NOTICE OF MEETING

CABINET

Tuesday, 15th July, 2025, 6.30 pm - George Meehan House, 294 High Road, Wood Green, N22 8JZ (watch the live meeting or 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 20 below. New items of exempt business will be dealt with at Item 23 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 x: Exclusion of the Press and Public. No representations with regard to these have been received.

<u>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.</u>

6. MINUTES (PAGES 1 - 30)

To confirm and sign the minutes of the meeting held on 17 June 2025 as a correct record.

7. AMENDMENTS TO AGREED MINUTES (PAGES 31 - 34)

To amend the extract of the minutes of the 22 April 2025 to accurately record decisions taken. All amendments are marked on the proposed version of the

minutes: strikethroughs are the proposed removals and in red are the proposed additions.

8. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

9. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE (PAGES 35 - 40)

For Cabinet to consider the recommendations from the Overview and Scrutiny Committee on the One off Scrutiny Review of Community Safety. Cabinet to further consider and agree the responses to the recommendations.

10. 2024/25 PROVISIONAL FINANCIAL OUTTURN (PAGES 41 - 108)

Report of the Corporate Director of Finance and Resources (S151 Officer). To be presented by the Cabinet Member for Finance and Corporate Services

11. DRAFT 2026-27 BUDGET AND 2026-2031 MEDIUM TERM FINANCIAL STRATEGY REPORT (PAGES 109 - 160)

Report of the Corporate Director of Finance and Resources (S151 Officer). To be presented by the Cabinet Member for Finance and Corporate Services

12. APPROVAL TO TENDER FOR THE CONSTRUCTION OF SELBY URBAN VILLAGE (PAGES 161 - 178)

Report of the Corporate Director of Culture, Strategy and Communities. To be presented by the Cabinet Member for Placemaking & Local Economy

13. KERBSIDE STRATEGY AND ELECTRIC VEHICLE STRATEGY (PAGES 179 - 278)

Report of the Corporate Director of Environment and Resident Experience. To be presented by the Cabinet Member for Climate Action, Environment & Transport

14. NOEL PARK PROJECT (PAGES 279 - 306)

Report of the Corporate Director of Adults, Housing and Health. To be presented by the Cabinet Member for Housing & Planning (Deputy Leader)

15. LONDON BOROUGH OF CULTURE 2027 DELIVERY ARRANGEMENTS: CREATION OF A CHARITABLE COMPANY LIMITED BY GUARANTEE (PAGES 307 - 338)

Report of the Corporate Director of Culture, Strategy and Communities. To be presented by the Cabinet Member for Culture and Leisure

16. NORTH LONDON JOINT WASTE STRATEGY 2025 - 2040 (NLJWS) (PAGES 339 - 444)

Report of the Corporate Director of Environment and Resident Experience. To be presented by the Cabinet Member for Climate Action, Environment & Transport

17. REVIEW OF THE DIRECT LABOUR ORGANISATION REPAIRS AND VOIDS DELIVERY MODEL (PAGES 445 - 452)

Report of the Corporate Director of Adults, Housing and Health. To be presented by the Cabinet Member for Housing & Planning (Deputy Leader)

18. STREET LIGHTING TERM CONTRACT EXTENSION (PAGES 453 - 460)

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

19. MINUTES OF OTHER BODIES (PAGES 461 - 476)

To note the minutes of the following:

Cabinet Member Signing

29 May 2025 - Osborne Road, Bin Chute & Variation of Surveying Contracts

10 June 2025 - Borough Wide Kitchen & Bathroom Modernisation & Associated Works (2025-2027)

10 June 2025 - Award of contract for the provision of Positive Behaviour Support Service - Care and Support for Person B

20. NEW ITEMS OF URGENT BUSINESS

As per item 3.

21. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Committees Manager

Item 22 allows for consideration of exempt information in relation to item 12.

TO RESOLVE

That the press and public be excluded from the remainder of the meeting as item 22 contains 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.

22. APPROVAL TO TENDER FOR THE CONSTRUCTION OF SELBY URBAN VILLAGE (PAGES 477 - 504)

Exempt appendix relating to item 12.

23. NEW ITEMS OF EXEMPT URGENT BUSINESS

As per item 3.

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

Monday, 07 July 2025

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Agenda Item 6

MINUTES OF THE MEETING Cabinet HELD ON Tuesday, 17th June, 2025, 6.35 - 8.03 pm

PRESENT:

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

ALSO ATTENDING:
Councillors: Scott Emery

200. FILMING AT MEETINGS

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

RESOLVED:

To note the filming procedure

201. APOLOGIES

There were none.

202. URGENT BUSINESS

There were 2 items of late exempt business in relation to items 28 and 29. These items were not available at the time of the publication due to the need for additional verification and consultation on this information before decision making at Cabinet. Cabinet accepted these reports as late business in accordance with Part four section C paragraph 3.3 of the Constitution.

203. DECLARATIONS OF INTEREST

There were none.

204. 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.

205. MINUTES

The minutes of the previous meeting, dated 22 April 2025, were discussed

RESOLVED:

The minutes of the previous meeting, dated 22 April 2025, were approved as a true and accurate record of proceedings.

206. DEPUTATIONS/PETITIONS/QUESTIONS

There were none.

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

There were none.

208. HARINGEY YOUTH STRATEGY 2025 - 2030

The Lead Member for Children, Schools and Families introduced the report. It was explained that Haringey's Youth Strategy aimed to recognise that the delivery of a youth offer was not the responsibility of a single agency but was owned by all partners that worked with young people in the borough. It was stressed that the approach was underpinned by a strong vision that collaboration and partnership was at the heart of what the Council did to ensure young people received the support they needed to succeed and improve outcomes.

It was explained that the strategy focused on ensuring that there was a local youth offer that was needs-led, inclusive, diverse, and supported young people to feel safe, learn new skills, and be actively supported and engaged in influencing decision-making on topics that were important to them. A key priority of the strategy was to develop a borough-wide approach across the youth sector to ensure that there was a co-ordinated, accessible youth offer that provided high-quality spaces and activities for young people, offering opportunities that benefited them in their lives as they transitioned to adulthood.

Youth representatives gave an account of their input into the development of the strategy. It was explained that young people felt that the strategy was inclusive and open for young people, but that there could be a better structure and awareness of the impact that young people can have on the youth strategy and outcomes for young people. Young people did note that the survey had some limited impact in schools, due to lack of interest in schools and teaching staff. It was noted that young people often didn't see an outcome from work that was undertaken by the local authority and that this could be an area in which the Council worked in future.

In response to comments and questions from Councillors Chandwani, Carlin, Hakata and Emery the following information was shared:

- Young people suggested that there should be more outreach on social media to outline the impact that young people can have on their community and how they can also impact the work of the Council.

- Young people stressed the need to build long-term relationships with young people in the community to help build networks and connections and therefore increase participation.

- Officers outlined the success criteria of the plan. It was explained that engagement with young people was a key identifier of success. However, it was stressed that there were some difficulties in reaching young people, but noted that there had been some success in this area in the development of the strategy. It was noted that the Council would work with schools to encourage more proactivity with the strategy's aims.

- Officers explained that the prioritising of spending recommendations within the strategy were not yet known, and that the Council would provide future evidence of the prioritisation of resources. However, officers stressed that they would encourage young people to challenge the work of the Council.

- Officers explained that Haringey had produced their strategy ahead of the national strategy, and were pleased to be ahead of the government on this strategy.

RESOLVED:

That Cabinet:

1. Noted the content of this report.

2. Approved the Haringey Youth Strategy for 2025–2030.

Reasons for Decisions:

The Youth Strategy 2025–2030 outlined Haringey Council's commitment to implementing the Borough Vision Call to Action to support young people by focusing on two initial key priorities:

a) Facilitated high-quality activities and spaces for young people to meet the diverse range of interests, needs, and experiences that young people had.

b) Heard young people's voices by encouraging their participation in decision-making, civic, and democratic life in the borough.

This strategy was developed in alignment with other local strategies focused on young people and in anticipation of the forthcoming National Youth Strategy, set to be published in 2026.

The strategy consolidated findings from recent engagement with young people, integrating various council initiatives in areas such as placemaking, culture, and youth participation. It included the publication of the Haringey Local Youth Offer, which encompassed both universal and targeted council services, as well as activities provided by the voluntary and community sector (VCS). An analysis of youth services and activities in the borough provided a comprehensive overview of current provisions, identifying strengths, weaknesses, opportunities, and threats to inform planning, commissioning, and delivery of services. This strategy reflected the landscape of youth services in Haringey as of 2025, acknowledging that the provision and needs of these services might evolve over the coming years.

Furthermore, the strategy emphasised the importance of effective engagement with young people and outlined how their involvement in local decision-making would be enhanced. A series of recommendations were made to achieve the strategic outcomes detailed in the Borough Vision, accompanied by indicators to monitor progress and ensure the strategy remained responsive to the evolving needs of young people in Haringey.

Alternative Options Considered:

Consideration was given to having a sole focus on reviewing and strengthening the local authority youth offer. However, in recognition of the valuable wider youth and community sector offer delivered by partners and the context of a new national youth strategy being developed, it was decided that while this would be a council-led strategy, it would be underpinned by a partnership approach. This ensured shared ownership of a borough youth offer. For these reasons, it was recommended that the Council adopt the Youth Strategy attached as Appendix A: *Haringey Youth Strategy 2025–2030*.

209. ACCEPTANCE OF CONNECT TO WORK GRANT

The Cabinet Member for Placemaking and Local Economy introduced the report. It was explained that, for those who were not in employment but wanted to work, accessing the labour market and securing good work was a challenge for a number of reasons, not least the systemic barriers in place to finding and keeping sustainable, well-paid employment. It was explained that Haringey Council pledged to support people into good jobs where they were paid a regular fair wage and had opportunities to progress. People with illnesses – physical and mental – and those living with disabilities faced additional barriers to finding employment and could benefit from

tailored support.

It was explained that the Council had accepted the £3.8 million Connect to Work grant to fund the work of Haringey Works over the following five years to support almost 1,000 people into good jobs. This was a voluntary scheme for people who wanted tailored support from the Council. Haringey Works had a proven track record, using a person-centred holistic approach to ensure wider barriers to employment were addressed. In 2024/25, 450 of the residents they supported moved into employment within the year across a variety of sectors.

It was noted that the Council had built on its approach by integrating employment, health, and community services to provide individual support to people with disabilities, health conditions, and complex barriers to finding sustainable employment. It not only addressed individual barriers but also systemic ones in various employment sectors, bringing diverse perspectives and experiences into our labour market.

It was explained that Haringey had the sixth highest unemployment rate in London; this figure represented people without jobs who were actively seeking work and that there was a role for the Council to play in supporting this group. It was stressed that good employment brought economic, social, and psychological benefits to people and that it was a key part of the Council's commitment to make Haringey a place where people could thrive.

In response to comments and questions from Cllr Emery, the following information was shared:

- It was explained that Haringey had chosen a model of a 50/50 split between commissioned services and in house services and that this would allow the Council to most effectively undertake the requirements of the service and to also develop its in house offer.

- It was noted that the Council had worked with around 450 people, and that these were a wide a range of residents, focussing on the areas of highest unemployment in the borough. It was stressed that, while the service targeted key areas, it would work to support all of those currently seeking work within the borough.

- It was explained that the service provided bespoke support to those who were struggling most to get into work, particularly those with complex needs.

RESOLVED:

That Cabinet:

1. Approved acceptance of a grant from Central London Forward of £3,834,041 for the delivery of 50% of the Connect to Work programme in Haringey between April 2025 and March 2030. This would create a targeted Employment Support programme providing resources and capacity for Haringey Works to deliver voluntary employment support for Haringey residents who were economically inactive and experiencing health conditions or disabilities or faced complex barriers impacting their ability to work. This was in accordance with Contract Standing Order 21.01, where the Council had received a grant from an external body, and the process for approving or varying the agreement for the grant was the same as that set out in CSO 2 (i.e. the Director could approve receipt of a grant valued at less than £500,000. For approval of receipt of grants valued at £500,000 or more, a Cabinet decision was required).

2. Approved the hybrid model of delivery, with Haringey Works delivering 50% of the programme and working in partnership with a commissioned provider who delivered the remaining 50% of the programme. Commissioning of the external provider was managed by CLF.

Reasons for Decision

Although the number of unemployed residents had significantly decreased since the pandemic, Haringey continued to experience relatively high levels of unemployment. As of March 2025, around 6% of the population were claiming out-of-work benefits compared to a London average of 5.1%.

In line with national and London trends, there was also a growing number of residents who were inactive in the Labour Market, particularly for reasons of ill health, including mental health. Around 24% of the population was inactive in the Labour Market, compared to a London average of 20%. However, these figures needed to be treated with caution, as this number included those who were inactive for reasons such as caring responsibilities, studying, or retirement. While some within that figure were not actively seeking work, others were keen to secure employment but needed additional support to achieve that goal.

