haringey since the proposal relates to the removal of surplus (not needed) school places.

Concerns of affected disabled staff at any of the impacted schools will be taken into consideration in this consultation with reference made to disability data on staff where available. In terms of mitigating the impact, the Council will endeavour to ensure that should staff be affected by changes to PAN will be given access to the redeployment pool and given individualised support to find alternative roles, considering any impacts on their protected characteristics.

Potential Impacts

- Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).

This proposal is likely to have neutral impacts on children and negative impacts on some staff.

4c. Gender Reassignment

Data

Borough Profile²

² Census, 2021 – [Gender identity, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/identityandgender/articles/genderidentityenglandandwales/2021)

- Gender Identity different from sex registered at birth but no specific identity given – 0.5%
- Trans woman – 0.1%
- Trans man - 0.1%

Data

Borough Profile

The latest 2021 Census has published the following data on the population aged 16+.

Gender identity	2021
Gender identity the same as sex registered at birth	193,177
Gender identity different from sex registered at birth but no specific identity given	1,377
Trans woman	383
Trans man	389
All other gender identities	537
Not answered	20,137
Total: All usual residents aged 16 years and over	216,000

The data above shows that the majority of 16+ residents in Haringey have the same gender identity as sex registered at birth (193,177) whilst 383 residents reported as trans women and 389 as trans men³. Haringey doesn't collect this data for secondary age children (11-16).

Target Population Profile

Primary and secondary age (11-16) school age pupils (Year 7 to Year 11).
Staff?

Haringey Council does not collect this data for Haringey primary and secondary age children though please see central government data mentioned above on the 16+ population of Haringey.

Potential impacts

There is no reason to think that this proposal will impact this protected group. If the consultation identifies that this protected characteristic is impacted by any proposal, attempts to mitigate the impact will be considered.

4d. Marriage and Civil Partnership

³ Trans is an umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth.

Note: Only the first part of the equality duty (“*Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act*”) applies to this protected characteristic.

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

Borough Profile ⁴

Divorced or formerly in a same-sex civil partnership which is now legally dissolved: (8.2%)

In a registered same-sex civil partnership: (0.6%)

Married: (33.3%)

Separated (but still legally married or still legally in a same-sex civil partnership): (4.0%)

Single (never married or never registered a same-sex civil partnership): (50.0%)

Widowed or surviving partner from a same-sex civil partnership: (3.9%)

Target Population Profile

Secondary and Primary school teaching staff and parents and carers only.

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

Haringey doesn’t collect data on the marriage and civil partnership status of school staff.

However, all decisions will ensure all couples in a civil partnership are treated exactly the same as couples in a marriage.

Potential Impacts

- Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).

This proposal is likely to have no known impacts. If the consultation identifies that this protected characteristic is impacted by any proposal, attempts to mitigate the impact will be considered.

4e. Pregnancy and Maternity

Note⁵:

- Pregnancy is the condition of being pregnant or expecting a baby.
- Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity

⁴ Source: 2011 Census

⁵ Equality and Human Rights Commission, 2022 – [Pregnancy and maternity discrimination](#).

discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Data

Borough Profile ⁶

Live Births in Haringey 2022: 3,085

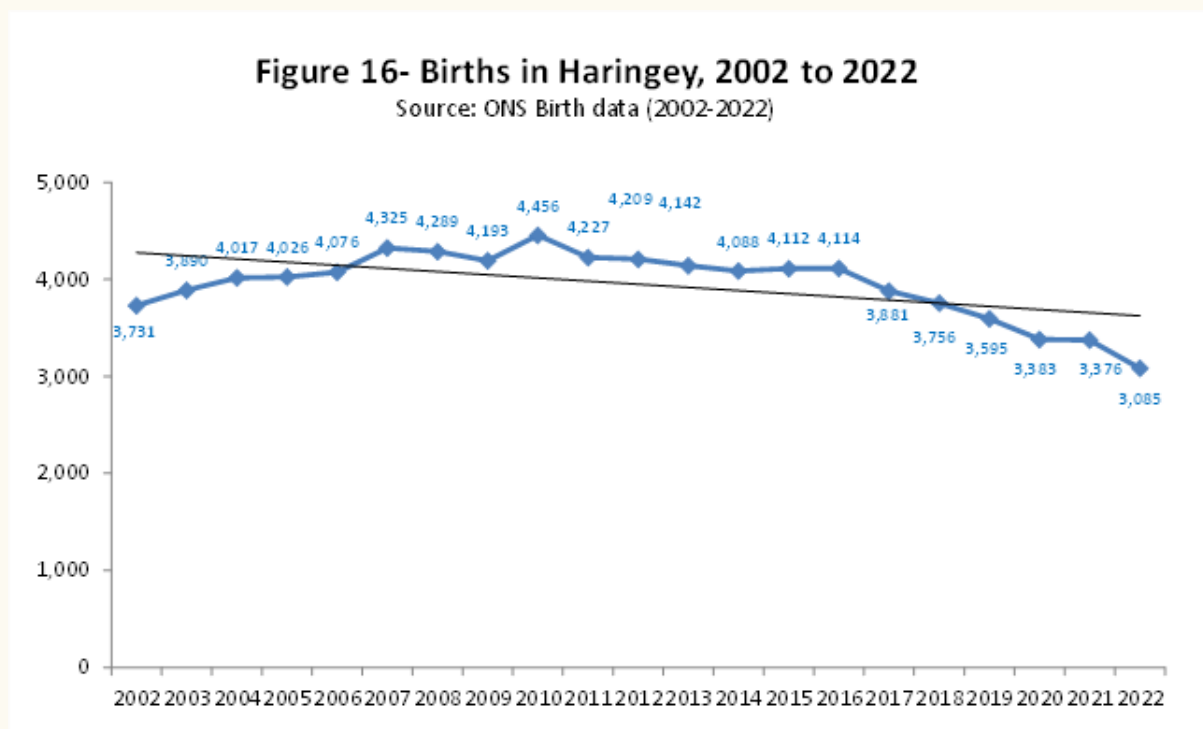
Target Population Profile

Primary and Secondary school staff and Secondary age (11-16) school age pupils (Year 7 to Year 11).

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

ONS Live births data and GLA School roll projections

The ONS data below shows the recent decline of birth rates in Haringey. Birth rates are a key determinant in the likely demand for subsequent school places. Data below from the 2024 School Place Planning report also show a projected fall in the number of Reception places required (the second column) versus the number of Reception places currently provided (the third column) at primary schools between now and 2030.



⁶ Births by Borough (ONS)

Reception places borough wide

Intake year	Reception aged pupils	Number of school places across borough	% of reception surplus	Deficit/surplus No. of places	Equivalent Form of Entry (fe)
2018/19	3,029 (actual)	3,290	7.9%	261	9fe
2019/20	2,952 (actual)	3,296	10.4%	344	12fe
2020/21	2,934 (actual)	3,236	9.3%	302	10fe
2021/22	2683 (actual)	3,088	13.1%	405	13fe
2022/23	2,720 (actual)	3,026	10.1%	306	10fe
2023/24	2,652 (actual Jan 2024)	3,056	13.2%	404	13
2024/25	2,558	2,910	12.1%	352	12
2025/26	2,471	2,880	14.2%	409	14
2026/27	2,484	2,880	13.8%	396	13
2027/28	2,395	2,880	16.8%	485	16
2028/29	2,442	2,880	15.2%	438	15
2029/30	2,447	2,880	15.0%	433	14
2030/31	2,447	2,880	15.0%	433	14

Source: 2018-2024 January PLASC counts and GLA 2024 School roll projections – 10 year constrained 3/4 model

Potential Impacts

- Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).

The above data on birth rates going back to 2002 shows the decline in birth rates since 2011 and the resultant long-term fall in demand for secondary school places that have been seen in recent years and are forecast to continue.

This proposal could have negative impacts on staff members who are pregnant or in the period of maternity. If the consultation identifies that this protected characteristic is impacted by any proposal, attempts to mitigate the impact will be considered.

In terms of mitigating the impact on this protected characteristic all staff affected by the proposal will be given access to the redevelopment pool and given individualised support to find alternative roles within the council, with consideration of their protected characteristic

4f. Race

In the Equality Act 2010, race can mean ethnic or national origins, which may or may not be the same as a person's current nationality.⁷

Data

Borough Profile – 2021 Census data ⁸

Other ethnic group: 9.7% in total

Arab: 1%

Any other ethnic group: 8.7%

Asian: 8.7% in total

Bangladeshi: 1.8%

Chinese: 1.5%

Indian: 2.2%

Pakistani: 0.8%

Other Asian: 2.4%

Black: 17.6% in total

African: 9.4%

Caribbean: 6.2%

Other Black: 2.0%

Mixed: 7.0% in total

White and Asian: 1.5%

White and Black African: 1.0%

White and Black Caribbean: 2.0%

Other Mixed: 2.6%

White: 57.0% in total

English/Welsh/Scottish/Norther Irish/British: 31.9%

Irish: 2.2%

Gypsy or Irish Traveller: 0.1%

Other White: 22.1%

Target Population Profile

Primary school age pupils (5-11) and Secondary age (11-16) school age pupils (Year 7 to Year 11) and school staff.

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

2021 Census data (as shown above) plus data from the annual schools census.

⁷ [Race discrimination | Equality and Human Rights Commission \(equalityhumanrights.com\)](https://www.equalityhumanrights.com/en/race-discrimination)

⁸ Source: 2021 Census

Ethnic composition of Haringey primary **pupil population** as at May 2024:

	Haringey average
Any other ethnic group	7.8%
Asian - Any other Asian background	1.7%
Asian - Bangladeshi	2.0%
Asian – Indian	1.1%
Asian - Pakistani	0.8%
Black - Any other Black background	2.3%
Black - Black African	12.0%
Black - Black Caribbean	4.7%
Chinese	1.0%
Mixed - Any other Mixed background	6.2%
Mixed - White and Asian	2.9%
Mixed - White and Black African	1.7%
Mixed - White and Black Caribbean	2.8%
White - Any other White background	27.1%
White - Gypsy/Roma	0.4%
White – Irish	0.7%
White - Traveller of Irish heritage	0.2%
White - White British	20.9%
Unclassified	1.8%
Information not obtained	0.9%
Refused	0.9%
Grand Total	100%

Source: May 2024 School Census (Haringey)

Ethnic composition of Year 7 to Year 11 pupil population as at 2024:

Ethnicity (Sub category)	Hornsey School for Girls	Park View	Rokesly Infants
Any other Asian background	1%	1%	1%
Any other Black background	3%	2%	1%

Any other ethnic group	9%	11%	5%
Any other mixed background	11%	8%	4%
Any other White background	13%	30%	19%
Bangladeshi	4%	4%	3%
Black - African	9%	11%	2%
Black - Caribbean	4%	7%	3%
Chinese	1%	0%	1%
Gypsy / Roma	0%	3%	0%
Indian	1%	1%	3%
Pakistani	1%	0%	1%
White - Irish	1%	0%	2%
White	0%	0%	0%
White - British	22%	13%	40%
White and Asian	2%	1%	8%
White and Black African	1%	1%	2%
White and Black Caribbean	3%	2%	3%
N/A	3%	2%	5%
Information not yet obtained	1%	3%	0%
Refused	11%	0%	0%
Grand Total	100% (720)	100% (1,128)	100% (197)

Source: May 2024 School Census (Haringey)

Ethnicity (Sub category)	All Haringey secondary age (Y7-Y11) settings
Any other Asian background	1%
Any other Black background	2%
Any other ethnic group	9%
Any other mixed background	7%
Any other White background	26%
Bangladeshi	3%
Black - African	13%
Black - Caribbean	6%
Chinese	1%

Gypsy / Roma	0%
Indian	1%
Pakistani	1%
White - Irish	0%
White	0%
White - British	16%
White and Asian	2%
White and Black African	1%
White and Black Caribbean	3%
N/A	2%
Information not yet obtained	3%
Refused	5%
Grand Total	100% (13,328)

Source: May 2024 School Census (Haringey)

The data demonstrates some significant differences in the ethnic profiles of the selected schools. Hornsey School for Girls has a far lower proportion of Any Other White pupils (13%) than the other schools and the borough average of 26%.

Teaching staff

Teaching staff at All Haringey state funded schools
(Headcount/%)

Ethnic background	Haringey
White	1,376 (58%)
Black or Black British	301 (13%)
Information not yet obtained	314 (13%)
Asian or Asian British	176 (7%)
Any other Mixed background	120 (5%)
Any other ethnic group	64 (3%)
Refused	18 (1%)
Total	2,369 (100%)

Support Staff at All Haringey state funded schools
(Headcount/%)

Ethnic background	Haringey
White	1,373 (43%)
Black or Black British	772 (24%)
Information not yet obtained	452 (14%)
Asian or Asian British	310 (10%)
Any other Mixed background	159 (5%)

Any other ethnic group	98 (3%)
Total	3,164 (100%)

Source: DfE School workforce data 2024 (Reporting year 2023) [School workforce in England, Reporting year 2023 - Explore education statistics - GOV.UK \(explore-education-statistics.service.gov.uk\)](https://explore-education-statistics.service.gov.uk)

The data above shows broad ethnicity groups for teachers and school staff at all Haringey schools. Teaching staff appear to broadly represent the overall ethnic mix found in the borough as a whole though the Black population is slightly underrepresented. For Support staff the White population is a lower proportion than the borough average whilst the Black population is a higher proportion.

Potential Impacts

Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).

This proposal is likely to have no impact on existing or future pupils at the selected schools in terms of the protected characteristic of race. The proposal relates only to the removal of surplus classes.

The proposal might negatively impact some teachers or teaching staff based upon their ethnicity due to differing proportions when compared to the overall non-teaching population. In terms of mitigating the impact, the Council will endeavour to ensure all staff affected by the proposal will be given access to the redeployment pool and given individualised support to find alternative roles within the Council, with consideration of their protected characteristic.

The Local Authority has a duty to ensure the proposed arrangements do not unfairly disadvantage any child based on race. While there is an overrepresentation of children from ethnic minority backgrounds among the pupil population of Haringey, the admissions arrangements apply across the piece regardless of ethnic identity. It should however be recognised that the operation of the Fair Access Protocol may have a particular positive impact on pupils from certain ethnic minority groups who meet its requirements, recognising the intersection between race and ethnicity, socioeconomic disadvantage, and disadvantage as a whole, which the Protocol is targeted at addressing.

4g. Religion or belief

Data

2021 Census update

ONS data on religion from the 2021 Census for all Haringey residents irrespective of age is shown for guidance. It shows proportional declines in religious observance for most groups, a trend well observed over historical editions of the decennial census.

All Haringey residents	Percentage - % 2021 / (2011)	Number
Christian	39.3 (45.0)	103,944
No religion	31.6 (25.2)	83,535
Religion not stated	8.0 (8.9)	21,027
Muslim	12.6 (14.2)	33,295
Jewish	3.6 (3.0)	9,397
Hindu	1.3 (1.8)	3,529
Buddhist	0.9 (1.1)	2,455
Sikh	0.3 (0.3)	892
Other religion	2.3 (0.5)	6,164
Total	100%	264,238

Source: ONS - 2021 Census data for Haringey (2011 data in brackets)

Note: * Totals may not add up due to rounding

Target Population Profile

Primary school age pupils (5-11) and Secondary age (11-16) school age pupils (Year 7 to Year 11) and school staff.

What data will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

Religion or belief is not covered by the PLASC school census, which means that we don't have access to relevant records. The best alternative proxy is the 2021 Census on religion by age for the age groups Aged 3 to 15 years expressed as percentages.

	Aged 3 to 15 years	
	Percentage (%)	Cohort size
No religion	10,116	26%
Christian	14,431	37%
Buddhist	158	0%
Hindu	314	1%

Jewish	2,851	7%
Muslim	6,999	18%
Sikh	141	0%
Other religion	762	2%
Not answered	3,352	9%
Total	39,124	39,124

Source: ONS (2021 Census data for Haringey)

Note: * Totals may not add up due to rounding

The data demonstrates that Christian and Muslim pupils are the largest faith groups within Haringey's cohort for those 3 years to 15 years (37% and 18% respectively). Around a quarter of the Aged 3 to 15 years cohort report No religion (26%). We don't hold data on the religion or belief of Haringey teaching staff.

Potential Impacts

- Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).

There is no reason that the removal of surplus school places will negatively impact pupils or teachers/school staff based upon their religion or no religion especially as the proposal relates to the removal of surplus places that are not needed.

Haringey has a large number of Church of England and Catholic primary schools in the borough. These schools have seen pupil numbers fall more significantly than other schools which is likely to be related to the consistent drop in the local population who identify as Christian and the rise of those with no stated religion (see table above on Census data from 2011 and 2021). We are not proposing to make physical reductions in the size of these schools and should demand return the schools can reinstate their previous admission numbers.

This proposal is likely to have neutral impacts.

4h. Sex

Data

Borough profile ⁹

Females: (51.9%)

Males: (48.1%)

Target Population Profile

Primary school age pupils (5-11) and Secondary age (11-16) school age pupils (Year

⁹ Source: 2021 Census

7 to Year 11) and school staff.

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

PLASC School Census data as at May 2024

Service users (Primary children by Age and sex across all Haringey primary age settings)

Year group	Male	Female	Grand Total
Reception	1,394	1,254	2,648
Year 1	1,434	1,292	2,726
Year 2	1,357	1,347	2,704
Year 3	1,423	1,394	2,817
Year 4	1,411	1,394	2,805
Year 5	1,412	1,328	2,740
Year 6	1,466	1,347	2,813
Grand Total	9,897 (51.4%)	9,356 (48.6%)	19,253

Source: School Census May 2024

PLASC School Census data as at May 2024

Service users (Secondary age children attending Haringey secondary settings)

Year group	Male	Female	Grand Total
Year 7	1,379	1,256	2,635
Year 8	1,352	1,348	2,700
Year 9	1,432	1,316	2,748
Year 10	1,431	1,391	2,822
Year 11	1,475	1,367	2,842
Grand Total	7,069 (51.4%)	6,678 (48.6%)	13,747 (100%)

Source: School Census May 2024 Note: above data includes pupils attending Special school settings, the table below does not hence slight differences in totals

2021 Census data as shown above, PLASC School census data as shown below.

Service users (Secondary age children by Sex)

Sex	Hornsey School for Girls	Park View
Female	100%	47%

Male	0%	53%
Total	720	1,128

Historically, the number of children entering Haringey's school system has increased year-on-year though primary cohorts are now reducing. The School census data from May 2024 indicates a general even split across male and female.

Borough wide data indicates that there is a gender split of males 51.9% to females 48.1% across the whole population. There is no available data indicating the proportion of each which is also a parent/carer.

Staff at all Haringey state funded schools - Headcount

	Male (%)	Female (%)
Teachers	679 (28.5%)	1,703 (71.5%)
Teaching assistants	202 (13.3%)	1,317 (86.7%)
Other support staff	39 (15.1%)	22 (84.9%)
Administrative staff	111 (23.3%)	365 (76.7%)
Technicians	55 (64%)	31 (36%)
Auxiliary staff	105 (12.5%)	732 (87.5%)

Source: DfE School workforce in England (Haringey) 2022

The majority of Haringey school staff are female, and this is reflected in each category of school staff except technicians. The imbalance of teaching staff is most apparent amongst auxiliary staff, of which 12.5% are male.

All primary schools within the borough are coeducational. There is sufficient capacity to accommodate pupils of all sexes in a school of preference or within the reasonable travelling distance guidelines set out by the DfE.

For all of these schools, the sex of the pupil is not a factor of the admission arrangements, with no implications therefore based on this protected characteristic.

The admission arrangements do not have an impact on the sex of the different parent/carer compositions within Haringey households.

The main impact of this proposal is surplus places will be reduced in the relevant planning area by reducing surplus (not needed) 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.

Potential Impacts

- Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).

There is no reason that the proposal will negatively impact pupils based upon their sex especially as the proposal relates to the removal of surplus places that are not needed.

This proposal is likely to have no impacts on pupils and a negative impact on female staff.

This change in place provision is likely to result in the reduction of teaching and teaching assistant staff required. 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. Assuming that the proposed schools reduce their PAN by one form of entry redundancy or redeployment of staff at this school is likely to occur. It is likely that a class teacher and teaching assistant (2 staff) will be affected for each year of PAN reduction. Affected staff should be supported by appropriate HR procedures such as access to a redeployment pool and support given to find another role in Education.

4i. Sexual Orientation

Data

Borough profile ¹⁰

3.2% of London residents aged 16 or over identified themselves as lesbian, gay or bisexual in 2013. In Haringey this equates to 8,454 residents.

The latest 2021 census has collected data on sexual orientation for the first time and data from Haringey is shown below:

	Number	Percentage (%)
Straight or heterosexual	180,100	83.4%
Gay or Lesbian	5,912	2.7%
Bisexual	4,503	2.1%

¹⁰ Source: ONS Integrated Household Survey

All other sexual orientation	1,752	0.8%
Not answered	23,733	11.0%
Total	216,000	100%

Target Population Profile

Haringey doesn't collect data on the sexual orientation of those aged below 16.

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

ONS Integrated Household survey as shown above and 2021 ONS Census data. ONS data has been used as it is consistent and we only have data on sexual orientation for some schools across Haringey.

We do not anticipate that this proposal 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.

Potential Impacts

- Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).

This proposal is likely to have no known impacts.

4j. Socioeconomic Status

Data

Borough profile

Income

8.3% of the population in Haringey were claiming unemployment benefit on 10 July 2024.¹¹

21.9% of the population in Haringey were claiming Universal Credit on 21 August 2024 (% of population aged 16-65 on Universal Credit)¹²

34% of employee jobs in the borough are paid less than the London Living Wage.¹³

Educational Attainment

¹¹ [ONS Claimant Count](#)

¹² [LG Inform](#)

¹³ ONS, ASHE survey July 2023 Percentage of employee jobs in London paid below the London Living Wage by borough

While Haringey's proportion of students attaining grade 5 or above in English and Mathematics GCSEs is higher than the national average, it is below the London average.¹⁴

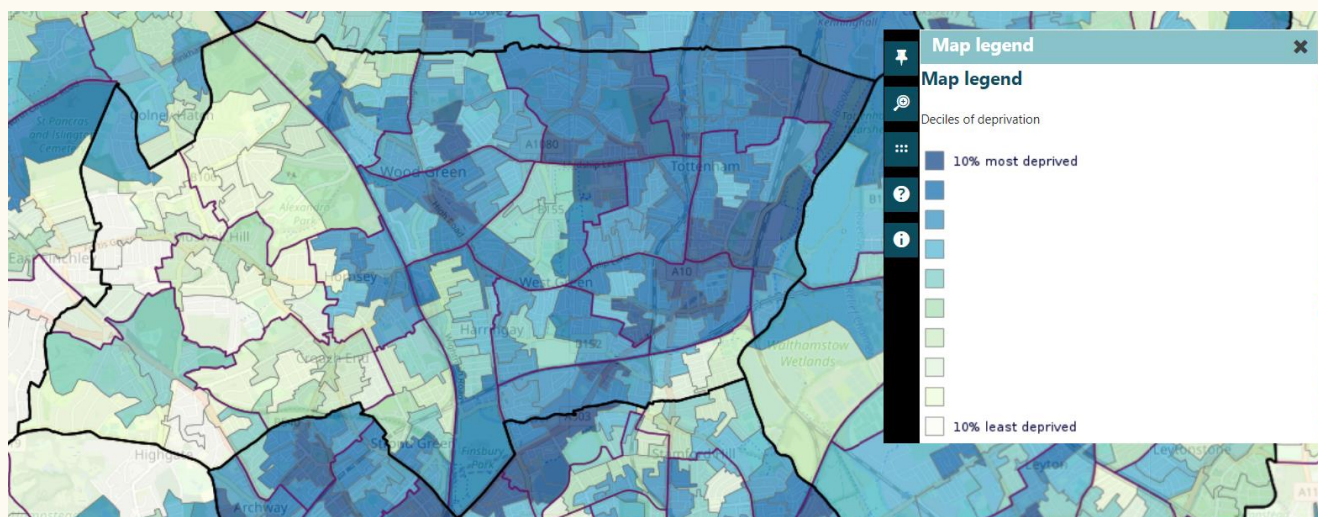
3.7% of Haringey's working age populations had no qualifications in 2021.¹⁵ 5.0% were qualified to level one only.¹⁶

Area Deprivation

Haringey is the 4th most deprived in London as measured by the IMD score 2019. The most deprived LSOAs (Lower Super Output Areas or small neighbourhood areas) are more heavily concentrated in the east of the borough where more than half of the LSOAs fall into the 20% most deprived in the country.¹⁷

This trend is illustrated in the map below where the darker shaded areas show data from the 2019 IDACI (Income Deprivation affecting children index).

Source: [Indices of Deprivation - London Datastore](#)



Target Population Profile

Secondary age (11-16) school age pupils (Year 7 to Year 11).

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

Deprivation and Educational attainment data as listed above.

The proposal includes reducing the number of surplus places at up to four selected secondary schools in Haringey.

¹⁴ [LG Inform - qualifications](#)

¹⁵ [LG Inform - qualifications](#)

¹⁶ [LG Inform – level one](#)

¹⁷ [State of the Borough](#) (p.21)

Potential Impacts

Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).

There is no reason that the proposal will negatively impact pupils based upon their socioeconomic status especially as the proposal relates to the removal of surplus places that are not needed.

This proposal is likely to have negative impacts on affected staff who live in deprived parts of Haringey.

5. Key Impacts Summary

5a. Outline the key findings of your data analysis.

The key finding is that the removal of surplus (not needed) school places at the selected secondary and primary schools is unlikely to have any material impact on existing or future pupils at those schools. It is likely to lead to those affected schools having improved finances and thus sustainability due to the way that schools funding is directly relating to pupil numbers. Moreover as this proposal does not impact the net capacity of schools (the amount of pupils these school can accommodate) any increase in demand for local school place in future can be easily accommodated without even the need for a formal consultation – this is called reinstatement of PAN (planned admission number).

These schools were identified as potential candidates for a reduction in discussions held with school leaders and governors in a series of geographical cluster workshops during the Autumn Term 2023. Amendment to PAN and local/planning area capacity has been considered in the context of the effects on local provision, looking at recruitment patterns to local schools and ensuring that the knock-on effects in the adjustment of PANs is considered. Meetings and or conversations have also been conducted with all Secondary/All-Through Head teachers in the borough.

5b. Intersectionality

- Many proposals will predominantly impact individuals who have more than one protected characteristic, thereby transforming the impact of the decision.
- This section is about applying a systemic analysis to the impact of the decision and ensuring protected characteristics are not considered in isolation from the individuals who embody them.
- Please consider if there is an impact on one or more of the protected groups? Who are the groups and what is the impact?

The proposal is likely to have a positive impact on groups with intersecting protected characteristics. These groups include:

- Children from ethnic minority groups may be more likely to experience positive benefits from the FAP, as they may be overrepresented in the groups

that the FAP targets. Evidence shows that they are more likely to face socioeconomic disadvantage, are overrepresented among the population of children in care or children who are looked after and are more likely to have a disability or special educational needs. The prioritisation of the admissions criteria means that children from ethnic minority backgrounds are on the whole likely to be positively impacted by the proposed arrangements.

5c. Data Gaps

Based on your data are there any relevant groups who have not yet been consulted or engaged? Please explain how you will address this

6. Overall impact of the policy for the Public Sector Equality Duty

Summarise the key implications of the decision for people with protected characteristics.

In your answer, please consider the following three questions:

- 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?
- Will the proposal help to foster good relations between groups who share a relevant protected characteristic and those who do not?

It is not felt that there will be any difference in the relations between groups who share the above characteristics and those who do not given there are no material differences from arrangements for previous years and that the removal of school places are surplus to demand and thus unused.

As mentioned above there is a possibility that this proposal could adversely impact female teachers / teaching assistants as several staff members at each school may be made redundant or re-deployed and there is a greater concentration of females than males amongst teachers and teaching assistants in Haringey schools.

However, the proposal is a reasonable and proportionate response to ensure the sustainability and breadth of offer at Haringey's primary and secondary school estate. Doing nothing would put many schools under intolerable financial burden which could negatively impact 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. Careful monitoring of in-year admissions and school roll projections data will also ensure that if additional places are required, they are immediately fulfilled.

7. Amendments and mitigations

7a. What changes, if any, do you plan to make to your proposal because of the Equality Impact Assessment?

Further information on responding to identified impacts is contained within accompanying EQIA guidance

Please delete Y/N as applicable

No major change to the proposal: the EQIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them **Y/N**

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 **Y/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. **Y/N**

7b. What specific actions do you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty?

Action: We are not proposing to take any specific actions further. Note: **This answer may be amended pending the outcome of the consultation if it emerges there are unforeseen Equalities issues that need addressing.**

7. Ongoing monitoring

Training – Staff in the Haringey School Admissions and Organisation Service are provided with yearly refresher training in line with the admission arrangements and appeal regulations which addresses any changes to either the criteria or co-ordinated schemes.

Monitoring - The Head of Admissions and School Organisation at Haringey Council will be responsible for monitoring. The School Admissions Return to DfE is an annual report which sets out information on the effectiveness of the admission arrangements and compliance with the requirements of the Code. The annual report to the Office of Schools' Adjudicators monitors the fairness of the admission arrangements. This information is 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 have been applied correctly.

Date of EQIA monitoring review:

Annual monitoring

8. Authorisation

EQIA approved by (Assistant Director/ Director)

Jane Edwards

Date

01/11/24

9. Publication

Please ensure the completed EQIA is published in accordance with the Council's policy. Please contact the Policy & Strategy Team for any feedback on the EQIA process.

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Pan-London Co-ordinated Scheme for Reception and Junior Admissions 2026/27

APPLICATIONS

1. Haringey Local Authority will take all reasonable steps to ensure that every parent/carer who is resident in Haringey and has a child in a nursery class within a maintained school or academy, either in Haringey or any other maintaining LA, is informed how they can make application in the forthcoming academic year.
2. Haringey residents can apply online at www.haringey.gov.uk/schooladmissions or alternatively submit a paper application available from the School Admissions Service.
3. Haringey Local Authority will take all reasonable steps to ensure that every parent who has a child in their last year of primary education within a maintained school, either in Haringey or elsewhere, and who is resident in Haringey can be signposted to a copy of Haringey's booklet which will be available in early September 2025.
4. The booklet will also be available to parents who are non-residents and will include information on how they can access their home local authority's equivalent School Admissions Application Form.
5. The admission authorities within Haringey will not use supplementary information forms except where the information available through the School Admissions Application Form is insufficient for consideration of the application against the published oversubscription criteria. Where supplementary information forms are used by the admission authorities within Haringey, the LA will seek to ensure that they only collect information which is required by the published oversubscription criteria, in accordance with paragraph 2.4 of the School Admissions Code 2021.
6. Where supplementary forms are used, they will be made available directly from the relevant schools. Such forms will advise parents that they must also complete their home local authority's School Admissions Application Form. The Haringey schools' booklet will indicate which Haringey schools require supplementary information forms to be completed.
7. Where a school in Haringey receives a supplementary information form, it will not be considered a valid application unless the parent/carer has also listed the school on their home LA's School Admissions Application Form.
8. Haringey Local Authority will share the details of each application for a Haringey voluntary-aided school, foundation school or academy with that school. Schools that require a supplementary information form will check that each parent has completed one. If one has not been received the school will make contact with the parent and ask them to complete one. The school will also check that each parent that has completed a supplementary form has also completed a School Admissions Application Form. If any parent has not completed a School Admissions Application Form, the school will share that information with Haringey Local Authority who will then contact the parent and ask them to complete one.

9. Applicants will be able to express a preference for six schools located within and/or outside Haringey Local Authority.
10. The order of preference given on the School Admissions Application Form will not be revealed to a school. However, where a parent resident in Haringey expresses a preference for schools in the area of another local authority, the order of preference will be revealed to that local authority in order to determine the highest preference offer in cases where a child is eligible for a place at more than one school.
11. Haringey undertakes to carry out the address verification process set out in its entry in LIAGG Address Verification Register. This will in all cases include validation of resident applicants against this LA's primary school data and the further investigation of any discrepancy. Additional information will be requested from parents at the time of application and this will be explained in the secondary booklet. Where this LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than **13 February 2026**.
12. Haringey will confirm the status of any resident child for whom it receives an Application Form stating that s/he is a 'Child in Care' and will provide any additional evidence on receipt of a reasonable request to the maintaining LA in respect of a preference for a school in its area by **5 February 2026**.
13. Haringey will advise a maintaining LA of the reason for any preference expressed for a school in its area, in respect of a resident child born outside of the correct age cohort, and will forward any supporting documentation to the maintaining LA by **5 February 2026**.

PROCESSING

14. Applicants resident within Haringey must complete and return the School Admissions Application Form, which will be available on-line, by **15 January 2026**. However, Haringey LA encourages applicants to submit their application by **8 January 2026** to allow sufficient time to process and check all applications before the mandatory date when data must be sent to the Pan London Register (PLR).
15. Any application forms, changes to preferences or preference order received after **15 January 2026** will be treated as late. This means that such applications will be considered after those applicants who have applied on time.
16. Haringey will accept late applications and process them as on time only if they are late for a good reason and supported by written independent evidence. Upon receipt of the written independent evidence, each case will be decided on its own merits.
17. Where such applications contain preferences for schools in other LAs, Haringey will forward the details to maintaining LAs via the Pan-London Register (PLR) as they are received. Haringey will accept late applications which are considered to be on time within the terms of the home LA's scheme.

18. The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the home LA's scheme is **13 February 2026**.
19. Where an applicant moves from one participating home LA to another after submitting an on-time application under the terms of the former home LA's scheme, the new home LA will accept the application as on-time up to **12 February 2026**, on the basis that an on-time application already exists within the Pan-London system.
20. Application data relating to applications for schools in other participating local authorities will be up-loaded to the Pan-London Register (PLR) by **5 February 2026**. Supplementary information provided with the School Admissions Application Form will be sent to Haringey voluntary-aided schools/maintaining local authorities by the same date.
21. Application data relating to Haringey schools from out-of-borough pupils will be received from the Pan London Register on **5 February 2026**.
22. Haringey Local Authority will notify each school within Haringey that is its own admission authority of every preference that has been made for the school, forwarding to them all relevant details from the School Admissions Application Form by **5 February 2026**.
23. Between **5 February 2026** and **23 February 2026**, voluntary-aided, foundation schools and Academies will assess their applications according to their admissions criteria.
24. Haringey will participate in the application data checking exercise scheduled between **16-23 February 2026** in the Pan-London timetable.
25. All preferences for schools within Haringey will be considered by the relevant admission authorities without reference to preference order. Voluntary-aided schools, Academies, Free schools and Foundation schools to provide Haringey LA with an electronic list of their applicants in rank order by **23 February 2026**. When the admission authorities within Haringey have provided a list of applicants in rank order, Haringey Local Authority shall, for each applicant to its schools for whom more than one potential offer is available, make the offer to the highest ranked school.
26. Haringey Local Authority will send the first ALT file to the Pan-London Register (PLR) giving offer details for their school by **19 March 2026**. The PLR will transmit the highest potential offer specified by the maintaining LA to the Home LA.
27. Haringey will eliminate all but the highest ranked offer where an applicant has more than one potential offer. This will involve exchanges of preference outcomes between the LAS (Local Admissions System) and the PLR which will continue until notification that a steady state has been achieved or until **25 March 2026** if this is sooner.
28. Haringey will not make an additional offer between the end of the iterative process and **16 April 2026** which may impact on an offer being made by another participating LA.

29. Notwithstanding paragraph 28 if an error is identified within the allocation of places at one of our schools, Haringey LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a home or maintaining LA) Haringey LA will liaise with that LA to attempt to resolve the incorrect offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, Haringey will accept that the applicant(s) affected might receive a multiple offer.
30. Haringey will participate in the offer data checking exercise scheduled between **30 March-8 April 2026**.
31. Haringey will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **13 April 2026**.

OFFERS

32. Haringey will ensure, so far as is reasonably practical, that each resident applicant who cannot be offered a preference expressed on the School Admissions Application Form receives the offer of an alternative school place. The applicant will be offered a place at the nearest community school (or own admitting authority school if the governors have agreed to this) to the home address with an available place.
33. Haringey will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the Home LA or in other participating LAs.
34. Haringey will use the form of Notification Letter set out in this document.
35. Notification of the outcome will be sent to parents on **16 April 2026**.
36. Details of the pupils to be offered will be made available to each Haringey primary school by **16 April 2026**.
37. Parents who are not offered a place at their preferred schools will be offered the right of appeal.

POST OFFER

38. Parents must accept or decline the offer of a place by **30 April 2026**. If they do not respond by this date the local authority will make every reasonable effort to contact the parent to find out whether or not they wish to accept the place. If the parent fails to respond to the local authority the school place will be withdrawn.
39. Where a parent accepts or declines a place by **30 April 2026** this information will be passed to the maintaining LA by **7 May 2026**. Where such information is received from applicants after **30 April 2026**, this LA will pass it to the maintaining LA as it is received.

40. Where a place becomes available in an oversubscribed maintained school or academy in Haringey, it will be offered from a waiting list ordered in accordance with paragraph 2.15 of the School Admissions Code 2021.
41. Haringey will inform the home LA, where different, of an offer for a maintained school or Academy in Haringey which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.
42. When acting as a maintaining LA, Haringey LA and the admission authorities within it will not inform an applicant resident in another LA that a place can be offered.
43. Haringey will offer a place at a maintained school or Academy in another LA to an applicant resident in its area, provided that the school is ranked higher on the School Admissions Application Form than any school already offered.
44. Where Haringey is informed by a maintaining LA of an offer which can be made to an applicant resident in Haringey which is ranked lower on the School Admissions Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.
45. Where Haringey, acting as a home LA, has agreed to a change of preference order for good reason, it must inform any maintaining LA affected by the change.
46. Haringey will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.
47. Haringey will accept new applications (including additional preferences) from home LAs for maintained schools and Academies in its area.

WAITING LISTS

48. Where a child does not receive an offer of their first preference, his/her name will automatically be placed on the waiting list for each Haringey school for which he/she is eligible, that is a higher preference school to the one that has been offered. Parents will be advised that if they want to go on the waiting list for an out-of-borough school, that they must put this in writing to the School Admissions Service in Haringey.
49. Parents will be given the opportunity to make applications to Haringey schools to which they did not originally apply.
50. Waiting lists will be kept by all maintained admission authorities in Haringey and coordinated centrally by this local authority as part of the coordination of all admission applications. Academies, voluntary-aided and foundation schools will apply their own admission arrangements. Haringey local authority will keep a mirrored waiting list and will offer places on behalf of the governing body. Waiting lists for community schools will be administered centrally by the local authority.
51. Waiting lists for entry to Reception in September 2026 will be compiled after **30 April 2026** (after the deadline for acceptance of places) and will be kept in strict criteria order with no differentiation between on-time or late applications.

52. Waiting lists will be maintained and places allocated, as they become available, in accordance with each admission authority's published admission and oversubscription criteria.

53. Children will remain on the waiting list until the end of the Summer Term of the application year, unless parents contact the School Admissions Team to extend this further.

Timetable for entry to school in September 2026

8 January 2026	Recommended closing date for receipt of the School Admission Application Form
15 January 2026	Statutory deadline for return of application to the Home LA
5 February 2026	Deadline for the transfer of application information by the Home LA to the PLR and supplementary information to Haringey VA schools/maintaining local authorities
5 February 2026 – 23 February 2026	Voluntary-aided schools and Academies will order their applications according to their admissions criteria
13 February 2026	Deadline for the upload of applications that are late but are considered to be on-time, to the PLR
16-23 February 2026	Pan-London data checking exercise of pupil applications exchanged via the PLR
23 February 2026	Voluntary-aided schools, Academies, Free schools and Foundation schools to provide Haringey LA with an electronic list of their applicants in rank order
19 March 2026	Deadline for the transfer of highest potential offer information from the Maintaining LAs to the PLR
25 March 2026	Final ALT file to the PLR
30 March-8 April 2026	Pan-London data checking exercise of pupil offer data
13 April 2026	Deadline for on-line ALT file to portal
16 April 2026	eAdmissions offers made/offer letters posted where applicants have made paper applications
30 April 2026	Date by which parents accept or decline offers
7 May 2026	Date by which LA will pass information to schools within Haringey (or for out-of-borough schools, to the maintaining LA) on parents who have accepted or declined a place.

NOTIFICATION LETTERS AND EMAILS

A. Offer Letter

Dear salutation,

Reception Admissions 2026 –firstname surname (DOB)

I am writing to let you know the outcome of your application for a primary school place. I am pleased to tell you that we are able to offer your child a place at School_name.

Please respond now to this offer online here: bit.ly/SchoolPlaceConfirmation. You must respond by (Date TBC) or the offer may be withdrawn.

When you respond online you will need to provide the following information:

Pupil ID	
First Name	
Surname	
Date of Birth	

Alternatively you can inform us by email using the address below. Failure to respond to your offer may result in the offer being withdrawn.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. This is the highest offer we can currently provide your child with.

The school will contact you shortly to provide further information about the arrangements for admission.

If you were not offered a higher preference school

I am sorry that it was not possible to offer your child a place at any of the schools listed as a higher preference on your application form. For each of these schools, there were more applications than places available and other applicants had a higher priority than your child under the school's published admission criteria. If you would like further information about why your child was not offered a place at one of your higher preference schools, please contact the admission authority for that school.

We are the admission authority for community and voluntary controlled (VC) schools in Haringey. For all other schools and academies in Haringey, please contact them directly to find out why your child was not offered a place. If you have applied for a school outside the borough then please contact the school admissions service in the borough where the school is located. The contact details for Haringey schools or the relevant admissions service in other boroughs can be found in our Primary Admissions Booklet and online at www.haringey.gov.uk/schooladmissions. Details of how places were offered in Haringey are published online at www.haringey.gov.uk/starting-primary-school.

Waiting lists

Please note that applications for any school that you listed lower on your application form have been automatically withdrawn.

I can confirm that your child's name will be placed on the waiting list for any Haringey Schools listed higher on your form. If you would like to be added to any other school waiting list (or removed from a list), please put your request in writing to the email address below. You can only be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start from [date TBC], after which you can check waiting lists positions online here: www.haringey.gov.uk/waiting-lists.

Please note that being on a waiting list does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list.

Your right to appeal

You have the right of appeal if your child is refused a place at the schools listed on your form.

Full details of how to appeal are on our website: www.haringey.gov.uk/appeals.

Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting a school place will not influence the outcome of your appeal or your child's position on a waiting list.

If you have any questions about this letter please contact us using the contact details below.

Haringey School Admissions Service

B. Allocation Letter

Dear salutation,

Reception Admissions 2026 –firstname surname (DOB)

I am writing to let you know the outcome of your application for a primary school place. I am sorry to tell you that we have not been able to offer your child a place at any of the schools you listed on your application form. For each of these schools, there were more applications than places available and other applicants had a higher priority than your child under the school's published admission criteria.

Your child has been offered a place at School_name. This is the nearest Haringey school to your home address with an available place.

Please respond now to this offer online here: bit.ly/SchoolPlaceConfirmation. You must respond by [date TBC] or the offer may be withdrawn.

When you respond online you will need to provide the following information:

Pupil ID	
First Name	
Surname	
Date of Birth	

Alternatively you can inform us by email using the address listed below. Failure to respond to your offer may result in the offer being withdrawn.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. This is the highest offer we can currently provide your child with.

The school will contact you shortly to provide further information about the arrangements for admission.

If you would like further information about why your child was not offered a place at one of your higher preference schools, please contact the admission authority for that school. We are the admission authority for community and voluntary controlled (VC) schools in Haringey. For all other schools and academies in Haringey, please contact them directly to find out why your child was not offered a place. If you have applied for a school outside the borough then please contact the school admissions service in the borough where the school is located.

The contact details for Haringey schools or the relevant admissions service in other boroughs can be found in our Primary Admissions Booklet and online at www.haringey.gov.uk/schooladmissions. Details of how places were offered in Haringey are published online at www.haringey.gov.uk/starting-primary-school.

Waiting lists

I can confirm that your child's name has been put on the waiting list for all Haringey schools listed on your form. If you would like your child to be added to any other school waiting list (or removed from a list), please put your request in writing to the email address below. You can be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start from [date TBC], after which you can check waiting lists positions online here: www.haringey.gov.uk/waiting-lists.

Please note that being on a waiting list does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list.

Your right to appeal

You have the right of appeal if your child is refused a place at the schools listed on your form.

Full details of how to appeal are on our website: www.haringey.gov.uk/appeals.

Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of your appeal or your child's position on a waiting list.

If you have any questions about this letter please contact us using the contact details below. Officers are working remotely, so please respond by email.

Haringey School Admissions

C. Offer Email 1

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are pleased to be able to offer you your first preference school. You must respond to this offer by [date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. Applications for any school that you listed lower on your application form have been automatically withdrawn. You can find further information about how school places were offered on our website.

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

If you have any questions please contact us on 020 8489 1000 or email schooladmissions@haringey.gov.uk
Haringey School Admissions Team

D. Offer Email 2

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are pleased to be able to offer you one of your preferred schools. You must respond to this offer by [date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. We are sorry that it was not possible to offer a place at any of your higher preferences. For each of these schools there were more applications than places available, and other applicants had a higher priority than your child under the school's admission criteria. You can find more information on how school places were offered on our website.

Haringey waiting lists will open from [date TBC] and from that date you will be able to check your child's position online. Your child will automatically be placed on the waiting list for any Haringey schools listed higher on your application. Applications for any school listed lower on your application have been automatically withdrawn. Being on a waiting list does not guarantee your child a place at the school, and their position on the list could go down as well as up. To add or remove your child from waiting lists, email schooladmissions@haringey.gov.uk.

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023. Accepting a school place will not influence the outcome of your appeal or your position on a waiting list.

If you have any questions contact us on 020 8489 1000 or email schooladmissions@haringey.gov.uk
Haringey School Admissions Team

E. Allocation Email

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are sorry that we have not been able to offer your child a place at any of your preferred schools. This is because all the available places were offered to applicants who had a higher priority than your child under the school's admission criteria. Your child has been offered a place at the school listed above. You can find more information on how school places were offered on our website.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of an appeal or your position on a waiting list. You must respond to this offer by [date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

Haringey waiting lists will open from [date TBC] and from that date you will be able to check your child's position online. Your child will automatically be placed on the waiting list for all Haringey schools listed on your application. Being on a waiting list does not guarantee your child a place at the school, and their position on the list could go down as well as up. To add or remove your child from waiting lists, email schooladmissions@haringey.gov.uk.

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

If you have any questions contact us on 020 8489 1000 or email schooladmissions@haringey.gov.uk
Haringey School Admissions Team

Pan-London Co-ordinated Scheme for Secondary Admissions 2026/27

APPLICATIONS

1. Haringey Local Authority will advise home local authorities during the Summer Term of Year 5 of their resident pupils on the roll of Haringey's maintained primary schools and whose parents are eligible to make application in the forthcoming academic year.
2. Haringey residents can apply online at www.haringey.gov.uk/schooladmissions or alternatively submit a paper application available from the School Admissions Service.
3. Haringey Local Authority will take all reasonable steps to ensure that every parent who has a child in their last year of primary education within a maintained school, either in Haringey or elsewhere, and who is resident in Haringey can be signposted to a copy of Haringey's booklet which will be available in early September 2025.
4. The booklet will also be available to parents who are non-residents and will include information on how they can access their home local authority's equivalent School Admissions Application Form.
5. The admission authorities within Haringey will not use supplementary information forms except where the information available through the School Admissions Application Form is insufficient for consideration of the application against the published oversubscription criteria. Where supplementary information forms are used by the admission authorities within Haringey, the LA will seek to ensure that they only collect information which is required by the published oversubscription criteria, in accordance with paragraph 2.4 of the School Admissions Code 2021.
6. Where supplementary forms are used, they will be made available directly from the relevant schools. Such forms will advise parents that they must also complete their home local authority's School Admissions Application Form. The Haringey schools' booklet will indicate which Haringey schools require supplementary information forms to be completed.
7. Where a school in Haringey receives a supplementary information form, it will not be considered a valid application unless the parent/carer has also listed the school on their home LA's School Admissions Application Form.
8. Haringey Local Authority will share the details of each application for a Haringey voluntary-aided school, foundation school or academy with that school. Schools that require a supplementary information form will check that each parent has completed one. If one has not been received the school will make contact with the parent and ask them to complete one. The school will also check that each parent that has completed a supplementary form has also completed a School Admissions Application Form. If any parent has not completed a School Admissions Application Form, the school will share that information with Haringey Local Authority who will then contact the parent and ask them to complete one.

9. Applicants will be able to express a preference for six schools located within and/or outside Haringey Local Authority.
10. The order of preference given on the School Admissions Application Form will not be revealed to a school. However, where a parent resident in Haringey expresses a preference for schools in the area of another local authority, the order of preference will be revealed to that local authority in order to determine the highest preference offer in cases where a child is eligible for a place at more than one school.
11. Haringey undertakes to carry out the address verification process set out in its entry in LIAGG Address Verification Register. This will in all cases include validation of resident applicants against this LA's primary school data and the further investigation of any discrepancy. Additional information will be requested from parents at the time of application and this will be explained in the secondary booklet. Where this LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than **11 December 2025**.
12. Haringey will confirm the status of any resident child for whom it receives an Application Form stating that s/he is a 'Child in Care' and will provide any additional evidence on receipt of a reasonable request to the maintaining LA in respect of a preference for a school in its area by **14 November 2025**.
13. Haringey will advise a maintaining LA of the reason for any preference expressed for a school in its area, in respect of a resident child born outside of the correct age cohort, and will forward any supporting documentation to the maintaining LA by **14 November 2025**.

PROCESSING

14. Applicants resident within Haringey must complete and return the School Admissions Application Form, which will be available on-line, by **31 October 2025**. However, Haringey LA encourages applicants to submit their application by **24 October 2025** to allow sufficient time to process and check all applications before the mandatory date when data must be sent to the Pan London Register (PLR).
15. Any application forms, changes to preferences or preference order received after **31 October 2025** will be treated as late. This means that such applications will be considered after those applicants who have applied on time.
16. Haringey will accept late applications and process them as on time only if they are late for a good reason and supported by written independent evidence. Upon receipt of the written independent evidence, each case will be decided on its own merits.
17. Where such applications contain preferences for schools in other LAs, Haringey will forward the details to maintaining LAs via the Pan-London Register (PLR) as they are received. Haringey will accept late applications which are considered to be on time within the terms of the home LA's scheme.

18. The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the home LA's scheme is **11 December 2025**.
19. Where an applicant moves from one participating home LA to another after submitting an on-time application under the terms of the former home LA's scheme, the new home LA will accept the application as on-time up to **8 December 2025**, on the basis that an on-time application already exists within the Pan-London system.
20. Application data relating to applications for schools in other participating local authorities will be up-loaded to the Pan-London Register (PLR) by **14 November 2025**. Supplementary information provided with the School Admissions Application Form will be sent to Haringey voluntary-aided schools/maintaining local authorities by the same date.
21. Application data relating to Haringey schools from out-of-borough pupils will be received from the Pan London Register on **14 November 2025**.
22. Haringey Local Authority will notify each school within Haringey that is its own admission authority of every preference that has been made for the school, forwarding to them all relevant details from the School Admissions Application Form by **14 November 2025**.
23. Between **14 November 2025** and **2 January 2026**, voluntary-aided, foundation schools and Academies will assess their applications according to their admissions criteria.
24. Haringey will participate in the application data checking exercise scheduled between **15 December 2025 - 2 January 2026** in the Pan-London timetable.
25. All preferences for schools within Haringey will be considered by the relevant admission authorities without reference to preference order. Voluntary-aided schools, Academies, Free schools and Foundation schools to provide Haringey LA with an electronic list of their applicants in rank order by **2 January 2026**. When the admission authorities within Haringey have provided a list of applicants in rank order, Haringey Local Authority shall, for each applicant to its schools for whom more than one potential offer is available, make the offer to the highest ranked school.
26. Haringey Local Authority will send the first ALT file to the Pan-London Register (PLR) giving offer details for their school by **2 February 2026**. The PLR will transmit the highest potential offer specified by the maintaining LA to the Home LA.
27. Haringey will eliminate all but the highest ranked offer where an applicant has more than one potential offer. This will involve exchanges of preference outcomes between the LAS (Local Admissions System) and the PLR which will continue until notification that a steady state has been achieved or until **17 February 2026** if this is sooner.
28. Haringey will not make an additional offer between the end of the iterative process and **2 March 2026** which may impact on an offer being made by another participating LA.

29. Notwithstanding paragraph 28 if an error is identified within the allocation of places at one of our schools, Haringey LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a home or maintaining LA) Haringey LA will liaise with that LA to attempt to resolve the incorrect offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, Haringey will accept that the applicant(s) affected might receive a multiple offer.
30. Haringey will participate in the offer data checking exercise scheduled between **16-23 February 2026**.
31. Haringey will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **26 February 2026**.

OFFERS

32. Haringey will ensure, so far as is reasonably practical, that each resident applicant who cannot be offered a preference expressed on the School Admissions Application Form receives the offer of an alternative school place. The applicant will be offered a place at the nearest community school (or own admitting authority school if the governors have agreed to this) to the home address with an available place.
33. Haringey will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the Home LA or in other participating LAs.
34. Haringey will use the form of Notification Letter set out in this document.
35. Notification of the outcome will be sent to parents on **2 March 2026**.
36. Details of the pupils to be offered will be made available to each Haringey primary school by **2 March 2026**.
37. Parents who are not offered a place at their preferred schools will be offered the right of appeal.

POST OFFER

38. Parents must accept or decline the offer of a place by **16 March 2026**. If they do not respond by this date the local authority will make every reasonable effort to contact the parent to find out whether or not they wish to accept the place. If the parent fails to respond to the local authority the school place will be withdrawn.
39. Where a parent accepts or declines a place by **16 March 2026** this information will be passed to the maintaining LA by **23 March 2026**. Where such information is received from applicants after **16 March 2026**, this LA will pass it to the maintaining LA as it is received.

40. Where a place becomes available in an oversubscribed maintained school or academy in Haringey, it will be offered from a waiting list ordered in accordance with paragraph 2.15 of the School Admissions Code 2021.
41. Haringey will inform the home LA, where different, of an offer for a maintained school or Academy in Haringey which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.
42. When acting as a maintaining LA, Haringey LA and the admission authorities within it will not inform an applicant resident in another LA that a place can be offered.
43. Haringey will offer a place at a maintained school or Academy in another LA to an applicant resident in its area, provided that the school is ranked higher on the School Admissions Application Form than any school already offered.
44. Where Haringey is informed by a maintaining LA of an offer which can be made to an applicant resident in Haringey which is ranked lower on the School Admissions Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.
45. Where Haringey, acting as a home LA, has agreed to a change of preference order for good reason, it must inform any maintaining LA affected by the change.
46. Haringey will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.
47. Haringey will accept new applications (including additional preferences) from home LAs for maintained schools and Academies in its area.

WAITING LISTS

48. Where a child does not receive an offer of their first preference, his/her name will automatically be placed on the waiting list for each Haringey school for which he/she is eligible, that is a higher preference school to the one that has been offered. Parents will be advised that if they want to go on the waiting list for an out-of-borough school, that they must put this in writing to the School Admissions Service in Haringey.
49. Parents will be given the opportunity to make applications to Haringey schools to which they did not originally apply.
50. Waiting lists will be kept by all maintained admission authorities in Haringey and coordinated centrally by this local authority as part of the coordination of all admission applications. Academies, voluntary-aided and foundation schools will apply their own admission arrangements. Haringey local authority will keep a mirrored waiting list and will offer places on behalf of the governing body. Waiting lists for community schools will be administered centrally by the local authority.
51. Waiting lists for entry to Year 7 in September 2026 will be compiled after **16 March 2026** (after the deadline for acceptance of places) and will be kept in strict criteria order with no differentiation between on-time or late applications.

52. Waiting lists will be maintained and places allocated, as they become available, in accordance with each admission authority's published admission and oversubscription criteria.

53. Children will remain on the waiting list until the end of the Summer Term of the application year, unless parents contact the School Admissions Team to extend this further.

Timetable for entry to school in September 2026

24 October 2025	Recommended closing date for receipt of the School Admission Application Form
31 October 2025	Statutory deadline for return of application to the Home LA
14 November 2025	Deadline for the transfer of application information by the Home LA to the PLR and supplementary information to Haringey VA schools/maintaining local authorities
14 November 2025 – 2 January 2026	Voluntary-aided schools and Academies will order their applications according to their admissions criteria
11 December 2025	Deadline for the upload of applications that are late but are considered to be on-time, to the PLR
15 December 2025 - 2 January 2026	Pan-London data checking exercise of pupil applications exchanged via the PLR
2 January 2026	Voluntary-aided schools, Academies, Free schools and Foundation schools to provide Haringey LA with an electronic list of their applicants in rank order
2 February 2026	Deadline for the transfer of highest potential offer information from the Maintaining LAs to the PLR
17 February 2026	Final ALT file to the PLR
16-23 February 2026	Pan-London data checking exercise of pupil offer data
26 February 2026	Deadline for on-line ALT file to portal
2 March 2026	eAdmissions offers made/offer letters posted where applicants have made paper applications
16 March 2026	Date by which parents accept or decline offers
23 March 2026	Date by which LA will pass information to schools within Haringey (or for out-of-borough schools, to the maintaining LA) on parents who have accepted or declined a place.

NOTIFICATION LETTERS AND EMAILS

A. Offer Letter

Dear salutation

Secondary Transfer 2026 – firstname surname (DOB)

I am writing to let you know the outcome of your application for a secondary school place. I am pleased to tell you that we are able to offer your child a place at schoolname

Please respond now to this offer online here: bit.ly/SchoolPlaceConfirmation, or by post using the form attached to this letter. You must respond by [date TBC] or the offer may be withdrawn.

When you respond online you will need to provide the following information:

Pupil ID	
First Name	
Surname	
Date of Birth	

Alternatively you can visit one of Haringey's Customer Service Centres, or inform us by email using the address listed below. Failure to respond to your offer may result in the offer being withdrawn.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. This is the highest offer we can currently provide your child with, and we do not anticipate a large amount of movement for applicants this year.

The school will contact you shortly to provide further information about the arrangements for admission. If the school do not contact you within a week please contact the school directly.

If you were not offered a higher preference school

I am sorry that it was not possible to offer your child a place at any of the schools listed as a higher preference on your application form. For each of these schools, there were more applications than places available and other applicants had a higher priority than your child under the school's published admission criteria. If you would like further information about why your child was not offered a place at one of your higher preference schools, please contact the admission authority for that school.

We are the admission authority for community schools in Haringey. For all other schools and academies in Haringey, please contact them directly to find out why your child was not offered a place. If you have applied for a school outside the borough, then please contact the school admissions service in the borough where the school is located.

The contact details for Haringey schools or the relevant Admissions Service of the other boroughs can be found in our secondary school booklet online at www.haringey.gov.uk/schooladmissions. Details of how places were offered in Haringey are given at the end of this letter.

Waiting lists

Please note that applications for any school that you listed lower on your application form have been automatically withdrawn.

I can confirm that your child has been placed on the waiting list for all Haringey schools listed higher on your form. There are currently also places available at several schools in neighbouring boroughs.

If you would like your child to be added to any other school waiting list (or removed from a list), including those outside Haringey, please put your request in writing to the email address below. You can only be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start from date [TBC], after which you can check waiting lists positions online here: www.haringey.gov.uk/waiting-lists. Please note that being on a waiting list does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list.

Your right to appeal

You have the right of appeal if your child is refused a place at the schools listed on your form.

Full details of how to appeal are on our website: www.haringey.gov.uk/appeals. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of your appeal or your child's position on a waiting list.

If you have any questions about this letter, please contact us using the contact details below. Officers are still working from home, please respond by email.

School Admissions Service

B. Allocation Letter

Dear salutation

Secondary Transfer 2026 – firstname surname (DOB)

I am writing to let you know the outcome of your application for a secondary school place. I am sorry to tell you that we have not been able to offer your child a place at any of the schools you listed on your application form. For each of these schools, there were more applications than places available and other applicants had a higher priority than your child under the school's published admission criteria.

Your child has been offered a place at schoolname. This is the nearest Haringey school to your home address with an available place.

Please respond now to this offer online here: bit.ly/SchoolPlaceConfirmation, or by post using the form attached to this letter. You must respond by [date TBC] or the offer may be withdrawn.

When you respond online you will need to provide the following information:

Pupil ID	
First Name	
Surname	
Date of Birth	

Alternatively, you can visit one of Haringey's Customer Service Centres, or inform us by email using the address listed below. Failure to respond to your offer may result in the offer being withdrawn.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. This is the highest offer we can currently provide your child with, and we do not anticipate a large amount of movement for applicants this year.

The school will contact you shortly to provide further information about the arrangements for admission. If the school do not contact you within a week please contact the school directly.

If you would like further information about why your child was not offered a place at one of your preferred schools, please contact the admission authority for that school. We are the admission authority for community schools in Haringey. For all other schools and academies in Haringey, please contact them directly to find out why your child was not offered a place. If you have applied for a school outside the borough, then please contact the school admissions service in the borough where the school is located.

The contact details for Haringey schools or the relevant Admissions Service of the other boroughs can be found in our secondary school booklet online at www.haringey.gov.uk/schooladmissions. Details of how places were offered in Haringey are given at the end of this letter.

Waiting lists

I can confirm that your child has been placed on the waiting list for all Haringey schools listed on your form. There are currently also places available at several schools in neighbouring boroughs.

If you would like your child to be added to any other school waiting list (or removed from a list), including those outside Haringey, please put your request in writing to the email address below. You can only be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start from [date TBC], after which you can check waiting lists positions online here: www.haringey.gov.uk/waiting-lists. Please note that being on a waiting list does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list.

Your right to appeal

You have the right of appeal if your child is refused a place at the schools listed on your form.

Full details of how to appeal are on our website: www.haringey.gov.uk/appeals. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of your appeal or your child's position on a waiting list.

If you have any questions about this letter, please contact us using the contact details below. Officers are working remotely, so please respond by email.

School Admissions Service

C. Offer Email 1

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are pleased to be able to offer you your first preference school. You must respond to this offer by [Date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. Applications for any school that you listed lower on your application form have been automatically withdrawn. You can find further information about how school places were offered on our website.

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [Date TBC] for your appeal to be heard before September 2021.

If you have any questions please contact us on 020 8489 1000 or email schooladmissions@haringey.gov.uk
Haringey School Admissions Team

D. Offer Email 2

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are pleased to be able to offer you one of your preferred schools. You must respond to this offer by [date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. We are sorry that it was not possible to offer a place at any of your higher preferences. For each of these schools there were more applications than places available, and other applicants had a higher priority than your child under the school's admission criteria. You can find more information on how school places were offered on our website.

Waiting lists will open from [date TBC] and you will be able to check your child's position online. Your child will automatically be placed on the waiting list for any Haringey schools listed higher on your application. Applications for any school listed lower on your application have been automatically withdrawn. Being on a waiting list does not guarantee your child a place at the school, and their position on the list could go down as well as up. To add or remove your child from waiting lists, email schooladmissions@haringey.gov.uk.

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023. Accepting the place will not influence the outcome of your appeal or your position on a waiting list.

If you have any questions contact us on 020 8489 1000 or email
schooladmissions@haringey.gov.uk
Haringey School Admissions Team

E. Allocation Email

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are sorry that we have not been able to offer your child a place at any of your preferred schools. This is because all the available places were offered to applicants who had a higher priority than your child under the school's admission criteria. Your child has been offered a place at the school listed above. You can find more information on how school places were offered on our website.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of an appeal or your position on a waiting list. You must respond to this offer by [date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

Waiting lists will open from [date TBC] and you will be able to check your child's position online. Your child will automatically be placed on the waiting list for all Haringey schools listed on your application. Being on a waiting list does not guarantee your child a place at the school, and their position on the list could go down as well as up. To add or remove your child from waiting lists, email schooladmissions@haringey.gov.uk.

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

If you have any questions contact us on 020 8489 1000 or email
schooladmissions@haringey.gov.uk
Haringey School Admissions Team

Haringey Scheme for In-Year Admissions 2026/27

APPLICATIONS

1. Applications from Haringey and non-Haringey residents for schools in Haringey must be made directly to the Haringey Schools Admission Service.
2. The in-year e-form is available to complete on the Haringey website or a paper application is available on request from the Haringey School Admissions Service.
3. Haringey residents applying for places at maintained schools and academies outside Haringey will need to apply directly to the LA (local authority) in whose area the school is situated.
4. The admission authorities within Haringey will not use supplementary forms except where the information available through the School Admissions Application Form is insufficient for consideration of the application against their published oversubscription criteria.
5. Where supplementary forms are used, they will be available from the school concerned. Haringey's admission booklets and website will indicate which schools require supplementary forms to be completed and from where they can be obtained.
6. Where an admission authority in Haringey receives a supplementary form, it will not consider it to be a valid application until such time as the parent/carer has listed the school on their home LA's School Admissions Application Form.
7. Where only the School Admissions Application Form is received, schools **MUST** rank the application according to the information available to them.
8. Applicants will be able to express a preference for a maximum of six schools within Haringey.
9. The order of preference given on the In-Year School Admissions Application Form will not be shared with any school.
10. The Haringey Schools Admission Service will carry out address verification for each application made to a maintained school or academy in Haringey. Where Haringey is not satisfied as to the validity of an address of an applicant it will advise the admission authority schools.
11. Haringey will check the status of any applicant who is a 'looked after or was previously looked after but immediately after being looked after became subject to an adoption, child arrangements or special guardianship order.'

PROCESSING

12. Parents/carers applying for schools in Haringey must complete the in-year e-form available on the Haringey website or request a paper application form available from the Haringey School Admissions Service.

13. Where an application is not fully completed, Haringey will not treat the application as valid until all information is received.
14. In the event that a Haringey resident applies to a non-Haringey school, Haringey will write to the parent/carer advising them to apply directly to the LA in whose area the school is situated.
15. If a pupil is currently on roll at a school in Haringey or a school in a neighbouring borough, the Admissions Service will advise the parent/carer to discuss the transfer with the Headteacher or senior Teacher at the school.

OFFERS

16. If a school has a vacancy, it is expected that an offer of a place will be made to the child entitled to that place in accordance with the published oversubscription criteria. The Local Authority will offer places at community schools and will also make offers on behalf of own admission authority schools should they so wish.
17. Haringey will write to parents who have not been offered a place at any of their preferred schools giving reasons and informing them of their right of appeal to an independent panel in accordance with the School Standards and Framework Act 1998.
18. Haringey will notify the Home LA of the outcome of applications for their residents.
19. When a child has been offered a place at a higher preference school, the lower ranking preferences will be withdrawn.
20. When a child has been offered a place at a lower preference school, the higher preferences will also be withdrawn unless the parent indicates otherwise. Only where a parent/carer has expressly set out that they wish to be put on the waiting list of those schools which are a higher preference will this be done.
21. Where a home applicant who is out of school cannot be offered a place at one of their named preferences, Haringey will offer the nearest community (or own admitting authority if the governors have agreed to this) school to the home address with an available place.
22. Where it is known that a non-Haringey resident is out of school and cannot be offered a place at one of their named preferences, Haringey will notify the home LA who will be responsible for identifying a school place for the child.

POST OFFER

23. Parent/carers will be expected to accept or decline the offer of a place as soon as possible. Parents must be given a reasonable amount of time to consider the offer (7 days minimum).
24. Where a parent does not respond within this timeframe Haringey will make every reasonable effort to contact the parent to find out whether or not they wish to accept the place. Where the parent fails to respond the offer of a place will be withdrawn.

25. Haringey will notify the home LA of any appeals that are upheld for Haringey schools.
26. Children will remain on the waiting list until the end of the academic year in which the application was made and Haringey will write to all parent/carers asking them to complete a new application form if they wish to stay on the waiting list(s) beyond this timeframe.

HARINGEY SCHOOLS

27. The Haringey School Admissions Service will require a list of every child on roll in every year group in all the relevant Haringey schools.
28. Schools will be required to provide a weekly roll update so that it is clear on a week by week basis where there are vacancies across all schools and year groups.
29. When a child leaves a Haringey school, the name of the child and the child's future educational provision must be communicated to the School Admissions Service.

TRANSFERRING BETWEEN SCHOOLS

30. Parent/carers wishing to move their children between local schools will be encouraged to discuss their reasons with their current school.
31. Parent/carers need to be aware of and consider the potential impact that any move might have on the education and wellbeing of their child(ren).
32. Parent/carers moving address will also be advised to think carefully before requesting to move their child(ren) to another school.
33. Where a parent/carer insists on a transfer, it would be unlawful for an admission authority to refuse a place if a vacancy exists.

FRAUDULENT APPLICATIONS

34. An offer on the grounds of proximity is conditional on the child being solely or mainly resident at the address provided at the time of application. A business address, a childminder's address, or any other address other than the child's home will not be accepted. Proof of address will be sought and may be subject to further investigation.
35. Haringey Council will make every effort to prevent fraudulent applications. Haringey will carry out random checks on a number of applications and reserve the right to carry out home visits to the address provided on the application form.
36. A school place obtained using a false address will be withdrawn and given to the child who was entitled to that place. If a place is obtained for an older child using fraudulent information, there will be no sibling connection available to subsequent children from that family.

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Report for: Cabinet 12 November 2024

Title: Establishment of multiple collaborative DPS and a framework

Report authorised by : Taryn Eves, Director of Finance

Lead Officer: Barry Phelps, Chief Procurement Officer
Barry.phelps@haringey.gov.uk

Ward(s) affected: N/A

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

1. Describe the issue under consideration

- 1.1. The Council operates one of the largest portfolios of Dynamic Purchasing Systems (DPS) in local government, with expenditure across the various categories exceeding £100m per Annum.
- 1.2. On 24 February 2025 the new Procurement Act 2023 (Act) will come into force. The Act will abandon the establishment of DPS's and replace DPS's with Dynamic Markets; however, the Act prohibits any form of pre-selection criteria (i.e. capability, financial, accreditation or legal standing etc.) for contracts below the relevant category regulatory threshold under the Dynamic Market. This means for any service-related categories it is not possible to use Dynamic Markets which has a significant impact on operations when procuring low value services, as services will need to undertake a process which is either open to the entire market and then undertake an assessment of capability, financial standing and any accreditation requirements at the point of tender or establish a framework agreement.
- 1.3. The changes proposed by the Act has had a significant impact on the procurement strategy for a number of categories which are typically of low value that the Council was intending to use the new Dynamic Market. In light of these changes, Strategic Procurement have recommended that the Council urgently implements a suite of DPSs under the current Regulations, prior to the Act being implemented in February 2025 to ensure continuation of such services.
- 1.4. The continued use of DPSs enables the Council to establish enrolment and accreditation criteria. (E.g. the Council requires suppliers to be Care Quality Commission (CQC) approved to an accreditation of at least Good) in some care categories. This would be considered pre-selection criteria under the new Act and therefore is prohibited for below threshold procurements (i.e. most care related c£553k and other services c£179k) under the Dynamic Market provisions.

- 1.5. A significant advantage of using a DPS (or Dynamic Market) compared to a framework agreement is, suppliers can join at any time throughout the term of the DPS, whereas a framework agreement is generally closed to new suppliers.
- 1.6. Currently in excess of 90% of contracts let through the Council's DPS categories are awarded to small, medium sized enterprises (SMEs).
- 1.7. This report seeks approval to extend some of the expiring care related DPS's for a three-month period to allow the re-establishment of the current portfolio of DPS categories and additional categories for residential care and independent fostering agencies. Cabinet had previously approved in June 2020 the establishment of the home support, semi-independent and supported living DPSs up to a total value of £252m. It is projected that the additional three-month extension will bring the total aggregated spend up to circa £220m. This is within the original value approved by Cabinet and is therefore a time only extension.
- 1.8. The intention is to establish the DPS categories on a pan-London basis. This will enable collaborative procurements across the portfolio of categories and to support parity in prices. This could result in future savings.
- 1.9. The London Construction Programme (LCP) operate two construction related DPSs for professional services and minor works. These DPSs had an initial term through to April and June 2026 respectively, with the option to extend for up to a further 5 years. This report seeks approval to exercise the extension option in full to the latest permissible date under the Procurement Act 2023 transitional arrangements (as amended from time to time), currently 28 October 2028.
- 1.10. In addition to the establishment of the DPS categories, this report also seeks to procure a pan London legal alliance framework for the provision of legal services.
- 1.11. Haringey is part of a consortia with other London boroughs who have agreed to jointly establish a legal alliance framework agreement for the provision of legal services . The procurement and establishment of a legal alliance framework agreement has been running for some years and members of the consortia take turns in being the lead authority to establish the framework agreement and act as the contracting authority. Haringey have been asked to be the lead authority for the next iteration of the framework agreement which is due to be advertised at the beginning of 2025.
- 1.12. The Councils Contract Standing Orders (CSO) 7.04 a) requires approval from Cabinet where the Council intends to lead on a joint procurement activity with other contracting authorities, prior to commencing the procurement, if it is likely that the joint procurement is liable to result in a contract award that would involve a 'key decision' by the Council.
- 1.13. The establishment of the proposed suite of DPSs and frameworks, do not commit the Council to entering into a contract. Any call off from the DPS or

framework agreement will still be subject to the Councils' procurement, award and governance processes.