Haringey Works had an established track record of supporting residents into employment, using a person-centred holistic approach to ensure wider barriers were addressed. The service was a key member of Haringey's Employment and Health providers network, which convened and integrated employment support work for those with health barriers across all providers in the borough. In addition, the team was part of the new work and health place-based governance arrangements set up by the Integrated Care Board to join up the health and employment landscape locally.

During 2024–25, the service supported over 1,000 residents, with 450 of those moving

into sustainable employment, and the focus for this programme was support into sustainable jobs. Haringey Works delivered an IPS (Individual Placement and Support) programme to support people with substance misuse issues. The programme, funded by the Office of Health Improvement and Disparities, was second in the country for job start achievements. Haringey Works offered a trusted brand, provided specialist support, and was ideally placed to build on this experience and expand its offer of employment support through the IPS model.

Approving the funding and implementation of the Connect to Work programme:

- Provided access to funding over a 5-year period, enabling Haringey Works to continue supporting residents into employment following the end of UKSPF funding in March 2026. Haringey Works was ideally placed to deliver the Connect to Work programme, with a good understanding of residents' needs and established partnerships across community and health organisations.
- Contributed to the integration of employment and health services to provide holistic support to residents experiencing health conditions or disabilities impacting their ability to work.
- Ensured a structured and sustainable employment support model was available through Haringey Works over the next five years.
- Maintained Haringey's position as a leading provider of employment support using the Individual Placement and Support (IPS) model.

Alternative Options Considered

Not Accepting the Grant: This option was rejected as it would have resulted in a significant reduction in employment support provision through Haringey Works for Haringey residents.

Delivering the Programme Solely Through External Commissioning: This was deemed unsuitable, as it would not have leveraged the expertise and infrastructure of Haringey Works, which had an established track record in delivering employment support services.

210. AWARD OF A MAINTENANCE, METERING AND MONITORING CONTRACT FOR THE COUNCIL'S SOLAR PV INSTALLATIONS

The Cabinet Member for Climate Action, Environment and Transport introduced the report. It was explained that the solar PV maintenance contract sat at the heart of the borough-wide push for climate resilience and renewable energy and that, from the initial 37 systems installed to the 46 more recent systems in housing developments, the Council had built an impressive network capable of generating clean electricity across its estates. It was highlighted that the borough's council house building

programme was about delivering high-quality, comfortable homes, designed to reduce carbon emissions and household bills and that on-site renewables, like solar panels, came as standard.

It was explained that the proposed contract marked a critical turning point in the Council's approach and that these systems generated maximum renewable energy, directly reducing the borough's carbon footprint; provided crucial data for the Annual Carbon Report; extended their operational life well beyond the expected 25 years; and, reduced energy costs for residents, schools, and services.

It was explained that the proposed flexible contract structure meant the Council was prepared for growth and that the core systems received immediate attention while the framework allowed schools, housing developments, and community buildings to join when ready. It was stressed that the journey toward carbon neutrality required investment and careful stewardship of existing assets and that the proposed contract delivered the latter, looking to transform how the Council protected and optimised the renewable infrastructure already built across Haringey.

It was explained that the proposed maintenance programme showed recognition that caring for existing assets formed an essential part of responsible climate leadership. The existing solar network had to work at peak performance if the Council was serious about delivering its zero-carbon commitments to Haringey residents.

In response to comments and questions from Cllr Emery, the following information was shared:

- It was explained by officers that the development, design and procurement of new PV systems would take significant amounts of time, so any additional funding from central government would be unlikely to be needed through this contract. It was stressed that the contract did have the flexibility to be able to add new systems as needed.

RESOLVED:

That Cabinet:

1. Pursuant to the Council's Contract Standing Order (CSO) 8.01 (use of Council Dynamic Purchasing System) and CSO 2.01.1C (Cabinet approval required for contracts valued at £500,000 or more), approved the award of a Solar Photovoltaic (PV) maintenance, metering, and monitoring contract to Contractor A (identified in Part B exempt section of the report). The contract was for an initial period of two years from 1 July 2025 to 30 June 2027, with an option to extend by one year to 30 June 2028 and a further option to 30 June 2029, with the total contract value identified in the Part B exempt report.

Reasons for Decision

The Council had its own established DPS, the LCP DPS, which was the preferred DPS for works. The tender was run as a mini competition via the DPS and was open from 17 March to 10 April 2025.

Contractor A provided the most economically advantageous tender, i.e. a mixture of price and quality. They scored a total of 92.2%. In the price score, they received 40% as they submitted the lowest price. In the quality section, they scored 52.2% out of 60%.

The bids were scored on a 60:40 quality-to-price basis.

The quality section covered five areas: a) Experience in delivering similar work;
b) Resources available to deliver the contract;
c) Health and safety;
d) Service delivery procedures; and
e) Data management and reporting.

Pricing was scored across two elements—'fixed' and 'variable' costs. The 'fixed' costs included tasks that were definitely required and/or required on a regular, defined basis (e.g. annual maintenance checks and weekly remote monitoring). The 'variable' costs included those that varied site by site and year by year (e.g. repairs, cleaning, and scaffolding).

Seven of the Council's sites were selected as sample sites for scoring purposes. The list of items in the statement of rates was spread among these sites to capture the uncertainty in the types of repairs that would be required during the contract. The sites chosen were a mixture of different sizes and locations to reflect the variation across the Council's solar PV installations.

Table 1: Bidder Scores Using the Costing Model

2. Contractor	3. Quality	4. Price	5. Total	6. Rank
7. Contractor A	8. 52.2	9. 40.0	10. 92.20	11. 1
12. Contractor B	13. 40.2	14. 30.85	15. 71.05	16. 2
17. Contractor C	18. 40.2	19. 21.40	20. 61.60	21. 3

Table 2 in the exempt report set out the scores of all bidders using the full contract value they provided.

Alternative Options Considered

Do the work in-house: Solar PV systems generated electrical energy in the form of direct current (DC). As most of the Council's electricians worked only with alternating current (AC) systems, they did not have the necessary knowledge or experience to work with DC installations. A specialist contractor was therefore required to avoid health and safety risks, so this option was rejected.

Do nothing: Solar PV systems were electrical systems that had to be maintained for health and safety reasons. Without regular maintenance, the risks included fire and electrocution, particularly as systems degraded over time. Many of the systems were between nine to fourteen years old, so regular maintenance was essential. This option was therefore rejected.

211. AWARD OF HOUSING ASSET MANAGEMENT PARTNERING CONTRACTS

The Cabinet Member for Housing and Planning, and Deputy Leader of the Council introduced the report. It was explained that the Council had invested in the refurbishment of thousands of council homes across Haringey and that the proposal was to commit more than £0.5bn to refurbishments over the following ten years. This aimed to bring 100% of council homes in Haringey to the Decent Homes Standard by 2028. The proposal would improve the average council home's energy rating from C-grade to B-grade, cutting bills for thousands of residents. That meant double glazing was installed, new modern boilers fitted, wall and loft insulation added, new front and back doors installed, as well as other measures.

It was explained that the Council was working to transform the way it procured building services and that, instead of managing many small contracts, it agreed to a few large contracts, one for each quarter of the borough.It was stressed that the Council closely monitored the performance of those firms, ensuring they consistently delivered quality. It was explained that this approach also enabled greater resident involvement in decision-making, both in procurement and governance. When designing repairs or refurbishments for a series of homes or an entire building, there was a real opportunity to collaborate with residents through regular engagement and the Resident's Voice Board. This requirement was written into the contracts.

The Cabinet Member explained that the scale and duration of these contracts allowed the Council to create jobs and opportunities for local people. Social value was maximised in the contracts. The Council aimed to see local jobs created, apprenticeships offered, and investment directed into the local community. These expectations were also embedded in the contracts. This agreement embedded a long-term partnership with the appointed firms, bringing investment not just in bricks and mortar but also in communities across the borough.

In response to comments and questions from Cllr Emery, the following information was shared:

- The Council had a proportion of Council Houses that met decent home standard at 80%. It was also explained that officers would respond in writing to questions on number of buildings at EPC B+

- It was explained that scores for any successful bidder were required to be above 81.34% in the tender evaluation process.

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RESOLVED:

That Cabinet:

1. Approved the award of the four partnering contracts across four geographical Lots, to four separate successful bidders in accordance with CSO 2.01(C).

2. Approved delegated authority for the Director of Housing, in consultation with the Corporate Director of Finance and Resources, to issue works orders under the contract in line with the annually Cabinet-approved Housing Revenue Account Housing Capital Programme.

Reasons for Decision

Haringey Council owned and managed approximately 20,500 properties within the London Borough of Haringey.

The award of the four contracts supported the strategy approved by Cabinet in July 2022—*Partnering Contracts Strategy for Housing Major Works*—and established four long-term partnering contracts. These were identified as the best way to address decency issues through a holistic approach to refurbishing both tenanted and leasehold properties, while maximising the social value benefits of the Council's investment. Key objectives of these contracts included:

- Ensuring all stock met the Decent Homes Standard and maintained that standard going forward.
- Ensuring all Council-owned homes achieved a minimum EPC B rating by 2035.
- Maintaining statutory safety standards in all blocks.
- Providing employment and training opportunities, supporting and enabling SME supply chains in the borough, and involving residents at all stages of procurement and delivery.

In December 2023, Cabinet approved a new Housing Asset Management Strategy. This strategy established a clear process for prioritising investment in the Council's housing stock, set a new standard for investment, and defined the framework for delivering that investment. This framework was created through the establishment of long-term partnering contracts, as outlined in the Cabinet-approved strategy (July 2022). The streamlined framework improved commissioning and delivery of housing investment, contract administration and management, contractor performance management, and the realisation of value for money and social value.

The Partnering Contracts delivered housing capital investment works to properties owned and managed by the Council, including but not limited to:

- Decent Homes-related works
- Building Safety & Fire Safety-related works
- Block refurbishment works
- Mechanical & Electrical works
- Decarbonisation-related works
- Neighbourhood & Estate improvement works
- Internal and external cyclical works

A procurement process was undertaken via a mini-competition through Lot 2.3 of the newly procured LCP Housing framework to identify four suitably qualified contractors. A separate contractor was selected for each of the four geographical lots. Each contract provided capital repairs and maintenance services to the Council's housing stock. It was recommended that four contracts be awarded—one to each of the four separate recommended bidders identified through the tender evaluation process.

As part of the mini-competition, bidders could apply for multiple lots but be awarded a maximum of one. Each bidder was required to set out their lot preferences in their tender submission.

Alternative Options Considered

Contractual Options

Continue with procuring contracts individually:
This route did not support wider corporate objectives, as it limited opportunities for co-production and delivery of social value. It was also vulnerable to uncertain market conditions in the construction industry. When contractors had the certainty of longevity, they were able to invest in the contract, implement social value, and drive down supply chain costs—benefits that could not be achieved when contracts were let

individually. The Council was not permitted to segregate contracts to avoid open market tendering for contracts exceeding the public works threshold of £4.733 million. Additionally, there were management costs associated with continuously producing specifications, going out to tender, and running leaseholder consultation processes. A more consolidated approach allowed officers to focus resources on contract management.

Put in place a framework with annual contract awards:
A framework agreement, commonly used as a multi-supplier arrangement, established relationships with several contractors to deliver works as approved providers. While this reduced some risks associated with single-contract procurement, the lack of guaranteed continuity of work reduced the potential for delivering wider social value—particularly in terms of meaningful employment and technical apprenticeships. Annual awards also made it harder to involve contractors early in planning stages. The uncertainty of continuity could deter market interest, especially in volatile times.

Award contracts based on type of work:
The approved Asset Management Strategy prioritised delivering works to residents' homes in a holistic manner to reduce disruption. Letting contracts based on work types rather than properties would have departed from this strategy. While the in-house team could theoretically coordinate such works, they did not currently possess the necessary skill set. This would have shifted liability for delays from contractors to the Council. Delivering works holistically also offered financial advantages by reducing access requirements, site setup, and management costs. Moreover, splitting contracts by work type could impact warranties and contractor liabilities if one contractor's work caused product failures or damage.

Deliver the works in-house:
The Council already delivered its housing repairs and maintenance service in-house, valued at around £20 million per annum. A small kitchen and bathroom programme (circa £1 million) was delivered in-house in 2020/21, which highlighted that the Council lacked the necessary skills at both management and operative levels to deliver this type of work. The scale of change required to take on this work internally would have been significant. Risks included health and safety, building safety, supply chain issues, and labour availability. Partnering with contractors allowed Council staff to develop key skills, which could support a future transition to in-house delivery if deemed appropriate.