- 1.14. This report includes a recommendation, that given the non – financially binding nature of the proposed commercial arrangements, delegated authority be given to the Chief Procurement Officer to award the framework agreement for legal services to the successful bidders and admit suppliers to the DPS in accordance with the Public Contract Regulations 2015 (PCR). (Note; this does not include the award of any financially binding contracts, just supplier admission to framework and DPS).

2. Cabinet Member Introduction

- 2.1. Haringey operates a number of Dynamic Purchasing Systems (DPS). The new Procurement Act 2023 will replace Dynamic Purchasing Systems with Dynamic Markets. However, the current proposal is that contracts valued below a regulatory threshold will not be able to have pre-selection criteria, making use of Dynamic Markets prohibitive for these smaller contracts.
- 2.2. Dynamic Purchasing Systems that are in place when the Procurement Act 2023 comes into effect in on 24 February 2025 will be able to operate until October 2028. This report seeks a short extension to some Dynamic Purchasing Systems already in place, whilst these can be re-established with revised criteria alongside additional new Dynamic Purchasing System categories on a pan-London basis. This will support the many SME's accessing lower value contracts through these systems.
- 2.3. In addition, Haringey has been asked to act as the contracting authority of the London-wide Legal Alliance Framework (the leadership of which rotates among the London boroughs who are party to the framework), and this report gives permission to do so.

3. Recommendations

It is recommended that Cabinet:

- 3.1. In accordance with CSO 10.02.1(b) and Regulation 72 (5) of the Public Contract Regulations 2015 approves a three-month extension to the following DPS categories until 31 March 2025:
 - i. Home Support;
 - ii. Semi-Independent Living;
 - iii. Supported Living;
- 3.2. In accordance with CSO 7.04 (a) and Regulation 34 of the PCR's, the establishment of the following pan London DPS categories, along with any relevant sub-categories:

- i. Home Support;
- ii. Semi-Independent Living;
- iii. Supported Living;
- iv. Residential Care
- v. Independent Fostering Agencies
- vi. SEND Transport

- 3.3. In accordance with CSO 10.02.1(b) approves the enactment of the extensions for the LCP professional services and minor works DPS up to the maximum period permitted under the Procurement Act 2023 Commencement No.3 and Transitional and Savings) Regulations 2024 (as amended from time to time), currently 27 October 2028.
- 3.4. In accordance with CSO 7.04 (a) and Regulation 33 of the PCR's, the establishment of a pan London legal services framework agreement.
- 3.5. Delegates authority to the Chief Procurement Officer to admit suppliers to the DPSs stated 3.2 above and to approve the award of the legal services framework agreement stated in 3.4 above to the successful suppliers following the completion of a compliant procurement exercises conducted in accordance with the Public Contracts Regulations 2015.

4. Reasons for decision

Extension to current DPS Categories

- 4.1. The extension to the existing care related DPS categories is to allow sufficient time to establish a suite of replacement DPSs in these categories prior to the commencement of the Procurement Act 2023 (currently 24 February 2025).
- 4.2. The extension to the LCP professional services and minor works DPS is aligned to the extensions that were set when originally establishing these DPS categories. These DPS's currently generate circa £700k p.a. in revenue, most of which relate to below threshold procurements. The Procurement Act currently prohibits or restricts the use of Dynamic Markets (replacing DPS) for the use of below threshold procurements. This would result in a loss of revenue and create a financial pressure of circa £600k p.a.
- 4.3. The LCP is utilised by over 60 Public Sector organisations (LCP members) and is regular route to market for their construction related procurement activity. Without securing this route to market, LCP members would need to seek alternate procurement routes. The LCP has the infrastructure and resources to continue providing quality services to its members and supply chain as per the business case approved by Cabinet in November 2023.

Establishment of New DPS

- 4.4. The establishment of the proposed new DPS does not place any contractual obligation on the Council to award any call off contracts against the DPS and is therefore not a Key Decision.
- 4.5. Where it is intended by the Council to commission works or services, these would be undertaken in accordance with the Council's Contract Standing Orders (CSO). Where this involves a Key Decision, Cabinet/Member approval will be sought in accordance with relevant CSO provisions.
- 4.6. The establishment of new DPS for the care categories enables the services to revisit the accreditation and enrolment criteria, to enable new regulatory operational, capability and quality considerations.
- 4.7. The new DPS's will enable suppliers to join at any time during the term of the DPS and be able to procure both below and above threshold contracts. The use of DPSs are one of the most efficient compliant processes available under the current PCRs.
- 4.8. Currently over 90% of contracts awarded via the DPS categories are to SME organisation, with circa 40% of these being within Haringey and neighbouring boroughs.
- 4.9. The new DPS's will be established on a pan London basis. This supports the Council's strategy of promoting collaborative working across London, with particular focus on neighbouring boroughs. The objective being to work with colleagues across London to achieve parity in prices for the same services and reduce competition amongst local authorities which drives up prices. Working collaboratively will help establish a more strategic approach and potentially result in some savings.
- 4.10. There will be an opportunity to generate income through the application of a levy, when other local authorities access these pan London arrangements. Strategic Procurement already has the infrastructure and resources to support these arrangements and is successfully operating the LCP on a similar basis.

Legal Alliance Framework Agreement

- 4.11. Haringey is a member of the London Borough Legal Alliance (LBLA) consortia. The consortia rotate every 3-4 years with the lead contracting authority being responsible for establishing the next generation of legal services framework agreement for the consortia. Haringey has been approached to lead on the next framework which is due to commence the procurement process in early 2025.

4.12. Kennedy Cater (KC) are the LBLA chosen partner to provide the legal and procurement support in establishing the LBLA legal frameworks. As KC will undertake most of the procurement and framework management activity, there is minimal resource required from the Council's strategic procurement team in supporting the establishment of the framework.

4.13. Any cost incurred by the Council will be recoverable through the levies applied to services commissioned through the framework.

5. Alternative options considered

Do Nothing

(DPS Categories)

5.1. This would mean the current portfolio of DPS's would expire and alternative routes to market would need to be found. Depending upon the alternate route to market, this could result in a significant increase in effort to manage these procurements both within the service areas and Strategic Procurement.

(Legal Alliance Framework)

5.2. The LBLA consortia would need to find another member of the consortia to lead on the procurement of the new framework. This may have reputational consequences given the consortia's agreed approach to rotating the responsibility of establishing the legal framework amongst consortia members.

Establish Frameworks

5.3. As an alternative to the DPSs, the Council could establish frameworks for these categories instead.

5.4. Establishing frameworks, take significantly longer than establishing a DPS, which requires more resources. When establishing a framework, the supply chain is 'fixed for the term of the framework and new suppliers are not permitted to join the framework. Suppliers can join a DPS at any time.

5.5. There is an option under the new Act to establish 'Open Frameworks'; however, these are not open in the sense that the name suggests. An 'Open Framework' is a series of frameworks which are essentially opened periodically (i.e. every year, three years etc.). When using the Open Framework approach, existing suppliers would need to re-apply for the framework, alongside any new potential suppliers. This in effect is potentially the same effort as reestablishing a new framework every time you open the framework up.

5.6. The volume of suppliers varies depending upon each category; however if we consider our existing DPS categories, the supply chain ranges from circa 50 suppliers to over 150 suppliers in each category. To maintain a similar level of

supply chain is not really feasible through a framework, as this would require significantly more effort to manage the suppliers and their performance.

- 5.7. The Council does not have capacity to establish the volume of frameworks along with the sub lots contained within each framework prior to the Act coming into effect in February 2025. The transparency requirements under the Act have been significantly increased and now cover the entire commercial lifecycle of a contract. The impact of this will require substantially more administration in complying with the Act, compared to that of the current DPS and PCRs.

Dynamic Markets

- 5.8. The new Act has provisions for Dynamic Market, which was originally intended to replace DPS; however, a Dynamic Market cannot be used for services that are below the regulatory threshold (the proposed categories are all care related (light touch regime) c£553k excluding VAT). With the exception of any block booking arrangements, most of the services that would need to be procured via the Dynamic Market would be below threshold.
- 5.9. An alternate solution would need to be found for below threshold procurements in these categories, which would be another route to market as stated under these alternate options considered in this report.

Alternate Frameworks and DPS

- 5.10. There are currently very few alternate frameworks or DPS's that Haringey would be able to access for these services. This is primarily because other authorities tend to establish arrangements for their own use, or there are other regional groups (i.e. west London Alliance) that establish arrangements for authorities within their region only.
- 5.11. If utilising another DPS the Council would be incurring fees that would go to the DPS operator. Where a framework is used, there is generally a fee which is payable by the supplier for any contracts awarded to it. These fees generally range between 3% and 5%.
- 5.12. Capacity may be an issue in accessing other frameworks and DPSs, as it is likely other local authorities may also be trying to utilise the same route to market. This runs the risk of the supply chain not being able to respond to an increased volume of tenders and may also lead to reduction in quality of service and increased prices due to increased demand.

Procure Services Individually

- 5.13. In the absence of a DPS, Framework or Dynamic Market, the services would need to be procured on an individual basis (or via a block booking arrangement). This is the least efficient option operationally and would require additional resources to manage the increased workload.

- 5.14. Provisions under the Act prohibit any form of pre-selection criteria for below threshold procurements, this would mean that for most of the services referenced in this report, each opportunity would be advertised openly. The impact of this would potentially increase the volume of responses received, some of which will likely be from suppliers who may not be qualified to undertake the services. However, the assessment of suppliers capability, qualifications, experience and financial standing, would not be undertaken until evaluating the tenders.
- 5.15. In addition, the Act has significantly increased transparency requirements, including for below threshold procurements which require a below threshold notice to be issued, alerting any potential supplier to the opportunity. This could result in providers outside the borough and surrounding areas being successful, which may cause issues in providing care and accommodation for residents in Haringey.
- 5.16. Individually procuring these services does not provide best value for money.

6. Background information

DPS Categories

- 6.1. Haringey Council operates one of the largest portfolios of DPS in local government, with in excess of £100m of spend per year.
- 6.2. The DPS has been designed to be “SME friendly” and promote local community wealth building, with over 90% of the contracts awarded going to SMEs. Suppliers can join the DPS at any time during its term, provided they meet the accreditation and enrolment criteria.
- 6.3. Each supplier must maintain their accreditation status throughout the duration of the DPS. This is monitored by the Dynamic Markets team, where a supplier fails to maintain the accreditation (i.e. insurances, health, and safety certificates etc.) they are suspended until such time they have rectified the failures. This is key to ensuring we have a robust supply chain that meet the minimum standards required by the Council for the delivery of the relevant services.
- 6.4. Significant efficiencies are achieved each year through the use of the DPS (based on statistics supplied by adam, our DPS service provider). For the 3 DPS requiring a short extension these are estimated to be:
- Procurement: 50%= saving of 286 hrs
 - Finance: 85% (presuming all functionality within SProc.net is used) = saving of 1,455 hrs
 - Contract Management: 70% = saving of 330 hrs
 - Hours per annum saved = 2071

- 6.5. The incoming Act has not retained the current provisions for a DPS, instead it has introduced a Dynamic Market as a replacement to the DPS. It was originally understood that below threshold procurements would be permitted under a Dynamic Market; however, this has recently been clarified by the Cabinet Office that only below threshold for works contracts with a value above c£179k (excluding VAT) could be procured via a Dynamic Market instead of the actual regulatory threshold of c£4.47m for works. This is the only specific exception permitted by the Cabinet office; therefore, all other thresholds remain as per the PCRs (i.e. services c£179k and Care related (light touch) £553k excluding VAT).
- 6.6. Following this clarification by Cabinet Office of the below threshold restrictions, Strategic Procurement consulted with the relevant service areas on the impact and the route to market options. It was concluded that the DPS provided the most flexible route to market with the least impact on service operations, compared to provisions within the incoming Act.
- 6.7. Strategic Procurement and the service areas have developed a programme of work that will enable the establishment of multiple DPSs stated in this report, with revised accreditation criteria considering changes in legislation and operational requirements. These DPS's will be established prior to the new Act coming into effect in February 2025.
- 6.8. In June 2020, Cabinet approved the establishment of home support, semi-independent and supported living DPS's. These are due to expire on 31 December 2024. A 3-month time only extension is required to enable Strategic Procurement to re-establish these DPS's.
- 6.9. During the consultation with the service areas in relation to the constraints on the route to market under the new Act, it was identified that additional DPS categories should be established to ensure the procurement process remained as efficient as possible and ensuring new suppliers can join at any time, so as to maintain a healthy supply chain.
- 6.10. In 2019 Cabinet approved the establishment of the LCP DPS for professional services and minor works. The initial term of the DPS's were for a period of 7 years with the option to extend up to a further five years.
- 6.11. The LCP DPS's are utilised by over 60 public sector organisations across London and the home counties, generating over £700k p.a. in revenue for the Council.

- 6.12. Whilst the LCP could consider migrating to the Dynamic Market provisions under the Act, this would jeopardise a large element of the revenue stream, as contracts below £179k (excl. VAT) are not permitted via a Dynamic Market.

LBLA Framework

- 6.13. The Council is a member of the LBLA consortia who collaboratively establish a framework for legal services. Members of the consortia rotate responsibility for being the lead authority on establishing the framework for the provision of legal services.

- 6.14. Kennedy Cater (KC) have been supporting the consortia for the past two iterations of the legal services framework. This involves, preparing the procurement documentation, supporting the procurement process, evaluating tender submissions, managing the framework, collecting and distributing levies.

The lead authority is to act as the contracting authority, quality assure the procurement documents and administer the procurement process in accordance with the PCR's.

- 6.15. The programme requires the procurement process to commence early 2025, so as to allow sufficient time to establish the framework for commencement in 2026.

- 6.16. The LBLA legal services framework is widely used by local authorities across London, with Haringey being one of the main users of the framework. The framework attracts significant interest from legal firms due to the usage by local authorities and therefore generally attracts very competitive rates.

- 6.17. A 4% levy is applied to the framework, this is used to recover cost for establishing and managing the framework, with any surplus being distributed to members of the consortia. The Council will recover in full costs for any capacity and resources to support the establishment of the framework.

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

- 7.1. The new suite of DPS's will support a number of Corporate Priorities:

- Alignment with Procurement Strategy;
- Promotion of local businesses and SMEs;
- Supporting children and young people;
- Supporting adults, health and welfare of our residents;

- Promoting an inclusive economy across the borough and London;
- Promotion of Social Value Act through the suite of contracts contained within the procurements;
- Creating a suite of procurement tools to support development, growth and regeneration in the borough and across London;
- Payment of London Living Wage, use of local labour and promotion of apprenticeships;
- Efficiency gains through the use of collaborative procurement with other local authorities and public sector organisations.

8. Carbon and Climate Change

- 8.1. The use of the DPS can support reduction in carbon footprint through enabling a location-based approach, so that suppliers do not need to travel extensive distances to deliver their services.
- 8.2. Where services involve transportation (i.e. SEND passenger transport), suppliers are encouraged to use greener modes of transport (i.e. electric, hybrid, low emission vehicles), which is recognised during the procurement process.

9. Statutory Officers comments (Director of Finance (procurement), Assistant Director of Legal and Governance (Monitoring Officer), Equalities)

Finance

- 9.1. This report advises Cabinet of the intention for the Council to lead on the development and implementation of the procurement strategy to establish a suite of DPS and a legal services framework.
- 9.2. Whilst establishing these DPS's and the legal services framework, it does not in itself place any obligation on the Council to enter into any contracts. Where the Council does enter into contracts procured via these arrangements, these will be subject to the relevant financial due diligence prior to the award of each contract.
- 9.3. It is noted from the report there will be full cost recovery of any expenditure related to the Council's costs in establishing the legal framework.

Procurement

- 9.4. The Chief Procurement Officer has been fully consulted in relation to this report and supports the recommendations in paragraph 3 above.

- 9.5. The recommendations in this report fully align with the Council's Procurement Strategy, which is to maximise the use of Framework Agreements and Dynamic Purchasing Systems and to promote collaborative procurement with other public sector organisations in London to achieve efficiencies and value for money.
- 9.6. Following consultation with the relevant service areas, Strategic Procurement recommends the adoption of the category strategy outlined in this report. This approach is the most efficient strategy considering the needs of the service, the commissioning strategy and the constraints relating to below threshold procurements under the incoming Act.
- 9.7. Strategic Procurement confirm the proposed extension of the DPS categories for home support, semi-independent living and supported living are compliant with Regulation 72 (5) of the PCRs and CSO 10.02.1 b).
- 9.8. The establishment of the DPS categories will be led by Strategic Procurement and will comply with Regulation 34 and Part B (light touch regime) of the PCRs.
- 9.9. Strategic Procurement confirms the delay in the implementation of the Procurement Act 2023 until 24 February 2025 and therefore the current PCRs continue to apply and therefore it is permissible to establish a DPS prior to the implementation of the Act.
- 9.10. When establishing the LCP professional services and minor works DPS the initial term was for a 7-year period to April 2026 and June 2026 respectively, with an option to extend these DPS's up to a further 5 years. It is not possible to fully utilise the full 5-year extension option due to constraints within the Procurement Act 2023 Commencement No.3 and Transitional and Savings Provisions) Regulations 2024 (as amended from time to time), which currently prevent these types of DPS having a term beyond 27 October 2028.
- 9.11. The establishment of the LBLA framework will be led by Strategic Procurement and supported by Kennedy Cater and will comply with Regulation 33 of the PCRs.
- 9.12. Whilst establishing the proposed framework and DPSs does not in itself place any obligation on the Council to enter into any contracts; however, it is extremely likely due to the nature of the services, a number of contracts procured from the framework and DPSs are likely to involve a key decision. For this reason, there is a requirement to comply with CSO 7.04 (a).

Assistant Director of Legal & Governance (Monitoring Officer)

- 9.13. The Assistant Director and Governance (Monitoring Officer) has been consulted in drafting this report.
- 9.14. Pursuant to Contract Standing Order 10.02.1 b) the Cabinet has authority to approve the recommendations 3.1 and 3.2 in this report (extensions of existing DPSs).
- 9.15. The extensions referred to in recommendations 3.1 and 3.2 in this report are in accordance with Regulation 72(5) of the Public Contracts Regulations 2015.
- 9.16. This report seeks to establish a suite of Dynamic Purchasing Systems in accordance with Regulation 34 of the Public Contracts Regulations 2015. The procurement to establish these Dynamic Purchasing Systems must commence prior to the implementation of the Procurement Act 2023, currently scheduled for 24 February 2025 (as amended).
- 9.17. Haringey is a member of the London Borough Legal Alliance Framework consortia and currently procure legal services from the legal services framework agreement. Each consortia member is expected in turn to act as the contracting authority and establish a legal services framework agreement. It is Haringey's turn to act as the contracting authority for the next iteration of the legal services framework agreement. Kennedy Cater has been selected by the consortia to support the establishment and operation of the framework agreement. This framework agreement will be established in accordance with Regulation 33 of the Public Contracts Regulations 2015.
- 9.18. Pursuant to Contract Standing Order 7.04 a) the Cabinet has authority to approve the recommendations 3.2 and 3.4 in this report
- 9.19. The Cabinet has power under the Local Government Act 2000 (S.9 (E) (Discharge of Functions) to delegate authority in respect of the recommendations in para 3.2 (admit suppliers to the DPS) and 3.4 (award of the legal services legal alliance framework agreement) to an officer of the Council. Further reports will need to be presented to the Chief Procurement Officer at the time when the arrangements for the DPS and the legal alliance Framework Agreement need approval.
- 9.20. The Assistant Director and Governance (Monitoring Officer) sees no legal reasons preventing Cabinet from approving the recommendations in this report.

Equality (Draft)

- 9.21. 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.

9.22. 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.

9.23. The proposed framework and suite of DPSs does not represent a significant change to the existing framework and DPS's, and there are no known equality issues with the proposal, therefore an EQIA is not required. Each scheme commissioned through the frameworks and DPSs will be subject to its own EQIA where applicable.

10. Use of Appendices
N/A

11. Background papers
N/A

Report for: Cabinet, 12th November 2024

Item number: TBC

Title: Acquisition of 78 Council homes at the Mecca Bingo site.

Report authorised by: Jonathan Kirby, Director of Placemaking and Housing.

Lead Officer: Robbie Erbmman, Assistant Director of Housing.

Ward(s) affected: Noel Park.

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

1 Describe the issue under consideration.

- 1.1 This report seeks the approval for the acquisition of 78 Council homes which will be delivered as part of the redevelopment of the Mecca Bingo site on Lordship Lane, Wood Green. The redevelopment of this site will be undertaken by Atri7 2 Limited & Fusion Global Management LLP (the developer) and will create 636 student bedspaces, 796sqm flexible commercial space, 78 Council homes and associated landscaping.

2 Cabinet Member Introduction

- 2.1 I'm delighted to recommend that Cabinet approves the acquisition of 78 new Council homes in the heart of Wood Green. With overwhelming need for affordable housing in Haringey—particularly for families—this acquisition is especially important. It includes ten three-bedroom homes and seven five-bedroom homes, marking the first five-bedroom units in our Council housing delivery programme. This will enable us to provide much-needed accommodation for those on the Council's Housing Register, including vulnerable children.
- 2.2 These new homes will be located across three buildings on the current site of the Mecca Bingo building, which sits at the heart of the Wood Green Growth Area. This development is a key component of the broader placemaking at Wood Green Town Centre.
- 2.3 In addition to the housing, the development will feature a pocket park for everyone in Wood Green to enjoy. Residents will benefit from private outdoor spaces, either in the form of balconies or gardens, as well as shared private gardens and play areas.
- 2.4 Housing accounts for half of our borough's carbon emissions, so reducing this is critical to becoming a net zero-carbon borough. These new homes will be highly energy-efficient, lowering bills and carbon emissions through the use of solar panels and air-source heat pumps for heating and hot water - and they will be ready to connect to a Decentralised Energy Network (DEN) in the future.

3 Recommendations

3.1 Cabinet is asked to:

- 3.1.1 Approve the acquisition of 78 Council homes for housing purposes at the Mecca Bingo site, Lordship Lane, Wood Green for the payment as set out in the Exempt Part B report and based on the draft Heads of Terms as contained in the Exempt Part B report.
- 3.1.2 Approve the total scheme cost for the acquisition as contained in the Exempt Part B report.
- 3.1.3 Approve the use of Right to Buy (RtB) receipts to subsidise this acquisition. The total amount of RtB receipts is contained in the Exempt Part B report.
- 3.1.4 Grant delegated authority to the Director of Placemaking and Housing following consultation with the Assistant Director of Legal and Governance (Monitoring Officer) and Lead Member for Housing and Planning to finalise the Heads of Terms, agree the final legal documentation and complete the transaction.
- 3.1.5 To note these homes will be let at London Affordable Rents (LAR).

4 Reasons for decision

- 4.1 The acquisition of these properties will result in 78 additional new Council homes helping the Council make good on its pledge to build 3,000 Council homes by 2031.
- 4.2 There is an acute need for affordable homes in Haringey, particularly affordable family homes, and this acquisition will include 10 three-bedroom and 7 five-bedroom homes.
- 4.3 The proposed affordable homes are well located to enjoy the amenities of the High Street in Wood Green and the nearby transport links.
- 4.4 The homes are expected to be of high quality, meeting the Mayor's housing design standards.

5 Alternative options considered.

5.1 **Not to acquire the homes.** This option was rejected because it would be a missed opportunity for the Council to:

- 5.1.1 Secure 78 new homes to let at Council rents (LAR).
- 5.1.2 Assist in maintaining momentum and progress in the overall aspiration to provide Council housing in the Borough.

6 Background information

- 6.1 Discussions with the developer have progressed for several months for the purchase of the affordable homes to be delivered as part of the redevelopment of

the Mecca Bingo site. Council Officers are currently finalising the Heads of Terms with the developer. The draft Heads of Terms have informed the reports to internal Boards en route to submitting this report to Cabinet.

- 6.2 In January 2024, and following appropriate internal governance procedures, approval was obtained for the budget expenditure to progress negotiations with the developer and to undertake any necessary surveys and due diligence.
- 6.3 Ongoing discussions have allowed the Council's Housing Team to inform the developer's design proposals and specification for the affordable homes.
- 6.4 The developer's planning application (HGY/2024/0450) was heard by the Council's sub-Committee on 8th July 2024 which approved the granting of planning permission subject to the agreement of a S106 Agreement.
- 6.5 On the granting of planning approval, the developer will offer the Council an option to purchase which will be for a three-month period.
- 6.6 The Council (as planning authority) and the developer are currently negotiating the terms of the S106 Agreement. With respect to the proposed Council housing provision, the Council has inserted the following requirements in the draft agreement:
 - The Council is to have nomination rights for 100% of the initial lettings and 75% relets (of the social rented homes).
 - No more than 80% of the market student accommodation units shall be occupied until the affordable housing has been completed and ready for occupation.
- 6.7 The purchase of the proposed Council housing will be on a 999 year lease with reciprocal access rights for the developer and Council for servicing requirements in their respective landholdings.

Description of the site, quantum of housing, housing mix and design matters

- 6.8 A site plan is included at Appendix A of this report. The site is located in the centre of the Borough, on the edge of the Metropolitan Centre of Wood Green, which is the main town centre of the Borough and one of the most vibrant commercial centres in North London. It is a short distance from Wood Green Underground Station and Lordship Lane is one of the main streets connecting Wood Green with Tottenham to the east. The site has a Public Transport Accessibility Level (PTAL) 6, which is considered "excellent".
- 6.9 The site is located in an Opportunity Area as identified in the London Plan 2021 and in the Wood Green Growth Area as identified in the Council's Local Plan Strategic Policies 2017 (the Local Plan). The site also forms part of a designated site allocation in the Council's Site Allocation Development Plan Document which seeks the redevelopment of this site for town centre uses with residential above.
- 6.10 The proposed Council housing is located at the southern section of the site at the rear of the student accommodation building, which in turn, fronts Lordship Lane.
- 6.11 The 78 proposed Council housing units are located in three distinct buildings.
 - Building B. comprising 26 flats.

- Building C. comprising 45 flats.
- Building D. comprising two terraces totalling 7 townhouses.

6.12 Table 1 below sets out the unit mixes per building.

Table 1 Housing quantum and mix

Unit type	Building B	Building C	Building D	TOTALS	%
1B/2P flat	9	13	-	22	28%
2B/3P flat all M4(3)	5	4	-	9	12%
2B/4P flat	8	-	-	8	10%
2B/4P maisonettes	-	22	-	22	28%
3B/5P maisonettes	4	6	-	10	13%
5B/8P Townhouses	-	-	7	7	9%
TOTALS	26	45	7	78	100%
%	33%	58%	9%	100%	

6.13 The three buildings are of varying height, ranging from 3 to 5 storeys, and are to be clad in brickwork (comprising two contrasting red colours) including a variety of different decorative brickwork treatments. Images of the proposed Council housing buildings are contained at Appendix B.

6.14 A pocket park will be provided on the site and will be available to members of the public as well as Council residents. Private amenity is provided to all homes in the form of balconies (for the flats) and front and rear gardens (for the townhouses). Shared private amenity (including play space) is also provided for the residents of Buildings B and C (in addition to balcony spaces).

6.15 Secure cycle storage is provided for all of the proposed Council homes on the basis of 1.5 cycle spaces per 1 bedroom dwelling and 2 cycle spaces per 2+bedroom dwellings (a total of 145 cycle spaces). Visitor cycle parking will also be provided.

6.16 Given the high PTAL score of 6, only 8 car parking spaces will be provided for the proposed Council housing (4 on-site and 4 off-site) which can be dedicated to blue badge holders.

- 6.17 The proposed Council homes will benefit from the installation of PV panels and the supply of heating and hot water from air source heat pumps. The primary plantroom (located in Building C) and the primary hot water distribution system will be appropriately sized to allow for future connection to the DEN.
- 6.18 The Council has shared their specification requirements with the developer and the Council is awaiting confirmation these requirements will be achieved.
- 6.19 As part of the Council's due diligence, Wrap Architects was commissioned to undertake a compliance analysis of the scheme based on the standards set out in the GLA's "London Plan Guidance Housing Design Standards June 2023". The layouts satisfy minimum space standards as defined by National Defined Space Standards.
- 6.20 Council Officers will also procure a Monitoring Surveyor to oversee, on behalf of the Council, the development including making regular visits to site to report on progress and ensuring the agreed specification and quality requirements are being met.

Draft Heads of Terms

- 6.21 The draft Heads of Terms are contained at Appendix C (which is Exempt).

Construction timescales

- 6.22 The developer has advised on the following milestones for the construction of the proposed Council homes.

Start on site: Q1 2025

Anticipated date for completion: Q2 2027

Lettings, future housing management and estate service charges

- 6.23 The site is well located both in terms of local social infrastructure and transport links, but also in terms of the proximity of the Council's offices and other Council housing stock, allowing for greater ease of management.
- 6.24 The service charge to be paid by the Council's tenants will comprise two parts. The first part will be the service charge from the developer for the management and maintenance of the external areas of the site. This is likely to include: landscaping, maintaining footpaths, external lighting, CCTV and drainage.
- 6.25 The second part will be the service charge from the Council for the management and day-to-day maintenance of internal communal areas within the apartment blocks. This is likely to include: caretaking and cleaning, lighting and access controls.
- 6.26 Council tenants in receipt of housing benefit or Universal Credit will have their service charges covered by this benefit.

Acquisitions and Disposal Policy

- 6.27 The Acquisitions and Disposal policy is contained in the Asset Management Plan February 2020 which was updated and adopted by Cabinet in February 2021. The policy sets out key 'Principles' and 'Tests' that determine alignment with the Councils Corporate Delivery Plan.
- 6.28 The policy also states that acquisitions will be considered in order to acquire completed new housing units being developed on private land, former Council land and other private housing acquired individually or in groups, which will increase the Council's stock of homes. The Council will aim to acquire via negotiation in the first instance having carried out a RICS valuation, and having assessed the business case for acquisition, including affordability.
- 6.29 The acquisition process and the negotiations with the developer have been coordinated to date between the Council's Housing Delivery and Property teams. The Property and Housing officers working on this acquisition are RICS qualified and have significant previous experience of property transactions, asset management and investment.
- 6.30 A desk-top valuation has been undertaken which endorses the offer made by the Council for the acquisition of the proposed Council homes. A Red Book Valuation (RBV) has been commissioned and will be secured prior to Cabinet and, if necessary, prior to exchange of contract. The terms of reference for the RBV are governed by the RICS.
- 6.31 This proposed acquisition will continue to follow the Council's internal governance process and has been considered by Capital Property Board.
- 6.32 The acquisition cost can be accommodated within the overall HRA Business Plan.
- 6.33 The basis for this acquisition has been assessed and found to meet key criteria as set out in the Council's Disposal and Acquisitions Policy, as outlined in the table below:

Assessment Criteria:	Test	Outcome
Business Case	Approved by Finance Department.	√
Deliverability	Delivery by third party developer as part of Development Agreement.	√
Valuations/ Development appraisal supports	Red Book Valuation for Open Market Value	√
Affordability	Demonstrated within the Business Case.	√
Legal assessment	Approval of Heads of Terms leading to documentation of transaction.	To be completed prior to exchange.
Alternative options considered	Only alternative is not acquiring the homes which would lead to failure to achieve Housing Targets.	√
Risk assessment	Council will require Parent Company Guarantee or other suitable security to underwrite the construction cost and delivery.	Ongoing

Valuation and Purchase Price

- 6.34 The purchase price is set out in the Exempt Part B report. The purchase price is supported by a desk-top valuation and a RBV has been instructed and will be obtained prior to Cabinet. If necessary, the RBV will be updated prior to exchange of contract.

Use of Right to Buy Receipts

- 6.35 As a stock owning authority, LB Haringey retains the capital receipts from the sale of Council homes under the RtB. The purpose of retaining these proceeds is to recycle the money back into the provision of replacement Council homes.
- 6.36 Therefore, the Council has an opportunity to utilise RtB to support the delivery of new Council homes.

7 Contribution to the Corporate Delivery Plan 2024-2026 High level Strategic outcomes

- 7.1 This acquisition, as part of the Council's broader Housing Delivery Programme will play a key role in achieving the outcomes under the CDP theme: 'Homes for the Future'. In particular, the targeted outcomes to achieve 'an increase in the number and variety of high-quality and sustainable homes in the borough' and 'an improvement in the quality of housing and resident services in the social rented sector'.
- 7.2 The acquisition will support housing growth in a key regeneration area and will make a meaningful contribution to the Council's target of 3,000 homes by the end of 2031.

8 Carbon and Climate Change

- 8.1 The Council (as planning authority) considers the development will provide appropriate carbon reduction measures plus a carbon off-setting payment to provide a zero-carbon development, as well as site drainage and biodiversity improvements.
- 8.2 The scheme achieves a site-wide reduction of 58% carbon dioxide emissions over 2021 Building Regulations Part L. ASHP and PVs are proposed to provide power, heating and hot water for the proposed Council housing.
- 8.3 The shortfall in carbon reduction will be offset via carbon offset contribution of £188,135 which will be made by the developer.

9 Statutory Officers comments.

Finance

- 9.1 Finance acknowledges that the acquisition of these homes will contribute to the Council's target of completing 3,000 homes by 2031.
- 9.2 The cost to acquire this scheme offers value for money to the Council and can be contained within the Housing Revenue Account (HRA).
- 9.3 The scheme qualifies for the use of RTB retained receipts and its use will improve the viability of the scheme.
- 9.4 It is expected that the combined service charges (as stated in sections 6.27 & 6.28) to be paid by future tenants to the blocks in this scheme will be in line with service charges paid by wider council tenants.
- 9.5 It should be noted that these charges are subject to change, and officers are advised to ensure, through negotiations with the developer, that increases are reasonable and in line with Council increases.
- 9.6 It is worth noting that the Council constitution requires a parent company guarantee (PCG) to be put in place for such transaction. As the parent company presented by the vendor is an offshore company, this presents a risk, and more work is required to mitigate such risks before HoT is agreed.
- 9.7 Like with similar schemes there is a risk of incurring further costs due to failure of the contractor to meet its contractual obligations and/or to continue in business as a going concern. The likelihood of its occurrence and amount cannot be reasonably assessed at this stage but will increase cost if it occurs
- 9.8 Further comments are contained in the part B (Exempt) of this report.

Procurement

- 9.9 Strategic Procurement note the contents of this report and confirm there are no procurement related matters preventing Cabinet approving the Recommendations stated in paragraph 3 above.
- 9.10 Strategic Procurement will work with the service to ensure value for money is achieved through the procurement activity, including delivery of social value aligned with the Procurement Strategy and the Council's priorities.

Legal

- 9.11 This report seeks authority to acquire 3 blocks containing a total of 78 affordable homes. The properties will be acquired for housing purposes and held in the Housing Revenue Account.
- 9.12 The Council has the power under section 120 of the Local Government Act 1972 to acquire land for any purpose for which it is authorised under any enactment to acquire land or for any of its functions. Under section 17 of the Housing Act 1985 a local housing authority may for the purposes of providing housing accommodation (inter alia) acquire houses, or buildings which may be made suitable as houses, together with any land occupied with the houses or buildings.
- 9.13 There is no legal reason why Cabinet should not approve the recommendations in this report and the Exempt report.

Equality

- 9.14 The Council has a Public Sector Equality Duty (PSED) under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
 - Advance equality of opportunity between people who share protected characteristics and people who do not.
 - Foster good relations between people who share those characteristics and people who do not.
- 9.15 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.
- 9.16 Marriage and civil partnership status applies to the first part of the duty. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 9.17 The decision in question is regarding the acquisition of 78 Council homes to provide decent, safe and well-built accommodation to future Council tenants.
- 9.18 The scheme will increase the supply of Council rented homes to Haringey residents. 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 people are over-represented among those living in temporary accommodation. Furthermore, individuals with these protected characteristics, as well as those who identify as LGBTQ+ and disabled people are known to be vulnerable to homelessness. It is further noted that nine of the seventy-eight homes are fully accessible for wheelchair users which will benefit residents with certain disabilities. As such, it is reasonable to anticipate a positive impact on residents with these protected characteristics.

10 Use of Appendices

Appendix A: Site location.

Appendix B: Images of the affordable housing.

Part B: Exempt report.

Appendix C: Draft heads of terms – Exempt.

11 Background papers

11.1 No background papers.

11.2 Part of this report is NOT FOR PUBLICATION by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. This Part B 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) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

- 11.3 In all circumstances of the case, the public interest is maintaining the exemption outweighs the public interest in disclosing the information.

Appendix A – site layout of proposed scheme



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Appendix B – images of the affordable housing



Building B



Building C



Building D

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Report for: Cabinet 15 November 2024

Title: Award of Contract for Environmental Enforcement Services

Report authorised by: Barry Francis

Lead Officer: Beth Waltzer, Head of Recycling, Waste and Enforcement

Ward(s) affected: All

Report for Key / Non Key Decision: Key Decision

1. Describe the issue under consideration

- 1.1 This report seeks approval to award an Environmental Enforcement Services contract, following a competitive open procurement process, to issue fixed penalty notices under the relevant legislation for fly-tipping and littering, anti-social behaviour and other offences.
- 1.2 The successful service provider will provide a fully managed and cost neutral service across the borough to tackle issues of fly-tipping and littering. The provider will provide staff to manage the service including uniformed officers to patrol and issue fixed penalty notices (FPNs), and a back-office team to manage payments, complaints and where necessary develop prosecution files. The provider will also carry out behaviour change through Social Value deliverables and education.
- 1.3 The contract will be awarded for a period of 1 year, with the option to extend for an additional year subject to terms and conditions.

2. Cabinet Member Introduction

- 2.1 Haringey's Approach to keeping our streets clean from litter and fly tips is recognised by the council taxpayer as one of the most important duties we have. We know from our Resident Satisfaction Surveys that cleanliness, reducing littering and fly tipping are top priorities for residents, second only to safety and this is recognised in the Council's Corporate Delivery Plan; (2023- 2024) "A safer Borough" and "Reducing dumping and Environmental Crime"
- 2.2 If our streets are clean, free from litter and dumped rubbish, people will more likely feel safer walking them – reinforcing positive perceptions of their area, gaining civic pride and easing congestion on our roads. Businesses are more likely to want to locate in the borough, growing our economy and providing futures for our young. Our duty is to

provide and maintain this; our aim is that while we do, our people will be naturally inclined to play their role as joint custodians of their communities.

- 2.3 Our enforcement services should complement our cleansing services by adopting a zero tolerance approach to litter and fly tipping offences in the first instance. The Council has an opportunity to enhance the Council's current in house waste enforcement service with this contract which will provide a cost neutral arrangement of additional enforcement resources.
- 2.4 This will allow the council's internal waste enforcement officers to concentrate on more preventative measures including prosecutions as well as other environmental enforcement issues which we know matter so much to our residents.

3. Recommendations

It is recommended that Cabinet:

- 3.1 approve the award of an Environmental Enforcement Contract to Bidder C for a value as set out in Exempt Part B of this report for a 1 year contract plus 1 year extension in line with CSO 9.07.1(d).
- 3.2 notes that the cost of the services should be cost neutral, as the income generated through FPNs will offset the cost to deliver the services.
- 3.3 provide Bidder C the function and authorisation to issue FPNs pursuant to:
 - a. s88(10)(b) of the Environmental Protection Act 1990 (EPA 1990), to issue FPNs under s87(1), s88, s33, s34, s34 (2A), s46 and s47 of the EPA 1990;
 - b. s53(1)(c) of the Anti-Social Behaviour, Crime and Policing Act 2014 (ABCPA 2014), to issue FPNs under s43, s48, s63 and s67 of ABCPA 2014; and
 - c. The Highways Act 1980, to issue FPNs under s139(3) of the Highways Act 1980.

4. Reasons for decision

- 4.1 Litter and fly-tipping are amongst the biggest concerns for the residents of Haringey, and the issues are noticeable across the borough. Education and enforcement have a significant role to play in reducing the amount of litter and fly-tipping on our streets and changing people's behaviours and attitude.
- 4.2 Under the 'A cleaner, low waste Haringey' theme of the Council's Corporate Delivery Plan 2024 -2026, the Council has set an activity for 'Enhanced environmental enforcement, including targeted deployment (Monday – Sunday) of proactive litter & waste enforcement patrols in Town Centres and hot spot locations across the borough'.
- 4.3 A procurement process was undertaken to find a suitably qualified organisation to provide environmental enforcement services. It is recommended that a Contract is awarded to the bidder who submitted the highest scoring tender.

5. Alternative options considered

- 5.1 The Council could **do nothing** and continue to deliver the service in-house only. This service has been delivered by Haringey officers since 2018. However, the service is currently unable to meet its full potential due to the volume of demand. Furthermore, an MTFS saving of £100k for 2024/25 requires additional enforcement support. By enhancing the level of enforcement with a third-party specialist operator on a cost neutral basis, it is expected that the Council will meet its MTFS target, whilst allowing in house officers to focus on other preventative measures (including prosecutions) of fly tipping and environmental enforcement issues.
- 5.2 The Council could **stop undertaking enforcement** action against those who are purposefully dropping litter and dumping waste across the borough. Without education and a deterrent, this could lead to an increase in instances of littering and dumping waste across the borough. This would have impacts on other services, such as the street cleansing, but also impact on the satisfaction of residents, businesses and visitors. This would mean that the Council does not complete an activity as set out within the Corporate Delivery Plan 2024 – 2026. Therefore, this is not recommended.

6. Background information

- 6.1 In July 2016 the Council initiated a trial with Kingdom to provide a dedicated litter enforcement team, on an initial 9-month term. The success of the trial led to the contract with Kingdom being extended for a further 1 year, expiring in March 2018.
- 6.2 Following the expiry of the contract with Kingdom, the Council undertook environmental enforcement in-house, using a small team of enforcement officers. Due to the high level of demand for this service, the current set up requires external enhancement to achieve an MTFS target of £100k for 2024/25.
- 6.3 Following a review, it was decided to procure a contract to deliver the work, the benefits of an outsourced provider include:
- Specialised core business provider of litter, fly tipping and other environmental offences.
 - Cost neutral basis for enhanced resources
 - Access to experts, with years of experience
 - A proven digital solution for recording FPNs, interviews and evidence digitally
 - Ability to undertake identity checks at the point of issuing an FPN
 - A back-office support function, which has expertise using technology developed over multiple contracts which in house officers will also have access to
 - Enables inhouse officers to focus on prosecutions and other environmental enforcement issues

- Enables the council to continue with a zero tolerance to fly tipping and litter

Service requirements

6.4 The requirements for the services have been set out in the Specification, that was issued through HPCS. The key requirements of the service include:

- to deploy a team of 1 manager and 14 officers for 8 hours per day Monday – Sunday, to undertake pro-active patrols across the Borough to identify possible offences,
- where possible issue on the spot FPNs for offences such as dropped litter, and undertake investigative work for offences such as dumped waste and fly-tipping, investigations,
- the service provider should identify hot spots and peak times and implement a strategy to reduce offences during in the identify areas,
- provide flexibility to work any hours as reasonably required by the Council and within areas identified by the Council,
- provide flexibility to respond to requests and carry out effective investigations across the borough as quickly as possible,
- provide ‘court ready’ prosecution files where FPNs are not paid and the Council seeks to prosecute for the substantive offence.

6.5 Additionally, the officer will inspect businesses, enforce in relation to PSPOs and patrol relevant areas during event days such as music festivals within parks.

Procurement process

Overview

6.6 This service was procured through a competitive Open Procedure in line with CSO 9.01.2(a), to allow all interested suppliers to respond to an advertisement.

6.7 An Invitation to Tender (ITT) was issued on 14 June 2024, through the Council’s electronic portal Haringey Procurement and Contract System (HPCS), alongside other procurement documentation including the Specification and Method Statement questions.

6.8 The advert can be view online at: <https://www.find-tender.service.gov.uk/Notice/018519-2024>

6.9 The process consisted of a single stage process, in which Bidders were requested to submit a response to 5 qualitative questions relating to their solution to delivering the services, social value commitments and a financial model.

6.10 Additionally. Bidders were required to set out their proposed income share, the value of income generated that would be passed back to the Authority, leaving the Bidder with the remaining value to cover the costs of operating the services.

6.11 Bidders were requested to submit tenders no later than noon on 15 July 2024.

Evaluation criteria

6.12 Tenders submitted by bidders were scored based on a weighted on 40% quality, 10% social value and 50% price.

6.13 Each method statement response was score out of 5, and was weighted, as set out below:

Method Statement	Weighting
Service Delivery	20%
Performance Management and Key Performance Indicators	5%
Resource and Staff	5%
Technology	5%
Health and Safety	5%

6.14 The social value score was scored by the Council's social value provider, The Social Value Portal (SVP). Bidders completed their submission directly on the SVP page and the evaluation was completed independently.

6.15 The Council set out the Pricing Schedule, in which Bidders set out their proposed income share for Haringey. The Pricing Schedule calculates the evaluation price, based on a set number of FPNs issues, average value of FPNs and assumed recovery rate. The finance was scored by dividing the evaluation price of each tender by the evaluation highest price.

Outcome

6.16 The full details of the outcome of the procurement are set out in Part B of this report.

6.17 Four responses were submitted and evaluated by the Council, with the overall results set out below.

Bidder	Quality	Social Value	Price	Total
A	31.0%	2.43%	30.53%	64.96%
B	27.0%	6.72%	49.62%	83.34%
C	31.0%	8.5%	50.0%	89.5%
D	24.0%	3.3%	34.39%	61.69%

6.18 Bidder C was successful with a total score of 89.5%, scoring the highest, or joint highest, in all three areas.

Social Value

6.19 The Council is required to consider how commissioned and procured services improve the economic, social and environmental wellbeing of the people and communities within Haringey.

6.20 Bidders were required to submit how they would deliver social value through the Contract Term, directly to the SVP site.

6.21 The successful Bidder committed to a range of initiatives, some of which include:

- employment of staff who are local, have been long-term unemployed and are not in Employment, Education or Training;
- providing an apprenticeship and 'support into work' assistance;
- provision of equality, diversity and including training;
- volunteering time to support local community projects, such as litter picking days, and attending food banks;
- use of an electric car and carbon offsetting of CO2 generated through the operations; and,
- engagement with Haringey schools.

Overall Cost

6.22 The cost of providing the service is cost neutral and will generate a monthly income to the Council. The exact income generated each year will depend on the number of FPNs issues and paid.

6.23 The Council will receive a percentage of all income generated monthly, and the service provider takes the risk of any shortfall between the costs of providing the service.

6.24 Full cost details are set out in the Exempt Part B of this report.

7. Contribution to the Corporate Delivery Plan 2024-2026 High level Strategic outcomes?

7.1 This decision relates to the Responding to the Climate Emergency theme of the Corporate Delivery Plan, specifically supporting the outcome areas of A cleaner, low waste Haringey.

7.2 This service is set out as an Activity within the Corporate Delivery Plan, to enhance environmental enforcement, including targeted deployment (Monday – Sunday) of proactive litter & waste enforcement patrols in Town Centres and hot spot locations across the borough.

8. Carbon and Climate Change

- 8.1 Although the decision does not have any direct impact on carbon emissions or a reduction in climate change, it should be considered as being beneficial to responding to the climate emergency.
- 8.2 The services aim to reduce the amount of dropped litter and dumped waste that is on our streets. This in turn will have a positive impact on the local environment.
- 8.3 The team delivering the services will have access to an electric vehicle where they need to respond quickly to investigations. This reduces the local impact of using a diesel vehicle.

9. Statutory Officers comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)

Finance

- 9.1 Finance comments are set out in the Exempt Part B of this report.

Procurement

- 9.2 Strategic Procurement have been consulted in the preparation of this report.
- 9.3 A compliant open tender process was undertaken in accordance with CSO 9.01.2 (a) where an advertisement was placed in the public domain for prospective suppliers to submit their tender proposal.
- 9.4 Strategic Procurement see no reason that the contract is not awarded in accordance with section 3 of this report.

Head of Legal & Governance

- 9.5 The Assistant Director for Legal and Governance has been consulted in the preparation of this report.
- 9.6 The report indicated and Strategic Procurement confirmed that a compliant procurement process was carried out in line the Council's Contract Standing Orders (CSO) and the Public Contracts Regulations 2015.
- 9.7 Pursuant to the Council's CSO 9.07.1(d), Cabinet has the power to approve the award of a contract where the value of the contract is £500,000 and above and as such the recommendation in paragraph 3.1 of the report is in line with the provisions of the CSO.
- 9.8 The Assistant Director for Legal and Governance sees no legal reasons preventing the approval of the recommendations in the report.

Equality

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

- 9.9.1 Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
- 9.9.2 Advance equality of opportunity between people who share protected characteristics and people who do not.
- 9.9.3 Foster good relations between people who share those characteristics and people who do not.
- 9.10 The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 9.11 The service has not previously been known to create an equalities issue; however, we know there is the potential for the service to have an impact on vulnerable residents. For example, minors or those with learning disabilities.
 - 9.11.1 Therefore, within the specification for the services, we have ensured there are safeguards to protect vulnerable residents. This includes ensuring officers are suitably trained to identify potential vulnerable residents and ensure that these residents are not issued with an FPN. Instead, the officer should try to educate the resident as to why they shouldn't drop litter.
- 9.12 The Council will commit to undertake a full Equalities Impact Assessment in 12 months.

10. Use of Appendices

- 10.1 Exempt Part B

11. Local Government (Access to Information) Act 199

Background papers

- 11.1 n/a

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Report for: Cabinet, 12th November 2024

Item number: TBC

Title: Acquisition of 8 Council homes at the former Hornsey Police Station Site

Report authorised by: Jonathan Kirby - Director of Placemaking and Housing

Lead Officer: Robbie Erbmman, Assistant Director of Housing

Ward(s) affected: Hornsey

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

1 Describe the issue under consideration.

- 1.1 This report seeks the approval for the acquisition of 8 Council homes which will be delivered as part of the redevelopment of the former Hornsey Police Station site on Tottenham Lane, Hornsey. The redevelopment of this site will be undertaken by Dixon8 Limited (the developer) and will create 21 market homes and 8 Council homes and associated landscaping.

2 Cabinet Member Introduction

- 2.1 I'm pleased to introduce an opportunity to acquire brand new Council homes, providing much-needed high-quality and affordable housing for local people.
- 2.2 These eight homes are part of the redevelopment of the former Hornsey Police Station, thoughtfully designed to honour the original character of the building and blend seamlessly with the wider Hillfield Conservation Area. If approved by Cabinet, we will work closely with the developer to ensure the homes meet our design, quality, and safety requirements, as well as the Mayor of London's high standards.
- 2.3 Given that residential buildings contribute to half of our borough's carbon emissions energy efficient housing is key in meeting our net zero carbon goals. The development will use eco-friendly building materials, resulting in an 80% reduction in carbon dioxide emissions compared to standard Building Regulations. Each new Council home will be equipped with air-source heat pumps, helping tenants reduce energy costs while reducing carbon emissions.

3 Recommendations

3.1 Cabinet is asked to:

- 3.1.1 Approve the acquisition of 8 Council homes for housing purposes at the former Hornsey Police Station site, Tottenham Lane, Hornsey for the payment as set out in the Exempt Part B report and based on the draft Heads of Terms contained in the Exempt Part B report.
- 3.1.2 Approve the total scheme cost for the acquisition as contained in the Exempt Part B report.
- 3.1.3 Approve the use of Right to Buy (RtB) receipts for the acquisition. The total amount of RtB receipts is contained in the Exempt Part B report.
- 3.1.4 Grant delegated authority to the Director of Placemaking and Housing following consultation with the Assistant Director of Legal and Governance (Monitoring Officer) and Lead Member for Housing and Planning to finalise the Heads of Terms, agree the final legal documentation and complete the transaction.
- 3.1.5 To note these homes will be let at London Affordable Rents.

4 Reasons for decision

- 4.1 The acquisition of these properties will result in 8 additional new Council homes helping the Council make good on its pledge to build 3,000 Council homes by 2031.
- 4.2 The proposed Council homes are well located to enjoy the amenities of Tottenham Lane and Crouch End.
- 4.3 The homes are expected to be of high quality, meeting the Mayor's housing design standards.

5 Alternative options considered.

- 5.1 **Not to acquire the homes.** This option was rejected because it would be a missed opportunity for the Council to:
 - 5.1.1 Secure 8 new homes to let at Council rents (LAR).
 - 5.1.2 Assist in maintaining momentum and progress in the overall aspiration to provide Council housing in the borough.

6 Background information

- 6.1 Discussions with the developer have progressed for several months for the purchase of the proposed Council homes to be delivered as part of the redevelopment of the former Hornsey Police Station site.
- 6.2 In February 2024, the Council granted planning permission (HGY/2022/2116) for the development. The works on site commenced the following month.
- 6.3 Council Officers are currently finalising the Heads of Terms which have informed the reports to internal Boards en route to submitting this report to Cabinet.

- 6.4 The section 106 agreement, associated with the planning permission, envisages the provision of 8 dwellings for London Affordable Renting Housing. Should the Council acquire these homes the intention will be to let the properties in accordance with the planning permission.
- 6.5 The Council (as planning authority) and the developer have entered into a S106 Agreement on 29th February 2024. With respect to the proposed Council housing, the agreement requires the following:
- No less than 8 homes are to be provided and at London Affordable Rented housing.
 - The Council to have nomination rights for 100% of the initial lettings and 75% of relets.
 - No more than 50% of the market housing can be occupied until all of the proposed Council homes have been constructed, transferred to an affordable housing provider and a nomination agreement has been entered into.
- 6.6 The developer to grant an option to purchase to the Council. The option gives the Council the opportunity to acquire all the proposed Council homes at the scheme. The developer has already issued a notice to the Council granting this option with the option due to expire on 1st February 2025
- 6.7 The purchase of the proposed Council housing will be freehold or a 999 year lease.

Description of the site, quantum of housing, housing mix and design matters

- 6.8 The site is the former Hornsey Police Station which dates from 1884 and is located in the Hornsey Ward. The site is at the junction of Tottenham Lane and Harold Road and sits within the Hillfield Conservation Area. The site has a Public Transport Accessibility Level (PTAL) 4, which is considered “good” access to public transport services. A site location plan is contained at Appendix A.
- 6.9 During the planning application the scheme was the subject of two quality review meetings with the Local Planning Authority. The Council’s Design Officer describes the proposed scheme as being “*a sophisticated and subtle response*” and “*a design of exceptionally high quality*”.
- 6.10 The proposed Council housing is located in Block C, which only accommodates the proposed Council housing. Block C comprises three levels of accommodation and is directly accessed from Harold Road and has its own bin and cycle storage. Residents of the proposed Council housing will share the communal private amenity (which includes play space provision) located within the centre of the development.
- 6.11 Externally, Block C will be clad in red brickwork – which will be consistent with the other Blocks and the retained façade of the Police Station. The proposed design is considered to preserve the character and appearance of the Conservation Area. A CGI from the planning application and floor plans are contained at Appendix B.
- 6.12 Table 1 below sets out the unit mixes of the 8 proposed Council homes in Block C.

Table 1 Housing quantum and mix

Unit type	Ground Level	First Floor Level	Second Floor Level	TOTALS	%
1B/2P flat	2	3	1	6	75%
2B/3P flat	1			1	12.5%
3B/5P flat			1	1	12.5%
TOTALS	3	3	2	8	100%

- 6.13 The secure cycle storage will provide 14 cycle spaces for the exclusive use by Council residents. Visitor cycle parking will be available at the development.
- 6.14 Given the good PTAL score of 4, the scheme will be “car free”.
- 6.15 The proposed Council homes will benefit from the installation of individual air source heat pumps which will provide heating and hot water to each of the homes. Whilst PVs will be installed to other parts of the scheme, no PVs will be installed to the proposed Council housing block.
- 6.16 The Council has shared their specification requirements with the developer and is awaiting confirmation these requirements will be achieved.
- 6.17 The Council will ensure the proposed Council homes will fully comply with all relevant fire safety requirements.
- 6.18 As part of the Council’s due diligence, an analysis of the scheme will be undertaken to assess compliance with the space standards set out in the GLA’s “London Plan Guidance Housing Design Standards June 2023”.
- 6.19 Council Officers will also procure an external Monitoring Surveyor to oversee, on behalf of the Council, the development including making regular visits to site to report on progress and ensuring the Council’s build specification and quality requirements are being met.

Draft Heads of Terms

- 6.20 The draft Heads of Terms are contained at Appendix C (which is Exempt).

Construction timescales

- 6.21 The developer has advised on the following milestones for the construction of the proposed Council homes.

Start on site: Q2 2024

Anticipated date for completion: Q1 2026

Lettings, future housing management and estate service charges

- 6.22 The Council’s Housing Services and Estates and Neighbourhood Services Teams have had sight of the proposed plans for the proposed Council housing and have not raised concerns relating to the future management and maintenance of the proposed Council housing block and associated land. Estates

and Neighbourhood Services position is dependent on their bid for additional resources being approved.

- 6.23 Once occupied, it's anticipated the Council's mobile caretaking team will service the building and the Council will maintain the building fabric once the defects liability period offered by the developer expires.
- 6.24 Details of the proposed management arrangements for the shared private amenity and billing arrangements remain to be confirmed. However, a detailed assessment of costs and liabilities will be secured prior to completing the arrangement to purchase.
- 6.25 The cost of providing these services will be recovered from the residents via a service charge.

Acquisitions and Disposal Policy

- 6.26 The Acquisitions and Disposal policy is contained in the Asset Management Plan February 2020 which was updated and adopted by Cabinet in February 2021. The policy sets out key 'Principles' and 'Tests' that determine alignment with the Council's Corporate Delivery Plan.
- 6.27 The policy also states that acquisitions will be considered in order to acquire completed new housing units being developed on private land, former Council land and other private housing acquired individually or in groups, which will increase the Council's stock of homes. The Council will aim to acquire via negotiation in the first instance having carried out a RICS valuation, and having assessed the business case for acquisition, including affordability.
- 6.28 The acquisition process and the negotiations with the developer have been coordinated to date between the Council's Housing Delivery and Property Teams. The Property and Housing Officers working on this acquisition are RICS qualified and have significant previous experience of property transactions, asset management and investment.
- 6.29 A desk-top valuation has been undertaken which endorses the offer made by the Council for the acquisition of the proposed Council homes. A Red Book Valuation (RBV) has been commissioned and will be secured prior to Cabinet and, if necessary, prior to exchange of contract. The terms of reference for the RBV are governed by the RICS.
- 6.30 This proposed acquisition has followed the Council's internal governance process and has been considered by Capital Property Board.
- 6.31 The acquisition cost can be accommodated within the overall HRA Business Plan.
- 6.32 The basis for this acquisition has been assessed and found to meet key criteria as set out in the Council's Disposal and Acquisitions Policy, as outlined in the table below:

Assessment Criteria:	Test	Outcome
Business Case	Approved by Finance Department.	√
Deliverability	Delivery by third party developer as part of Development Agreement.	√
Valuations/ Development appraisal supports	Red Book Valuation for Open Market Value	√

Affordability	Demonstrated within the Business Case.	√
Legal assessment	Approval of Heads of Terms leading to documentation of transaction.	To be completed prior to exchange.
Alternative options considered	Only alternative is not acquiring the homes which would lead to failure to achieve Housing Targets.	√
Risk assessment	Council to ensure quality of workmanship and specification standards by appointing Project Monitoring Surveyor during the construction works.	√

Valuation and Purchase Price

- 6.33 The freehold or long leasehold interest (999 Years) of the new homes and the associated external areas will be secured once the proposed Council homes are completed and the developer can transfer title to the Council.
- 6.34 The purchase price is set in the exempt Part B report. The purchase price is supported by a desk-top valuation and a RBV has been instructed and will be obtained prior to Cabinet. If necessary, the RBV will be updated prior to exchange of contract.

Use of Right to Buy Receipts

- 6.35 As a stock owning authority, LB Haringey retains the capital receipts from the sale of Council homes under the Right to Buy (RtB). The purpose of retaining these proceeds is to recycle the money back into the provision of replacement Council homes.
- 6.36 Therefore, the Council has an opportunity to utilise RtB to support the delivery of new Council homes. Without the use of RtB receipts, or other grant subsidy, the acquisition may become financially unviable as the purchase could be subject to SDLT.
- 6.37 Furthermore, RtB receipts and GLA capital grant cannot be utilised as subsidy on the same new build homes, the acquisition of homes at the former Hornsey Police Station site does not have an allocation of GLA grant (due to the proposed LAR tenure) meaning it is one of the few schemes eligible for RtB subsidy in the Housing Delivery Programme.

7 Contribution to the Corporate Delivery Plan 2024-2026 High level Strategic outcomes

- 7.1 This acquisition, as part of the Council's broader Housing Delivery Programme will play a role in achieving the outcomes under the CDP theme: 'Homes for the Future'. In particular, the targeted outcomes to achieve 'an increase in the number and variety of high-quality and sustainable homes in the borough' and 'an

improvement in the quality of housing and resident services in the social rented sector’.

- 7.2 The acquisition will support housing growth and will make a meaningful contribution to the Council's target of 3,000 homes by the end of 2031.

8 Carbon and Climate Change

- 8.1 The Council (as planning authority) considers the development will provide appropriate carbon measures and a carbon offsetting payment to provide a zero-carbon development, as well as site drainage and biodiversity improvements.
- 8.2 The scheme achieves a site-wide reduction of 80% carbon dioxide emissions over 2021 Building Regulations Part L and in terms of renewable technologies ASHP will be installed to the proposed Council homes.
- 8.3 The shortfall in carbon reduction will be offset via carbon offset contribution which will be made by the developer.

9 Statutory Officers comments

Finance

- 9.1 Finance acknowledges that the acquisition of these homes will contribute to the Council's target of completing 3,000 homes by 2031.
- 9.2 The scheme is not included in the February 2024 HRA financial plan/MTFS. However, it has been included in the proposed HRA financial plan/MTFS for February 2025 approval.
- 9.3 The cost to acquire this scheme offers value for money to the Council and can be contained within the Housing Revenue Account (HRA).
- 9.4 The scheme qualifies for the use of RTB retained receipts and its use will improve the viability of the scheme.
- 9.5 It is proposed that the rent is charged at London Affordable Rent (LAR) level. The cost of providing services will be recovered from the residents via service charges.
- 9.6 Service charges to the scheme will be two-fold – a council charge and management company charge. Further work is to be done on the proposed management arrangements, costs and liabilities for the shared private amenity.
- 9.7 It is expected that the combined charges to be paid by future tenants to the blocks in this scheme will be in line with service charges paid by wider council tenants.
- 9.8 There is a risk of incurring further costs due to failure of the contractor to meet its contractual obligations and/or to continue in business as a going concern. The likelihood of its occurrence and amount cannot be reasonably assessed at this stage but will increase cost if it occurs.
- 9.9 Further comments are contained in the part B (Exempt) of this report.

Procurement

- 9.10 Strategic Procurement note the contents of this report and confirm there are no procurement related matters preventing Cabinet approving the Recommendations stated in paragraph 3 above.
- 9.11 Strategic Procurement will work with the service to ensure value for money is achieved through the procurement activity, including delivery of social value aligned with the Procurement Strategy and the Council's priorities.

Legal

- 9.12 The Council has the power under section 120 of the Local Government Act 1972 to acquire land for any purpose for which it is authorised under any enactment to acquire land or for any of its functions. The property is to be acquired for housing purposes and held within the Housing Revenue Account. Under section 17 of the Housing Act 1985 a local housing authority may for the purposes of providing housing accommodation (inter alia) acquire houses, or buildings which may be made suitable as houses, together with any land occupied with the houses or buildings. Accordingly, there is no legal reason as to why Cabinet should not approve the recommendations in this and the Exempt report.

Equality

- 9.13 The Council has a Public Sector Equality Duty (PSED) under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
 - Advance equality of opportunity between people who share protected characteristics and people who do not.
 - Foster good relations between people who share those characteristics and people who do not.
- 9.14 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.
- 9.15 Marriage and civil partnership status applies to the first part of the duty. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 9.16 The decision in question is regarding the acquisition of 8 Council homes to provide decent, safe and well-built accommodation to future Council tenants.
- 9.17 The scheme will increase the supply of Council rented homes to Haringey residents. 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 people are over-represented among those living in temporary accommodation. Furthermore, individuals with these protected characteristics, as well as those who identify as LGBTQ+ and disabled people are known to be vulnerable to homelessness.

10 Use of Appendices

Appendix A: Site location.

Appendix B: Images of the proposed Council housing.

Part B: Exempt report.

Appendix C: Draft heads of terms – Exempt.

11 Background papers

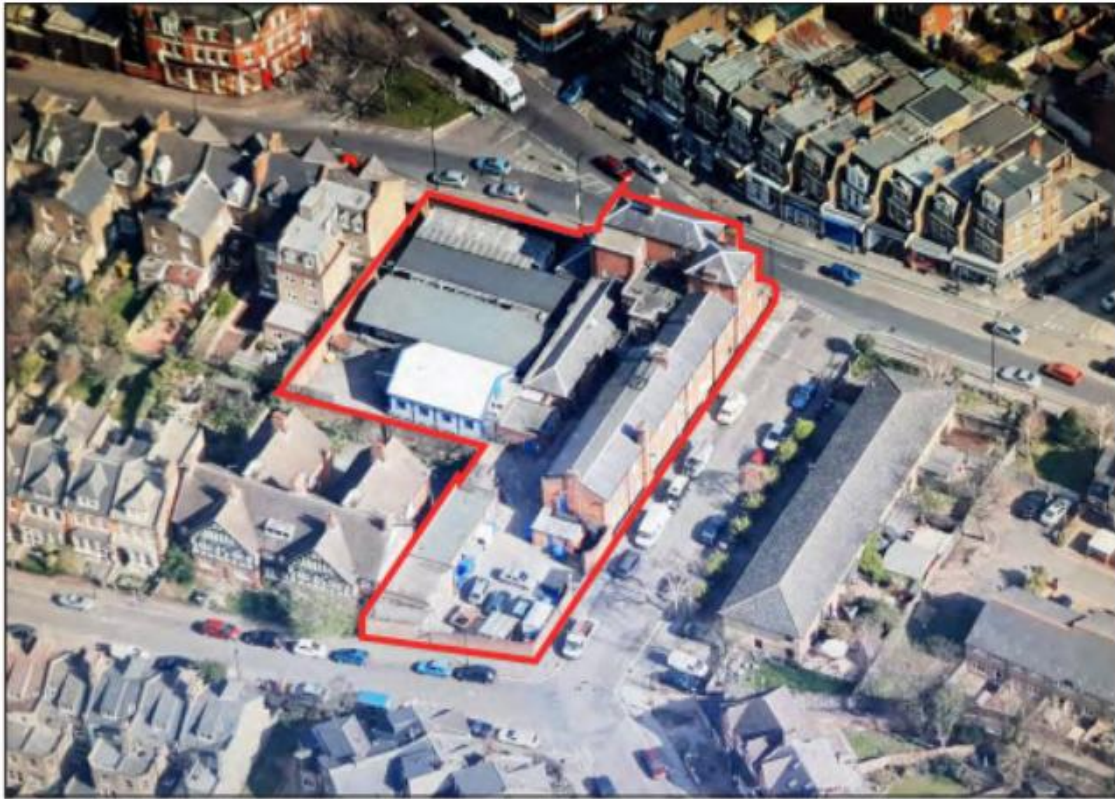
11.1 No background papers.

11.2 Part of this report is NOT FOR PUBLICATION by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. This Part B 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) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

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

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Appendix A – site location.



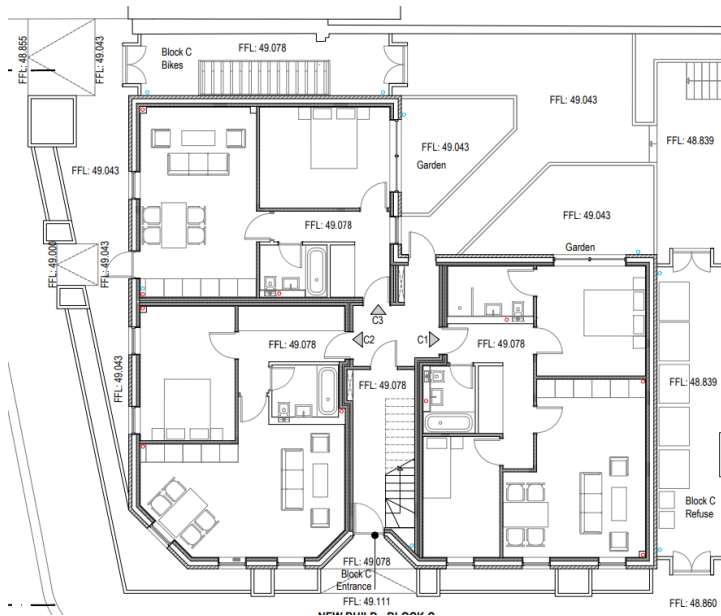
Aerial View Looking East

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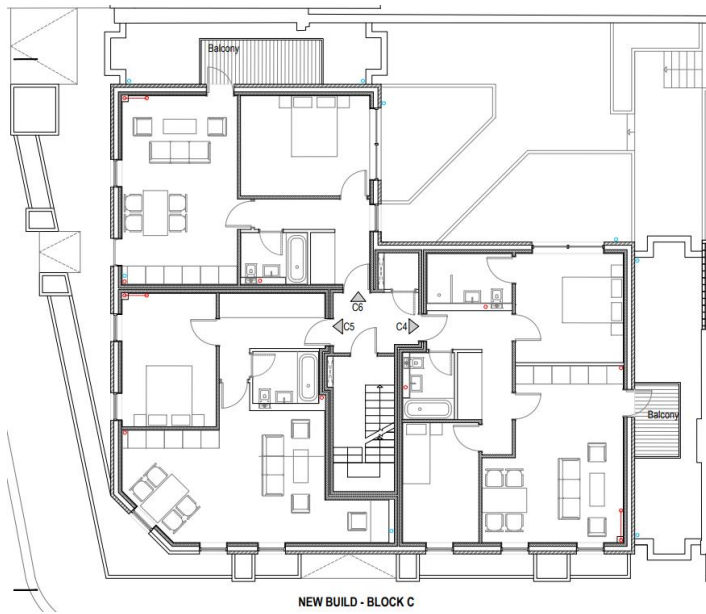
Appendix B – image of the affordable housing building (Block C) and floor plans



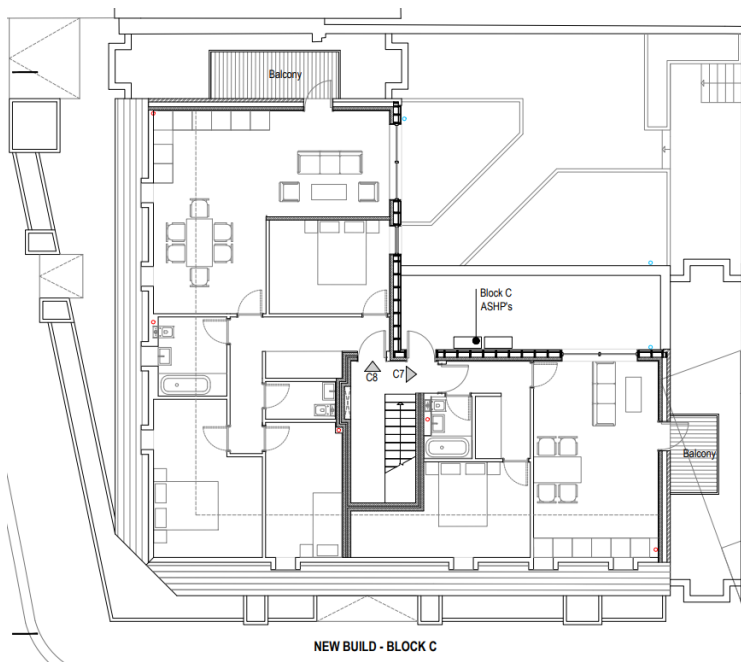
Ground Floor (flats 1-3)



Second Floor (flats 4-6)



Third Floor (flats 7-8)



Report for: Cabinet, 12 November 2024

Title: Civic Centre Development Project, Construction Main Contract Award

Report authorised by: Jonathan Kirby, Interim Director, Placemaking and Housing

Lead Officer: David Moore, Head of Major Projects Delivery

Ward(s) affected: Woodside, All Wards

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

1. Describe the issue under consideration

- 1.1 In April 2023, Cabinet agreed to proceed with the appointment of a main contractor to undertake the restoration and refurbishment of the Haringey Civic Centre, and its expansion through the addition of an annex building, subject to achieving planning permission. Cabinet also considered and approved the full business case and options appraisal, which recommended the proposal being progressed.
- 1.1 Following the award of planning permission in September 2023, officers awarded, through delegated powers in line with the Council's Contract Standing Orders, a Pre-Construction Services Agreement (PCSA) to John Sisk & Son Limited (John Sisk) in August 2024.
- 1.2 Given the complexity of the project, which involves restoration of a Grade II listed building and the provision of a new build annex building; the Council has followed a two-stage procurement which involved completion of a PCSA. The award of a PCSA allowed the Council and the contractor to work proactively to mitigate project risks, continue the detailed design elements and identify efficiencies within the current design and programme to maximise the benefits to the Council.
- 1.3 Upon conclusion of the PCSA period (on 29 November 2024) and with greater understanding of the existing building's risks and their transfer to the main contractor, the Council is now able to recommend the award in principle of the main construction contract at a fixed and maximum price.
- 1.4 This report also includes a refresh and presentation of the final business case, which has been fully considered at each key stage of this project by Cabinet, as part of a strong governance model. The final business case, with its revised information concludes that the refurbishing of the existing Civic Centre, and its expansion through the addition of an annex building, continues to be the option that offers the best value for money to the Council, whilst also best meeting its strategic objectives.