Partnering Options Considered

Period of the Contract:
Across the local authority and housing sectors, several major works partnering contracts had recently been awarded or were in procurement. Clarion let a 20-year contract, London and Quadrant procured a 15-year contract, and Hackney was out to

market for a 4-year framework. After taking market advice, a 10-year contract with a 5-year break clause was considered appropriate for Haringey. Given that procurement and full mobilisation would take around two years, the contract needed to be long enough to attract bidders and deliver long-term benefits. A contract exceeding 10 years was deemed too inflexible given potential changes in the wider environment. The five-year break clause offered flexibility, allowing it to be applied to one or all contracts.

Number of Contracts:

Options were considered for dividing the £570 million worth of works. Awarding to one or two contractors was ruled out due to capacity concerns and risks such as poor performance or insolvency. More than four contracts were also ruled out, as this would dilute the benefits of long-term agreements with a small number of committed contractors. Aligning with the Council's Corporate Delivery Plan 2024–2026 enabled the best synergies, particularly for delivering social value aligned with borough priorities. Due to the concentration of social housing in the East of the borough, that area was split into two lots. This also made two of the lots more attractive to medium-sized regional contractors, encouraging greater diversity in the pool of bidders.

212. BROADWATER FARM RESIDENT ACCESS

The Cabinet Member for Climate Action, Environment and Transport introduced the report. It was explained that the Bruce Grove West Green Low Traffic Neighbourhood (LTN) had delivered significant safety improvements since its implementation, noting that the December 2024 Cabinet report showed that road traffic collisions had halved across the area. However, the Council recognised that the unique geography of Broadwater Farm (BWF) created particular challenges for residents. Located centrally within the borough's largest LTN and with some of the lowest public transport accessibility levels in Haringey, Broadwater Farm residents faced longer diversionary routes than most when accessing services to the south via Philip Lane.

It was explained that this targeted proposal addressed equity concerns while preserving the environmental and safety benefits that LTNs delivered for communities. With only 41% of Broadwater Farm households on average owning cars—below the borough average—this measured exemption was designed to benefit those who needed it most without undermining traffic reduction objectives. The proposal ensured that this "LTN within an LTN" did not inadvertently disadvantage residents who relied on private vehicles for essential journeys, while maintaining the integrity of the wider network that had made streets safer for everyone.

RESOLVED:

That Cabinet:

1. Approved, subject to statutory (traffic order) consultation:
   a) Changes to the existing traffic filter in Gloucester Road as set out in Appendix A.
   b) Introduction of a new Low Traffic Neighbourhood (LTN) exemption allowing residents of Broadwater Farm to apply for one permit entitling them to drive a single motor vehicle (of which they were the registered keeper) through the traffic filter defined in 3.1(a).

2. Approved the commencement of statutory (traffic order) consultation associated with the recommendations in 3.1, in accordance with *The Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996* (the "Regulations"), with consultation to begin only after the conclusion of the call-in period following this decision.

3. Delegated authority to the Corporate Director of Environment and Resident Experience, following consultation with the Cabinet Member for Climate Action, Environment and Transport, and subject to key decisions being considered by Cabinet, to:
   a) Consider any objections arising from the statutory (traffic order) consultation and decide whether to make the associated traffic order(s).
   b) Approve the amendment to the LTN exemption criteria, taking into account any objections arising from the consultation.

Reasons for Decision

The reasons for the recommendations were set out in detail in Section 6 of the report.

Alternative Options Considered

Do nothing:
This option would have retained the current status quo, whereby most motorists living on Broadwater Farm accessed their homes via roads leading to and from Lordship Lane or Bruce Grove. Due to the current location of traffic filters—mainly to the south of Broadwater Farm—most residents could not directly access their homes via Philip Lane. This option was considered and discounted.

Remove the Gloucester Road traffic filter:
This option would have enabled Broadwater Farm residents to access Philip Lane by motor vehicle. However, it would have created a "leaky" LTN, allowing any motorist to drive through, thereby undermining one of the key principles of the LTN. This option was therefore discounted.

Alternative traffic filters:
Two other existing traffic filters were considered for improving access for Broadwater Farm residents but were discounted for the following reasons:

- *Diagonal traffic filter at Higham Road and Dongola Road:* The Council did not provide exemption permits for diagonal filters due to the increased risk of collisions.
- *Mount Pleasant Road, south of its junction with The Avenue:* This filter currently allowed exemptions in a southbound direction only. Due to the proximity of a zebra crossing and the road's previous one-way designation, the location was not considered suitable for two-way exemptions

213. BROADWATER FARM MAJOR WORKS PROGRAMME

The Cabinet Member for Housing and Planning, and Deputy Leader of the Council introduced the report. It was explained that the Council had invested in refurbishing and renewing its council homes which was part of its ambition to improve the quality of homes for residents across the borough. A significant programme of investment was underway on Broadwater Farm, and this package of works continued the Council's commitment to upgrading existing homes alongside the new build programme that was set to deliver almost 300 new homes on the estate.

It was explained that this investment funded new communal flooring for eight blocks, waterproofing of existing balconies, upgrades to essential pipework, repairs to areas of aged, flaking concrete, and external redecoration. It followed a recent programme of fire safety upgrades, which concluded earlier in the year. It was noted that residents were heavily involved in designing the work and contributed to decisions around floor covering finishes and colours. These changes enhanced the communal areas and the external appearance of the blocks—giving the estate a fresh new look

In response to comments and questions from Cllr Gordon, the following information was shared:

- Cabinet Members welcomed the work on Broadwater Farm improvement and the estate renewal. It was additionally noted that the Council was working to address issues of overcrowding in the borough and that there was ongoing improvement work undertaken by the Council on existing sites.

- It was explained that the development on blocks was selected based on location, proximity to each other and ease of access to the blocks for work to be undertaken.

- It was explained that leaseholders would be required to make payments for improvements made on blocks as part of maintenance fees. It was explained that Haringey had a generous repayment programme and would be repayable over a flexible period.

RESOLVED:

That Cabinet:

1. Pursuant to Contract Standing Order (CSO) 2.01.c (Cabinet approval required for contracts valued at £500,000 or more), approved the award of contract to Tenderer A (as set out in Appendix A), to a total value of £3,555,921.59.

2. In consultation with the Director of Finance, approved the expenditure of sums set out in the exempt part of the report.

3. Approved the issuance of a letter of intent for the value of £350,000.00. The Letter of Intent allowed the contractor to commence the project by placing orders with their supply chain before a formal contract was agreed.

Reasons for Decision

The refurbishment of the Broadwater Farm Estate included upgrades and improvements to 10 blocks on the estate. The refurbishment involved structural strengthening to provide increased stability to the large panel system (LPS) blocks. Window replacements for all units were included, along with the replacement of existing external wall insulation. New front entrance doors and communal fire doors, landscaping, drainage repairs, and other essential external and communal works were also carried out.

The programme was noted as complex in terms of design, delivery, programming, and budget. As a result, two blocks—Rochford and Martlesham—were identified as pilot installations. These blocks were expected to see works begin in summer 2026 and complete 18 months thereafter. Consequently, works to the other eight blocks on the estate were delayed until the pilot works were completed. However, it was agreed that key elements of the refurbishment programme would be brought forward for the eight blocks to ensure they remained in a good state of repair while the main programme was planned.

Although works were planned for eight blocks, Kenley block received minimal works, as its externals did not require upgrades during this programme. Internally, front entrance doors and decorations had already been improved during recent FRA improvements. Therefore, the only works identified for Kenley included replacement flooring in the shared ground floor lobby areas, extensive cleaning of quarry tiles on all upper floors, and pigeon deterrent works on the external deck level.

Awarding a contract to Tenderer A in the sum of £3,555,921.59 for the external major works programme to eight blocks on the Broadwater Farm Estate not only brought forward elements of the refurbishment programme but also reduced the impact on the repairs budget by replacing and repairing components that would likely require costly maintenance if left in their current state.

The works also helped reduce costly disrepair claims made against the Council, which often arose from repeated complaints about the poor condition of the blocks. It was hoped that these works would alleviate budgetary pressures associated with disrepair claims across the borough, which in 2024/25 incurred an approximate gross spend of £3.1 million. These works contributed to reducing those costs.

Alternative Options Considered

Do nothing and allow the eight blocks to remain in their current state:
This option was considered and rejected due to the condition of the blocks and the burden it would place on the repairs budget if left unattended. Residents had frequently raised concerns about the general condition of the blocks—particularly leaking balconies and pipework, which damaged cars parked below. Leaving the blocks in their current condition would have resulted in continued complaints and potentially costly disrepair claims, placing a financial burden on the Council as outlined in Section 4 of the report.

Design and deliver a standalone external major works programme:
In view of the above, the only suitable option to address the current condition of the blocks was to design and deliver a standalone external major works programme to upgrade their condition.

214. COMPLETION OF 2023/24 SCHOOL STREET PROJECTS

The Cabinet Member for Climate Action, Environment and Transport introduced the report. It was explained that School Streets helped boost children's physical activity and that, by making streets traffic-free at school opening and closing times, the Council created safer, cleaner, more welcoming spaces that encouraged walking, cycling, and scooting. It was explained that one of the main barriers preventing children from being active was road danger. Parents drove their children to school because they did not feel the streets were safe for walking or cycling. School Streets created protected spaces where children could arrive at school actively, building crucial patterns of daily exercise they would carry through life.

It was additionally noted that School Streets were about more than managing traffic - they were about reimagining what kind of borough Haringey aspired to be, a fairer, greener Haringey meant streets designed for people, especially the youngest residents. The three schools in this report, St Francis de Sales RC Infant and Junior Schools, Bounds Green Infant and Junior Schools, and Welbourne Primary School, joined over 40 other schools already benefiting from School Streets, with more to come as part of the Council's ambitious plan.

It was explained that, in Haringey, the choice was to be a borough where every child could walk, cycle, or scoot to school safely, where the school run strengthened rather than threatened community wellbeing, and where physical activity was woven into the fabric of daily life.

In response to comments and questions from Cllrs Arkell, Chandwani and Emery, the following information was shared:

- It was explained by officers that, on all School Streets the Council implement, enhanced monitoring would be undertaken to understand and access the impact. It was stressed that views of residents would be taken into account in the implementation on School Streets.

- It was asked about the management of traffic onto adjacent roads. Officers explained that they would monitor School Streets to ensure the effectiveness of the School Street and review the School Street location based on the site of the school, as well as ensure good levels of enforcement on adjacent roads. It was noted that dispersal data would be shared with Cabinet Members.

RESOLVED:

That Cabinet:

1. Considered all feedback, including objections to the proposed permanent traffic management orders, as set out in Appendix A, together with the feedback themes and responses to objections as set out in Appendix G.

2. Agreed that the Council would exercise its discretion not to cause a public inquiry to be held (see paragraph 6.34).
3. Approved that the following School Streets projects (as shown in Appendix B) be implemented:
    a. St Francis de Sales RC Infant and Junior Schools (SS15)
    b. Bounds Green Infant and Junior Schools (SS48)
    c. Welbourne Primary School, Stainby Road entrance (SS54)

4. Authorised the Head of Highways and Parking to make all necessary traffic management orders (TMOs) and install/undertake all necessary highway infrastructure and works required to give effect to the School Street designs set out in Appendix B of the report.

Reasons for Decision

School Streets were a key priority for the Council, as set out in the School Street Plan, the Walking and Cycling Action Plan, and the Corporate Delivery Plan (CDP 2024–26).

The reasons for recommendation 3.3 were:

To improve the health of children by increasing active travel, and to reduce road danger and improve air quality near school gates.

The schools were supportive of the plans.

The proposals contributed toward the strategic objectives of the Council (see Section 7).

Alternative Options Considered

Do nothing:
This option was rejected, as not delivering School Streets would not have met the objectives set out in the Corporate Delivery Plan, the Transport Strategy, the Climate Change Action Plan, the Walking and Cycling Action Plan, and the School Street Plan

215. PROPERTY DISPOSALS PROGRAMME 2025/26

The Cabinet Member for Placemaking and Local Economy introduced the report. It was explained that the Council owned a broad range of land and property assets, from corporate properties where staff provided services, to retail outlets, commercial units, and community spaces. These assets provided a valued source of income and social value to residents; however, they also incurred significant running and maintenance costs. As a corporate landlord, the Council had a responsibility to manage these assets to the highest standard on behalf of taxpayers and for the benefit of all residents.

It was noted by the Cabinet Member that, following an extensive review of its land and property assets, the Council found that a number were surplus to requirements. These properties were either costly to maintain, unsuitable for housing or service delivery, or lacked development potential.

This paper proposed to approve the Land and Property Disposal Policy, which set out a robust and transparent governance process. This policy strengthened the approach already taken in the Strategic Asset Management and Property Improvement Plan (SAMPIP), a key component of the Corporate Delivery Plan/ Having undertaken a detailed assessment of the properties listed for consideration in 2025–26, the Council sought permission to develop a business case for each asset ahead of its disposal.