2. Cabinet Member Introduction

- 2.1 Haringey Civic Centre is a building with proud and important history. The plan to restore the original Grade II listed building and build a high-quality annex will ensure that it can also be part of Haringey's future.
- 2.2 The people of Haringey deserve a civic building of which they can be proud. Many of us have happy memories of the Civic Centre. Not just of the big political moments that took

place there but also the family and community moments – the weddings and registering the birth of our children.

- 2.3 As a result of this project, we will again have a functional civic hub that will provide high quality office accommodation for staff alongside excellent community facilities in a modern energy efficient space. It will also free up the current office accommodation along Station Road in Wood Green for alternative uses that have the potential to create significant additional income to the council; and support the continued growth and development of our town centre.
- 2.4 Councillors have played a role in developing the design that was submitted to the Planning Committee through the Civic Centre Members Forum. The Civic Centre Members Forum has enabled cross-party review of design proposals, including the design of key democratic areas like the council chamber; and the on-going monitoring of the project's development. I am grateful to the Forum for their work.
- 2.5 The project was presented to the Haringey Council Planning Committee on 11 September 2023 and both full and listed buildings consents unanimously approved. This was a huge milestone in the project delivery and reinforced support for the Civic Centre project. Various statutory bodies, including Heritage England and the 20 Century Society were consulted as part of the planning process and provided positive feedback.
- 2.6 The project has also received positive feedback from residents. The Council held multiple in-person and online engagement events. These events gave residents the opportunity to learn about the proposed design for the Civic Centre and shared plans of its future use.
- 2.7 We want to continue to involve residents in the project as it moves on to the next stage. An online information hub about the project has been developed, which enables the public to monitor the project's development and take part in future engagement opportunities. In addition, it's interactive 'Civic Voices' page, offers all the opportunity to share memories and experiences of the civic and to read others' contributions.
- 2.8 Some residents will understandably ask themselves whether the council can afford to continue with this project given the funding challenges we are facing. This is a really important question. The answer is very clear. We have openly and transparently shared this business case in previous Cabinet reports and have continually challenged ourselves and retested this case at each key decision point. The refreshed business case which forms part of this report shows that refurbishing and extending the existing Civic Centre still provides the best value for money of all of the options available. Doing nothing is not an option and even that, given our responsibility to the listed building would cost millions and not bring the site back into civic use.

3. Recommendations

Cabinet is asked to:

- 3.1 Approve the final business case, which concludes that the refurbishment of the existing Civic Centre, and its expansion continues to offer the Council value for money and best meets its strategic objectives.
- 3.2 Approve the award in principle of the construction main contract to John Sisk & Son Limited, for the Civic Centre development project, following the completion of the Pre-Construction Services Period, for up to a maximum price of £54,077,000 (inclusive of contingency), in accordance with Contract Standing Order (CSO) 9.07.1(d).

- 3.3 Delegate the finalisation of the main contract price, up to a maximum price of £54,077,000 (inclusive of contingency), to John Sisk & Son Limited, to the Director of Placemaking and Housing after consultation with the Director of Finance and Section 151 Officer and the Cabinet Member for Placemaking, and the Local Economy, in accordance with CSO 9.07.1(d).

4. Reasons for decision

- 4.1 In April 2023 Cabinet agreed the recommendation to: “Agree to continue to proceed with the restoration and refurbishment of the existing Civic Centre, and its expansion through the addition of an Annex building, up to the conclusion of the procurement process to appoint a main contractor.”
- 4.2 The Civic Centre building has continued to deteriorate while its remained vacant, and as a Grade II listed building Haringey Council has an obligation to restore, repair and maintain the Civic Centre and bring it back into use.
- 4.3 The Civic Centre has a long and rich local history. We have seen many nationally significant moments in history take place there, as we can see on the illustrations located on the site hoarding. The Council’s commitment to the Civic Centre project means that the impressive building will be protected and revitalised and ensures that its local history continues for future generations.
- 4.4 The business case outlined:
- 4.4.1 The Council’s ambition to move to be a more agile organisation, with staff working under a ‘working flexibly’ model, which will see working locations for staff split across a combination of office, community, and home. This ambition requires the Council to provide a flexible and collaborative office working environment for its staff, which enhances the positive aspects of in-person interaction, enables work and activity that is harder to deliver remotely, and supports staff wellbeing.
- 4.4.2 There is also an objective to maximise the opportunities to explore alternative uses for the existing Council buildings in central Wood Green by freeing up office space through effective consolidation of the Council’s office accommodation needs. The current office accommodation estate in Wood Green now includes a significant amount of space that is deemed to be no longer required following the introduction of flexible working principles.
- 4.4.3 The restoration of the Civic Centre building would greatly enhance the wider Civic Centre site for the benefit of both staff and the wider community. The addition of an annex will result in the most efficient provision of office accommodation and allow the exiting of existing office accommodation in central Wood Green, consolidating all the Council’s core office accommodation onto one site, alongside its democratic functions. This option will also present the greatest opportunity for creating a compelling partner and community access offer at the site, through the ability to offer shared use of a variety of flexible spaces, both inside and outside.
- 4.4.4 The proposed new annex building and the refurbished Civic Centre will be designed and constructed to low carbon principles, meaning this option best meets the Council’s sustainability and carbon zero objectives.
- 4.4.5 The economic analysis presented in this final business case (Economic Case) also showed that this option represents the greatest public value for money.

- 4.5 The last version of the Council's office accommodation business case was presented to and approved by Cabinet in April 2023. The updated and final business case still demonstrates that the best option to meet the Council's core office accommodation needs is to restore and refurbish the Civic Centre and extend it with the addition of a new annex building. The consolidation of the accommodation needs providing opportunities for alternative uses for the existing Council buildings in central Wood Green.
- 4.6 Cabinet approved the project to proceed 'up to the conclusion of the procurement process to appoint a main contractor.' In accordance with Haringey's current Contract Standing Orders, the means of procurement did not require Cabinet approval.
- 4.7 The decision allowed Officers to continue with the necessary design development work and to progress with the submission of the full planning and listed building consent applications. Both planning consents were successfully and unanimously granted (subject to conditions) by Committee on 11 September 2023.
- 4.8 The April 2023 Cabinet report noted the highly volatile state of the construction market due to the impacts of Brexit and the Covid pandemic. Also, that the situation had worsened over the course of 2022 due the impact of the Ukraine crisis on the supply of materials and labour. The economic impact on these issues led to the Building Cost Information Service (BCIS) Tender Price Index projections increasing significantly, impacting the entire construction market.
- 4.9 Strategic Procurement were aware of the current market challenges affecting inflation, price fluctuations and lead-times in the current economic climate, contributing to a market preference for two stage tender following soft market testing, via the London Construction Programme Major Works Framework.
- 4.10 From the Council's perspective, it was mindful that there would be a risk that further inflation and long lead-times would have an adverse effect on a 'standard' two-stage contract price going forward. Therefore, Strategic Procurement recognised the Project Team's preference for a more single stage approach to the tender and that procurement would continue to work with the Project Team to identify the most effective and advantageous route to market for the Council.
- 4.11 The above market factors and the complex 'hybrid' project the Council were taking to market, for a nearly 50/50 split in cost and scope between a new build and heritage restoration project via a design and build route; meant the Council were procuring in a limited and extremely challenging market.
- 4.12 Following a rigorous set of workshops with officers from across the Council and our external professional consultant team, the Council agreed a 'hybrid' two stage proposal as its preferred procurement methodology. The idea for the contract would be like that of a two-stage procurement, the first stage of which is a Pre-Contract Services Agreement (PCSA) and the second stage being the main contract. However, limiting the scope of a PCSA period, prior to letting the full building contract to mitigate the challenging market conditions and transfer most of the risk to the contractor.
- 4.13 This 'hybrid' approach was believed to provide the Council with best value for money as it was anticipated to secure a fixed price at the end of the first stage tender, for a significant majority of the works packages (estimated at circa 93% on the pre-tender estimate).
- 4.14 The Council initially started its first tender process, issuing a Selection Questionnaire in November 2023 via the restricted tender procedure. Given the challenging market

conditions and complex nature of the project the Council received a limited amount of interest but were able to select three capable contractors that included John Sisk, who had been assessed as being financially sound, having the right experience, and ability to deliver the job. These three contractors were invited to bid within a restricted competitive tender process. One withdrew during the tender period due to other competing opportunities which they wished to prioritise.

- 4.15 The terms the Council included in the procurement to mitigate the risk of an incredibly volatile and challenging market, with several major contractors going into liquidation; were unable to be met in full by the remaining bidders.
- 4.16 The two remaining bidders were unable to accept, in full, the original contractual conditions, meaning that their tenders were non-compliant. Further to this they had differing levels of acceptance and differing terms, meaning a fair and equal offer being presented to both was not possible. Furthermore, these amendments would be deemed, under procurement legislation, to be material amendments to the original contract terms. This would introduce a very high risk of successful external challenge from contractors both within and outside of the original procurement process, were the Council to award under this procurement process. Accordingly, the procurement process was terminated.
- 4.17 However, the competitive procurement process run by the Council, resulted in John Sisk meeting a significant majority of the Council's original procurement objectives, around fixed lump sum price, delivery programme requirements and a significant portion of the contractual terms. Given the calming in the construction market and John Sisk meeting most the Council's procurement objectives, the Council was prepared to review certain contractual terms.
- 4.18 As mentioned in 4.16, accepting either amended bidder proposal would introduce a very high risk of successful challenge and would present a greater risk than the commercial risk of accepting contractual amendments only. Given this point it was felt that the lower risk approach was to abandon the competitive procurement and progress to a direct award via a suitable framework agreement or under Regulation 32 (of the Public Contract Regulations 2015) for this contract.
- 4.19 It was felt that going back into the wider market - which although was calming, was still challenging and because of the project's complex nature on which many contractors choose not to bid - would not have been in the Council's best commercial interest. It would have incurred significant time delay that would have incurred additional cost, as well as an increased the tender prices received due to inflation. The Council would have also been going back to the market with a 'blank sheet' and lost the benefit of what had been achieved through the original procurement and was potentially secured via John Sisk's submission.
- 4.20 It was also noted that with any further delay there would be continued deterioration to the Grade II listed Civic Centre and continued holding costs, including its 24 hours security to consider. In addition to the ongoing maintenance costs to repair perimeter hoarding and keep the site free from vermin, infestation and overgrowth. It also would delay the move from the Station Road sites.
- 4.21 Whilst the initial procurement had to be abandoned it did result in a contractor offering a 98% fixed price contract, with 2% provisional sums, quality delivery and a compliant delivery programme i.e. three major objectives of the original procurement. By ensuring that these elements were embedded in the new bid awarded direct via the NHS Shared Business Services (SBS) Public Sector Framework (SBS/18/DT/PZC/9332) agreement,

the Council did not only mitigate the risks that informed the original procurement route but avoided introducing the further risks and issues mentioned in 4.20 and 4.21.

- 4.22 The framework route for the second procurement was an acceptable means of awarding a contract in accordance with the Public Contracts Regulations 2015 and the NHS SBS Public Sector Framework Agreement allowed for direct award, as this was provided for in the framework documentation. Many Councils have taken such decisions to use direct awards under framework agreements when considering their original procurement methodology. In this case we benefitted from the original procurement's competitive elements based on our requirements, then going onto utilise the time benefits of accessing a framework agreement. This was a significant mitigation to the, often cited, concerns of using a direct award under a framework agreement. The adopted route is also in line with CSO 7.01

- 4.23 In accordance with the originally agreed approach, the framework route allowed the Council in September 2024 following the second procurement to enter into a services agreement with John Sisk, significantly limiting the time implications of the abandoned procurement process. It enables officers to now present to Cabinet a 98% fixed price main contract, with 2% provisional sums, up to a maximum price for consideration. Whilst the remaining 2% will be finalised by the end of November 2024, with the latest position contributing to this report, along with the realisation of significant value engineering savings targeted throughout the PCSA period.

- 4.24 Given the complex nature of the existing Civic Centre building, and its Grade II listed status, the Council then worked with the contractor to benefit from their insight, expertise and supply chain partners through their appointment under the PCSA to develop robust opportunities for value engineering.

- 4.25 The PCSA allowed the Council to work with the contractor to provide investigation and design services for some of the most challenging aspects of the construction process to the existing building. These included: the extent of structural, concrete and brickwork repairs; the type of basement and waterproofing repairs required, mitigate risks in the ground, advise on buildability, confirm their ability to reuse and install heritage fittings, and to engage with planners to detail their methodology to repair listed features, plan and discharge pre-commencement conditions.

- 4.26 The PCSA is a services agreement only, that has helped provide the Council with the necessary information to award the main construction contract. It was not guaranteed that John Sisk who were awarded the PCSA would be awarded the main contract, as the Council and contractor still need to reach agreement at the end of the PCSA period. If agreement is not met, there is provision within the PCSA and the contract for the Council to seek an alternative contractor and re-start the tender process. However, this is not believed to be required as John Sisk, their design team and the Council's officers and consultant team have worked collaboratively throughout the PCSA period to agree most provisional sums and agree substantial savings to the construction cost to date. With the PCSA concluding shortly, this positive progress suggests an agreement will be reached within the Council's available budget. To date the PCSA has reduced unknown risks, as well as the cost risk of the previously undefined elements. It has also improved both cost and programme certainty as we progress into the main contract and is expected to agree a reduced fixed price construction budget that is within the Council's budget envelope.

- 4.27 Importantly the agreed procurement approach has allowed the main contract award to be recommended to Cabinet with cost certainty of a maximum price and final sign off the previously approved business case.

- 4.28 Throughout the PCSA period John Sisk, their design team and supply chain partners have intrusively investigated challenging areas of the building to fix the previous provisional sum allowances and enable the Council to agree construction cost savings that will be embedded into a reduced main contract price to meet the Council's budget. In addition, John Sisk have been working with planners to agree approaches to discharge Listed Building Consent conditions and submit pre-commencement condition applications, so as not to impact the proposed start on site in spring of 2025.
- 4.29 The award of the main contract up to the maximum price of £54,077,000 (inclusive of contingency), is within the available project budget envelope, and the details outlined throughout this report and the final business case, enable Cabinet to make an informed decision.
- 4.30 The Council are close to achieving this significant project milestone, and subject to this Cabinet decision to award in principle the contract and delegate the authority to finalise the award value to the Director, the Council will be able to assess the outcome of the PCSA at the end of November, award the contract without loss to programme and to further engage with internal and external stakeholders on this project.

5. Alternative options considered

- 5.1 The Council considered a range of alternative options for the award the contract. This option recommended in this report provides best value for money to the Council, has the least programme and cost risks, meeting the Council's required budget and timescales.
- 5.2 Alternative options to award considered and rejected were:
 - 5.2.1 To not award the contract as it is currently unaffordable: The submitted bid price is above the available construction budget and if no savings are achieved the Council would not be able to award the contract. However, the Council still has the responsibility to restore, repair and maintain the listed building and an alternate restoration approach would need to be considered.
 - 5.2.2 If the minimum targeted VE amount is not achieved: If the identified minimum VE amount of £2 million is not achieved the Council would be required to fully utilise its retained contingency amount and reduce the fit-out cost allowances and further review use of existing furniture and IT equipment to meet the contract value. It is not recommended to enter into contract with no contingency.
 - 5.2.3 Defer the award of contract until target VE is achieved: If the required VE is not achieved by the end of the PCSA period and it was considered to defer the award until the full target £4.5 million figure is achieved. It would further expose Haringey to prolongation to the programme, possible exposure to increased costs, and further possible risk the Council would not agree the contract within the tender validity period. This would then require renegotiation of the tendered prices with the main contractor and their subcontractors. The Council would also be at risk of wider industry inflation.
 - 5.2.4 Reduce project brief scope: This may have a considerable impact on the brief's objectives and Critical Success Factors, timescales, would require further consultation with internal stakeholders, and expose Haringey to redesign and possible procurement costs. A further possible risk is the Council may not agree the contract within the tender validity period. This would then require renegotiation

of the tendered prices with the main contractor and their subcontractors. The Council would also be at risk of wider industry inflation.

6. Background information

- 6.1 In January 2022 Cabinet considered and approved the full business case and options appraisal, which recommended the full refurbishment of the Civic Centre, including the construction of an annex extension, to provide the Council's core office accommodation. The same report approved the award of a preparatory works contract, the project proceeding to planning outcome, and noted that Cabinet would be updated ahead of the commencement of the main contractor procurement.
- 6.2 In April 2023 Cabinet reaffirmed their commitment to the Civic Centre project through their approval of the refreshed project business case, which set out an updated delivery plan for the Civic Centre project.
- 6.3 This report reevaluates and presents the final business case using the proposed maximum contract price from John Sisk, current building valuation estimates and the progressed 'working flexibly' now 'new ways of working' model. Due to the building's fully flexible design the 'new ways of working' model now targets more staff groups than originally planned to be able to be based at the Civic Centre.
- 6.4 The final business case reaffirms the 'Five Case Model', which is the Office of Government Commerce's (OGC) recommended standard for the preparation of business cases and therefore includes the following:
 - Strategic Case – setting out the context for the Council's office accommodation, current arrangements, and the case for change.
 - Economic Case – appraising the options for office accommodation for Haringey, and the preferred option.
 - Commercial Case – indicating the commercial implications of the option.
 - Financial Case – indicating how the preferred option could be funded.
 - Management Case – outlining the initial plans for delivery to manage the way forward.
- 6.5 The business case established and maintained the need for highly flexible core office accommodation with capacity for over 800 and up to 900 staff at any one time based on the Council's working flexibly model. This will see staff split their working time between a combination of Council accommodation, community locations, and working from home, where roles allow.
- 6.6 To assess the options available, the final business case re-states the following Critical Success Factors (CSFs) based on the Council's key strategic drivers:
 - 6.6.1 Ensures that the Civic Centre is restored and brought back into use with enhanced community access.
 - 6.6.2 Enables the Council's flexible working ambitions, providing office accommodation that is the right size, whilst increasing the flexibility of office accommodation and creating an environment that prioritises collaboration and staff wellbeing.
 - 6.6.3 Maximises the quality and efficiency of existing Council office accommodation assets and the opportunities for Council buildings in Wood Green to be released for alternative uses, through the consolidation of accommodation needs on to the Civic Centre site.
 - 6.6.4 Supports Haringey's Climate Crises Action Plan and commitment to work towards a zero-carbon estate; and

6.6.5 Affordable to implement and offers public value for money.

6.7 The project's delivery plan was developed in accordance with the CSFs set out in the business case, which were also integrated into the project and consultant briefs. These have been monitored throughout the project and reported against at the end of each stage and gateway review.

6.7.1 Civic Centre restoration, use and enhanced community access.

This is addressed within the design brief as providing an "environment to enrich lives" and is being successfully delivered through fully refurbishing the Grade II listed building with proposals that are sympathetic to the building, its heritage and design. The replacement of failing materials with modern, high performing and more robust building fabric / materials. The design of the scheme has at its core, areas that offer opportunities for shared / community use, which include and are not limited to the former Registrars' wing, Council Chamber and gallery, Committee Corridor, proposed 'Welcome Space' infill of the undercroft to the Committee Corridor and external spaces. All of which, will be able to be booked, used and enjoyed by the community.

The 'hybrid' two-stage design and build approach helped to resolve the more complex and riskier elements of the existing Civic Centre building. Through the PCSA period the contractor was able to investigate, survey and fully quantify the extent of the repair works required. The Council has benefitted from John Sisk's expertise, knowledge and advice to ensure the restoration works are completed to the best of their ability, stand the test of time and do not require regular unplanned maintenance works soon.

6.7.2 Flexible working, office accommodation that is fit for the future and creates an environment that prioritises collaboration and staff wellbeing.

This is demonstrated within the design team's response to the brief as "transforming the corporate working culture" and is being successfully delivered through, the design of high-quality office and works spaces that provide formal desk spaces for over 800 staff members (at any one time). Offering numerous small, medium and large sized digitally enabled meeting rooms, collaboration spaces, individual study / work booths and a large events / training space that can accommodate c.140 people. The proposals create a new open plan office space with a wide variety of working environments; increasing the flexibility of office accommodation and through the sensitively designed quiet spaces, reflections spaces, a breastfeeding / nursing space, First Aid space prioritises staff well-being.

6.7.3 Maximises the quality and efficiency of existing Council office accommodation.

This CSF is captured in the design brief as "using space flexibly and effectively" and is being successfully demonstrated through the effective and efficiently designed planning approved building spaces; that fully utilise the site, provide sufficient floor area for the targeted staff ratio and offer quality built and finished spaces, while respecting the neighbouring listed assets. The flexible offer of space, its size and arrangement, allows the co-location of staff from across the Wood Green corporate estate and will release those Wood Green buildings to be developed, leased or sold, maximising the opportunities to explore their alternative uses.

6.7.4 Supports the Climate Crises Action Plan and commitment to work towards a zero-carbon estate

A key component of the scheme's design is its response to the sustainability and carbon reduction agenda, which it has successfully demonstrated to date and is conditioned through the planning permission and requirements are included within the building contract. The scheme is on route to achieve an aspirational Building Research Establishment Environmental Assessment Method (BREEAM) rating of 'Outstanding', above the local planning policy and consented approval requirements of 'Excellent'. A reduced carbon target of 970kgCO₂e/m² across the site, high performing air tightness targets for any new build part of the works, and slightly lower – but equally high - targets for the existing structure part of the works. In addition to targeting an Energy Performance Certificate rating of B40. The scheme still aims to achieve its net Zero Carbon target as per the London Plan; its Net Zero Operational Carbon target as per the UK Green Building Council (UKGBC); and its Net Zero Carbon in Construction target as per the UKGBC. Although some offsetting will be required, as has been agreed with the Planning Authority and conditions set.

The PCSA and the 'hybrid' two-stage design and build approach provided the contractor a focussed period within which they reviewed the fabric requirements of the existing Civic Centre building, to deliver the upgrades required to meet the high sustainability and carbon reduction target requirements. Through the contractor's and their supply-chain's expertise, they have determined the most efficient and effective way to meet the targets set.

6.7.5 Affordable to implement and offers public value for money

The final business case and financial model still offer value for money. As demonstrated within the business case, the extent of improvements and adaptations required to the existing Wood Green offices (Alexandra House, 48 Station Road and River Park House), as their core infrastructure, including items such as the heating and ventilation systems, and glazing would need to be completely replaced in order bring the building up to a standard suitable for long-term occupation, along with meeting the Council's ambitious sustainability agenda. The investment required is significantly greater than that to achieve this proposed Civic Centre development. This is still believed to be the case, thus still offers value for money. The business case will be reviewed against the preferred bidder's price and overall forecast budget with the next report to Cabinet for the main construction contract award.

The PCSA and two-stage approach provided the Council with a further opportunity to fully test and present the final business case against current market conditions and costs. The proposal is believed to offer best value, and the appointment of John Sisk, a construction professional, to fully realise the Council's ambitions accords with this. They have interrogated the scheme and its more complex elements and offered a fixed lump sum and maximum price. Also, de-risking the possibility of on-site discovery and increased construction costs to the Council.

6.8 Following the abandoned procurement (with invitations to tender that were issued by on 19 January 2024, returns received on Friday 26 April 2024, and contractors formally notified of the termination of the procurement on Thursday 25 July 2024), John Sisk were invited to tender for the Civic Centre project on Monday 5 August via HPCS, through a direct award call-off using the NHS Shared Business Services (SBS) Public Sector Framework Agreement.

6.9 John Sisk submitted their bid on Tuesday 13 August 2024.

- 6.10 The project Quantity Surveyor (QS), Project and Client Teams completed an evaluation of John Sisk's return against their price, quality, social value, and value engineering strategy. Arithmetic checks of the submissions were completed by the project QS and clarifications were raised through Strategic Procurement to finalise their quality and commercial returns.
- 6.11 John Sisk were required as part of their tender submission to provide the following price breakdown:
 - 6.7.1 A fixed price to complete the services required under the PCSA.
 - 6.7.2 A fixed price for their preliminaries, overheads and profit to deliver this project; and
 - 6.7.3 A price to deliver the construction works based on the current design (subject to the outcome of the PCSA – circa 2% of the works cost, however, the remainder of their submitted price is fixed).
- 6.12 John Sisk demonstrated their ability to deliver a successful project, meeting and surpassing any mandatory and minimum requirements outlined to progress the procurement. The direct award offered the opportunity for further positive dialogue pre-tender, which led to John Sisk's second procurement submission demonstrating an improved quality (design team, response to sustainability and social value measures) and understanding of the project's key programme, quality and cost drivers.

7. Budget, Programme and Risks

Budget

- 7.1 The Cabinet agreed a project budget of £66m in April 2023 for the construction of the building, furniture and fixed ICT (such as cabling and containment). The value of the PCSA and the maximum contract sum have been factored into the allocated construction budget.
- 7.2 The breakdown of the project budget can be found in the Part B report as it is deemed commercial sensitive. It sets out the summary of the allocated budget for the Civic Centre project, the baseline, against the current forecast costs.
- 7.3 The forecast project outturn value meets the £66m approved project budget. However, it requires the realisation of value engineering (VE) savings defined through the PCSA period to reduce the construction contract value and overall forecast cost to within the approved budget envelope. The tender submission provided the Council with a priced list of achievable Council identified VE savings, and an additional list of viable Contractor identified savings to achieve the target construction budget. The VE strategy included as part of the project's proposals was worked through workshops with the contractor, their supply chain partners, Council officers from the Corporate Landlord, Hard and Soft Facilities Management, Carbon, Planning and the Project Delivery Team to achieve the savings required, reported to and agreed through the project's strong governance structure.
- 7.4 The greatest opportunity for cost mitigation was a targeted reduction in construction cost, through various VE proposals, contractor innovation and alternative specification items that strived to minimise the impact on the project's critical success factors. This involved the drafting and ongoing review of a VE schedule following an initial prioritisation and ranking exercise, which considered the impacts on the project programme, cost, delivery quality, planned and preventative maintenance, operational and maintenance costs, and sustainability. This was a key activity through the PCSA, which required regular meetings, specialist workshops, the purchase and issue of samples, and discussions with the

Planning Authority to agree – through project governance - the range of savings being taken and embedded into the delivery contract. The PCSA progress to date has fixed a large portion of the provisional sums and is realising a significant amount of VE savings. Although some VE opportunities remain to be agreed, it is highly expected, based on current progress, to be enable an award a contract within the maximum price of £54,077,000 (inclusive of contingency).

Programme

- 7.5 As set out in Section 4 above the development of the Civic Centre’s design development and procurement approach supported by the direct award, has removed a significant amount of risk from the main construction phase of the project. This informed decision has meant that the overall programme timescales became elongated, which on balance of the risk factors, which would have had both time and cost implications, was recommended by officers through the Civic Centre Governance structure as the correct approach. The revised programme milestones are as follows:

Revised Programme Milestones – Framework

Milestone	Date
Issue Invitation to Tender – PCSA and Main Construction Contract	5 August 2024
Tender returns (First Stage) – PCSA and Main Construction Contract	13 August 2024
Director authority to award the PCSA (First Stage)	30 August 2024
PCSA period commencement	6 September 2024
PCSA period completion	29 November 2024
Cabinet Decision to delegate award for Main Construction Contract Award (Second Stage)	12 November 2024
Award of Main Construction Contract, notice to proceed (Second Stage)	17 December 2024
Date of Issue of Contract:	20 December 2024
Contractor mobilisation commencement including Stage 4 design and any enabling works	6 January 2025
Construction - Start on site	24 March 2025
Construction - Practical Completion	21 September 2026
Client Fit Out commencement	22 September 2026
Client fit out completion date	14 December 2026
Handover and Occupation (from)	15 December 2026

Risks

- 7.6 The procurement approach has transferred most of the project development risks to the contractor, John Sisk, however, the greatest area of risk and concern to the contractor was the existing building, hence the ‘hybrid’ two stage approach that was followed. This allowed the period of the PCSA for them to carry out their own investigations, surveys and review key elements of the existing building to better understand and mitigate the risks and to price their resolution. As such, with the conclusion of the PCSA these risks related to further discovery and unknowns to the existing building elements, such as ground conditions, existing structure and asbestos are being transferred to the contractor under the contract, post PCSA.

Key Risks

Risk	Mitigation
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<p>Pre-Construction and Construction phase - Existing building condition - if additional asbestos is found or other unforeseen issue related to the existing building's condition causing redesign and delay to onsite construction programme. Early works may be required and may result in elements of site discovery during construction.</p>	<p>Two phases of enabling works were completed at the Civic Centre. The first phase of strip out works, removed all the redundant building services and most of the identified asbestos leaving any remaining, hard to reach, items clearly identified. Pre and post strip out surveys were completed and included in the pre-construction contract information. The works confirmed some known asbestos that required demolition to enable its removal. The Project Team as part of the second phase of enabling works identified any further surveys and intrusive investigations required by prospective contractors to further de-risk the site prior to tender. The second phase of works required listed building consent to complete the demolition to remove more of the remaining identified asbestos and complete trial repairs to the building's stone floors, pre-cast elements and exposed structure, the outcome of which helped to inform the tender. Appropriate costs were included in the pre-tender estimate as a provisional sum for any remaining known asbestos removal. In addition, as part of the PCSA, additional surveys relating to such unforeseen issues (asbestos, ground risk, existing structure, etc) will be completed by the contractor as part of their risk transfer to the contractor into the main contract. However, there is also some identified an additional contingency, as the asbestos risk will remain throughout construction, as will other unforeseen issues, as there is the potential for discovery of unknowns as the works progress to an existing building.</p>
<p>Construction phase - Client change – post tender and when in contract, if there are any proposed / on-going changes, then it will impact the tendered design with potential cost and programme impacts.</p>	<p>A detailed Design Brief was developed with engagement from all stakeholders. The Design team have developed the scheme in line with the brief's requirements and have presented this throughout the design stages to the satisfaction of the Client Team. The final tendered scheme was presented to and agreed following the project governance processes (including with the project's Client, Project Board, approved at the pre-tender Gateway Review, and by the Sponsor's Steering Group and its sub-working groups). The scheme was also presented to the Members Forum, incorporating any feedback they had also. The design freeze was communicated to Members and staff at all levels. The form of contract is a fixed price contract, the form of contract is not designed for change and was based on the frozen scheme. Any proposed change should be limited and is to be managed through a formal change control process, and only instructed having fully understood any impacts to quality, cost and programme.</p>
<p>Pre-Construction and Construction phase - Available budget - construction cost exceeding the available budget identified and set aside for the delivery</p>	<p>The project budget undergoes regular formal monitoring, both monthly through its governance practices and quarterly with Finance. Mitigation measures are in place, as part of tender and proposed contract. The project team identified potential value engineering (VE) savings proposals that were issued as part of the tender which were priced to, if required, be firmed up and integrated through the PCSA (and construction phase) to reduce the costs to within budget. The greatest opportunity at</p>

<p>of the Civic Centre refurbishment and extension.</p>	<p>this stage for cost mitigation is within the construction contract capitalising on contractor innovation and alternative specification items.</p> <p>The PCSA and 'hybrid' two-stage approach provides the Council with the ability to fix costs to the riskier elements of the construction costs to the existing building, and a further opportunity to fully test and agree the business case (as is being requested in this report) against current market conditions.</p> <p>In addition, the Council has retained a healthy contingency throughout the project, the various stages of design, mitigation and in many cases elimination of risk. Although reduced through change control and the transfer of risk to the contractor, the project retains some contingency, informed by a costed risk register to meet any unforeseen issues and mitigate exceeding the available budget.</p> <p>Cabinet can consider this appointment of the main contractor, against the available budget, and business case, which confirms the proposal still offers value for money to award the main contract.</p>
<p>Pre-Construction and Construction phase - Sustainability and carbon reduction – Fulfilling the Council's ambition to deliver the buildings (both heritage and new <u>build</u>) as zero carbon, which is possible with some carbon off-setting required.</p>	<p>The sustainability and carbon strategies were agreed with the Carbon Management team, Conservation officers and conditioned through planning.</p> <p>Design stage assessments demonstrate the scheme is on target to achieve its aspirational target BREEAM rating of 'Outstanding' – above policy and the consented approval of 'Excellent', a reduced carbon target of 970kgCO₂e/m² across the site, its high performing air tightness targets and an Energy Performance Certificate rating of B40.</p> <p>These sustainability and carbon reduction requirements have been explicitly identified within the construction contract and damages outlined if these are not met upon the completion of the works.</p> <p>John Sisk have a strong and proven record for delivering sustainability, which they demonstrated through their selection questionnaire submissions, were invited to tender.</p> <p>The PCSA and the 'hybrid' two-stage design and build approach provide the contractor a focussed period, pre their Stage 4 design, within which they can review the fabric requirements of the existing Civic Centre building, to ensure they can deliver the upgrades required to meet the high sustainability targets required.</p>

- 7.7 The project team manage risk on an ongoing basis and will continue to do so for the duration of the Civic Centre project. Risks are regularly reviewed and are communicated through the Council's governance structure, where required, to ensure the correct mitigation strategies are adopted and implemented.

8. Communication and Engagement

- 8.1 The project team have developed and maintain a communication and engagement plan that is being delivered to, which is supported by a communication and engagement officer. The implementation of the communication and engagement plan has enabled the project team to inform, engage, and involve key stakeholders in the development of the

project. Since the January 2022 Cabinet, the project team have delivered key messages to staff and the public to update them on the short-, medium- and long-term phases of the project. They have also provided opportunities for in-person and on-line engagement to review the design as its progressed and gather stakeholders' thoughts and feedback on the scheme.

8.2 The internal communication and engagement objectives previously reported to Cabinet are:

- 8.2.1 to increase staff awareness of the project and reasons for the move.
- 8.2.2 to help staff recognise change as a positive aspect of working for the Council.
- 8.2.3 to support staff in embracing digital transformation.
- 8.2.4 to highlight efficient and better value services, as well as new services offered because of the move.

8.3 The project team are continuing to work to these objectives through the following measures:

8.3.1 Key internal stakeholders have been engaged through the Civic Centre project workstreams, which act as sub-groups to the Civic Centre Steering Group and have interrogated, challenged, informed and influenced the project's design. These workstreams helped to tackle key project issues such as sustainability, inclusivity and accessibility, future building management, external works and landscaping and digital services. These groups were in place throughout RIBA Stages 2 and 3 and played an integral part in the enhancement of the Stage 3 design information and preparation of the NBS specification.

8.3.2 The Civic Centre Members Forum was formed in 2021 and has allowed the project team to engage with Members on different aspects of the project. Members have been engaged through a combination of design presentations, workshops and in-person discussions. Members have also visited the Civic Centre building, following completion of the preparatory strip-out works contract, the completion of the design and submission to planning, and visited other and exemplar recent Civic Centre developments such as Waltham Forest and Tower Hamlets Civic Centres. These sessions provided an opportunity for Members to gain a more detailed knowledge of the scheme, challenge design elements and building uses, influence communication strategies, involve all Members and feedback their thoughts to ensure the project is working in the best interests of staff, residents and Members.

8.3.3 Over the last year the project team have issued regular communications to staff members to inform on project developments through news bulletins, Team Briefs, updates on the Council's intranet pages, dissemination through managers, presentations at directorate and all staff meetings, and posts on the Council's internal social media platform, Viva Engage. These communications have provided regular updates on project progress, upcoming events, timescales and have allowed staff to follow project's design development.

8.3.4 The project team have also held a series of in-person and online engagement sessions starting in January 2023 that will continue until the project's completion. These sessions allowed staff members to come and see the design proposals, ask questions about the project and feedback their thoughts. Engagement sessions were also held virtually, available to all-staff, which promoted accessibility and inclusivity, and recognising that staff are working more flexibly. Members of the project team have also attended staff group, departmental and directorate group discussions / meetings to present the progress on the Civic Centre scheme and answer questions. The most recent being a cyclist engagement session with staff members who cycle to the Haringey offices. This

was a hybrid session held in Alexandra House and on Teams in January 2024, giving cyclists a brief overview of the scheme and an opportunity to have an in-depth review of the proposed cycle parking arrangements, access, security and shower and change facilities to be available to staff and visitors that regularly or occasionally cycle to the Wood Green offices.

- 8.4 The external communication and engagement objectives are:
 - 8.4.1 to increase awareness of the project and reasons for the move
 - 8.4.2 to communicate benefits to residents of the Council's new ways of working
 - 8.4.3 to create a sense of involvement across the community
 - 8.4.4 to highlight that it is money well spent.
- 8.5 The project team are working to these objectives through the following measures:
 - 8.5.1 Working with the Council's Regeneration Team, the project team have formed a Co-Design Group for the Civic Centre to involve the community, which includes participants from Trinity Primary Academy, St Michael's Primary School, and St Michael's Church. The Co-Design Group's remit looks at developing the external landscaping elements of the project, with a key focus on the South Gardens area on the Bounds Green side of the site. The Council aims to reinvigorate the South Gardens area to create an attractive and inviting green space that will be available for residents and communities to enjoy.
 - 8.5.2 The project team have created a dedicated Civic Centre webpage on the Council's website, which has allowed residents across the borough to view the current plans and design proposals, leave their feedback and has provided a means for delivering regular updates.
 - 8.5.3 In-person events have also been offered to the wider public through drop-in sessions held at Wood Green Library, Trinity Primary Academy, and other Council buildings across the borough. These events have offered residents the opportunity to learn about the proposed plan and current design for the Civic Centre, shared plans of its future use, informed about the services that will be delivered on site, and anticipated shared use opportunities with the community. These sessions have been incredibly important to communicate how the community will benefit from greater service efficiency and value for money from the updated Civic Centre and new use of Council office space. Information boards and project models have been on display at these events, which have also facilitated question and answer sessions.
 - 8.5.4 In addition, project and design information has been made available across the borough's libraries, with a standing exhibition at Wood Green Library. Feedback forms were also provided in hard copy and online to enable residents to comment on the proposals.
- 8.6 To complement the series of internal and external communication and engagement being held, the project team developed a Commonplace website, which is available and has been promoted to staff, Members, and residents. It acts as central information hub about the project, offering the site visitors interactive information about the Civic Centre's poignant and key moments in history, it's listing, the project's history, its current design proposals, delivery plans, programme timeline and enables the public to monitor the project's development. In addition, the 'Civic Voices' page offers all the opportunity to engage with the Civic Centre's community, sharing their memories and experiences of the Civic Centre (writing a post and / or sharing a voice clip or video) and read about others'.

- 8.7 As a local developer within Wood Green the project team are part of the Wood Green Construction Logistics Plan (CLP) Forum, where developers and contractors regularly meet to share with each other and the Council's key delivery areas their proposed activities within and around the surrounding Wood Green area. This enables joint planning, and more effective coordination of potential disruptions that might impact residents and businesses. As part of the CLP Forum developers and contractors are required to also meet and communicate regularly with residents to notify them of planned activities, and mitigation measures to minimise any local disruption. The duties required under the CLP Forum have been included within the contract, so the main contractor will become a member of the CLP Forum and must abide by its requirements.
- 8.8 The project's governance has been strengthened with the addition of a Programme Board, chaired by the Chief Executive and attended by key Directors and Assistant Directors to provide oversight of the Council's efforts across the New Civic Centre related projects and ensure the full benefits are realised. This includes the related regeneration opportunity from the vacated sites, relocation of staff and to prepare the staff and community for the move to a new building. In addition, a New Ways of Working Group has been established to sit alongside the Civic Centre Project Board – both chaired by Directors and reporting into the Programme Board, which is to oversee the changes to ways of working, identifying suitable work, meeting, collaboration, event, democratic and events spaces, and agree the digital offer to support flexible hybrid working arrangements.

9. Contribution to the Corporate Delivery Plan 2024-2026 High level Strategic outcomes'

- 9.1 The project contributes to the Council's Corporate Delivery Plan 2024-2026 and Haringey Deal. This is reflected in key capital project documentation, such as the project brief, design brief, business cases, project initiation documents (PID) and award reports.

10. Carbon and Climate Change

- 10.1 As identified under section 6.8.4, a key component of the scheme's design is its response to the sustainability and carbon reduction agenda, which it has successfully demonstrated to date and is conditioned through the planning permission and requirements are included within the building contract.
- 10.2 The scheme is on target to achieve an aspirational BREEAM rating of 'Outstanding', well above the local planning policy and consented approval that requires 'Excellent'. A reduced carbon target of 970kgCO₂e/m² across the site, high performing air tightness targets for any new build part of the works, and slightly lower – but equally high - targets for the existing structure part of the works. In addition to targeting an Energy Performance Certificate rating of B40.
- 10.3 The scheme still aims to achieve its net Zero Carbon target as per the London Plan; its Net Zero Operational Carbon target as per the UKGBC; and its Net Zero Carbon in Construction target as per the UKGBC. Although some offsetting will be required, as has been agreed with the Planning Authority and conditions set.

11. Statutory Officers comments (Director of Finance, Strategic Procurement, Head of Legal and Governance, Equalities)

11.1 Finance

- 11.1.1 In the period up to the occupation of the Civic Centre the existing revenue budgets for corporate accommodation are unchanged, which will mean that there will be no impact on the Council's MTFS. Given the significance of this potential investment and the fact it would span several years, the Council's Capital Strategy allows for interest charges incurred during the construction period to be capitalised, along with the other costs of bringing the asset into operation. The Council's existing policy for Minimum Revenue Provisions (MRP) already works on this basis. This would ensure that current taxpayers would not be burdened with costs incurred on such major schemes where the benefits are in future years.
- 11.1.2 The recommendation of the report is to award a construction contract to John John Sisk for the maximum sum of £54,077,00 (inclusive of contingency), to refurbish the Civic Centre and construct a new annex. The report notes that there are still some elements of the contract that are not resolved and could impact the final cost. Should this be the case then the project contingency will be utilised and potentially the fit-out budget. The current approved General Fund capital programme as agreed by Council at its budget setting meeting of the 4th of March 2024 provides for the proposed expenditure of £66m on the Civic Centre project.
- 11.1.3 The financial case of the business case has been rerun in the light of the tender received and the current position on Public Works Loan Board interest rates which are indicating higher long-term rates. The tables below have been refreshed from the Cabinet report in April 2023.

11.1.4 Revenue

- 11.1.4.1 The business case evaluates two options, which both make several assumptions around the use of the buildings on Station Road. Both options considered assume that RPH will be vacated and held ready for future purposes, yet to be decided. The revenue financial implications of the two options addressed in this business case have been considered in comparison with the corporate accommodation revenue budgets in the current MTFS for the purposes of modelling. They include the revenue implications of the capital costs described below.
- 11.1.4.2 In coming to the recommendation to proceed with the Civic Centre Annex option, the option of using a combination of a refurbished Alexandra House and the Civic Centre to meet the accommodation requirement and the letting of 48 Station Road and 40 Cumberland Road, was also explored (Option1). The revenue effect of this option is disclosed in the table below:

OPTION 1	Current Cost	Cost of Option 1	Variance
	£000's	£000's	£000's
Civic Centre	516	2,365	1,849
Civic Centre Annex	0	0	0
48 Station Road	269	-264	-533
40 Cumberland	335	-289	-625
RPH	987	0	-987
Alexandra House	773	4,334	3,560
Total	2,881	6,146	3,265

- 11.1.4.3 The above table shows that the refurbishing Alexandra House option would result in an increase in the cost of running the corporate

accommodation estate by £3.560m to £6.146m. The significant cost difference arises due to the increased cost of the capital investment in Alexandra House but critically not then letting it out, thus forgoing an income stream and retaining a higher cost base (reflecting the capital finance charges of the investment).

- 11.1.4.4 Option 2 is to refurbish Alexandra House, 40 Cumberland Road, and 48 Station Rd, and let them commercially for at least 10 years and use the Civic Centre and Annex to meet the Council's accommodation needs. The rent levels assumed are modest and similar to other rental levels being achieved in the area. The longer-term decision making on Alexandra House, 48 Station Road, 40 Cumberland Road and River Park House will be subject to later reports, but it is assumed at this stage that the net revenue implications of their future applications will be at least equivalent to the medium-term arrangements assumed in this report. The revenue effect of the foregoing is set out in the table below:

OPTION 2	Current Cost	Cost of Option 2	Variance
	£000's	£000's	£000's
Civic Centre	516	2,365	1,849
Civic Centre Annex	0	2,436	2,436
48 Station Road	269	-264	-533
40 Cumberland	335	-289	-625
RPH	987	0	-987
Alexandra House	773	-678	-1,452
Total	2,881	3,571	689

- 11.1.4.5 The above table shows that the preferred option has moved to an estimated increase of £0.689m in the cost of running the corporate accommodation estate, compared to the position reported in April 2023 where an increase of £0.274m over existing budgets was estimated. The estimated increase in running costs relates to the increase in interest costs. However, this option is considerably less than Option 1. This revenue pressure of £0.689m will be incorporated into the next MTFS.
- 11.1.4.6 The risk analysis in this report addresses the headline risks that might impact on this forecast. The preferred solution leads to considerably better civic, public and accommodation amenities, enhanced future site potential of the Station Road estate and addresses the future purpose of the Civic Centre site and the listed building. The annex option is significantly more advantageous than Option 1.

11.1.5 Capital

- 11.1.5.1 The accommodation strategy has a significant capital programme attached to it. Within the approved General Fund capital programme there is £66m budget for Option 2, which is unchanged from April 2023 report to Cabinet. This budget is in the capital programme on a self-financing basis. The analysis above indicates that at this time that there will be a budget pressure of £0.689m (after making the savings described above) as a result of changes in interest rates. This will be factored into the MTFS.

11.1.5.2 The preferred option requires less capital expenditure than the alternative option. This is unchanged since the April 2023 report to Cabinet.

11.1.5.3 The approved capital programme includes provision for the cost of the Civic Centre and the Annex as a separate budget (including ICT/AV of £2.3m) and the costs of the works to 48 Station Road, 40 Cumberland Road, RPH and Alexandra House are contained in the Asset Management of Council Buildings budget.

11.1.6 Investment Appraisal

11.1.6.1 In addition to the revenue affordability appraisal above, the 2 options were also appraised using the Net Present Value (NPV) technique. This technique allows future cash flows to be expressed in today's money, thus enabling different projects with different cash flows to be evaluated on a consistent basis. This is achieved through discounting those future cash flows back to today. The technique accounts for the capital costs when incurred but not the capital financing costs. The model uses the current Treasury standard discount rate of 3.5% that is used to appraise public sector investment decisions. In investment terms, a project with a positive NPV is one that pays for itself in totality over its lifespan and generates a surplus. So, the higher the NPV the better.

11.1.6.2 On applying this methodology, option 1 was found to be financially disadvantageous, with a negative NPV of -£7.85m and option 2 has a positive NPV of £1.249m. Both figures are unchanged since April 2023.

11.1.6.3 The current construction (excluding IT) cash flow for the project is as set out in the table. These latest estimated project cash flows closely match the approved capital programme budgets, with minor variations in year which will be monitored through the Council's budget monitoring process:

Civic Centre Estimated Cash Flow					
Prior Years	2024/25	2025/26	2026/27	2027/28	Total
£000's	£000's	£000's	£000's	£000's	£000's
5,699	2,637	27,683	28,533	1,448	66,000

11.1.7 Risk

11.1.7.1 The award of a contract up to a value of £54.077m will mean realisation of c£2m of value engineering savings, no further VE savings and the utilisation of the remaining contingency of £1.025m. Should the VE savings not be achieved or there are unforeseen events during the contract period, then there would need to be either a call on the approved capital programme contingency or a reduction in other capital programme budgets.

11.1.7.2 The current approved capital programme budget also includes £2.3m to fund the audio-visual (AV) and IT equipment that will be required at the new Civic Centre to become fully operational.

11.2 Procurement

- 11.2.1 Strategic Procurement (SP) note that this report relates to the approval to award the construction main contract to John Sisk & Son Limited.
- 11.2.2 This procurement was initially advertised as a restricted procedure in accordance with CSO 9.01.2(b).
- 11.2.3 Two final bids were received following the selection questionnaire stage (PAS 91).
- 11.2.4 Unfortunately, the council could not progress with an award under this procedure due to non-compliant bids.
- 11.2.5 Acceptance of their proposals would have materially changed the contract, leading to a challenge from the market.
- 11.2.6 Due to the urgency of the project, it was agreed between SP, legal and the service area to adopt a direct award route via a framework as it was the lowest risk route for the Council, considering all commercial considerations and time delay.
- 11.2.7 A recommendation was made to the Civic Centre Programme Board on 17th July 2024 to adopt a direct award route via the NHS Shared Business Services (SBS) Framework Agreement - Public Sector Construction Works – Lot 5.
- 11.2.8 Prior to this recommendation, several frameworks were explored, however the named framework above was the most suitable to meet our requirements.
- 11.2.9 The Council has complied with the terms of the framework for a direct award.
- 11.2.10 The adopted procurement route is in line with Regulation 33 of the Public Contracts Regulations (PCR 2015) and CSO 7.01 b).
- 11.2.11 SP support the recommendation to approve the award in accordance with CSO. 9.07.1 (d).

11.3 Legal and Governance

- 11.3.1 The Assistant Director of Legal and Governance (Monitoring Officer) has been consulted in the preparation of this report.
- 11.3.2 Strategic Procurement has confirmed that a procurement process which is compliant with the Public Contracts Regulations 2015 (the Regulations) and the Council's CSOs has been carried out. Strategic Procurement has also confirmed that the proposed award is compliant with the terms of the NHS Shared Business Services (SBS) Public Sector Framework Agreement – Public Sector Construction Works - Lot 5. Use of a Framework Agreement is provided for under Reg 33 of the Regulations and is also covered under CSO 7.01 of the CSOs.
- 11.3.3 Cabinet has power under the Local Government Act 2000 (S.9 (E) (Discharge of functions) to delegate an executive decision to an officer of the Council. Once the contract price has been finalised with the Contractor (up to the maximum approved by Cabinet in this report) a further report will need to be presented to the Director of Placemaking and Housing recommending award of the construction contract.

- 11.3.4 The award of the contract is a Key Decision and as such will need to comply with the Council's governance requirements in respect of Key Decisions including publication in the Forward Plan.
- 11.3.5 The Assistant Director of Legal and Governance (Monitoring Officer) confirms that there are no legal reasons preventing Cabinet from approving the recommendations in this report.

11.4 Equality

- 11.4.1 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
 - 11.4.1.1 Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
 - 11.4.1.2 Advance equality of opportunity between people who share those protected characteristics and people who do not.
 - 11.4.1.3 Foster good relations between people who share those characteristics and people who do not.
- 11.4.2 The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy / maternity, race, religion / faith, sex, and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.
- 11.4.3 Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 11.4.4 The following measures have ensured that the works proposed will comply with the Council's equalities duties:
 - 11.4.4.1 Civic Centre project design team includes an accessibility consultant that ensured the Civic Centre refurbishment and annex extension design includes measures to ensure the building is genuinely accessible for all staff and residents, integral and not ad hoc to the design, going beyond the minimum requirements that are set out as part of Building Regulations.
 - 11.4.4.2 The building's design has progressed to ensure that the building provides autism and neurodiverse friendly environments, spaces with enhanced technology for the hearing impaired, quiet (faith / non-faith) room, gender neutral toilets, a breastfeeding / nursing space, a Changing Places toilet and accessibility to disabled users.
 - 11.4.4.3 The project has engaged with staff representatives across different working groups to ensure that issues related to disability, accessibility and inclusion were captured and addressed as part of the design process.
- 11.4.5 In addition, it should be noted that one of the fundamental design principles of the project is 'promoting accessibility and diversity', including full accessibility, surpassing part M regulations and being genuinely accessible for all.
- 11.4.6 Considering the above points, if these plans are delivered, there should be a positive impact on those with protected characteristics who work at or visit the Council's main premises, particularly people with disabilities.

- 11.4.7 As a body carrying out a public function on behalf of a public authority, the contractor will be required to have due regard for the need to achieve the three aims of the Public Sector Equality Duty, noted above, which will be secured through contract. Arrangements will be put in place to monitor the performance of the contractor and ensure that any reasonably possible measures are taken to address any issues that may occur that may have a disproportionately negative impact on any groups who share the protected characteristics.

12. Use of Appendices

- 12.1 Part B Exempt Information
- 12.2 Appendix A – Council Office Accommodation Review Final Business Case - November 2024

13. Background papers

- 13.1 30 August 2024 delegated authority report, Civic Centre Pre-Construction Services Agreement Award
- 13.2 18 April 2023 Cabinet Report, Civic Centre Project Update
- 13.3 18 January 2022 Cabinet Report, Civic Centre Project Update and Enabling Works Contract Award
- 13.4 8 December 2020, Proposed Future Use of Civic Centre and Capital Works

Council Office Accommodation Review

Final Business Case

November 2024

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1 Executive Summary

This document is the updated Business Case for London Borough of Haringey's (LBH) Accommodation Review, first produced in December 2021 and presented to Cabinet in January 2022. The purpose of the document is to set out the preferred option for the provision of the Council's needs relating to its core office accommodation and Democratic functions, and move to the next stage in the process, which is completing the full design, Planning application, and procurement of the main contractor.

In April 2023 Cabinet reaffirmed their commitment to the Civic Centre project approving the refreshed project business case, which set out an updated delivery plan for the Civic Centre project.

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

There is also an objective to maximise the opportunities to explore alternative uses for the existing Council buildings in central Wood Green by freeing up office space through effective consolidation of the Council's office accommodation needs. The current office accommodation estate in Wood Green now includes a significant amount of space that is deemed to be no longer required following the introduction of flexible working principles, which have been further accelerated by the Covid pandemic and the demonstration of the ability of staff to work effectively from locations away from main Council offices.

The Civic Centre building in Wood Green, which has Grade II listed status due to its historical significance, is in a significant state of disrepair, needing considerable remedial works to prevent further deterioration. The Council has an objective to restore the Civic Centre, recognising the building's iconic and historical status, and the Council's duty to maintain the site for future generations. There is also an ambition to increase the level of engagement and interaction with residents, partners and community groups by increasing the opportunities for these groups to access space in the Civic Centre, alongside Council staff and elected Members.

As part of Haringey's Climate Change Action Plan, the Council has a commitment to work towards a zero-carbon estate. Any new building, or refurbishment of existing building, for Council accommodation must contribute towards this commitment, demonstrating sustainability throughout the design process.

As a result of these objectives, the Council has investigated the potential benefits of restoring and developing the Civic Centre site, with a view to it becoming the combined home of the Council's core office accommodation alongside its Democratic functions and increasing the ability of the site to be used more widely by the community.

This business case therefore appraises two options for the future provision of the Council's core office accommodation:

- **'Option 1'** – Restoring and refurbishing the existing Civic Centre Building, carry out further improvements to Alex House, consolidating staff accommodation into these two buildings as the Council's core office locations
- **'Option 2'** – Restoring, refurbishing and expanding the existing Civic Centre through the addition of an Annex building, consolidating staff accommodation into this single site as the Council's core office location

Based on the key strategic drivers, the following Critical Success Factors (CSFs) have been used for assessing these two options:

- **CSF1: Enables the Council's flexible working ambitions**, providing office accommodation that is the right size, whilst increasing the flexibility of office accommodation and creating an environment that prioritises collaboration and staff wellbeing
- **CSF2: Maximises the quality and efficiency of existing Council office accommodation assets** and the opportunities for Council buildings in Wood Green to be released for alternative uses
- **CSF3: Ensures that the Civic Centre is restored and brought back into use with enhanced community access**
- **CSF4: Supports Haringey's Climate Crises Action Plan and commitment to work towards a zero-carbon estate**
- **CSF5: Affordable to implement and offers public value for money**

Option 1 would achieve the objective of restoring the current Civic Centre building and provide a long-term home for the Council's democratic functions. It would not, however, achieve the objective of making the most efficient use of current Council assets and releasing the existing office accommodation assets in Wood Green as Alex House would need to be retained for long-term use as staff accommodation. Retaining Alex House for this long-term period would require significant further investment in the building to bring it up to the standard required and to enable the realisation of the Council's flexible working, and sustainability objectives.

Capital costs are also the highest for this option, owing to the significant investment required in Alex House and this option would also significantly increase the overall cost of running the corporate estate.

Option 2 would achieve the objective of restoring the current Civic Centre building and would also greatly enhance the wider Civic Centre site for the benefit of both staff and the wider community. This option presents the greatest opportunity for creating a compelling partner and community access offer at the site, through the ability to offer shared use of a variety of flexible spaces, both inside and outside.

The proposed refurbishment of the Civic Centre and addition of a new annex building will be designed to low carbon principles, meaning this option best meets the Council's sustainability objectives. The addition of an annex will also result in the most efficient provision of office accommodation and allow the exiting of existing office accommodation in central Wood Green, consolidating all of the Council's core office accommodation on one site, alongside its Democratic functions. This creates the greatest opportunities for the other Council office buildings in Wood Green to be released for alternative uses (subject to future decisions).

Option 2 does require the most ambitious approach to flexible working, which will require staff to go through a significant period of change to their working culture and practices, meaning that this option therefore carries greater risk in this regard than Option 1.

The economic analysis in this business case (Economic Case), alongside the assessment of the ability to meet the Council's key strategic objectives, has shown that Option 2 represents the greatest public value for money. Capital costs for Option 2 are lower than for Option 1, and Option 2 would also increase the overall cost of running the corporate estate by a significantly smaller amount than Option 1. Under the NPV analysis, Option 1 has a negative NPV of -£7.85m, with Option 2 having a positive NPV of £1.249m and therefore being preferable from this perspective.

As such, and taking into account the qualitative analysis above, Option 2 is the preferred option for LBH's accommodation review. Option 2 meets the Council's MTFs plans and would be funded through borrowing. As such it is deemed, on current plans, to be affordable to the Council.

It is therefore recommended that the Council moves to complete the full design and procurement of the main contractor, for the delivery of the expanded Civic Centre plus annex scheme.

2 Introduction

This Business Case has been produced using the 'Five Case Model', which is the Office of Government Commerce's (OGC) recommended standard for the preparation of business cases and therefore includes the following:

- Strategic Case – setting out the context for the Council's office accommodation, current arrangements, and the case for change
- Economic Case – appraising the options for office accommodation for Haringey, and the preferred option
- Commercial Case – indicating the commercial implications of the option
- Financial Case – indicating how the preferred option could be funded
- Management Case – outlining the initial plans for delivery to manage the way forward

3 Strategic Case

This section details the strategic context and case for change for London Borough of Haringey's Accommodation Review.

3.1 Organisational Overview

LBH has approximately 3,000 staff, with the majority currently based out of office accommodation in central Wood Green. In 2019, Haringey occupied approximately 16,000m² Net Internal Area (NIA) of civic and council accommodation in Wood Green (approximately 2,100 workstations) across a number of buildings.

Work has been undertaken to understand the current and future projected structure and size of the Council's workforce and estimate where staff will be based in the future, with staff categorised into one of five workforce types:

- **Flexible Base** – Approximately 55% of the workforce will be based at the core office accommodation in Wood Green. It is estimated that these members of staff will split their time between working in the office, out in the community and working from home.
- **Community/Locality Base** – About 15% of the workforce are community-based workers who interact with community daily and will be located within a locality for part of the week. Locality based staff will also spend part of their week working from home and will also spend time in the core office accommodation. Locality based staff work with a range of partner organisations and need spaces where partners can come together to build relationships, communicate and collaborate.
- **Established Base** – About 15% of staff need to be in a specific location other than the core Council office to be able to do their jobs (e.g., Libraries or Customer Service Centres). These roles would normally be linked to a customer facing activity which historically would not be possible to do remotely, though services are increasingly going online and virtual.
- **Outdoor/Field Base** – About 15% of the workforce are out and about for much of the day in parks or streets, carrying out shift work in specific areas or patches often in roles which require an out of hour, evening or weekend service. These members of staff need a space in between shifts to touch down, meet colleagues, have breaks and charge/store equipment.

The precise split of staff across these workforce types is only approximate and some roles don't fit neatly into any single category, however, this is considered a close enough approximation for the purposes of future accommodation needs planning.

3.2 Working Flexibly

Prior to the Covid pandemic, the council was already on a journey of adopting modern, flexible ways of working and improving council accommodation to enable this. A significant number of staff continued to come into Haringey and use council accommodation during the pandemic, but this period also demonstrated that widespread flexible and home working can allow officers to continue to deliver for our residents and reduce the cost of council accommodation, whilst also improving the work-life balance for many staff.

The Council's vision for how it will work in the future will recognise the benefits of maintaining flexibility in where its staff work. Whilst there are clear benefits to retaining the ability for staff to work remotely from home and other locations, we also believe that a physical connection to Haringey as a place is vital to ensuring that our staff maintain a close relationship with the residents and communities we serve and enabling our staff to collaborate with colleagues from across the council and partner organisations.

The underlying assumption is that all 'flexible base' and 'Community/Locality base' workers will not have a single, fixed working location, and instead, where they work will include a mixture of office, home, community setting and mobile. These groups make up the large majority of the council's overall staff number. Their precise location on a given day is determined by business need and these staff are also able to exercise flexibility over their working pattern, subject to business needs. Under this working model, it is expected that all staff have regular reasons to come into work in Haringey, spending a significant portion of their working time either within council accommodation or out in the community. It is therefore envisaged that very few Council roles will be suitable for 100% remote working.

Why staff come in to use our office space will also change, with greater emphasis on using our office spaces for collaboration and flexible working, moving away from spending time in the office on individual tasks that can be completed just as well at home or elsewhere. Alongside maintain a physical connection with the borough and colleagues, reasons for spending time working in a council office could include:

- for collaborative work, where greater benefit can be gained from people coming together in person
- as a touch-down point between other meetings or visits in the local area
- for training, where this is best delivered face-to-face
- for team-building – a manager may bring their team together for in-person sessions
- to improve professional practice, where it is deemed beneficial for staff to sit with colleagues from time-to-time to learn from, and mutually support, each other in their professional roles
- for meetings (including public meetings) where attendance in person is necessary
- to meet Members, clients or external contacts, where meeting in person is preferable or necessary
- where work is dependent on specialist equipment or information that is not available outside of the office
- where attendance in the office is necessary to ensure physical or emotional wellbeing (this should not assume full-time attendance at the office unless circumstances are exceptional)
- where a worker is unable to work at home or another location due to domestic circumstances (this should not assume full-time attendance at the office unless circumstances are exceptional)
- as part of onboarding arrangements for new staff

The list above is not intended to be exhaustive, and it is expected that services and managers will work with their teams to develop the most appropriate working arrangements for the roles that they deliver.

Information shared through the London Council's network highlights that virtually all other London boroughs have already implemented similar 'hybrid', flexible working arrangements, or are in the process of doing so, with a view to this becoming the 'norm'.

Our approach to accommodation and the way we want our staff to work must be inclusive and contribute to staff wellbeing. We must ensure that designs meet a standard of accessibility which goes beyond statutory requirements around physical disability and takes account of modern guidelines for creating environments that are dementia friendly and suitable for neuro-diverse individuals.

3.3 Maximising the Quality and Efficiency of the Council's Office Accommodation

LBH is committed to providing staff with office accommodation that provides a flexible working environment in line with modern working practices and supports the need for greater collaboration. When reviewing council office accommodation we need to ensure:

- Accommodation that is the right size, in the right place and that is flexible enough to respond to changing needs
- We provide an attractive place to work, with working culture and practices supporting the delivery of our vision for Haringey
- Staff are based in the right locations and able to dedicate more time to delivering frontline services face to face and to respond to changing needs and demands
- Effective partnership working, facilitated by systems and environments, increasingly including co-location, data sharing and collaboration

Whilst it is assumed that staff will be working away from the Council's core office accommodation more often, and the number of required workspaces reduced accordingly, there will be a new requirement in the future for enhanced spaces where whole teams can come together regularly for meetings, briefings, workshops and collaborative working. There will also be a requirement for the workspace to support our working flexibly approach, where some team members are physically present and others working at home or elsewhere but give an equitable experience to all team members. Currently there are limited opportunities within the Council's main office accommodation to make space available to engage effectively with partners and community groups.

As part of our changing approach to how we work, and in line with our objectives to improve resident experience and better understand our communities, we are starting to bring our resident-facing services as close as possible to the community. In Wood Green this locality-based work has already begun, with the opening of a new youth space and diagnostics centre in 2022, and plans for a new integrated health hub in development for 2026. A key aim of this work is to enable better multi-agency working between public and voluntary sector partners, our residents and local businesses, to build neighbourhoods where opportunities and services are accessible, efficient and joined up. A mix of centrally and locally based Council facilities will make the best and most efficient use of Council buildings to help us achieve these aims.

The ability to rationalise and consolidate the Council's existing portfolio of assets providing office accommodation presents significant opportunities for considering alternative uses for these locations. Any decisions about the future requirement and location of the Council's core office accommodation should consider how this opportunity can be maximised and the greatest amount of existing accommodation released.

It should be noted that the Council's current office estate in Wood Green also provides accommodation for several client-facing and out of hours services. These functions are currently assumed to be out of scope for the Council's core office accommodation review as they require a different type of accommodation provision which does not necessarily lend itself to that provided as part of the core office offer. The future requirements and accommodation provision for these functions will be considered separately as part of wider reviews into the both the expansion of locality and area-based working, and existing work underway to consider the future provision of public services in Wood Green central. This will be informed by the outcomes of Wood Green Voices, the wide-reaching programme of engagement with communities, businesses and stakeholders that took place in November 2022, which heard how people wanted to see the

future of Wood Green. These findings will help shape the future of placemaking in Wood Green across a wide range of themes and activities, in the short-, medium-, and long-term.

Once an understanding of the requirements for public services is concluded, planning for the repurposing of the Council's accommodation in Station Road can begin. As such, the ability to fully vacate some of the Council's existing accommodation in Wood Green is dependent upon future decision.

For the purposes of planning the required core office accommodation capacity, it assumed that:

- 'Flexible Base' staff will come to the Council's core office for 40%-60% of their working time
- Staff working in localities/communities will come to the Council's core office for 20% of their time
- 'Established Base' and outdoor/ field workers will be located in sites outside of the core Wood Green offices and will not have any assumed workspaces in the Council's core office

Based on the above workforce types and anticipated presence in core Council office accommodation, the council will need to provide accommodation for up to 900 staff at any one time in its core office accommodation. This represents a more than 50% reduction in the amount of office accommodation capacity currently available and demonstrates the transformation journey that the organisation is on. Through the introduction of new working practices and the provision of high-quality, flexible accommodation we will be able to significantly improve the efficiency of how we use office accommodation and deliver a better experience to those using it.

In July 2019 Cabinet approved a series of recommendations relating to Council owned sites in Wood Green. Members agreed to the principle of consolidating Council accommodation to a reduced number of sites to deliver a better and more accessible service, realise cost savings, and provide a more productive working environment for staff. An initial accommodation consolidation exercise is nearing completion, which will see staff based in the short-term out of just two core office buildings in central Wood Green – Alex House and 48 Station Road - reducing the overall occupancy of the Council's core office accommodation. It is considered, however, that to realise the full benefits of flexible and agile working, and to achieve the most efficient use of its available assets, LBH will need further changes to its core office accommodation.

3.4 Restoring the Civic Centre

Until recently the Civic Centre building in Wood Green has been used as the Council's main Democratic centre, including the Council Chamber and Committee Rooms, alongside also providing additional staff accommodation. The Civic Centre was constructed between 1955-58 to designs by Sir John Brown, AE Henson and Partners. It was the first Civic Centre of its size to be built after WWII, and influenced the design of later civic centres, including Crawley Town Hall. The design has clear Scandinavian influences, with generous planning and creative use of space. The original design intent was that the Civic Centre was to be built in three phases: the town hall and council offices first, followed by an auditorium and small hall, then finally a public library. Only the first phase was built. The Civic Centre was grade II listed on 26 July 2018, with areas of high and medium historic significance including the main entrance lobby and the Council Chamber. The Site is located within the Trinity Gardens Conservation, which was designated on 22 September 1978.

The Civic Centre is now in a poor state of repair, needing considerable remedial works to prevent further deterioration. As a result of this, the building is currently unoccupied with the Council's main Democratic functions temporarily relocated to George Meehan House. In December 2020 Cabinet approved a proposed project to repair, restore, refurbish and extend the Civic Centre to bring the building back into use by the Council as its new Headquarters and Civic functions building alongside George Meehan House. This decision recognised the building's iconic and historical status, and the Council's duty to maintain the site for future generations, ensuring it is a source of civic pride for the borough.

There is also an ambition to increase the level of engagement and interaction with residents, partners and community groups by increasing the opportunities for these groups to access space in the Civic Centre. The Council has a clear vision and ambition – to make Haringey a fairer and more equal borough but that's not something we can do alone. The structures of poverty and injustice are complex and interwoven – and take a collaborative cross-cutting response to overcome. The Council has to act in partnership with communities and community groups, with partners and business, for genuinely transformative change to happen. Future Council accommodation will enable this way of working by creating spaces where our workforce and partners can self-organise, build relationship, and bring together cross functional teams which can deliver solutions to complex problems. This means we need accommodation that is flexible enough to provide spaces to meet and engage with residents and community groups, and to be able to offer space for them to meet, work and hold meetings in so they can come together and participate in planning, design and decision-making. We should also look for opportunities to maximise the impact that our Council accommodation can have on improving public spaces around buildings to provide additional amenity for residents including playable space for Children.

3.5 Contributing to a Sustainable Future

In March 2021 Cabinet formally adopted the Climate Change Action Plan, which targets being a net-zero Council by 2027. In response to the Haringey Climate Change Action Plan, Council buildings should go beyond Building Regulations compliance and push the boundaries in terms of energy efficiency measures, including passive design measures, and energy generation on sites. The refurbishment of the Civic Centre and any new buildings will support the Council's commitment to work towards a Zero Carbon estate, while the refurbishments will push the standards for retrofitting. This will demonstrate community leadership while reduce future energy costs on the Council, also allowing flexible space which will comply with future legislation and enable an attractive rental property, should the Council wish to.

To deliver wider sustainability objectives, the new build and refurbishments must aim for BREEAM 'Outstanding' (combined assessment for both buildings) and achieve 'Excellent' as a minimum recognising some of the site constraints. The buildings were required to demonstrate sustainability through the design process and generate much of their power from renewable energy sources, have a high performing thermal envelope making them more efficient to heat, and cool in heatwaves, supported by natural ventilation; with the Mayor's standards being delivered under current and future climate models to 2050; ensuring operations can be maintained during extreme weather events and retrofitting is easy post 2080.

Assets of the Council will be designed to encourage occupiers to use active travel and public transport options. Buildings should be easy to access by walking, cycling and public transport, refer to Haringey Walking and Cycling Action Plan. The buildings will prioritise space for active travel users over the private car.

3.6 Constraints

There are a number of constraints for LBH to consider in its approach to office accommodation:

- Late 2026 is the earliest date for delivery of 'new' office accommodation arising from major works, either from a refurbishment or new build.
- LBH offices need to remain within the Borough and be accessible to service users.
- Funding for any proposed changes would need to be within the parameters of the LBH Capital programme and existing resource budgets.
- Any new office provision needs to remain attractive and convenient for staff, including access to public transport and appropriate parking provisions (not necessarily on site).
- Services requiring customer access, and those requiring 24/7 access are not included in the core office accommodation requirements.

3.7 Dependencies

The project has the following dependencies:

- The accommodation requirement being signed off and agreed to align with the way the organisation wants to work in the future, and
- The successful implementation of changed working practices to meet the more than 50% reduction in the Council's accommodation footprint.

3.8 Risks

The Strategic Risks for LBH to manage and mitigate as it considers its accommodation options are:

- Potential cost and time overruns resulting in new accommodation not being available on time and budgetary pressures.
- Unexpected condition issues within its existing buildings.
- New accommodation being less attractive to staff or impeding their working arrangements.
- Challenge in staff adapting to new working practices including potential adverse reaction to a reduction in the parking provision and greater reliance on public transport.
- Resistance to cultural changes as the flexible and hybrid working practices are introduced.
- Delays in the internal decision-making processes results in the accommodation not being available for occupation by the end of 2026.

4 Economic Case

4.1 Options for Change

Based on the strategic drivers set out in the Strategic Case section above, the following Critical Success Factors (CSFs) have been established for assessing the LBH's approach to office accommodation:

- **CSF1: Enables the Council's flexible working ambitions**, providing office accommodation that is the right size, whilst increasing the flexibility of office accommodation and creating an environment that prioritises collaboration and staff wellbeing.
- **CSF2: Maximises the quality and efficiency of existing Council office accommodation assets** and the opportunities for Council buildings in Wood Green to be released for alternative uses.
- **CSF3: Ensures that the Civic Centre is restored and brought back into use with enhanced community access.**
- **CSF4: Supports Haringey's Climate Crises Action Plan and commitment to work towards a zero-carbon estate.**
- **CSF5: Affordable to implement and offers public value for money.**

This business case appraises two options to respond to the Council's strategic drivers, which will be assessed against the Critical Success Factors set out above:

- **Option 1** – Restoring and refurbishing the existing Civic Centre Building, carry out further improvements to Alex House, consolidating staff accommodation into these two buildings as the Council's core office locations.
- **Option 2** – Restoring, refurbishing and expanding the existing Civic Centre through the addition of an Annex building, consolidating staff accommodation into this single site as the Council's core office location.

4.2 Option 1 Appraisal

Option 1 would include restoring and refurbishing the existing Civic Centre Building. Office accommodation would be provided across Alex House and the Civic Centre, consolidating staff accommodation into these two buildings as the Council's core office locations. 48 Station Road would cease to be used for office accommodation (as set out in Section 3.3, the ability to fully vacate the Council's existing accommodation is dependent upon future decisions regarding the relocation of client-facing and out of hours services).