It was explained that the policy and accompanying programme enabled the Council to better utilise, divest, and rationalise its property portfolio. This, in turn, freed up finances and resources to deliver on Council priorities.

In response to comments and questions from Cllr Emery, the following information was shared:

1. It was explained that the choice of assets were considered commercially sensitive and that the Council would not disclose this information publicly until tenders were available, in order to prevent market manipulation. However, officers assured Members that there had been a thorough review of properties

undertaken by officers and relevant Boards to ensure robustness of decision making.

RESOLVED:

That Cabinet:

1. Approved the adoption of the **Land and Property Disposal Policy** shown at Appendix B.

2. Declared as surplus to requirements the land and property identified within the property disposal programme for the financial year 2025–26, as shown in EXEMPT Appendix A, and approved their disposal to support the Council's income targets.

3. Delegated authority to the Corporate Director of Finance and Resources to dispose of any land and property identified within the property disposal programme for 2025–26 (as shown in EXEMPT Appendix A) for a capital receipt of £3 million or less, and to market the property, negotiate terms, approve the final terms of the disposal, and enter into the contract and any associated documentation, subject to achieving best consideration reasonably obtainable.

4. Authorised the Corporate Director of Finance and Resources to procure agent(s) to market the property.

5. Delegated authority to the Corporate Director of Finance and Resources, in consultation with the Cabinet Member for Placemaking and Local Economy, to make minor amendments to the Land and Property Disposal Policy at Appendix B.

6. Noted: For land and property valued at more than £3 million, a separate report would be presented to Cabinet for approval.

7. Noted: Land and property identified for disposal were listed in Appendix A.

Reasons for decision

The Council had launched its Strategic Asset Management and Property Improvement Plan (SAMPIP) 2023–28, a key programme over three to five years focused on properties within the Council's general fund. Its vision and purpose were to drive Haringey's improvement and growth through the retention, development, or disposal

of the Council's corporate, operational, and investment portfolio, while delivering capital receipts.

Under SAMPIP 2023–28, the Council required a formal approach to asset management, particularly for the disposal of assets identified as surplus or no longer required for service delivery. This needed to be done in a structured and controlled manner to avoid long-term operational difficulties and to ensure the best return was achieved.

The approach to asset disposal was set out in the Land and Property Disposal Policy at Appendix B.

The Council had a capital receipts target for the financial year 2025/26. Meeting this target partially depended on the disposal of assets detailed in Appendix A. Declaring these assets surplus to requirements created opportunities to support the General Fund capital programme through capital receipts and to reduce revenue expenditure through lower running costs.

Alternative options considered:

The Council could have continued to hold the assets listed in Appendix A in perpetuity and relied on any income generated to offset the costs of ownership. However, this would not have aligned with the Cabinet decision under the Strategic Asset Management and Property Improvement Plan (SAMPIP) to better manage property assets. It would also have meant the Council failed to demonstrate responsible financial property management.

The assets listed in Appendix A could potentially have been developed or repurposed for corporate occupation or service delivery and retained within the General Fund. However, there was no current identified service requirement. This option would also have resulted in missing a significant opportunity to generate capital receipts.

216. STRATEGIC HEAT NETWORK UPDATE ON DELIVERY

The Cabinet Member for Climate Action, Environment and Transport introduced the report. It was stressed that the global economic landscape had shifted dramatically since the Council first embarked on its journey to deliver strategic heat networks across Haringey and that the realities of the cost-of-living crisis, inflation, and uncertainties in global energy markets forced the Council to make difficult but necessary decisions. It was recognised that the Council's financial responsibilities to residents required prudent management during these challenging times. It was explained that the decision to scale back the original ambition of becoming both a major infrastructure developer and energy provider demonstrated a commitment to responsible governance amid economic turbulence.

It was stressed that, throughout this process, the Council's team built a formidable body of knowledge regarding district energy and heat networks. This expertise represented valuable intellectual capital for the borough. It was firmly believed that this knowledge should be harnessed and leveraged so that Haringey could maintain its position as a regional leader in decarbonisation, while also retaining influence over the borough's energy future. This strategic repositioning presented an opportunity to explore a range of delivery models that could fulfil the Council's climate ambitions without placing unsustainable financial burdens on its resources. The path forward required careful consideration of how to protect public assets while enabling crucial infrastructure development, position Haringey within the emerging regional heat network landscape, and respond effectively to government and GLA expectations—while safeguarding local interests. This was not merely a tactical retreat but a thoughtful recalibration of how the Council might achieve its goals through different means.

The Lead Member explained that the team committed to returning to Cabinet in the autumn 2025 with a clear set of options, enabling the administration to make informed decisions about the future direction of heat network delivery across the borough. This pause in the original strategy was not a retreat from climate ambitions, but rather a pragmatic recalibration in challenging circumstances

In response to comments and questions from Cllr Emery, the following information was shared:

- It was explained that the Council was in close discussions with the government on the decision, and stressed that the government was supportive in finding a collaborative solution to the issue. The Council was reviewing all options with the Greater London Authority and central government.

- It was noted by officers that there was a significant risk to Council of establishing a Council Funded Decentralised Energy Network, and that the proposals in the report sought to reduce this risk as much as possible, but delivering via another model.

RESOLVED:

That Cabinet:

1. Agreed that the Council would no longer work to deliver the strategic heat network projects as originally envisaged in the approved Outline Business Cases (OBCs) and agreed in December 2021 (Cabinet report entitled *"Decentralised Energy Networks (DEN) Outline Business Case (OBC)"*). Specifically, this meant the Council undertook no further work on delivering an energy company to construct and manage heat networks in an Energy Services Company (ESCO), nor on developing a Full Business Case (FBC) for Council investment in respect of Tottenham Hale and Wood Green.

2. Agreed that the Council would revisit the Tottenham Hale and Wood Green OBCs, as referred to in (1), to determine a new way forward.

3. Agreed that, in considering a new way forward, the Council would proactively engage with the Heat Networks Investment Programme (HNIP), managed by Triple Point on behalf of the Department for Energy Security & Net Zero. This engagement was to take place over the summer to identify options for the best course of action regarding the funding allocated to the Council for this project.

4. Agreed that, once options had been explored with HNIP / Triple Point, officers would report back to Cabinet on the next steps and a recommended course of action. This was expected to take place in early Autumn 2025

Reasons for Decision

In December 2021, the Council was awarded £12.6 million in grants and £15.2 million in low-cost loans to deliver strategic heat networks in Tottenham Hale and Wood Green. Of this, £2.05 million was allocated for commercialisation and approximately £25.8 million for construction.

As agreed in the award, the Council spent part of the commercialisation grant on progressing a Full Business Case (FBC) as originally envisaged, and part of the construction grant on early works required to safeguard the scheme. In addition, the Council began repaying some of the loans. At the time of reporting, £8.6 million of grant funding remained (of which £0.75 million was for commercialisation), along with £14.8 million in loans.

In late 2023, an in-flight review of the Council's Strategic Heat Network proposals for Tottenham Hale and Wood Green was undertaken in light of major changes in the macroeconomic environment and the Council's financial position. The outcome of that review concluded that, although the projects remained viable, they carried

considerable risk that the Council was not in a position to bear. The Council's borrowing capacity had also been significantly reduced, and the allocated capital budget for the project was removed from the capital programme in 2024.

Due to the scale of financial and economic changes since 2022, the Council determined that the risk and cost of delivering heat networks as previously planned were too severe to proceed.

As a result, the Council needed to decide how to proceed. It committed to engaging with government funders to explore next steps and potential options for future heat network delivery before reporting back to Cabinet with a recommended course of action.

Alternative Options Considered

Council fulfils both Sponsor and Delivery Roles as originally agreed in 2021

Under this option, officers would have continued developing a Full Business Case (FBC) for strategic heat networks in Tottenham Hale and Wood Green, to be delivered by a wholly owned Council subsidiary, HESCO, as per the original Outline Business Cases agreed in December 2021.

This option was rejected due to the level of risk involved and the Council's financial circumstances, as outlined in the report. It was not considered further.

The Council decides how to use the funding secured on other decarbonisation projects

Under this option, the Council would have used the remaining commercialisation grant to identify and deliver other decarbonisation projects within the borough.

However, repurposing government funding from the Heat Networks Investment Programme (HNIP) for other decarbonisation projects was not permitted under the funding agreement. HNIP funding was specifically designated for the development and delivery of heat network projects. This option was therefore rejected.

Any change in approach or use of funding would first have required agreement from the Government before the Council could consider or approve any expenditure.

217. STREETS FOR PEOPLE INVESTMENT PLAN

The Cabinet Member for Climate Action, Environment and Transport introduced the report. It was explained that the Council recognised the need to challenge the car-centric assumptions that had dominated cities for decades and embarked on a transformative journey toward more vibrant, equitable, and sustainable communities. It was explained that the vision was of streets that prioritised people over vehicles and that the Council envisioned public spaces that fostered social interaction and community cohesion, with ample green infrastructure to boost mental wellbeing and climate resilience. It imagined a transport network that offered genuine choice, connecting people to opportunities and services regardless of their background or ability.

It was explained by the Cabinet Member that, as the Council embarked on this journey, it recognised a unique opportunity to shape a future where urban mobility was synonymous with freedom, health, equity, and sustainability.

In response to comments and questions from Cllr Emery, the following information was shared:

- The Cabinet Member explained that the ambition of the programme was considered significant and the strategies of the Walking and Cycling Action Plan underpinned the development of this strategy. It was explained that the criteria for the development of projects within the plan's scope depended on location, traffic flow, and impact.

RESOLVED:

That Cabinet:

1. Approved the Streets for People Investment Plan for the 2025/26 to 2029/30 financial years, as set out in Appendices 2, 3, and 4. This included a combination of SCIL funding and the carry forward of this funding. The Council also had LIP funding as part of the fourth iteration of the Local Implementation Plan (LIP4). It was noted that capital programmes for future years were under review and that the carry forward of resources from 2024/25 was subject to a separate decision when Cabinet considered the outturn report in July. This could have affected the overall level of investment.

2. Delegated decisions relating to scheme design to the Director of Resident Experience or the Head of Highways and Parking, in consultation with the Cabinet Member for Climate Action, Environment, and Transport, subject to key

decisions being considered by Cabinet. No decisions were to be taken by the Director of Resident Experience or the Head of Highways and Parking until after the conclusion of the call-in period following this decision.

3. Authorised the Head of Highways and Parking to:
   (a) Carry out any required consultation to deliver the schemes identified in the Streets for People Investment Plan for 2025/26; and, having had due regard to all consultation responses and considered whether a public inquiry should be held,
   (b) Make any necessary traffic management orders to give effect to the schemes in the 2025/26 financial year, subject to key decisions being considered by Cabinet and no decisions being taken until after the conclusion of the call-in period.

Reasons for Decision

The Streets for People Investment Plan set out the Council's projects for the next five financial years and how they aligned with the Council's strategic objectives. The plan added transparency and demonstrated how the Council aimed to achieve a sustainable future. It was subject to ongoing review in light of the Council's financial challenges.

Cabinet was asked to decide on the allocation of funds from the Council's 2025/26 budget to the schemes identified in Appendices 3 and 4. This decision was driven by the need to enhance sustainable infrastructure, promote environmental sustainability, and improve residents' quality of life. The schemes were carefully selected for their potential to deliver significant long-term benefits. Their development would involve thorough co-design and engagement processes to ensure they met community needs and expectations, in line with the adopted Walking and Cycling Action Plan.

The report provided details of the funding arrangements for the various projects and programmes and sought authority to proceed with their development and delivery, subject to appropriate co-design and engagement.

Alternative Options Considered

There were no other relevant options, as the Council had a statutory obligation as the highways authority to maintain and improve the highway network, subject to regulatory processes. The 2025/26 to 2029/30 Streets for People Investment Plan was informed by extensive engagement led by the Transport Planning Team, involving Members and key stakeholders through the development of LIP4 and the emerging Safe and Sustainable Transport Strategy.

The programme included transport schemes to be agreed by Cabinet via LIP4 and the Annual Spending Submission funded by Transport for London (TfL), along with the allocation of approximately £12.2 million in SCIL funding.

218. ESTABLISHMENT OF THE CORPORATE PARENTING COMMITTEE AND APPOINTMENT OF CABINET MEMBERS TO COMMITTEES AND PARTNERSHIPS 2023/24 & CONFIRMATION OF THEIR TERMS OF REFERENCE.

The Committees Manager introduced the report. It was explained that the report was an annual report which sought to re-establish the Cabinet sub-committees of the Corporate Parenting Advisory Committee and Community Safety Partnership, confirm its terms of reference, and appoint Members to serve on these Cabinet sub-Committees.

RESOLVED:

That Cabinet:

1. To re-establish the Corporate Parenting Advisory Committee, and that the terms of reference for this advisory Sub Committee, attached at Appendix A be noted.
2. To note the Community Safety Partnership terms of reference attached at Appendix B;
3. To appoint the following Members to serve on the Corporate Parenting Advisory Committee and Community Safety Partnership:

   Corporate Parenting Advisory Committee

   CHAIR:
   Councillor Brabazon

   MEMBERS:
   Councillors:
   Opoku, Weston, Collett, Isilar-Gosling, Johnson and Ali

   Community Safety Partnership

   Councillors:
   Ovat, Brabazon, da Costa

219. SIGNIFICANT AND DELEGATED ACTIONS

The Significant and Delegated Actions were discussed.

RESOLVED:

The Significant and Delegated Actions were noted

220. MINUTES OF OTHER BODIES

The Minutes of Other Bodies were discussed.

RESOLVED:

The Minutes of Other Bodies were noted

221. NEW ITEMS OF URGENT BUSINESS

There were none.

222. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be excluded from the remainder of the meeting as items 24,25,26,27,28,29 contain exempt information as defined under paragraph 3, Part 1, Schedule 12A of the Local Government Act 1972

223. EXEMPT - MINUTES

The exempt minutes of the previous meeting, dated 22 April 2025, were discussed

RESOLVED:

The exempt minutes of the previous meeting, dated 22 April 2025, were approved as a true and accurate record of proceedings.

224. AWARD OF A MAINTENANCE, METERING AND MONITORING CONTRACT FOR THE COUNCIL'S SOLAR PV INSTALLATIONS - EXEMPT APPENDIX

The exempt appendix was discussed.

RESOLVED:

The exempt appendix was noted.

225. AWARD OF HOUSING ASSET MANAGEMENT PARTNERING CONTRACTS - EXEMPT APPENDIX

The exempt appendix was discussed.

RESOLVED:

The exempt appendix was noted.

226. BROADWATER FARM MAJOR WORKS PROGRAMME - EMEMPT APPENDIX

The exempt appendix was discussed.

RESOLVED:

The exempt appendix was noted.

227. PROPERTY DISPOSAL PROGRAMME 2025-2026 - EXEMPT APPENDIX

The exempt appendix was discussed.

RESOLVED:

The exempt appendix was noted.

228. STRATEGIC HEAT NETWORK UPDATE ON DELIVERY - EXEMPT APPENDIX

The exempt appendix was discussed.

RESOLVED:

The exempt appendix was noted.

229. NEW ITEMS OF EXEMPT URGENT BUSINESS

There was none.

CHAIR: Councillor Peray Ahmet

Signed by Chair ……..

Date ……

Note from the Committees Manager:

See below the proposed amendments to the minute of 22 April 2025 on the updates on the council housing delivery programme. This amendment is proposed, as it has since been recognised that the recommendation four did not contain all of the sites in the report. The full report made reference to the correct number of sites and wards. The resolution is amended accordingly.

190. UPDATES ON THE COUNCIL HOUSING DELIVERY PROGRAMME

The Cabinet Member for Housing and Planning, and Deputy Leader of the Council introduced the report.

It was explained that Haringey Council's housebuilding programme directly responded to the urgent need for affordable and environmentally sustainable homes, enabling people to settle and thrive in the borough. The housing emergency was a national issue, but was particularly acute in London. By November 2024, record numbers of people had been experiencing homelessness, with an estimated 183,000 Londoners homeless and living in temporary accommodation arranged by their local boroughs. London boroughs collectively spent £4 million daily on temporary accommodation.

The Cabinet Member noted the historic underspending on housing development, compounded by policies such as Right to Buy, which had left council housing stock severely depleted at a time when it was most needed. Haringey Council responded to this crisis with one of the most ambitious housebuilding programmes in the UK. As of March 2025, the Council had completed 721 new council homes, with construction underway on 1,358 homes. The Council remained on track to potentially exceed its target of 3,000 new, high-quality council homes by 2031, as outlined in the Corporate Delivery Plan and Housing Delivery Strategy. The programme also focused on zero-carbon development in line with Haringey's net-zero target by 2041, which was especially important given that around half the borough's emissions came from buildings.

Since the last Cabinet update, 522 homes were completed across 12 sites, including 85 three- and four-bed homes, which addressed the needs of families facing homelessness or overcrowding. In 2024, the Watts Close scheme—Haringey's first net-zero scheme—won the Building Development of the Year award from Unlock Net Zero, and the team received the UK Housing's 'Council of the Year' award. Three of the Council's schemes had been occupied for over a year, with resident feedback largely positive; 95% of survey respondents at Rosa Luxemburg reported satisfaction.

It was stressed that finding new build sites in a densely built urban area remained a challenge. As the programme progressed, the Council needed to think creatively to identify suitable locations. ~~Eight~~ **Nine** further under-used sites—including car parks and vacant lots—were proposed for inclusion in the programme. These sites had the

potential to deliver over 255 council homes and five pitches for Gypsy-Roma-Traveller communities, whose housing needs are often overlooked.

This work demonstrated Haringey's ongoing commitment to serving its most vulnerable residents and building a legacy of affordable housing for generations to come.

In response to comments and questions from Cllr Connor, the following information was shared:

- It was asked what proportion of homes expected to be Passivhaus. Officers offered to provide a written response to Cllr Connor. It was additionally explained that performance on delivery of Passivhaus was high, but noted that some sites were not possible due to the nature of the building.

- Officers noted that the Avenue Mews scheme was unable to be viable following work to determine its viability as a scheme.

RESOLVED:

That Cabinet:

1 Approved the removal of three sites from the programme—251 Lordship Lane, Avenue Mews (rear of Muswell Hill Library), and Broad Lane—due to specific issues detailed in the report.

2 Noted the post-completion reports for Rosa Luxemburg N17, 22–28 Scales Road N17, Romney Close N17, and Mountview Court N15.

3 Noted the completion of new homes since the last update at: Nilgun Canver Court (formerly Chocolate Factory Phase 1), Stainby Road, Rowan Court (formerly Remington Road), Nightingale Lane, St. Mary's Close, Farrant Avenue, Walter Tull House (formerly Welbourne Centre), Hale Wharf, Aaron Gayle Court (formerly 2–26 Partridge Way), Hornsey Town Hall, Edith Road, White Hart Lane

4 Approved inclusion of the following ~~eight~~ **nine** sites in the housing programme: Land to rear of 165 The Roundway, Brookside Green, Summerland Gardens Car Park, Garman Road Car Park, Westerfield Road Car Park, Stoneleigh Road Car Park (Sites A, B, and C) **and Northumberland Park Ward.**

5 Retrospectively approved an overspend on one scheme.

6 Noted the continued success of the programme, achievements to date against targets, and forecast performance.

Reasons for Decision

The Corporate Delivery Plan 2022–24 committed to delivering 3,000 new council homes by 2031. This commitment was reaffirmed in the 2024–26 Corporate Delivery Plan, prioritising the construction of high-quality, sustainable social housing. The decisions in this report supported that pledge by enabling site-specific and project-specific progress and ensured the Council continued to build a sustainable pipeline of housing delivery sites.

Alternative Options Considered

As this was an update paper, alternative options were considered only for the recommendations requiring Cabinet approval.

Regarding 3.1.1, the alternative option was to retain the sites within the programme and explore alternative future uses. However, this would likely result in continued expenditure on sites already deemed unviable or unsuitable.

Regarding 3.1.4, the alternative was not to include the eight sites in the housing programme. This would have limited the Council’s capacity to deliver much-needed housing in the borough.

Regarding 3.1.5, further options were outlined in Appendix 3 – Exempt Report

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Report for: Cabinet 15th of July 2025

Title: Matters arising from the Climate, Community Safety and Environment Scrutiny Panel– One off Scrutiny Review of Community Safety.

Report Authorised by: Fiona Alderman, Director for Legal and Governance

Lead Officer: Ayshe Simsek Democratic Services and Scrutiny Manager

Ward(s) affected: N/A

Report for Key/ Non Key Decision: Non-Key

1. Describe the issue under consideration

1.1 This report is put forward by Overview and Scrutiny in accordance with Part Four section G paragraph (vi) which outlines that following approval of final report and recommendation will be presented to the next available Cabinet meeting.

1.2 The Climate, Community Safety and Environment Scrutiny Panel meeting on the 11th of March 2025 took forward a one-off scrutiny review on crime and community safety in the borough and had a question-and-answer session in the meeting between Officers, the Borough Commander and representatives of the Youth Panel. These recommendations were compiled and agreed by the Overview and Scrutiny Committee at their meeting on the 8th of April 2025 in accordance with Part 4, Section G, Overview and Scrutiny Procedure rules - paragraph 10.2,and also in accordance with paragraph 1.2 (xi)(to review and scrutinise action taken by partner authorities in discharge of crime and disorder functions and to make reports and recommendations to Cabinet on these).

2. Context

2.2 In line with the Panel's responsibilities for community safety and the discharge of crime and disorder functions, every year the Borough Commander is invited to the Climate, Community Safety and Environment Scrutiny Panel where Haringey crime statistics are considered. The Borough commander attended the Panel meeting in March considering the context of a high crime rate in the borough, and the outcomes of September 2024's Scrutiny Poll and Café where 'Crime and Anti-Social Behaviour were prioritised as one of the highest concerns of residents; the Panel decided to scrutinise the measures taken by Police and the Council to lower Crime and Anti-Social Behaviour rates.

In addition, Panel members had noted the safety concerns of young people particularly in certain areas in the borough, and in the late afternoons and evenings that had been a key concern of the Youth Council. This had been raised at the Young People's Full Council meeting in October 2024. Therefore, the Panel also invited representatives of the Youth Council to ask questions of the Borough

Commander, Cabinet Member for Communities, and Officers responsible for community safety to inform the discussion of the measures on lowering crime in the borough - and to provide a young person's perspective on these issues.

2.3 At the above Climate, Community Safety and Environment Scrutiny Panel on the 11th of March 2025, the Panel considered and discussed two reports which set out crime statistics - and key enforcement and preventative strategies to combat crime and Anti-Social Behaviour in the borough. There was a special focus in the reports and verbal discussion on youth, knife and organised crime.

Some of the key considerations in the meeting were:

- Young people's perspectives on police measures such as 'Clear, Hold, Build'. 'Clear Hold Build' relies heavily on enforcement to clear an area of crime, then to ensure that no criminal activities replace the first in the power vacuum. The last stage of 'Clear, Hold Build' relies heavily on building good relations with the community. The scrutiny session uncovered a strong need for the Police and the Council's Community Safety functions to build relations with youth representatives and youth leaders within the community, to address long standing issues regarding trust in the Police. It was highlighted that this would especially be relevant within the 'Clear' or enforcement part of 'Clear, Hold, Build'. The Panel sought assurances that young people's viewpoints were being incorporated into police measures such as 'Clear, Hold, Build'.

- Ward Panel Meetings were discussed at length. These meetings are run by the Met. Police and meetings should be advertised on each ward of the Safer Neighbourhood Teams website. Councillors attend these meetings. Residents are encouraged to talk to their local policing team, discuss local crime and disorder concerns - and inform local priorities of the Safer Neighbourhood Teams. The Panel discussed and shared their experience of the Ward Panel Meetings. It became apparent that these meetings were not being regularly timetabled, and they were also not well attended. There were issues too with residents being left to arrange and promote the meetings themselves. It was noted that these meetings were used by the Police as the main source of communication with residents and therefore there was a strong need for the Ward Panel Meetings to be strengthened as a tool of communication.

- Issues with the reporting of Anti-Social Behaviour to the relevant authorities was discussed. It was noted that there were areas of confusion amongst residents as to the definition of Anti-Social Behaviour. There were issues to as to the clarity of accountability for Anti-Social Behaviour– the police, housing providers, or multiple departments in the council (for example housing, noise nuisance, resident services or community safety). It was highlighted that clarification was urgently needed to avoid underreporting.

- It was noted that the Anti-Social Behaviour policy was currently under review and the Panel expressed a strong need for the Scrutiny Panels of all relevant areas of the council to be involved with the review of Anti-Social Behaviour – and for this to be built into the workplan. In addition, the Panel uncovered that guidance was needed for Councillors and residents as to where the relevant Anti-Social

Behaviour complaints should go and who was responsible. The Panel also considered how Anti-Social Behaviour was reported on the council website. It had been reported to Panel members that the Anti- Social Behaviour form was very difficult to find on the website and this may too lead to underreporting.

- Issues with 'Stop and Search' were also discussed. The effectiveness of 'Stop and Search' as a police tactic was considered at the meeting. Particular mention was made of the relatively low rate of success when carrying out 'Stop and Search' in comparison with the negative feeling it created in the community. It was decided in the meeting that the Stop and Search Community Monitoring Group and a representative from MOPAC's London Disproportionality Board, should be invited to a future Community Safety scrutiny session next municipal year, to discuss this in more depth.