Qualitative Appraisal

Option 1 would achieve the objective of restoring the current Civic Centre building and provide a long-term home for the Council's democratic functions. It would not, however, achieve the objective of making the most efficient use of current Council assets and releasing the existing office accommodation assets in Wood Green as Alex House would need to be retained for long-term use as staff accommodation. Retaining Alex House for this purpose this long-term period would require significant further investment in the building to bring it up to the standard required and to enable the realisation of the Council's flexible working objectives.

Whilst the Council currently occupies Alex House on a short- to medium-term basis, the core, critical infrastructure of the building, including building-wide systems such as heating and ventilation, and exterior glazing, would need full replacement in order bring the building up to a standard suitable for long-term occupation, whilst meeting the Council's ambitious sustainability agenda. Cost estimates for retaining Alex House as a long-term solution also factor in costs associated with asbestos removal, and assumptions about furniture & fixtures and professional fees. The capital cost of this would exceed the cost of the Option 2.

To refurbish Alex House to the extent required, would in all likelihood require the building to be temporarily vacated to allow the works to be undertaken. To facilitate this, a multi-phased programme with staff relocated multiple times and possibly an increased reliance on working away from the office would be required, undermining our hybrid working ambitions and risking disruption of operational services. It would also carry the possibility of additional temporary accommodation being required during this period and any phasing related to this option would be likely to result in the need for retaining the use of 48 Station Road for a longer period, delaying when the building could be released. This option would also carry a greater financial risk in terms of the implementation costs associated with a multi-phase, elongated programme.

This option would also see Council staff and services split between two sites, limiting the efficiency of the office accommodation, and the flexible and collaborative working benefits that can be achieved and carrying a risk of creating an inequitable experience across the two locations.

This option would only achieve limited Community access benefits as the existing Civic Centre building would have to be prioritised for use by Council staff and the delivery of Democratic functions. There would also be limited opportunities to meet the Council's sustainability and net-zero carbon ambitions.

Critical Success Factor	Benefits	Risks	RAG
CSF1: Enables the Council's flexible working ambitions	<ul style="list-style-type: none"> Accommodation is planned to provide new flexible work settings, which will enable the start of the transformation journey 	<ul style="list-style-type: none"> Limitations of existing buildings reduce the available flexibility and ability to easily adapt the physical spaces Splitting staff across separate sites reduce the opportunities for increasing collaboration 	Amber
CSF2: Maximises the quality and efficiency of existing Council office accommodation assets	<ul style="list-style-type: none"> Vacating 48 Station Road meaning building could be considered for alternative uses 	<ul style="list-style-type: none"> Does not release Alex House for alternative uses Office accommodation still inefficient as split across two sites Difficult to recreate an equitable experience across all accommodation 	Amber
CSF3: Ensures that the Civic Centre is restored and brought back into use with enhanced community access	<ul style="list-style-type: none"> Civic Centre would be restored 	<ul style="list-style-type: none"> Opportunities to provide access to the wider community would be limited by Council requirements of the building 	Amber
CSF4: Supports Haringey's Climate Crises Action Plan and commitment to work towards a zero-carbon estate	<ul style="list-style-type: none"> Vacating one existing building would offer opportunities to reduce the negative contribution made to the environmental impact of the Council's office accommodation 	<ul style="list-style-type: none"> Due to the limitations presented by undertaking a refurbishment of a listed building, the office estate would still not be able to significantly contribute to the Council's plan 	Amber
CSF5: Affordable to implement and offers public value for money		<ul style="list-style-type: none"> Significant investment required in both buildings to enable long-term use, which would exceed the cost of Option 2 	Red

		<ul style="list-style-type: none"> Likely need for an elongated, multi-phase relocation programme would cause the greatest disruption to operations 	
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Quantitative Appraisal

Option 1 has capital costs of £82.3m and would increase the cost of running the corporate estate by £2.8m per year. This option represents a Net Present Value (NPV) of -£7.85m. A detailed breakdown of the costs, income and assumptions made is at Appendix A: Detailed Economic Analysis.

4.3 Option 2 Appraisal

Option 2 would see the Council restoring, refurbishing and expanding the existing Civic Centre through the addition of an Annex building, consolidating staff accommodation into this single site as the Council’s core office location and ceasing to use Alex House and 48 Station Road for office accommodation purposes.

Qualitative Appraisal

Option 2 would achieve the objective of restoring the current Civic Centre building and would also greatly enhance the wider Civic Centre site for the benefit of both staff and the wider community. This option will also present the greatest opportunity for creating a compelling partner and community access offer at the site, through the ability to offer shared use of a variety of flexible spaces, both inside and outside.

The addition of an annex will result in the most efficient provision of office accommodation, consolidating all of the Council’s core office accommodation on to one site, alongside its Democratic functions. This creates the greatest opportunities for increased collaboration between staff and allows LBH to provide a consistent, high-quality accommodation offer for its staff. The capital costs for this option are lower than for Option 1.

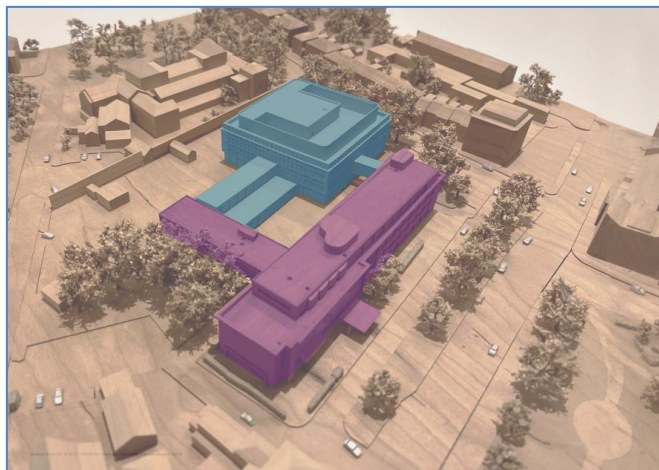


Figure 1: Showing location of Annex addition to the Civic Centre (Annex shown in blue). Please note that this is for illustrative purposes only at this stage and is subject to further design development and Planning consent.

This option will allow the exiting of existing office accommodation in central Wood Green meaning both Alex House and 48 Station Road can be considered for alternative uses, which presents a significant opportunity for the Council, and represents a key differentiator when compared to Option 1.

The proposed new annex building will be designed to low carbon principles, meaning this option best meets the Council’s sustainability objectives as it replaces two existing buildings that make a negative contribution.

Option 2 does require the most ambitious approach to flexible working, which will require staff to go through a significant period of change to their working culture and practices, meaning that this option therefore carries greater risk in this regard than Option 1. The requirement to plan and carry out relocations of staff in a relatively short period of time will also potentially create short-term disruption to staff working and the operation of council services, but this would be significantly less than under Option 1.

This option also carries risk in terms of cost certainty and control as the significant new build element, alongside the refurbishment works, will be susceptible to market forces and external risks governing materials and construction costs.

Critical Success Factor	Benefits	Risks	RAG
CSF1: Enables the Council's flexible working ambitions	<ul style="list-style-type: none"> All accommodation on one site, maximising the opportunities to achieve the greatest levels of collaboration Provides the greatest level of flexibility of accommodation provision, including the ability to work with Partners and Community groups Maximises the provision of outside space to enhance the 	<ul style="list-style-type: none"> Requires the greatest change to the Council's working culture Requires additional relocations of staff which could cause temporary disruption 	Green
CSF2: Maximises the quality and efficiency of existing Council office accommodation assets	<ul style="list-style-type: none"> Would consolidate all accommodation on a single site, releasing all other assets from their use as office accommodation Would ensure that all accommodation is provided to the same standard 	<ul style="list-style-type: none"> Requires alternative accommodation to be found for more complex services that require specific spatial requirements. 	Green
CSF3: Ensures that the Civic Centre is restored and brought back into use with enhanced community access	<ul style="list-style-type: none"> Civic Centre would be restored and extended, further enhancing the status of the site Maximum opportunities to offer community access 		Green
CSF4: Supports Haringey's Climate Crises Action Plan and commitment to work towards a zero-carbon estate	<ul style="list-style-type: none"> New Annex building would be designed to fully support the Council's net-zero carbon target 		Green
CSF5: Affordable to implement and offers public value for money	<ul style="list-style-type: none"> Represents the best public value way of achieving the Council's strategic objectives 	<ul style="list-style-type: none"> Risk of overall costs being impacted by market factors 	Amber

Quantitative Appraisal

Option 2 has capital costs of £70.562m and requires budget growth of £0.274m per year against the running of the corporate estate. This option represents a Net Present Value (NPV) of £1.249m. A detailed breakdown of the costs, income and assumptions made is at Appendix A: Detailed Economic Analysis.

4.4 Options Analysis and Recommendations

The analysis in this business case has shown that Option 2 represents the greatest public value for money (see table below). As such, and taking into account the qualitative analysis above, Option 2 is the preferred option for LBH's accommodation review. It is the only option that meets all of LBH's strategic objectives. Option 2 has lower capital costs and results in a smaller increase to the council's running costs, whereas Option 1 would result in greatly increased running cost.

Under the NPV analysis, Option 1 has a negative NPV of -£7.85m, with Option 2 having a positive NPV of £1.249m and therefore preferable from this perspective.

The figures below summarise the capital costs, running costs, and the Net Present Value of each option (discounted at 3.5%). A detailed breakdown of the costs, income and assumptions made is at Appendix A: Detailed Economic Analysis.

£000's	Option 1	Option 2
Capital Costs	82,292	70,562
Estates Running Costs (Net of rental income)	6,146	3,571
Baseline Running Costs	2,881	2,881
Net (cost) / saving of running costs against baseline	3,265	690
Net Present Value (NPV)	-7,850	1,249

5 Commercial Case

This section considers how each of the main elements of the preferred option will be procured and any other commercial aspects.

5.1 Outline to Procurement

The Civic Centre Redevelopment programme requires a range of consultants and contractors to successfully deliver. The procurement is compliant with the London Borough of Haringey's Procurement Code of Practice, Contract Standing Order Procedures, and the Public Contract Regulation 2015.

Professional Services

As outlined below professional services are required to support the successful delivery of the civic centre redevelopment:

- The project cost consultant (quantity surveyor) was a separate commission appointed directly by the Council for RIBA Stages 1 – 6. The commission was undertaken via the Council's Dynamic Purchasing System (DPS)
- The project Multi-Disciplinary Design Team (MDDT) is a separate commission that was appointed directly by the Council for RIBA Stages 1 – 6, that could be ended after each stage, if necessary. This commission for the pre-construction services was delivered from RIBA Stages 1-3+. The commission was undertaken via the Council's Dynamic Purchasing System (DPS).
- The Client Design Advisor was also appointed directly by the Council to assist in RIBA 2-3+. The commission was undertaken via the Council's Dynamic Purchasing System (DPS).
- The project Multi-Disciplinary Design Technical Advisory Team is a separate commission that was appointed directly by the Council for the pre-construction services agreement period and RIBA Stages 4 – 6, technical design, construction and handover services. The commission was undertaken via the Council's Dynamic Purchasing System (DPS).
- Several intrusive surveys were required to validate the design throughout RIBA Stages 1-3+ and were procured through the lead consultant and MDDT, as specified and allowed for as part of their appointment.

As part of the external landscaping design development by the MDDT, the project has begun engagement with local stakeholders as part of a co-production exercise of the Woodland Gardens area to the south of the site.

Construction Partner

The procurement strategy for both the Civic Centre and the annex buildings were the subject of a detailed options appraisal considered during RIBA 2. The procurement strategy was revisited during RIBA 3, to better understand the optimum route to market, considering the key objectives of the project, its complexity, the site constraints and current market conditions. Through planning and preparation around the appropriate approach to appointing a construction partner, in line with Council's standard procedures, considerations are as follows:

- A first tender to appoint the principal contractor via a competitive restricted tender procedure, undertaken via the Council's HPCS, was abandoned as the Council was unable to agree terms with the submitted tenderers. Due to the considered levels of risk, the approach was to progress to a

direct award via a suitable framework agreement or under Regulation 32 (of the Public Contract Regulations 2015) for this contract.

- The principal contractor will be appointed directly by the Council for RIBA Stage 4. The commission will be undertaken via the Councils HPCS, directly awarded via the NHS Shared Business Services (SBS) Public Sector Framework (SBS/18/DT/PZC/9332) agreement.
- During RIBA stages 2 and 3 the project team further developed the project procurement strategy, in close consultation with Strategic Procurement and in line with the Council's Contract Standing Order procedures.
- Soft market engagement was completed with the contactors from with the Capital projects PAN London £20m+ and Heritage and Historical Pan London £1m+ lots, to understand their thoughts on the project's delivery.
- Through this engagement, the project team are of the opinion that a design and build approach to the scheme would provide the most effective and efficient delivery method.

Social Value

Through the Council's commitment to its social value and equalities objectives, the project team incorporated measures to consider this when procuring works and services. The project team promoted apprenticeships, training and mentoring opportunities, and the use of local supply chain partners in construction, local labour in construction, and sustainability and environmental initiatives in construction. This was evaluated, valued at 10% of the overall evaluation, by incorporating relevant questions within the quality delivery proposals for the procurement of works and services.

5.2 On-Going Maintenance

The recommended option will deliver a more energy efficient building, with a lower energy consumption resulting in lower running costs (relative to the increased energy costs). Efficient and sustainable heating measures will be implemented through a combination of underfloor heating, radiant panels, trench heating and radiators (including low level plinth radiators), which will be designed to be compatible with low carbon technologies and a potential future connection to the district heating system, which could allow for further savings on running costs. The design will incorporate smart management processes including a building management system, services that are easy to adapt and maintain to improve comfort quickly through smart technology for ventilation, heating, cooling and lighting controls. Additionally, the project is incorporating Building Information Modelling (BIM) within the scheme. BIM is a digital representation of physical and functional characteristics of a facility creating a shared knowledge resource for information about it and forming a reliable basis for decisions during its life cycle, from earliest conception to demolition. BIM level includes the 3D modelling of building elements, including its design and coordination, and allows for information sharing across various systems. It also provides data collection through all building disciplines. BIM allows for better capital maintenance and upgrade planning, helps streamline repairs and maintenance, and helps reduce energy wastage and the carbon footprint.

6 Financial Case

The Economic Case indicated the preferred option for LBH's office accommodation. This Financial Case indicates the budgetary, financial and affordability considerations of this approach.

6.1 Funding Requirements

The preferred option emerging from the Economic Case requires estimated capital costs of £70.562m. The ongoing cost of the Council's corporate accommodation portfolio once the project is completed is estimated at £3.571m from 2025/26, which compares to the current cost of £2.881m. The increase in cost of £0.689m needs to be compared to option1 which would require an additional revenue budget of £3.265m. The approved General Fund capital programme includes provision for the Civic Centre works at £66m. The revenue will be factored into the MTFS and capital effect of all the capital works required to deliver the strategy have been factored into the MTFS. At this stage the estimated slight increase in running costs of £0.689m will be factored into the MTFS.

Table: Funding requirements

Financial Implications (£000s)	2022-2026	Notes
Capital Costs	70,562	This covers all works required to the buildings in scope
Estates Running Costs (Net of rental income and including capital borrowing)	3,571	
Total Cost		

Costs exclude VAT, as LBH recovers VAT.

6.2 Projected Income and Expenditure Account Implications

The project when complete delivers an estimated cost increase of £0.689m per annum compared to the current budgets. This is though dependent on a number of assumptions crystalising such as actual capital costs being in line with budgets and rental levels being achieved.

6.3 Projected Balance Sheet

When completed the assets will be revalued and included in the Council's balance sheet.

6.4 Affordability Considerations

Scheme is affordable under the current MTFS

6.5 Note on Capital Cost Estimates

The refurbishment cost for Alex House used to inform this analysis were externally produced in 2019 by GL Hearn, as part of a high-level review. A recent review by internal cost consultants at Haringey council, who were not privy to the GL Hearn report, was conducted in December 2021. This recent review takes into account the current BCIS market reported conditions as a result of the COVID pandemic. This review has provided a comparable figure to the externally produced GL Hearn estimate, which clearly would not have foreseen the Covid pandemic impacts. Therefore, we have used the internally produced figures of December 2021. These were then reviewed as part of this update to the business case to take into account updated market conditions, including increases to inflation and the Ukraine crisis, and revised assumptions as to the level of work required to completely refurbish Alex House, including full removal of asbestos.

The capital cost for the Civic Centre and Annex option are the result of a competitive tendering process.

6.6 Cost Control in Construction

A cost plan has been prepared which includes all anticipated construction costs, all other items of project cost including professional fees, disbursements, client fit-out and contingency. The objective of cost control is to manage the delivery of the project within the approved budget. Regular cost reporting will facilitate, at all times, the best possible estimate of established project cost to date, anticipated final cost of the project and future cash flow, tracked monthly, quarterly and annually. Cost reporting will be presented in accordance with the management approach detailed in Section 7 of this business case.

Cost management of the scheme will follow the guidance set out in the Council's Capital Projects and Property Delivery and Governance Framework. As the scheme progresses through the design phases, the following actions have and will be taken:

- Establishing that all decisions taken during design and construction are based on a forecast of the cost implications of the alternatives being considered, and that no decisions are taken whose cost implications would cause the total budget to be exceeded
- Regularly updating and reissuing the cost plan and variation orders causing any alterations to the brief
- Adjusting the cash flow and cost plan to reflect alterations to the target cost
- Developing the cost plan in liaison with the project team as design and construction progress
- Reviewing contingency and risk allowances at regular intervals and reporting the assessments is an essential part of risk management procedures. Developing the cost plan should not involve increasing the total cost
- Ensuring that the agreed change management process is strictly followed at all stages of the project and reported to Change Control Board as appropriate
- Submitting regular, up-to-date and accurate cost reports to keep the client well informed of the current budgetary and cost situation
- Ensuring that the project costs are always reported back against the approved budget. Any subsequent variations to the budget must be clearly indicated in the cost reports
- Plotting actual expenditure against predicted to give an indication of the project's progress

7 Management Case

The Economic, Commercial and Financial Cases have indicated the preferred option for Haringey's office accommodation approach. This Management Case provides the outline plans for programme management, governance and risk management that will be required to ensure successful delivery.

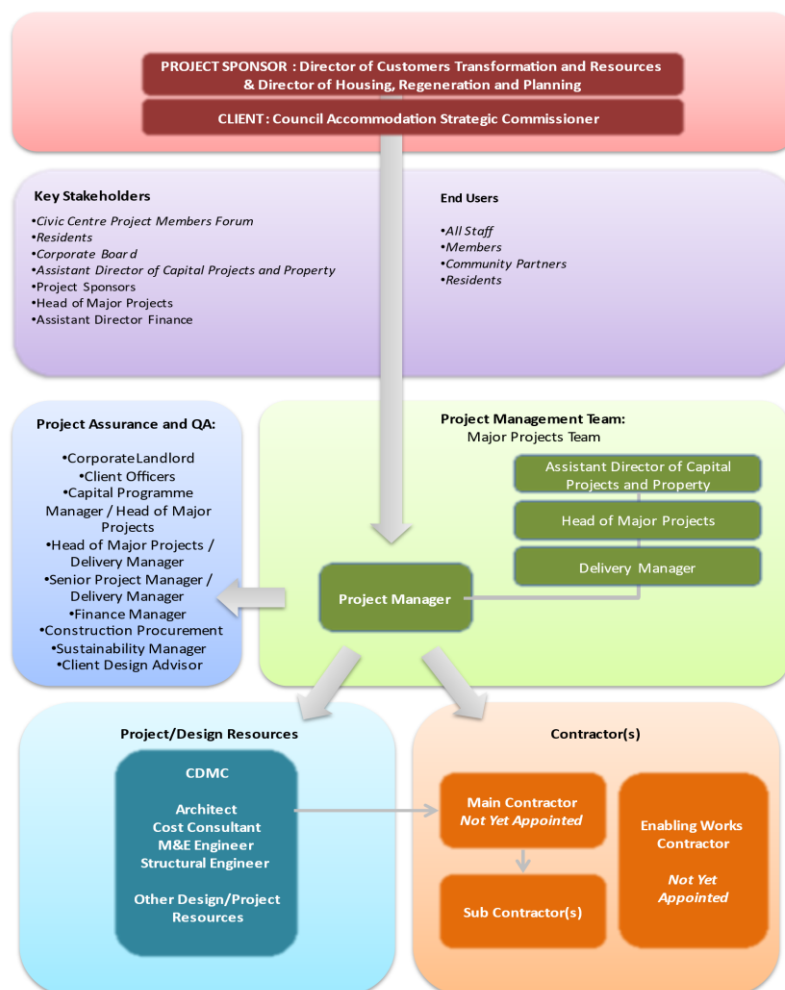
7.1 Project Control and Governance

Robust project controls and carefully considered project governance are paramount in ensuring the project is delivered to a high standard and that a fit for purpose building is provided for Haringey's staff and the wider community.

The Civic Centre project is being delivered in line with the Council's decision-making processes. The project continues to utilise the Civic Centre Steering Group, the Capital Property Steering Group, the Capital Projects Delivery Board, Corporate Board and Cabinet to ensure issues and decisions are made in the right manner.

Additionally, the project is being delivered ensuring that Members are kept abreast of progress and key matters. The project team continue to ensure this is completed through the Leader's, Lead Member's, Civic Centre Members Forum and Cabinet Advisory Board briefings.

Other key areas that have been considered when developing the project delivery plan are change control, risk management, programme audit, cost reviews and quality assurance. These elements are being delivered in line with the project team structure and management diagram set out below:



7.2 High Level Implementation Plan for Preferred Option

The milestone table below shows the updated Capital delivery programme to deliver the preferred option as per the tender timeline and contractor's return. Please note that this is programme based on the tendered design and build procurement strategy.

Milestone	Date
Issue Invitation to Tender – PCSA and Main Construction Contract	5 August 2024
Tender returns (First Stage) – PCSA and Main Construction Contract	13 August 2024
Director authority to award the PCSA (First Stage)	30 August 2024
PCSA period commencement	6 September 2024
PCSA period completion	29 November 2024
Cabinet Decision to delegate award for Main Construction Contract Award (Second Stage)	12 November 2024
Award of Main Construction Contract, notice to proceed (Second Stage)	17 December 2024
Date of Issue of Contract:	20 December 2024
Contractor mobilisation commencement including Stage 4 design and any enabling works	6 January 2025
Construction - Start on site	24 March 2025
Construction - Practical Completion	21 September 2026
Client Fit Out commencement	22 September 2026
Client fit out completion date	14 December 2026
Handover and Occupation (from)	15 December 2026

7.3 Communications & Engagement

The purpose of communication and engagement is to inform, engage, and involve key stakeholders in the development of the project by getting out key messages. Communication and engagement cover both internal and external audiences and will include short-, medium- and long-term phases of the project.

To provide information and consult with key stakeholders, Members, staff, and the local community, a strategy has been developed which covers the following:

- Who we communicate with
- What we will communicate about
- How we will do it
- Timeline

There are agreed core messages which run throughout the project and feature in the activity. The Council is delivering a mixture of communications and engagement. In developing and finalising the communication plan, the Council endeavours to use a range of communication channels – both physical and digital - to make communications and engagement as easy and as accessible as possible for everyone.

In developing these plans, there has already been an extended period of consultation and dialogue with our workforce that has taken place. This includes:

- Staff surveys to gather information about staff experiences of working from home, their work-style preferences
- Consultation with the trade unions, to understand key issues facing staff.
- Discussions with staff networks including the Disability and Health network and the LGBT+ staff network
- “Let’s Talk” sessions, which all staff are invited, to facilitate engagement directly between staff and senior management
- Consultation with key internal stakeholders through the formation of the Civic Centre project workstreams, which act as sub-groups to the Civic Centre Steering Group and have been formed to

interrogate, challenge and influence project design. (They tackle key project issues such as sustainability, inclusivity and accessibility, future building management and digital services)

- A series of in-person engagements sessions that will continue until the project's completion. A project 'roadshow' which started in January 2023, where the scheme was presented to the Council's Leadership Network to cascade on to their teams
- Exhibitions of project information displays in Council office buildings over a series of weeks to allow staff members to see the design proposals at staffed drop-in engagement sessions, and ask questions about the project and feedback their thoughts
- Uploaded current design proposals to the Council's intranet pages
- Engagement sessions are also to be held virtually, available to all-staff, to promote accessibility and inclusivity, and recognising that staff are working more flexibly

In addition to dialogue with the Council's workforce, communication and engagement is also being extended to key local stakeholders and the wider community, to give them an opportunity to review and comment on the developing plans. This is being managed through:

- Working with the Council's Regeneration Team, the formation of a co-design group for the Civic Centre to involve the community, which includes participants from Trinity Primary Academy, St Michael's Primary School, and St Michael's Church, to develop the external landscaping elements of the project, with a key focus on the South Gardens area on the Bounds Green side of the site.
- A dedicated Civic Centre webpage on the Council's website, which allows residents across the borough to view the current plans and design proposals, leave their feedback.
- In-person events offered to the wider public through drop-in sessions held at Wood Green Library, and other Council buildings, offering residents the opportunity to learn about the proposed plans and current design for the Civic Centre, its future use, informed about the services that will be delivered on site, and anticipated shared use opportunities with the community.
- Information has been made available across the borough's libraries, with a standing exhibition at Wood Green Library. Feedback forms were also provided in hard copy and online to enable residents to comment on the proposals.

This engagement will continue throughout the programme and a dedicated Communication & Engagement Plan has been developed and is being delivered to assist the organisation in navigating the change.

This plan also covers the engagement approach covering other key stakeholders, including Members, partners and the wider community. Working groups have been established to inform key elements of the design process, including a process of co-production.

7.4 Risks & Issues

This section captures the key risks to the preferred option as recommended above in the 'Economic Case'

Risk	Impact (1 Low 5 High)	Prob (1 Low 5 High)	Mitigation/Action	Post- Mitigation Impact (1 Low 5 High)	Post- Mitigation Prob (1 Low 5 High)
Existing building condition - if additional asbestos is found or other unforeseen issue related to the existing building's condition causing redesign and delay to onsite construction programme. Further strip out works may be required and may result	4	4	Strip out enabling works have removed most of the asbestos and remaining items will be clearly identified, as pre and post strip out surveys completed, and included in the pre-construction contract information. Strip out works confirmed some known asbestos that requires demolition to enable	3	2

Risk	Impact (1 Low 5 High)	Prob (1 Low 5 High)	Mitigation/Action	Post- Mitigation Impact (1 Low 5 High)	Post- Mitigation Prob (1 Low 5 High)
in elements of site discovery during construction.			removal. Project Team identified any further survey and intrusive investigations together with framework contractors to further de-risk the site prior to tender. Appropriate costs were included within the tender as provisional sums to be further investigated and fixed within the pre-construction services period for all identified items. However, this risk will remain throughout construction as is an existing building.		
Ground Contamination - if the site investigations reveal abnormal ground conditions or contaminated land on site, then this could lead to increased costs and time to remediate/redesign	5	4	Below ground / geotechnical intrusive survey was scoped and undertaken in stage 2. Utilisation of existing record information, in addition to the geotechnical, including contamination surveys are completed and informed the Stage 3 and 3+ design documentation. Provisional sum allowed for and the requirement included within the scope of the pre-construction services agreement for the contractor to confirm the extent of the risk and take responsibility for this, fixing the provisional sum cost.	4	2
Haringey's robust governance and approval process - if there are delays in completing approvals, including change, and sign off, then this may result in programme delays.	5	5	The MDDT have presented to the Client throughout design Stages 2, 3, and the final Stage 3+ (pre-tender) information. A similar robust approach is required through the delivery of the pre-construction contract and the main contract periods. Stage 3+ presentations and page turn exercise was completed with and to the key stakeholders and Client Team's satisfaction, in order to seek approval of the final Stage 3+ pre-tender proposals. Late design changes need to be notified to Client to assist this approval and follow a strict change control process, to understand the impacts of any proposed change.	3	2
Client change – if the design does not meet the user requirements and/or there are on-going changes, then	4	4	A detailed Design Brief was developed with engagement from all stakeholders. The Design team have developed the scheme in line with	3	2

Risk	Impact (1 Low 5 High)	Prob (1 Low 5 High)	Mitigation/Action	Post- Mitigation Impact (1 Low 5 High)	Post- Mitigation Prob (1 Low 5 High)
it will impact the design outputs with potential cost and programme impact.			<p>the brief's requirements, and have presented this to the satisfaction of the Client. The final tender proposal documents, Employer's Requirements, following a design freeze were agreed by the Client and tendered to the construction market.</p> <p>Any proposed change should be limited and to be managed through a formal change control process, and only instructed, if required, having understood any impacts to quality, cost and programme.</p>		
The Council has an ambition to deliver the buildings (heritage and new) as zero carbon, which is only possible with some carbon off-setting required. If there isn't acceptance of the Carbon strategy and sustainability measures that are achievable together with offsetting, then this may impact planning approval, programme and cost.	4	4	<p>Carbon strategy has been discussed and refined with the Carbon Management team and the Conservation officers as part of design development discussions, stakeholder workshop and pre-application discussions. Final briefing/engagement sessions were held with Carbon Team prior to planning submission to ensure design proposals were understood and provided comfort of the measure proposed.</p> <p>This is to be reviewed and monitored throughout the pre-construction services stage and the main contract delivery.</p>	4	2
Planning and Conservation objections – if the Planning/Conservation Officers objects to certain proposals due to being insensitive to heritage aspects or not in line with policy, then this could lead to programme delays whilst the design is revisited (including façade treatment), or determination outside of the Council's required timescales, impacting on time and/or cost	4	4	<p>Prior to approval at the September 2023 Planning Committee, the project team held several informal pre-app meetings with the Planning Authority and reviewed the project programme to ensure the timescales were agreeable and achievable. Specialist planning consultants were engaged to assess and liaise with the Planning Authority through the formal planning performance agreement in place. And specialist heritage consultants were engaged to produce a report on the different areas of significance within the existing Civic Centre, following meetings with planning, 20th Century Society and Historic England, as part various heritage and conservation focussed meetings.</p> <p>A further planning performance agreement is being put in place to manage the submission and</p>	4	2

Risk	Impact (1 Low 5 High)	Prob (1 Low 5 High)	Mitigation/Action	Post- Mitigation Impact (1 Low 5 High)	Post- Mitigation Prob (1 Low 5 High)
			discharge of the full planning and listed building consent conditions.		
'Procurement - there is a risk that the appointed contractor may not perform well, which would impact on the time and cost parameters of the project.	5	3	A robust tender process was implemented, with a strong focus on the quality evaluation section, which was designed and weighted at a level to ensure a competent, experienced (especially of heritage buildings) contractor is appointed. This was following the project team, through soft market engagement with contractors on Haringey's London Construction Programme framework, reviewing contractors' willingness and capacity to tender. The project team will implement close management and co-ordination with the contractor against a robust delivery programme.	2	2
Costs exceed available budget – if proposals are not within current project budget, then additional funding may be required for the project to progress. Potentially delaying programme and/or reducing scope of the project. Stage 3 cost out turn above financial envelope range for construction	5	5	Interim Stage 3+ cost plan suggest costs have increased from end of Stage 3, to reflect the proposed design, outcomes of intrusive/condition surveys commissioned to understand and specify works required (e.g. structural repairs), identified additional restoration and/or compliance works (e.g. fire protection to floors). An ongoing process of value management is being implemented and included within the procurement and as a requirement of the pre-construction period, with expectations managed to the Client Team. Ongoing collaboration between cost managers and design team throughout work stages. Continue to review potential for value engineering during eth pre-construction services agreement period, to bring scheme in line with available budget.	3	3
That estimates of staff working patterns are not realistic, and more, or less, staff need to work in the office than planned.	4	3	Detailed work has been carried out with all areas of the organisation to arrive at occupancy targets. The flexible nature of the intended design means that the spaces provided will be able to respond to staff changing needs and uses over the life of the building. The Project Team are working collaboratively as part of the Council's 'Working	2	1

Risk	Impact (1 Low 5 High)	Prob (1 Low 5 High)	Mitigation/Action	Post- Mitigation Impact (1 Low 5 High)	Post- Mitigation Prob (1 Low 5 High)
			Flexibly' roadshow to promote the various types of working environments offered within the design, the flexibility of the building and needs of the staff group.		
Flexible and hybrid working practices are not successfully adopted and staff numbers requiring office space are higher or lower than planned.	4	2	Many of the working practices will already have been in place and tested prior to the move to the Civic Centre as the short-term consolidation of staff accommodation to Alex House and 48 Station Road is based on these new ways of working. A full change and engagement programme will be rolled out alongside the physical works and relocation to ensure that staff and managers are equipped to work in the new environment.	2	1
There is a risk that the limited availability of parking at the redeveloped Civic Centre could have a negative effect on recruitment and retention of staff that may have difficulty in travelling to work by public transport. Any impact on staff ability to travel around the borough could affect efficiency.	3	3	The Civic Centre location has been identified as having excellent travel links and qualifies as a 'car free' development. Through design development with staff groups and the Client, the limited parking available has been developed so all eight spaces provided can be disabled/accessible parking spaces, managed as required. Work is being undertaken to ascertain the detailed organisational parking requirements for service vehicles and essential drivers, which staff will be consulted on. Mitigations could include identifying alternative additional parking in the Wood Green area. The adoption of different working practices, including increasing locality-based working, should lessen the need for onsite parking and the council's core office. It is being made clear in the recruitment process that there is no parking provision, so there will be no expectation for it.	2	2

8 Appendix A: Detailed Economic Analysis

8.1 Appraisal Methodology

Currently the Council has a net revenue spend of £2.881m for running 48 Station Road, Alexandra House, 40 Cumberland Road and River Park House. Both options considered assume that RPH will be vacated and held ready for future purposes yet to be decided. The business case evaluates two options, which both make several assumptions around the use of the buildings on Station Road. The revenue financial implications of the two options addressed in this business case have been considered in comparison with the corporate accommodation revenue budgets in the current MTFS. They include the revenue implications of the capital costs.

In addition to the revenue affordability appraisal, both Options were appraised using the Net Present Value (NPV) technique. This technique allows future cash flows to be expressed in today's money, thus enabling different projects with different cash flows to be evaluated on a consistent basis. This is achieved through discounting those future cash flows back to today. The technique accounts for the capital costs when incurred but not the capital financing costs. In constructing the model, allowances were made for anticipated capital costs throughout the long life of the assets, such as new heating systems etc. The model also uses the current Treasury standard discount rate of 3.5% that is used to appraise public sector investment decisions. In investment terms, a project with a positive NPV is one that pays for itself in totality over its lifespan and generates a surplus. So, the higher the NPV the better.

As set out in Section 4.4, under the NPV analysis, Option 1 had a negative NPV of -£7.85m whilst Option 2 had an NPV £1.249. Option 2 having a positive NPV of £1.249m is therefore preferable from this perspective.

8.2 Option 1 Appraisal

Capital Costs

The capital programme required for Option 1 is set out below:

Option 1	On-Off Costs (£000's)
Civic Centre	31,584
Civic Centre Annex	0
48 Station Road	2,212
40 Cumberland Road	150
River Park House	500
Alexandra House	47,846
Total	82,292

Revenue Costs

This option includes commercially letting 40 Cumberland Road, and 48 Station. The revenue effect of this option is set out in the table below.

Option 1	Current Cost	Projected Net Cost/(Saving) £000's	Estimated Net Cost/(Saving) £000's
Civic Centre	516	2,365	1,849
Civic Centre Annex	0	0	0
48 Station Road	269	-264	-533
40 Cumberland Road	335	-289	-625
River Park House	987	0	-987
Alexandra House	773	4,334	3,560
Total	2,881	6,146	3,265

The above table shows that the refurbishing Alexandra House option would result in an increase in the cost of running the corporate accommodation estate. The significant cost arises due to the need to invest in Alexandra House but critically not then letting it out thus forgoing an income stream and retaining a higher cost base (reflecting the capital finance charges of the investment).

Detailed Breakdown – Option 1

Building	Capital Investment	Estimated Operating Costs	MRP & Interest costs	Operating costs inc MRP	Rental Income	Estimated Service Charge Income	Business Rates Income	Total Income	Net Opg Costs	Existing Budget/Cost	Cost/(Saving)
Civic Centre	31,584,000	461,173	1,904,085	2,365,258	0	0	0	0	2,365,258	516,414	1,848,844
Civic Centre Annex								0	0	0	0
48 Station Road	2,212,000	549,181	133,353	682,534	447,219	275,214	223,611	946,044	-263,510	269,084	-532,594
40 Cumberland	150,000	502,707	10,911	513,618	346,328	251,878	204,651	802,857	-289,239	335,319	-624,558
RPH	500,000	0	0	0	0	0	0	0	0	987,067	-987,067
Alexandra House	47,846,000	853,263	3,480,349	4,333,612	0	0	0	0	4,333,612	773,487	3,560,125
	82,292,000	2,366,324	5,528,699	7,895,023	793,547	527,092	428,262	1,748,901	6,146,121	2,881,371	3,264,750

8.3 Option 2 Appraisal

Capital Costs

The capital programme required for Option 2 is set out below:

Option 2	On-Off Costs (£000's)
Civic Centre	31,584
Civic Centre Annex	34,416
48 Station Road	2,212
40 Cumberland Road	150
River Park House	500
Alexandra House	1,700
Total	70,562

The table above does not include certain additional works to Alexandra House and 48 Station Road as those expenditures would have been incurred in any event.