- Youth projects and their impact on crime were showcased in the meetings and the Panel sought an understanding of the impact of the short-term nature of funding in the sector on projects supporting the lowering of crime in Haringey.

3.0 Recommendations to the Cabinet from the Scrutiny Panel, approved by the Overview and Scrutiny Committee together with the Officer response are set out below for approval by Cabinet in accordance with Part Four Section G paragraph vi.

3.1 The Panel recommends closer working, and better and more frequent communication between the Youth Council representatives and The Community Safety Partnership which is co–chaired by the Borough Commander and Cabinet Member for Communities and meets on a quarterly basis. The Cabinet Member for Communities is asked to work in partnership with the Borough Commander to consider how young people's views are built into policies and procedures for this partnership meeting as a matter of urgency.

Response: Agreed - We will look to invite a representative from the Youth Council to future Community Safety Partnerships (CSP). As part of the Haringey deal, young people's views are built into policies and procedures. However, further discussions will be taken to amplify this approach through the Youth Council.

3.2 The Panel asks the Cabinet Member for Communities to discuss with the Borough Commander the standardisation and regularisation of Ward Panel Meetings as a main tool of communication between Police, Council and residents.

Response: Agreed – I have discussed this recommendation with the Borough Commander. To ensure consistency, Ward Panel meetings follow a standardised governance and Handbook which is across the MPS. The meetings occur every 3 months booked in conjunction with the Ward Panel Chair. The Safer Neighbourhood team have now standardised their product that is presented at the Panels to ensure that all Ward Panels receive the same style and volume of information. This is extremely important to provide consistency in understanding

across the Borough, as well as ensure the high standard that we expect of the MPS.

3.3 That the Community Safety Team, through their existing communications channels and their assigned Council web pages, support residents find venues and help promote Ward Panel meetings.

Response: Agreed - The ward panels are promoted through a number of methods. Moving forward from July 2025, using the new communication platform from the MPS, "Met Engage", there would be potential to reach a wider audience. Venues are located in conjunction between the MPS and the Chair. We work closely with the MPS and partners to ensure well-placed locations, and this can be reviewed and updated where necessary.

3.4. For the Cabinet Member to request that the Borough Commander organise quarterly ward performance figures on Safer Neighbourhood Teams' (SNT) visibility and front-line police resourcing, for the proposed newly standardised Ward Panel Meetings. This is so that residents understand how many 'fit for duty' police officers are available.

Response: Agreed – I have discussed with the Borough Commander. Data is available from a central repository across the MPS for the abstractions of 'Dedicated Ward Officers' in Haringey. This can be manually sought providing data for each ward. While this data is not downloadable, it is achievable to be provided at Ward Panels for the manual completion of this task.

3.5 For the Cabinet to request that the Borough Commander provides quarterly ward by-ward Anti-Social Behaviour reporting to feed into the newly proposed standardised Ward Panel Meetings.

Response: Agreed – I have discussed with the Borough Commander. Data is available across the MPS for the levels and reported types of ASB in Haringey. This is being finalised to ensure an effective delivery of the product which will be fed into ward panels.

3.6 In line with the Panel's policy development role, it requests consultation in the upcoming review of the Anti-Social Behaviour Policy. Consultation should also be sought with the respective Scrutiny Panels of all other relevant Council departments dealing with Anti – Social Behaviour. In addition, and as a matter of urgency a guidance note for Councillors and residents outlining the definition of Anti-Social Behaviour - and a structure or flow chart for reporting Anti-Social Behaviour be made available. This should include all Council departments that deal with Anti-Social Behaviour.

Response: Agreed – We will share the draft Anti- Social Behaviour policy and Good Neighbourhood Management Policy with members of the relevant scrutiny panels.

The ASB policy includes the following definition from the Anti-social Behaviour, Crime and Policing Act 2014:

'Conduct that has caused, or is likely to cause, harassment, alarm or distress to any person, or conduct capable of causing nuisance or annoyance to a person in relation to that person's occupation of residential premises, or conduct capable of causing housing-related nuisance or annoyance to any person'

There are three different groupings of ASB:

- **Personal antisocial behaviour:** when a person targets a specific individual or group.
- **Nuisance antisocial behaviour:** when a person causes trouble, annoyance or suffering to a community.
- **Environmental antisocial behaviour:** when a person's actions affect the wider environment, such as public spaces or buildings.

Changes to the website, e.g. ASB forms and reporting flow charts will be undertaken once the policies are agreed. The reporting processes will be included within Section 4 of the ASB policy.

3.7 Subsequent to the implementation of Recommendation 3.6, another recommendation is to make the online Anti-Social Behaviour form on the Council website more prominent and user friendly – perhaps basing design on user feedback.

Response: Agreed – We will look to improve the resident experience and journey by making the online ASB form on the Council website more prominent and user friendly taking into consideration user feedback, once the ASB policy has been agreed.

3.8 For the Cabinet to note that the Borough Commander has been asked about the proportion of successful outcomes in Haringey for 'Stop and Search' and further information on procedures and policy. This will come forward to a future meeting.

Response: Agreed – Noted. I am also very pleased to be able to report that Haringey Council's Children Service were recently recognised with a prestigious MJ Award for a pioneering project developed in partnership with the Metropolitan Police, aimed at protecting vulnerable young people across the borough. The initiative takes an innovative approach: using Stop and Search data not as a punitive tool, but as a gateway to early intervention. By identifying young people flagged in police encounters, the programme enables support services to step in swiftly offering help before harm occurs. The approach has potential for wider impact, offering a blueprint for how local authorities and police forces might work together to protect those most in need.

3.9 In light of the short-term nature of projects the Panel recommends that expertise within the voluntary sector be sought so that the Council have robust research, evidence and organisational support to successfully apply for longer term funding opportunities if they exist.

Response: Agreed – Expertise already exists through the Haringey Community Collaborative as the capacity building partner for the Voluntary and Community Sector (VCS) in Haringey. This collaborative aims to strengthen the VCS, enable it to attract more external funding, and improve service delivery and assisting groups and organisations in finding funding opportunities and developing grant applications.

Report for: **Cabinet 15 July 2025**

Title: **2024/25 Provisional Financial Outturn**

Report authorised by: **Taryn Eves, Corporate Director of Finance and Resources**

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 This report sets out the provisional outturn for 2024/25 for the General Fund, HRA, DSG and the Capital Programme compared to the original budget agreed by Council in March 2024. It provides explanations of significant under/overspends and also includes proposed transfers to/from reserves and the use of Exceptional Financial Support to enable a balanced budget. The report also includes the revenue and capital carry forward requests and any budget virements or adjustments.

1.2 For consistency, this report is presented in accordance with the Directorate structure as at 31 March 2025. Quarterly reporting in 2025/26 will align with the new Directorates in place from 1 April 2025.

1.3 The provisional outturn report provides the opportunity to consider the overall financial performance of the authority at the end of March 2025 and make decisions on balances and carry forwards of unspent funds. It should be noted that these figures remain provisional until the conclusion of the statutory audit process on the accounts.

1.4 The Council has a requirement each year to protect its most vulnerable and in 2024/25, the Council spent £318m on delivering day to day services supporting 3,920 residents using adult social care services, 5,134 supported by children's social care, 2,630 supported in temporary accommodation and the range of more general services supporting the 264,300 residents across the borough. In addition, £79.9m was needed for capital investment into the borough's roads, schools, the environment, leisure and cultural facilities and the operational estate for the delivery of these services. In terms of the tenants living in the Council's 16,024 social homes, £90.4m was spent on their day-to-day services in 2024/25 and £159.9m capital investment into new homes and major repairs on existing homes. This means a total of £663.5m was required to be spent across the borough.

1.5 In year pressures meant that the budget set was insufficient and required additional financial support from Government of £10m. The in-principal agreement for the use of Exceptional Financial Support (EFS) in both 2024/25 and 2025/26 recognises that the demand and cost of services is far exceeding the income available to fund services. The Council will continue to be prudent and manage resources efficiently and effectively and manage the risks associated with funding uncertainties whilst ensuring every £ spent offers good value for money for residents and is delivering on the priorities in the Corporate Delivery Plan.

1.6 In response to the Council's financial position and the reliance on EFS, emergency response arrangements have been put in place since early 2025 to deliver on a Financial Response and Recovery Plan which has the overall objective of reducing reliance on EFS in the future and improve the Council's financial resilience and sustainability.

1.7 The more than planned use of reserves in 2024/25 (£9.3m) as one-off contributions for funding the service overspends means that balances are low for managing risks and uncertainties. Work with Government to seek a fair funding deal for Local Authorities will continue and the Council has responded to recent Government consultations, stressing the importance of recognising Council's as a key partner in delivering local services but that meeting statutory requirements with the current level of Government funding is becoming increasingly difficult. The publication of the most recent consultation on funding reform is being considered and the impacts on Haringey's funding from 2026/27 and further detail is set out in the separate MTFS report on the agenda.

1.8 The Spending Review on 11 June 2025 showed funding for Local Government will increase only by 3.1% over the next three years, which is far outstripped by inflation costs being incurred and not addressing increasing demand faced by many including Haringey across adults, children's and temporary accommodation. The Council will respond to the most recent consultation on the distribution of Government funding across authorities to make the case for Haringey. Reliance on Exceptional Financial Support is not a sustainable solution as a result of the borrowing costs being incurred year on year and therefore it remains clear that continuing to deliver services in the way they are now and delivering a balanced budget in line with statutory requirements, may mean that not everything may be affordable. Strategic decisions will be needed to determine how best to utilise limited resources to have the greatest impact in line with the priorities in the Corporate Delivery Plan and protecting those that are most vulnerable. This may mean spending more in some areas of priority, and this will need to be coupled with reductions in other areas. The Medium Term Financial Strategy is a separate report on this agenda.

1.9 The 2024/25 unaudited accounts were published by the deadline of 30 June 2025 and the external audit by KPMG is planned to take place from July. The statutory backstop date for completion of External Audit is 27 February 2026. KPMG will be presenting their 2024/25 Audit Plan and Value for Money risk assessment to Audit Committee on 22 July 2025.

2024-25 Provisional Outturn Position

General Fund (GF)

1.10 The corporate monitoring across the course of the year has consistently highlighted the budget pressures being experienced by the authority. The Quarter 1 forecast was a £20m overspend which increased significantly at Quarter 2 to £37m where it remained unchanged at Quarter 3. Across the year, the pressures have largely been in four areas notably adult social care (Qtr3 £15m), Housing Demand and temporary accommodation (Qtr3 £11m), Children's (Qtr3 £4.3m) and Housing Benefit overpayments (Qtr3 £3.5m).

1.11 After the application of the one-off unplanned use of reserves, corporate contingency and other historic balances, the provisional outturn for the year is now an overspend of £10m. Although this will be seen as a significant movement from the Quarter 3 position, it has been fully driven by corporate underspends and other measures such as unplanned reserve drawdowns taken to mitigate as far as possible the need to draw on Exceptional Financial Support (EFS) this year.

1.12 It must be stressed that the provisional outturn position for the **service** areas overall has not seen any improvement and stands at £37.8m which is £1.7m worse than the £36.1m reported in Quarter 3. Within this, Children's and Housing Demand (temporary accommodation) have seen combined improvements of £3.2m. This is mainly due to an improvement in the placements forecast where income was under forecast throughout the year and the projection for legal fee costs which were over forecast in year. In Housing Demand, this can be explained by improved rent collection, an improvement in spend on repairs and maintenance and receipt of a one-off additional grant at year end has improved the outturn position. These improvements have been offset by increased spend more than was forecast in Housing Benefits of £3.2m predominately due to increased bad debt provisions and £2.2m in property services due to rental income being lower than forecast and the need to increase provision for bad debts. The remaining service areas have improved by a net £0.5m.

1.13 The Corporate budgets have improved by a net £25.6m since quarter 3. Similar to previous years, most corporate budgets are forecast to budget during the year, and although some of this improvement was anticipated and described in the quarterly monitoring reports, such as unallocated contingency budgets, clearance of historic balances and unbudgeted release of reserves, these were not accounted for in the forecast position until the year end. Given the Council's financial position and the necessity to minimise the use of Exceptional Financial Support from Government, over the last quarter of the year further review and challenge of historic reserve and other balance sheet balances has been undertaken. This has enabled £9.3m to be released as a one-off contributions to fund the service overspend position. The final capital financing charges (costs of funding the borrowing for the capital programme) have been reassessed along with the treasury income from investments. These have further contributed to the final reported underspend position. It must be stressed that most of these measures are one-off for 2024/25 only and therefore are not available in the same way to fund any unbudgeted pressures in 2025/26. All services must therefore

contain future spending within the 2025/26 budgets that were agreed by Council in March 2025.

1.14 The Quarter 3 report acknowledged that some unbudgeted income would be received from government via the distribution of the business rates levy surplus. However, as the figure was not confirmed, it was excluded from the forecast at the time. This, along with unbudgeted surpluses from participation in the 8-authority pool have contributed £3.4m unbudgeted income which is also offsetting the service areas provisional outturn expenditure. It must be noted that the surplus expected from being part of the business rates pool in 2025/26 has been included within the budget and therefore this level of unbudgeted income is unlikely to be available again in 2025/26.

1.15 Without these considerable corporate contributions, the final outturn would have been significantly worse and there remains a gap of £10m. The Council's outturn position has been confirmed with MHCLG and a capitalisation direction for £10m of Exceptional Financial Support (EFS) has been requested to cover the provisional £10m overspend.

1.16 The Council will end the year with a depleted balance sheet. The General Fund reserve of £15.2m has been maintained and £1.1m in the strategic budget planning reserve. £19.7.m of reserves balances are currently considered committed. There will be a further forensic review of the reserves and commitments against them during Quarter 1 of 2025/26 and where reserves are considered to be no longer required, balances will be moved to replenish the Strategic Budget planning reserve for managing risks and uncertainties. The MTFS and estimated budget gaps for 2026/27 to 2029/30 include a small contribution of £3m per year to the strategic budget planning reserve to replenish the unplanned high use of reserves for balancing the books in previous years.

1.17 The agreed 2024/25 savings programme has delivered £12.9m / 63% (£13.0m/64% Quarter 3). This is a reduction in delivery compared to 2023/24, which was at 77%. The services showing the biggest shortfalls in savings delivery were the Adults Health and Communities Directorate (£4.6m) and Culture Strategy and Engagement (£0.8m). Some of the Adults, Health and Communities undelivered savings were deemed no longer achievable and have been written out as part of the 2025/26 financial planning process (£0.4m), with the remaining undelivered savings expected to be delivered in full in 2025/26. There remains some risk around this assumption and monthly monitoring is in place to identify any corrective action that is needed for any savings not on track to be delivered. Undelivered savings in Culture Strategy and Engagement have been reported consistently through the year and are in relation to savings associated with reduced library opening hours where planned consultation was postponed due to national and GLA elections. These savings are expected to deliver in full for 2025/26.

1.18 Despite an additional £56.8m included in service budgets for 2025/26 and £26.2m for other non-service budgets such as inflation, contingency, and borrowing costs, the Council starts the 2025/26 financial year under extreme budgetary pressure and with significantly reduced reserve balances. It has a challenging saving programme to deliver £31.0m of savings which will be even more closely

scrutinised through a new monitoring and reporting process. The spend control measures instigated during 2024/25 will continue throughout the year, in addition to enhanced measures introduced in 2025/26, to ensure there is increased scrutiny of all non essential payments and commitments. Work has already progressed on developing the 2026/27 draft budget and all services must work now to address the financial challenge facing Haringey over the next few years, focussing on getting value for money on all services and delivering efficiently to minimise the need for Exceptional Financial Support from Government in 2025/26 and future years.

Dedicated Schools Grant (DSG)

1.19 The final outturn for the Dedicated Schools Grant (DSG) was a net £1.4m overspend. The High Needs Block (HNB) overspend of £2.5m continues to be driven by the high number of Education Health and Social Care Plans, 2,973 at March 2025, but was largely in line with the plan as set out within the Safety Valve Programme. In line with the terms of the Safety Valve Agreement in year funding of £1.9m was received from the DfE to reduce the accumulated deficit on the HNB.

1.20 The final position for the Early Years block is an £1.1m underspend. Every year the Department for Education (DfE) allocates indicative funding based on two actual Spring Census counts of pupil numbers and one based on estimates. Following a review of actual pupil numbers for the 2024/25 Spring term, the DfE then recoup money due through a clawback adjustment. Any money not clawed back is then ringfenced in a reserve for future spending.

1.21 At an individual school level, the number of schools in deficit on 31st March 2025 has increased from 32 to 33 with 31 schools returning an in year surplus. The overall deficit on school balances increased from £0.1m as at 31st March 2024 to £2.6m as at 31st March 2025 continuing the trend over the past 4 years. Haringey, like most London Boroughs, is seeing a significant decline in primary school rolls and is now beginning to see the same impact for secondary schools, as a result of population trends of declining numbers of school age children.

Capital – General Fund

1.22 The final outturn position on the Capital Programme is £89.9m (72%) for the General Fund and £160.2m (65%) for the HRA. This compares to a budget of £123.8m and £246.3 respectively. This is a slight improvement of £3.9m from the General Fund reported at Quarter 3 and there has been minimal change in the HRA outturn position. It should be noted that the outturn includes the Exceptional Financial Support requirement (which is a capitalisation direction) of £10m and £2m of payments to PFI academies. Appendix 3 provides further comment on the performance of the programme as well as the requests to carry forward resources.

Housing Revenue Account (HRA)

1.23 The HRA outturn is a surplus is £4.97m compared to the budgeted surplus of £8.60m and therefore the HRA reports an end of year outturn variance (overspend) of £3.63m. This is a small improvement compared to that reported

at Quarter 3 (£0.99m) but the financial position on the HRA remains challenging and work will shortly start on developing the draft budget for 2026/27 and review the 30-year Business Plan.

1.24 The main drivers of the variance continue to be as reported through the year - costs associated with legal disrepair cases, underachievement of rental income and the increase in need for health and safety compliance works resulting from changing regulations.

1.25 This final outturn position includes a £3.8m drawdown from the HRA reserves, of which £2.85m is for Legal Disrepair, £0.65m for fire stopping and bin chutes works and £0.30m for the continuation of the Tenants Hardship Fund. The additional funding was targeted at reducing the backlog of disrepair cases and carrying out repairs and voids works to minimise the budget pressures in future years. This leaves a closing HRA reserve balance of £20.1m. Full details are set out in Appendix 2.

2. Cabinet Member Introduction

2.1 Over the last financial year, Haringey prioritised supporting our most vulnerable residents and striving to provide excellent services that our residents rely on and enjoy.

2.2 However, despite considerable extra funding being put into the 2024/2025 budget, this outturn report shows that demand and cost of delivering essential services again outstripped funding, primarily in Adults and children's social care and the cost of providing temporary accommodation. Adult social care supported almost 4,000 vulnerable adults, children's social care supported over 5,000 children and there were 2,630 households in temporary accommodation.

2.3 These overspends were predicted throughout the year. We had initially agreed with the government £28m of potential exceptional financial support, but judicious use of various contingency funds and reserves reduced this to a £10m borrowing requirement to close this budget.

2.4 The council is doing everything possible to mitigate these additional costs and to make sure that every pound counts. We are doing this to keep cuts to frontline public services in Haringey to an absolute minimum. Haringey is a borough with high levels of deprivation and deep inequalities between east and west. We are ambitious about what we can do to help local people, even with very serious limits on local public spending. We work tirelessly to make the borough fairer and greener with the tools and funds that we have.

3. Recommendations

3.1. Cabinet is recommended to:

a) Note the provisional revenue and capital outturn for 2024/25 as detailed in the report;

b) Approve the capital carry forwards as set out in Appendix 3;
c) Approve the transfers to/from reserves as set out in Appendix 4;
d) Approve the budget transfers as set out in Appendix 5;
e) Note the debt write-offs approved by officers in Quarter 4 of 2024/25 as set out in Appendix 6;
f) In light of the changing financial scenario facing the Council, approve the re-instatement of fees for Haringey Learns adult learning service in line with the policy for academic year 2025/26 as set out in Section 11.0 and attached as Appendix 7.

4. Reasons for decision

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

4.2. It is necessary at year end to review the use of reserves and balances in light of the financial position during the year and knowledge of the Council's future position and requirements.

5. Alternative options considered

5.1 The Corporate Director of Finance and Resources, as Section 151 Officer, has a duty to consider and propose decisions in the best interests of the authority's finances and that best support the delivery of the agreed Corporate Delivery Plan outcomes whilst maintaining financial sustainability.

5.2 This report by the Corporate Director of Finance and Resources has attempted to address these points. Therefore, no other options have been presented at this time.

6. Provisional Revenue Outturn 2024/25

6.1. Table 1 shows the provisional revenue outturn figures for 2024/25 by Directorate (Directorates as at 31 March 2025), including the impact of proposed movements to/from reserves on the final position and the movement from the outturn forecast at Quarter 3 (Period 9).

Table 1 – Revenue Budget Monitoring Provisional Outturn 2024-25

Management Area	Revised 2024/25 Budget	Outturn Before Reserve Transfers	Net Revenue Transfers To / (From) Reserves	Revised Outturn	Revised Outturn to Budget Variance	Q3 Forecast to Budget Variance	Variance Movement Between Q3 and Outturn
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children's Services	76,186	81,049	(1,558)	79,490	3,305	4,340	(1,035)
Adult & Social Services	79,721	96,169	(622)	95,547	15,826	15,445	381
Housing Demand, including temporary accommodation	23,457	23,790	622	33,268	9,810	11,988	(2,178)
Public Health	19,942	19,683	259	19,943	0	0	0
Environment & Resident Experience	19,128	16,526	1,816	18,342	(785)	(801)	16
Environment & Resident Experience Housing Benefit	(1,576)	5,135	0	5,135	6,711	3,500	3,211
Placemaking & Housing	4,101	8,153	(1,308)	6,845	2,744	580	2,164
Culture, Strategy & Engagement	13,548	13,886	(439)	13,447	(100)	682	(782)
Finance, Procurement and Audit	361	2,408	(1,724)	684	323	422	(99)
Directorate Service-Total	**234,867**	**275,655**	**(2,954)**	**272,701**	**37,834**	**36,155**	**1,678**
Capital Financing Charges	17,315	13,275	0	13,275	(4,040)	0	(6,175)
Contingency	10,147	2	0	2	(10,145)	0	(10,145)
Treasury Management Charges	13,264	12,848	0	12,848	(416)	0	(416)
Other Corporate Budgets	26,946	31,527	(14,377)	17,150	(9,796)	1,187	(8,848)
Corporate Budgets - Non-Service Total	**67,672**	**57,652**	**(14,377)**	**43,275**	**(24,396)**	**1,187**	**(25,584)**
General Fund-Directorate Service & Non-Service	**302,539**	**333,308**	**(17,331)**	**315,976**	**13,437**	**37,343**	**(23,905)**
External Finance	(302,539)	(305,976)	0	(305,976)	(3,438)	0	(3,438)
Exceptional Finance Support (EFS)	0	0	0	(10,000)	(10,000)	0	(10,000)
General Revenue Total	**0**	**27,331**	**(17,331)**	**0**	**(0)**	**37,343**	**(37,343)**
DSG	229,131	230,572		230,572	1,441	2,584	(1,143)
HRA	0	3,626	0	3,626	3,626	2,627	1,000
Haringey Total	**0**	**31,357**	**(17,331)**	**4,025**	**4,025**	**42,553**	**(38,528)**

6.2. The overspend against service budgets is £37.8m. The underlying drivers remain as reported during the year, namely placement cost pressures within Adults and Children's Social Care and demand and scarcity of supply within Housing

Demand. Additionally, higher than forecast bad debt provision was required in property services and Housing Benefits alongside reduced housing benefit subsidy payments received from Government.

6.3. Corporate budgets have underspent by £24.4m. This includes investment income, borrowing costs and the corporate contingency budgets which have underspent by a net £15.2m and a £9.3m unbudgeted drawdown from reserves. The council has received £3.4m unbudgeted external income associated with business rates.

6.4. Despite these one-off corporate improvements, Exceptional Financial Support will be required from government to meet the residual £10m overspend.

6.5. More detailed commentary on these final positions, the reasons for any variations and any significant movements since the last report to Cabinet in March (Quarter 3) can be found in Appendix 1.

Outturn 2024/25 Savings

6.6. Table 2 shows the overall delivery of agreed 2024/25 savings by Directorate. Overall, £12.904m (63%) has been delivered against the target figure which is in line with the forecast reported in Quarter 3.

Table 2 – 2024/25 MTFS Saving Delivery

Management Area	2024/25 Savings Target £,000	Full Year savings Delivered £,000	Full Year savings Delivered %	Variance/Non Delivery Outturn £,000	Variance/Non Delivery Q3 £,000	Movement Q3/Outturn £,000
Children's Services	1,065	833	78%	232	232	0
Adults, Health & Communities	10,475	5,930	57%	4,545	4,545	0
Environment & Resident Experience	4,212	3,515	83%	697	697	0
Placemaking & Housing	1,679	1,273	76%	406	406	0
Culture, Strategy & Engagement	2,024	1,245	62%	779	835	56
Finance Procurement Audit and Chief Execs	943	108	11%	835	808	-27
TOTAL	**20,398**	**12,904**	**63%**	**7,494**	**7,523**	**29**

6.7. Following a review of assumed savings as part of setting the 2025/26 budget, £0.44m of the non-achieved savings were considered no longer achievable, largely within Adults social care and have been removed from the budget from 2025/26 onwards. The remaining variance against delivery is due to delays in delivering the changes but are expected to deliver in full during 2025/26 but as highlighted there is risk in this assumption and monthly monitoring is in place to ensure that corrective action can be put in place for any savings not on track for delivery.