Revenue Cost

This option includes commercially letting 40 Cumberland Road is wholly let to a 3rd party, and that 48 Station Road and Alexandra House are, once vacated, let to 3rd parties. The revenue effect of this is set out in the table below.

Option 2	Current Cost	Projected Net Cost/(Saving) £000's	Estimated Net Cost/(Saving) £000's
Civic Centre	516	2,365	1,849
Civic Centre Annex	0	2,436	2,436
48 Station Road	269	-264	-533
40 Cumberland Road	335	-289	-625
River Park House	987	0	-987
Alexandra House	773	-678	-1,452
Total	2,881	3,517	689

The above table shows that the preferred option entails a small uplift in the cost of running the estate, but significantly less than Option 1. The key driver for this is the income generation at Alexandra House as opposed to Option 1 where Alexandra House generates a cost.

Detailed Breakdown – Option 2

Building	Capital Investment	Estimated Operating Costs	MRP & Interest costs	Operating costs inc MRP	Estimated Rental Income	Estimated Service Charge Income	Business Rates Income	Total Income	Net Opg Costs	Existing Budget/Cost	Cost/(Saving)
Civic Centre	31,584,000	461,173	1,904,085	2,365,258	0	0	0	0	2,365,258	516,414	1,848,844
Civic Centre Annex	34,416,000	411,529	2,074,816	2,486,345	50,000	0	0	50,000	2,436,345	0	2,436,345
48 Station Road	2,212,000	549,181	133,353	682,534	447,219	275,214	223,611	946,044	-263,509	269,084	-532,593
40 Cumberland	150,000	502,707	10,911	513,618	346,328	251,878	204,651	802,857	-289,239	335,319	-624,558
RPH	500,000	0	0	0	0	0	0	0	0	987,067	-987,067
Alexandra House	1,700,000	853,263	123,659	976,922	1,015,000	213,316	426,631	1,654,947	-678,025	773,487	-1,451,512
	70,562,000	2,777,853	4,246,824	7,024,677	1,858,547	740,408	854,893	3,453,848	3,570,829	2,881,371	689,458

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Report for: Cabinet 12 November 2024

Title: Electrical Installation Condition Reports – Procure Contractor (2025 – 2030)

Report authorised by: Director of Placemaking & Housing.

Lead Officer: Scott Kay – Head of Residential Building Safety.

Ward(s) affected: All

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

1. This report seeks approval in accordance with CSO. 9.07.1 (d) to award a contract for up to five years for the provision of planned maintenance, repairs and testing Electrical Installation Condition Reports (EICR) compliance for domestic electrical and communal electrical distribution systems.

2. **Cabinet Member Introduction.**

Every resident deserves a safe and secure home. Ensuring that electrical installations within our council homes are well maintained, safe and compliant is a key tenet of our voluntary undertaking to the Regulator for Social Housing and the Regulator's Safety and Quality standard for housing. This contract seeks to provide inspections, identify any potential faults, and quickly remediate any issues without delay.

It is both our preference and intention to undertake these works wherever possible, through our direct labour organisation. We will keep the service under review whilst looking to build a suitable team to provide the inspections 'in house'.

In the meantime, the use of competent external contractors for such technical and skilled works is the most appropriate, value for money option, fulfils our continued statutory obligation and my top priority - keeping residents safe.

3. **Recommendations**

The Cabinet is asked:

- 3.1 To approve the award to Tenderer A of a contract and associated expenditure for the provision of planned maintenance, repairs and testing of, and, Electrical Installation Condition Reports (EICR), for domestic and communal electrical distribution systems for an initial two (2) years, plus up to three (3) annual extensions of one (1) year each (total maximum five (5) years), for a base contract value of **£5,893,605.30**, plus inflation subject to annual review and considerations as detailed in the Exempt part of the report, with a proposed start date of **1st February 2025**, using the JCT Measured Term 2016 form of contract.
- 3.2 To delegate the three annual extensions of one year each, and associated contract sums to the Director responsible for Housing in consultation with the Cabinet Member for Housing and Planning.
- 3.3 To allow for the provision of a letter of intent if any works need to be undertaken prior to the formal contract being executed.

4. Reasons for decision

- 4.1 Haringey implemented 2 temporary EICR contracts in September 2022 to complete the backlog of overdue and non-compliant EICRs, which were subsequently self-reported to the Regulator for Social Housing and committed to completing via a Voluntary Undertaking in April 2023.
- 4.2 A procurement was undertaken in October 2023 for a 2-year Contract plus 3 x 1-year extensions, although the contract was awarded to a bidder in May 2024 the award had to be revoked on the advice of the chief procurement officer due to a challenge on the social value submission relating to the initial contract amount at the time.
- 4.3 A new temporary direct awarded contract was therefore issued to 2 contractors for a period of 6 months commencing 1st August 2024 until 31st January 2025 at a value of £100,000 per contractor to meet our requirement & commitment to deliver the continued EICR programme.
- 4.4 Therefore, we had to undertake a new tender process to re-procure for a new long-term 5-year EICR contract to continue with the EICR programme.
- 4.5 The 18th Edition Wiring Regulations - IET BS7671 require landlords to undertake regular electrical condition reports and recommend that they are undertaken at least every 5-years, or upon new tenancies, within homes, and communal areas.

- 4.6 Haringey has at the time of writing this report, 15,023 dwellings and 789 communal systems (15,812 total) that require periodic inspections at least once every 5 years, (or at change of occupancy). These numbers will fluctuate based on changes in stock and management responsibility, e.g. sales, acquisitions, and demolition. Therefore, under this contract we require on average to undertake 3159 inspections every year. There are also, approximately 350 voids per year that also require testing when a new tenancy is commenced. However, this is undertaken by the voids team and is funded separately, through the voids budget.
- 4.7 We do not undertake EICRs in leasehold properties and there are no leasehold implications for communal tests as the costs of each inspection, as detailed in the Exempt part of this report, once every 5 years, is significantly below the annual threshold for a Qualifying Long-Term Agreement. Leaseholder contributions to costs for communal testing will be re-charged through normal service charges and are below the S20 consultation threshold. Any major electrical works would be consulted on separately as part of a major works or planned programme consultation.
- 4.8 Haringey does not currently have the in-house resource capacity and capability to deliver the required programme of EICRs alongside the level of responsive repairs and voids works due to staff turnover. However, Haringey will continue to deliver the electrical responsive repairs through its in-house team and will continue to review the potential for bringing EICRs and other works back in house as and when it can recruit the required resources.
- 4.9 Haringey needs to maintain the current programme of EICRs through external contractors under this new contract to ensure we maintain compliance with the regulations and to minimise the risk to residents, staff, and properties from electric shock and/or fire, due to properties without a valid EICR.
- 4.8 Valid electrical inspection condition reports enable us to demonstrate compliance with regulatory requirements, by identifying and/or preventing significant electrical hazards. It also supports the requirements of the Building Safety Act 2022 and The Fire Safety Act 2021, ensuring they do not contribute to the risk and spread of fire in multi-storey, multi-occupancy rented accommodation.

5. Alternative options considered.

- 5.1 Do nothing. This would mean that the current contract would expire, and we would not be able to undertake the required 5 yearly testing programme. Furthermore, it would leave the residents subject to living in buildings where there could be electrical safety issues that go unrecorded and unremedied if we do not undertake electrical inspections and improvement works. In addition, the

Council would not be compliant with the Electrical Regulations and could be found to be in breach of the Regulator for Social Housing's Home Standard.

- 5.2 Extend the current contract. This is legally possible under the Council's constitution and Cabinet authority; however, it is not viable as this was initially procured and awarded on a fixed term basis and has already been extended following Cabinet approval on the basis that we would tender a longer-term contract to replace it.
- 5.3 Undertake all the work in-house. This option is not currently viable due to the current lack of specialist skills available in the market for Haringey to recruit. However, this is the intention in the longer-term and will be kept constantly under review.

6. Background information

- 6.1 The Institute of Engineering & Technology (IET) Wiring Regulations - British Standard 7671 were updated to the 18th Edition, in 2018. This edition recommends that both dwellings and communal areas are inspected every 5 years as a minimum. Previous recommendations were 5 years for communal areas and 10 years for dwellings.
- 6.2. In 2020, Homes for Haringey's Property Compliance Task and Finish Group agreed a three-year programme to ensure that all properties have a Satisfactory EICR less than 5-years old.
- 6.3 In order to deliver this Electrical Inspection programme, which includes completing urgent and high-risk actions and upgrading of smoke and heat alarms within properties, Haringey Council requires the support of specialist electrical contractors.
- 6.4 Following initial identification that the programme had fallen behind schedule in September 2022, compliance was confirmed at 39.6%. Immediate action was taken to put in place a temporary contract to deliver the programme within an 18-month target period.
- 6.5 Following a Compliance Health Check in December 2022, Haringey Council self-referred to the Regulator for Social Housing. This referral included the issues regarding non-compliance for Electrical Safety.
- 6.6 As a result Haringey provided a Voluntary Undertaking to recover its position regarding electrical and fire safety and to improve overall compliance as part of its wider Housing Improvement Plan. By the end of September 2024 Haringey has completed just under nine thousand of the overdue inspections reports to improve its compliance for electrical inspections to over 97%.
- 6.7 Apart from 335 properties that are outstanding as of September 2024, where residents repeatedly refused to allow access despite repeated attempts, (we

will continue to attempt contact and where necessary, progress through legal routes), the programme has been hugely successful.

- 6.8 This award is critical to maintaining this position, and to demonstrate our commitment to compliance and safety for residents. The programme has been the start of a new rolling 5-year programme of future inspections to be in place to maintain the safety of residents to the required regulatory standards that we have recently achieved under our Voluntary Undertaking and Housing Improvement Plan.
- 6.9 Failure to undertake EICRs may be subject to enforcement action by the Building Safety Regulator, the Regulator for Social Housing, and potential subsequent prosecution by the Health & Safety Executive (HSE) should an incident occur.
- 6.10 The expenditure profile of the programme under this contract is set out in the Exempt part of this report, based on a smoothed programme from year 2 (2026/27). This allows for the budgets to be adjusted to ensure a consistent volume in delivery over the last 4 years of this contract and beyond.
- 6.11 If we do not smooth the programme, then the EICRs will be due based on their current anniversary date. Given approximately 60% of the programme has been delivered in the past 18 months this would create a huge spike in demand and cost in years 2027 to 2029.
- 6.12 Within the scope of work is the facility and requirement for the contractor to undertake Category (Cat) 1 and Category 2 works identified as an outcome of the testing. This means that Haringey shall only receive satisfactory certificates under this programme. Unsatisfactory certificates can be legitimately accepted; however, this incurs additional administrative cost, time and risk of non-compliance, as subsequent works and works records will need to be aligned with, and incorporated in the unsatisfactory EICR document, to evidence that it is now satisfactory. Therefore, it is easier and more cost effective to undertake Cat 1 & 2 works at the time.
- 6.13 Cat 1 are works of an urgent health and safety nature that need to be immediately rectified. Cat 2 are those that could lead to health and safety risks and are not compliant with current standards. These need to be completed within a reasonable timescale following the inspection and must not be ignored.
- 6.14 In order to ensure value for money we will implement robust management and quality assurance processes to ensure all charged for works are accurate and necessary, e.g., through sample testing and post inspections as well as requiring photographic evidence from the contractors. Regular monthly contract meetings will track progress and contractor performance, as will an annual review process, in particular when leading up to the next contract extension year.
- 6.15 The decision to let the contract on an initial 2-years plus 3 annual extensions allow flexibility to determine the contract after two years if appropriate to bring

the service back in house subject to a suitable business case and recruitment and retention of sufficient and competent resources. The initial two-year period provides the contractors with a level of assurance and return on their investment in mobilising and delivering the contract initially.

- 6.16 With the support of Strategic Procurement and Legal Services, tender documentation was prepared, that included a copy of the JCT Measured Term Contract 2016 with Haringey standard Schedule of amendments (v2 24.10.2023)
- 6.17 The Invitation to Tender was issued on 17/07/2024 to 121 suppliers via the London Construction Programme (LCP) Minor Works DPS on 23/08/24.
- 6.18 On 13/08/24, 19 tender submissions were received. These were reviewed by Strategic Procurement for validation before the Price, Social Value and Quality submissions were distributed to the evaluators on the same day. A further 14 suppliers were eliminated through the evaluation based on lack of required accreditations & case studies etc.
- 6.19 The Price evaluation was also completed by two Council Officers. The social value scoring had been delayed due to some discrepancies on their return. The questionnaire was re-submitted to bidders for return by 23/09/2024.
- 6.20 Following a previous budget review exercise, it was identified that the original invitation to tender was based on historic spend over the catch-up programme, and not the new programme. We are now fully satisfied that the contract budget reflects the current spend profile over the next 5 years.
- 6.21 During the Quality evaluation process, it was confirmed that contractors F through to S (14 in total), did not meet the full criteria required for competency certification and method statements for case studies and were therefore eliminated from the Tenderer process.
- 6.22 The Quality evaluations were subsequently completed by three Council Officers; each Officer scored the tenderers' Method Statements independently and sent their evaluations to the Procurement Officer to collate for the Moderation. The quality moderation was hosted by the Procurement Officer on 06/09/24 where the final quality scores for each tenderer were determined.
- 6.23 Following the moderation meeting held 06/09/2024 by Strategic Procurement, all parties were satisfied with the outcome in terms of how the scoring was managed and delivered by each scorer.
- 6.24 The Social Value evaluation was completed by the Social Value Portal Team. Clarifications on the tenderers Social Value submissions were issued on the DPS. All tenderers provided a response within the deadline. The Social Value Portal completed the evaluation and provided their scores and feedback to the Procurement Officer on 23/09/24.

- 6.25 The final scores for tenderers are outlined in the table below. The submissions were evaluated on a 50% Quality, 10% Social Value, 40% Price basis.

Tenderer	Quality (%)	Social Value (%)	Price (%)	Total
A	48.00	6.66	40.00	94.66
B	34.00	4.54	24.00	62.54
C	26.00	8.50	12.00	46.50
D	24.00	5.12	13.00	42.12
E	24.00	4.82	13.00	41.82
F	0	Eliminated from Evaluation.		
G	0	Eliminated from Evaluation.		
H	0	Eliminated from Evaluation.		
I	0	Eliminated from Evaluation.		
J	0	Eliminated from Evaluation.		
K	0	Eliminated from Evaluation.		
L	0	Eliminated from Evaluation.		
M	0	Eliminated from Evaluation.		
N	0	Eliminated from Evaluation.		
O	0	Eliminated from Evaluation.		
P	0	Eliminated from Evaluation.		
Q	0	Eliminated from Evaluation.		
R	0	Eliminated from Evaluation.		
S	0	Eliminated from Evaluation.		

- 6.26 Based on the scores above, the Most Economically Advantageous Tender (MEAT) is Tenderer A, scoring highest for Quality and highest for Price, and Social Value. Tenderer A has demonstrated excellent knowledge and experience in their Method Statement response, whilst remaining competitive in price, and maintaining a strong Social Value focus. As detailed in the Exempt part of this report, the new tendered rate is in line with current and previously tendered market rates.
- 6.27 The total contract value is made up of multiple workstreams that relate to this type of contract as there is the electrical condition report itself, remedial works, smoke detection along with potential electrical rewires.
- 6.28 Competitively tendering the new contract through Haringey's London Construction Programme to 121 potential suppliers ensures that the wider market is engaged and that current market rates are reflected. When assessed as a whole, Haringey will get the most value from each one pound spent on this programme compared to the other bidders. The rates tendered also compare favourably to those incurred under the existing programme. with a favourable reduction in the base rate for an electrical inspection condition report.
- 6.29 The programme has previously been delivered by Haringey Repairs Service. Much of the previous programme was capitalised due to the amount of upgrade and improvement works carried out. Having now completed the recovery

programme, the future programme will include a mix of revenue and capital expenditure as detailed in the table set out in the Exempt part of this report.

- 6.30 The costs of this service have been identified and discussed with Finance colleges for the new budget requirements for the Mechanical & Electrical team responsible for the delivery of the programme.

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

- 7.1 This project will help to deliver theme 5 of the corporate delivery Plan. A borough where everyone has a safe, sustainable, stable, and affordable home.

8. Carbon and Climate Change

- 8.1 The implementation of this contract will ensure that our residential electrical systems and installations are safe and in good working order. Having compliant and safe systems ensure they are working in an efficient manner which contributes to reducing electricity demand from inefficient and possibly overloaded or badly insulated wiring.
- 8.2 Older and inefficient circuits can cause damage to appliances and lead to unnecessary failure or replacement of appliances that would otherwise have remained operational and effective. This will therefore reduce the waste and additional carbon emissions resulting from purchasing new unnecessary appliances.
- 8.3 The programme of inspections repairs and upgrades may be used to identify and improve opportunities for residents to install more efficient light bulbs and appliances through the provision of suitable fitments and circuits.
- 8..4 All materials and components used in the programme will comply with current standards and regulations which include energy reduction and carbon efficiency requirements aligned to applicable British and European standards.
- 8.5 All of our contractors engaged in such service provision require and maintain modern efficient vehicles to ensure service delivery and commercial efficiency.

9. Statutory Officers comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)

9.1 Finance -

This contract covers all council dwellings, approximately 15,000 units, and includes inspections and work on both the individual dwellings and communal areas.

The total value of the contract is over a period of five years (an initial two-year term with three possible annual extensions).

The works encompass both capital and revenue expenditures, and the costs will be allocated accordingly—currently estimated at 63% for revenue and 37% for capital.

It remains unclear how the total sum was derived...

The capital projected expenditure is being funded from the existing capital budget allocated for EICR works.

There is sufficient budget to cover the revenue expenditure, and the project will be closely monitored to prevent cost overruns, with regular reports provided.

9.2 Procurement

Strategic Procurement (SP) note that this report relates to the approval to award a contract for the provision of planned maintenance, repairs and testing Electrical Installation Condition Reports (EICR) compliance for domestic electrical and communal electrical distribution systems.

SP note that a competitive tender was launched via the LCP's Minor Works DPS. The adopted procurement is in line with Contract Standing Order (CSO) 9.04.1(b) and Regulation 34 of the Public Contract Regulations.

The Tenderers' bid submissions were evaluated in accordance with the scoring methodology contained within the published Invitation to tender document.

The outcome of the procurement demonstrates value for money.

SP support the recommendation to approve the award in accordance with CSO. 9.07.1 (d)

9.3 Assistant Director of Legal & Governance (Monitoring Officer)

The Assistant Director of Legal and Governance (Monitoring Officer) has been consulted in the preparation of this report. The process described in the report is in line with the Council's Contract Standing Orders (CSOs) 7.01(b) and 9.07.1(d).

The proposed contracts are subject to the Public Contracts Regulations 2015 ("PCRs") as their estimated value is above the financial threshold for public works and public services under the PCRs. The Procurement team have confirmed that the LCP's Minor Works DPS was used to procure the proposed contracts. These procedures are compliant with the PCRs and also with the Council's CSOs (CSO 9.04.1(b) and Regulation 34 of the PCRs).

Pursuant to CSO 9.07.1(d) Cabinet may award, assign, or novate contracts valued more than £500,000 (five hundred thousand pounds). The Cabinet

may also approve a delegation to the Director of Placemaking and Housing in respect of the three annual extensions.

In addition, the Cabinet may approve issue of a letter of intent prior to the formal contract being executed. This may be for either 10% of the contract price or £100,000, whichever is the higher value.

The Assistant Director of Legal and Governance (Monitoring Officer) confirms that there are no legal reasons preventing the Cabinet from approving the recommendations in the report.

9.4 Equality

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

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

The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socio-economic status as a local protected characteristic.

The purpose of this decision is to approve the award of the contract for the Electrical Inspection Reports Contract for Haringey Council, to support our Building safety & Compliance and in-house Electrical Team with carrying out critical safety inspections and associated works.

Given that the aim of this decision is to continue to support resident safety through the delivery of our electrical safety programmes, we do not predict any negative equalities implications resulting from this decision.

As an organisation carrying out a public function on behalf of a public body, the Contractor who is awarded the contract will be obliged to have due regard for the need to achieve the three aims of the Public Sector Equality Duty as stated above. Appropriate contract management arrangements will be established to ensure that the delivery of the major works does not result in any preventable or disproportionate inequality.

10. Use of Appendices

Exempt report (Appendix A)

11. Background papers

NA

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MINUTES OF THE MEETING Cabinet Member Signing HELD ON Monday, 7th October, 2024, 3.40pm – 3.50pm

PRESENT:

Councillors: Peray Ahmet – Leader of the Council

ALSO ATTENDING: Robbie Erbmman, Ayshe Simsek

9. FILMING AT MEETINGS

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

10. APOLOGIES FOR ABSENCE

None

11. URGENT BUSINESS

None

12. DECLARATIONS OF INTEREST

None

13. DEPUTATIONS / PETITIONS / QUESTIONS

None

14. ACQUISITION OF PROPERTIES UP TO £700,000 FOR HOUSING USE

The Leader of the Council considered the report which sought approval of the acquisition of 40 larger sized family homes over two years capped at a maximum total sum of £28,000,000.

The Council had a significant Temporary Accommodation (TA) challenge like many local authorities across the country with over 2446 families in temporary accommodation.

It was noted that the Council has a successful programme of purchasing properties and leasing them through Haringey Community Benefit Society (HCBS) to help address this TA need. Based on the data and requirements of the TA list, the Council required at least 10% of 4-bedroom properties and above to meet demand.

It was further noted that the average price of a 4-bedroom property in Haringey was £750,000, therefore, the report recommended that approval was granted to acquire larger family homes, which were valued up to £700,000, through the acquisition programme.

In response to questions, the Leader noted:

- That changes to funding arrangements meant that there was more opportunity to find and purchase more 4 bedroom properties.
- These were much needed properties for temporary accommodation purposes and there were four properties already identified and in the pipeline.
- The Cabinet Member for Housing and Planning(Deputy Leader) would be kept informed of the purchases which would also be considered through the Council's internal governance process via the Temporary Accommodation Board.
- These delegated decisions would also be reported to Cabinet.

RESOLVED

1. To approve the acquisition of 40 larger sized family homes over two years capped at a maximum total sum of £28,000,000. This equates to acquisition of 40 homes at an average of £700,000 per property through the acquisitions programme, which meet the current assessment criteria for purchasing properties outlined in 6:10; and
2. To delegate authority to the Director for Placemaking and Housing , after consultation with the Director of Finance and the Assistant Director of Legal and Corporate Governance (Monitoring Officer), to negotiate and purchase of each of the 40 individual properties up to a value of £700,000 which meet the current assessment criteria for purchasing properties.

Reasons for decision

Part 7 of the Housing Act 1996 (as amended) sets out the duties to households who are homeless or threatened with homelessness. If a main housing duty is accepted, housing authorities must ensure that suitable accommodation is available for the applicant and their household until the duty is brought to an end, usually through the offer of a settled home. A suitable offer of a settled home which would bring the main housing duty to an end includes an offer of a suitable secure or introductory tenancy with a local authority, an offer of accommodation through a private registered provider (also known as a housing association) or the offer of a suitable tenancy for at least 12 months from a private landlord made by arrangement with the local authority.

Whilst the wait for social housing is long for all family sized accommodation, historically there has been a shortage of larger homes available to let to families in TA,

resulting in even longer stays in temporary accommodation. Additional supply of larger sized family homes would have a positive impact on the length of time waiting for accommodation for residents who require this property size.

Accepting this is an opportunity to lever larger homes into our programme - which will mean overall we are able to deliver more homes for rent and save on costly temporary accommodation providing larger properties which will contribute to the overall Medium Term Financial Strategy.

Alternative options considered

Continuing to use temporary accommodation. Temporary accommodation relies heavily on private sector supply. The private sector market has changed significantly in recent years and those properties that are secured have been at increased cost. The reduced supply has also led to the increased use of commercial hotels and B&Bs, more properties secured further afield and increased TA costs. Typically, commercial hotels and B&Bs do not have cooking facilities or separate living areas, only a bedroom and bathroom, and therefore long-term use has an impact both on families mental and financial wellbeing.

Purchasing and relocating families outside of the borough in lower value properties. Whilst this is an option we can and will pursue to increase the number of properties acquired through the programme, various additional factors need to be considered before this could be treated as a viable option. These include affordability of areas outside of the borough to residents and or viability, enabling households to retain their family, employment, schooling, and community links as well as the consideration of practical ongoing management and maintenance costs

CHAIR:

Signed by Chair

Date

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MINUTES OF THE MEETING Cabinet Member Signing HELD ON Tuesday, 29th October, 2024 10am -10.30am.

PRESENT:

Councillors: Sarah Williams – Cabinet Member for Housing and Planning (Deputy Leader)

**ALSO ATTENDING: Jack Goulde (Head of Housing Development)
Peter De-Bique (Senior Project Manager) Christian Carlisle, Interim AD Asset
Management Ayshe Simsek Democratic Services and Scrutiny Manager.**

15. FILMING AT MEETINGS NOTICE

The Cabinet Member for Housing and Planning (Deputy Leader) referred to the filming notice at meetings and attendees noted this information.

16. APOLOGIES FOR ABSENCE

There were no apologies.

Cllr Bevan attended online.

17. URGENT BUSINESS

None

18. DECLARATIONS OF INTEREST

None.

19. AWARD OF A CONTRACT FOR THE DELIVERY OF VOIDS WORKS FOR PROPERTIES RECENTLY ACQUIRED BY THE COUNCIL THROUGH ITS ACQUISITION PROGRAMME

The Cabinet Member for Housing Planning (Deputy Leader) considered a report which sought approval to deliver important voids works to properties that have been acquired by the Council for onward leasing to the Haringey Community Benefit Society (HCBS). The Housing Team had been successful in acquiring much needed additional homes in the borough with the support of external funding from the GLA and MHCLG.

The Cabinet Member was asked, in light of a formal procurement exercise outlined in 8.1-8.3 of the attached report to approve the appointment of Contractor A (set out in the exempt report) to deliver these voids works.

It was expected, subject to the Cabinet Member's approval, that the contract would mobilise in the autumn of 2024. The contract would run for an initial period of one year, with an option to extend.

In response to a question from Cllr Bevan regarding meeting forthcoming increased comprehensive standards for void works and avoiding a need to update the works in future years, it was noted that voids work compliance was set according to the GLA requirements, and these would have included these increased specifications. The recommended contractor was also experienced. They had already worked on a significant number of voids in the borough and had good knowledge of the Council's housing stock.

Further to considering the exempt information and exempt recommendations, the Cabinet Member for Housing and Planning (Deputy Leader),

RESOLVED

1. To approve pursuant to the Council's Contract Standing Orders (CSO) 9.07.01d, the appointment of Bidder A (named in Appendix Two, the Exempt Report) to undertake building works as set out in Appendix One to the properties for a contract sum as set out in the exempt part of this report
2. To approve the total sum set out in Appendix Two (Exempt Report).

Reasons for decisions

Haringey Council is forecasting a significant expansion in the number of properties acquired for onward lease to the HCBS that will require void works.

Following an assessment of the available options, the council requires the works set out in Appendix One and Appendix Two (Exempt Report) to be completed for these properties to be let rapidly to Haringey residents.

After the conclusion of a formal procurement process, Contractor A has been identified to deliver this contract.

Alternative options considered

The primary alternative to the proposed contract would be for the required services to be delivered by existing teams within the council. However, as noted in 3.1, the council is forecasting a significant increase in the number of properties that require void works in the next two years owing to an expansion of the council's successful acquisition programme. These voids will require rapid, specialist work to allow them to be let to Haringey residents. This is a time dependent priority given that, like most local authorities, Haringey is facing acute housing need from homeless households and a requirement to reduce the council spending on expensive private rented sector accommodation for residents who have presented as homeless (please see 5.1-5.4).

As a consequence, it has been concluded that existing council services would benefit from additional support from a short-term void works contract to deliver these essential works in the quick timeline required.

An alternative option would be to conduct a direct appointment, but this option was rejected due to the estimated contract value of the scheme and to drive value for money through competitive bidding. Instead, this contract was procured via a competitive tender through the London Construction Programme Dynamic Purchasing System and Haringey Procurement and Contract System for mini competition, using a standard, fixed price, JCT Contract with contractor's design based upon the National Federation Scale of Rates.

20. KENNETH ROBBINS HOUSE - AWARD OF CONTRACT FOR MAJOR REFURBISHMENT PROGRAMME.

The Cabinet Member for Housing and Planning (Deputy Leader) considered a report, which sought approval to award a contract for the major refurbishment programme at Kenneth Robbins House.

The works to Kenneth Robbins House included the replacement of flat entrance doors, fire doors to communal stairwells, emergency lighting, replacement of windows to dwellings and communal areas, replacement of soil and vent pipes, renewal of lateral mains and other external and communal building fabric repairs and redecorations to include the application of fire rated coatings to all previously painted elements.

The Cabinet Member noted that the cost of the works was £8.4m. This did not include contingency or consultant fees. The total project sum is in the Exempt Report – Part B.

There had been no compliant bidders in the first procurement tendering round and the second tender exercise was completed through the DPS (Dynamic Purchasing System). This had activated 11 bids and 7 of these had been compliant. This interest had demonstrated the appetite in the sector for completion of refurbishment works. There was significant social value built into the contract and opportunities to be added to the portal.

The contract was expected to be awarded at the end of November to enable an 18-month delivery programme, completing in the spring / summer of 2026.

In response to questions from Cllr Bevan, the following information was provided:

- The tender percentage allocation for quality had been 60 % (including a 10% requirement for social value) and 40 % allocated to cost. The tenders which were not compliant did not meet health and safety and resident engagement requirements.
- The pre - tender estimate had been over £20m for both major works at Kenneth

Robbins House and Stellar House but the combined total was at £15m and these were competitive bids. The contracts were particularly attractive to bidders as the blocks are located in one area and the works are contained within the blocks and surrounding areas.

- Assurance was provided of the leaseholder engagement activities taken forward and the senior project manager had met with 5 leaseholders and written to absent leaseholders. There would be a payment saving provided to leaseholders for window replacement works, and other works which are categorised as relevant defects. Leaseholders will be notified in the coming days. Engagement with leaseholders would also continue with the ongoing works.
- Noted the suggestion to engage the participation of the concierge services at the blocks as they had been working with residents for a number of years and could support access to homes which may feel intrusive to some residents. Officers appreciated this suggestion and were also expecting a proactive approach from the contractor.
- In response to the savings made on the pre- contract estimate and taking forward decoration works in the five neighbouring blocks, which had not received decoration works for the last 30 years, the Council had significant financial constraints, and this request would need to be considered in this context.

Following consideration of the exempt information and exempt recommendations, the Cabinet Member for Housing and Planning (Deputy Leader),

RESOLVED

1. That In line with Contract Standing Order (CSO) 16.02, to approve the award of contract to Tenderer A (as set out in Appendix A), to a total value of £8,412,853.64.
2. To issue a Letter of Intent to the contractor for a value of no more than £100k. The Letter of Intent will enable the contractor to place an order with their supply chain to enable the programme to be met.

Reasons for decision

The works to Kenneth Robbins House have been identified following a RIBA Stage 1-3 Report produced by Ridge and Partners in 2020, and a range of surveys carried out over the past 3-5 years. The surveys were commissioned to assess the performance of the structural fabric, the building's compliance with current health and safety and fire regulations, the condition of services such as internal drainage and electrical components, and the general condition of decorations to the external and communal parts.

The surveys revealed that significant works are required to ensure the building complies with current fire safety and Building Regulations. The surveys also highlighted a need to address the ongoing leaks throughout the block, and suggested the renewal of the internal soil stacks and associated drainage connects. Other works were identified such as the replacement of windows, external fabric / structural repairs, electrical upgrade, and decorations to the external and communal parts.

Alternative options considered.

Do nothing is not an option as the surveys revealed essential works to ensure compliance with current fire safety and building regulations. The surveys also revealed significant works, which will not only prolong the life of the building by replacing key elements but will also; provide a safe and healthy environment for the residents.

The only option available to the Council is to combine the essential works under a single project, procure a suitable contractor and deliver in accordance with the outline budget and programme.

21. STELLAR HOUSE - AWARD OF CONTRACT FOR MAJOR REFURBISHMENT PROGRAMME.

The Cabinet Member for Housing and Planning (Deputy Leader) considered a report, which sought a decision to award a contract for the major refurbishment programme at Stellar House.

The works to Stellar House included structural repairs to all elevations, replacement of flat entrance doors, fire doors to communal stairwells, emergency lighting, replacement of windows to dwellings and communal areas, replacement of soil and vent pipes, renewal of lateral mains and other external and communal building fabric repairs and redecorations to include the application of fire rated coatings to all previously painted elements.

It was noted that this block had a history of leakages and the need for works was driven by building safety requirements. The original tender process had received only one compliant bid; therefore, a second tender process had been taken forward through the DPS (Dynamic Purchasing System) framework. The successful bid was £6.6m and that was set against a pre-tender estimate of £7.2m. There had been a poor response from leaseholders to the engagement activities, but the project team would continue to engage with them in the ongoing works.

In response to questions from Cllr Bevan, the following was noted:

- The contractor and Council officers would work with legal services if there needed to be court orders sought to gain access to properties for the replacement of soil and vent pipes.
- In relation to rubbish dumping on the first-floor patio area, officers were fully aware of this issue and trying to compile a safe way to clear and future-proof

this area.

Following consideration of the exempt information and exempt recommendations, the Cabinet Member for Housing and Planning (Deputy Leader),

RESOLVED

1. That in line with Contract Standing Order (CSO) 16.02, to approve the award of contract to Tenderer A (as set out in Appendix A), to a total value of £6,612,850.35.
2. To approve a Letter of Intent to be issued to the contractor for a value of no more than £100k prior to issue of the formal contract. The Letter of Intent will enable the contractor to place an order with their supply chain to enable the programme to be met.

Reasons for decision

The works to Stellar House have been identified following the Council's instruction to John Rowan and Partners LLP (JRP) in May 2022, to undertake an options appraisal and feasibility study to assess the condition of the block for a major works programme.

The feasibility study concluded that major works are required to the block, and these range from the replacement of windows to dwellings and communal areas, replacement of front entrance and communal fire doors, structural repairs, and fire upgrade / improvements to the common parts and the general upgrade to the main fabric of the building.

Alternative options considered.

Do nothing is not an option as the feasibility study carried out by JRP revealed essential works to ensure compliance with current fire safety and building regulations. The study also revealed significant works, which will not only prolong the life of the building by replacing key elements but will also; provide a safe and healthy environment for the residents.

The only option available to the Council is to accept the recommendations put forward by JRP to develop a major works project and procure a suitable contractor to deliver the scheme in accordance with the outline budget and programme.

22. NEW ITEMS OF URGENT BUSINESS

None.

23. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

To exclude the press and public from the meeting as items 10 - 11 contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 3 and 5, namely information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

24. EXEMPT AWARD OF A CONTRACT FOR THE DELIVERY OF VOIDS WORKS FOR PROPERTIES RECENTLY ACQUIRED BY THE COUNCIL THROUGH ITS ACQUISITION PROGRAMME

The Cabinet Member for Housing and Planning (Deputy Leader) considered the exempt information and agreed the exempt recommendations.

25. EXEMPT KENNETH ROBBINS HOUSE - AWARD OF CONTRACT FOR MAJOR REFURBISHMENT PROGRAMME

The Cabinet Member for Housing and Planning (Deputy Leader) considered the exempt information and agreed the exempt recommendations.

26. EXEMPT STELLAR HOUSE - AWARD OF CONTRACT FOR MAJOR REFURBISHMENT PROGRAMME.

The Cabinet Member for Housing and Planning (Deputy Leader) considered the exempt information and agreed the exempt recommendations.

27. NEW ITEMS OF EXEMPT URGENT BUSINESS

None

CHAIR:

Signed by Chair

Date

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(Adults, Health and Communities)

Significant decisions - Delegated Action - For Reporting to Cabinet on 12 November 2024

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	02 October 2024	Bed and Breakfast Accommodation Provision - Hotelier Framework September 2024	Under the call-off procedure within the framework, this report will sought approval to enter into block contracts for hotel accommodation commissioned from the Hotelier Framework
2.			

Delegated Action

Type	Number

Corporate Board Officer/Assistant Director Signature Date.....

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By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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