7. Collection Fund – Council Tax & Business Rates

7.1. The Council has a statutory obligation to maintain a separate ring-fenced account for the collection of council tax and business rates. The Collection Fund is designed to be self-balancing and therefore an estimate of any accumulated surplus or deficit is made each year and factored into the following year's tax requirement. The actual benefit or burden of any in-year variance is received or borne by taxpayers in the following year.

Council Tax

7.2. The 2024/25 in year council tax collection performance was 94.03% (target 96.75%). The Council tax surplus/deficit is distributed between the Council (77.6%) and its preceptor the GLA (22.4%) based on respective shares. There is an estimated surplus of £2.46m for 2024/25, which compares to a surplus of £2.61m in 2023/24. The latter is recognised in the 2024/25 outturn figures whilst the 2024/25 actual surplus will be recognised in 2025/26.

Business Rates

7.3. The 2024/25 in year business rates collection performance was 92.67% (target 96.0%). Under the Business Rates Retention Scheme the business rates collected by the Council are distributed across the Council (30%), MHCLG (33%) and the GLA (37%).

7.4. There is an estimated surplus of £1.79m in 2024/25, which compares to a surplus of £2.12m in 2023/24. The latter is recognised in the 2024/25 outturn figures whilst the 2024/25 actual surplus will be recognised in 2025/26.

8. Capital Programme Outturn

8.1. Table 3 below shows the revised budget for the Capital Programme in 2024/25 of £370m (£123.8m for General Fund and £246.3m for HRA).

Table 3: Revised budget for the Capital Programme

Directorate	2024/25 Revised Budget (£'000)	2024/25 Provisional Outturn (£'000)	2024/25 Budget Outturn Variance (£'000)	2024/25Q 3 Budget Variance (£'000)	Movement Between Outturn & Q3
Children's Services	15,954	16,344	390	(1,401)	1,791
Adults, Health & Communities	7,444	6,778	(666)	(2,467)	1,801
Environment & Resident Experience	22,726	18,289	(4,437)	(3,314)	(1,123)
Placemaking & Housing	28,120	18,093	(10,027)	(8,988)	(1,039)
Culture, Strategy & Engagement	16,205	13,466	(2,739)	(5,142)	2,403
General Fund Total	**90,449**	**72,970**	**(17,479)**	**(21,312)**	**3,833**
HRA - Housing Revenue Account	246,331	159,939	(86,392)	(86,207)	(185)
Total	**336,780**	**233,156**	**(103,624)**	**(107,520)**	**3,896**
Enabling Budgets					
Placemaking & Housing(EB)	10,933	6,949	(3,984)	(3,280)	(704)
Total	**10,933**	**6,949**	**(3,984)**	**(3,280)**	**(704)**
Enabling budgets include the following capital schemes: 421, 430, 509 & 699					
Corporate Items - EFS	20,000	10,000	(10,000)	(20,000)	10,000
Corporate items - Contingency	2,443	0	(2,443)	0	(2,443)
OVERALL TOTAL	**370,156**	**250,105**	**(120,051)**	**(130,800)**	**10,749**

8.2. Full details and reasons for the variation against budget for the General Fund are set out in Appendix 3 and full details of the HRA Capital Programme is set out in Appendix 2.

9. Debt Write-Off

9.1. All Council debt is considered recoverable, and the Corporate Debt Recovery Team will make every necessary effort to collect charges due to the Council. However, there are some circumstances when it is appropriate to write off a debt once all forms of recovery action have been exhausted.

9.2. Appendix 6 summarises the sums totalling £9.5m written off in Quarter 4 and the summary for the full year. In Quarter four, there was one debt greater than £50,000 which related to adult social care. This has been approved by the Cabinet member for Finance and Corporate Services in line with the constitution. All other individual debts in Quarter 4 were below £50,000 and therefore these write offs have been approved by the Corporate Director of Finance and Resources under delegated authority. All debts have been adequately provided for in the Council's bad debt provisions.

9.3. The total sums written off across the whole financial year total £20.9m and included 5 single debts with a value above £50,000. The service area with the highest total value and total volume was Parking which accounts for £18.6m of the total £20.9m, this is mainly driven by the increase in penalty charge notices (PCNs) issued particularly from growth in the low Traffic Neighbourhoods (LTNs). The write offs comprise of the following:

- Debts which cannot be recovered due to not having the registered keeper's details thereby preventing the debt recovery process from being implemented. In addition, increased cloned vehicle registrations cause delays in the debt recovery process.

- Cases where the recovery process proves challenging and enforcement agents are unable to recover warrants of execution for various reasons, including people moving and no new addresses available.

10. Reserves

10.1. The Council holds an un-earmarked General Fund reserve and this is retained at £15.2m which represents almost 5% of the net budget. It also has a number of other earmarked reserves, which are set aside to provide contingency against unplanned events, fund one-off planned expenditure and help smooth uneven spend patterns.

10.2. The Council is required to annually review the adequacy of its reserves which was last reported in March 2025 as part of the 2025/26 Budget and 2025/2030 MTFS report. That report reiterated the fragility of the council's balance sheet and in the light of severe budgetary pressures and volatile economic conditions, confirmed the maintenance of a General Fund un-earmarked reserve of £15.2m. Despite the provisional 2024/25 overspend, the Corporate Director of Finance & Resources has taken the decision to maintain this balance to provide immediately available access to funds in an emergency. However, this would not have been possible without the need to apply for EFS of £10m as highlighted elsewhere in this report.

10.3. When the 2024/25 budget was set in March 2024, a draw down from the Strategic Budget Planning reserve of £5.1m to balance the budget was agreed. However, as reported in Section 1 of the report, with the service overspends remaining consistently high at year end, and, despite considerable corporate underspends an additional £9.3m **unplanned** drawdown from various earmarked reserves has taken place. Part of this was as a result of a thorough and detailed review of the service and grants reserve balances undertaken during the year which resulted in £2.2m being released at year end to help mitigate the overall overspend position. The full £4.1m balance on the Transformation reserve was released along with £3.1m from the Strategic Budget Planning reserve. These decisions have been taken to minimise the request for Exceptional Financial Support (EFS) from government.

10.4. The financial planning process for 2026/27 and across the medium term is already underway and the Council is facing at least a £44m budget gap for 2026/27 increasing across the MTFS period. Ongoing use of reserves to balance the budget is never sustainable but the remaining useable balances in Haringey means that this is no longer an option. The 2025/26 Budget/MTFS assumed a £3m per annum contribution to reserves, a measure taken to begin to re-build resilience over the medium term. The 2025/26 budget already assumes £37m of Exceptional Financial Support which has been agreed in principle. The aspiration is that as a result of the emergency response arrangements that have been put in place, the delivery of a financial response and recovery plan and tight spend controls, that any drawdown of the £37m will be minimised. This requires all

services to remain within their budget. Any overspend in 2025/26 and if the further forensic review of remaining reserves does not identify any balances that can be released may require increased use of EFS. The level of useable reserves as at 31st March 2025 represent the minimum viable to mitigate known and unknown risks.

10.5. Quarterly reviews of the balance sheet will be instigated in 2025/26 to ensure that agreed carry forward balances are being drawn down in a timely fashion to deliver the agreed outcomes and that any sums not utilised will be subject to rigorous scrutiny to challenge whether they can be re-purposed to either offset in year pressures or to help with re-building the Strategic Budget Planning reserve.

10.6. A summary of the purpose of each reserve along with all the proposed in year movements to/from all reserves and final balances as at 31 March 2025 are shown in Appendix 4. These are not expected to change materially, however the reserve position will not be finalised until the completion of the External Audit of the 2024/25 accounts which will be reported to Audit Committee in January 2026.

11. Other revenue budget changes required: Haringey Learns Policy Update 2025/26

11.1 In light of the changing financial scenario facing the Council illustrated by the 2024/25 Outturn, the Council has also considered what other revenue or capital budget changes may be required. As part of that work, Haringey Learns, the Council's adult learning service, has reviewed its budget will be re-introducing its fees policy for the academic year 2025/26. The fees have been waived since covid lockdown.

11.2 Of the courses which will incur a full fee, based on the current year around 27.5% of the 200 learners would pay full fees and 72.5% will pay a 30% concession fee. Haringey Learns will be running a Level 3 course next academic year and all learners will be subject to fees. The Council has estimated between 15-20 learners per cohort at around £250/300 per person. Level 3 courses are not funded under the GLA guidelines.

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

12.1. The Council's budget aligns to and provides the financial means to support the delivery of the Corporate Delivery Plan outcomes. Going forward, the alignment of financial plans with the Corporate Delivery Plan will be further strengthened.

13. Carbon and Climate Change

13.1. There are no direct implications on the Carbon and Climate Change agenda included in this report.

14. Statutory Officers comments (Chief Finance Officer (including procurement), Director of Legal and Corporate Governance, Equalities)

Finance

14.1. This is a report by the Chief Finance Officer (CFO) and the financial implications arising have been highlighted throughout the report.

14.2. Although the development of the 2025/26 budget was robust and based on a set of assumptions underpinned by data and evidence known at that time, the provisional outturn figures presented in this report demonstrate that the underlying pressures increased during the course of the year. Some of these pressures are one-off, largely related to non-delivery of savings and increased demand for services which have been addressed in the 2025/26 budget but there remains a risk that pressures will be over and above that which was assumed. Work is underway as part of the Quarter 1 monitoring process to understand any ongoing impact.

14.3. Furthermore, the impact of inflation persistently being above the 2% target and not falling at the rate forecast by Government when the 2025/26 Budget was set, suggests that additional price pressures are likely to be seen across many services, not just the care services. It is also likely that the trend of increasing debt arrears will grow as residents and business also continue to be impacted by the high cost of living. The cost implications of meeting the additional demand for temporary housing and interest rates, as the Bank of England seeks to reduce prevailing inflation rates, will have implications for financing the capital programme.

14.4. These pressures are being experienced across the sector and many London boroughs are also seeing this level of overspend and are highlighting overspends across one or more of Adults or Children's social care and temporary accommodation.

14.5. All of these factors means that the financial position remains challenging. Work has already progressed on developing the 2026/27 draft budget and all services are working to address the financial challenge facing Haringey over the next few years. Further details are set out in the updated Medium term Financial Strategy that is published elsewhere on the agenda.

Strategic Procurement

14.6. Strategic Procurement notes the contents of this report and will continue to work with services to enable cost reductions through a review of contract spend and market management activities.

Legal

14.7. The Director of Legal & Governance has been consulted in the preparation of this report and makes the following comments.

14.8. Pursuant to Section 28 of the Local Government Act 2003, the Council is under a statutory duty to monitor during the financial year its expenditure and income against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such action as it considers necessary to deal with the situation. The Council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the overspend.

14.9. The Cabinet is responsible for approving virements in excess of certain limits as laid down in the Financial Regulations at Part 4 Section I, and within the Executive's financial management functions at Part 3 Section C, of the Constitution. Cabinet is also responsible for approving changes to fees, charges or concession policies in respect of executive functions.

Equality

14.10. 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.

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

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

14.13. This report sets out the provisional outturn for 2024/25 for the General Fund, HRA, DSG and the Capital Programme compared to budget which was set in March 2024. It provides explanations of significant under/overspends and also includes proposed transfers to/from reserves, revenue and capital carry forward requests and any budget virements or adjustments.

14.14. The Council's saving programme for 2024/25 was subject to an equality impact assessment (EQiA) before being approved and the recommendations in the report are not anticipated to have a negative impact on any groups with protected characteristics. However, it is acknowledged that the reinstatement of fees for the Haringey Learns adult learning service may have a disproportionate impact on residents with low incomes, women, disabled people and ethnic minority communities, who are generally more likely to use adult learning services. The decision to reinstate fees is considered proportionate and reasonable in the context of the Council's overall financial position and the need to ensure the long-term sustainability of the service.

15. Use of Appendices

Appendix 1 – Revenue Directorate Level Outturn

Appendix 2 – HRA Outturn

Appendix 3 – Capital Outturn, Carry Forward Requests and Financing

Appendix 4 – Appropriations to / from Reserves

Appendix 5 - Budget Virements

Appendix 6 – Debt Write-Off

Appendix 7 – Haringey Learns Policy

16. Background Papers

None

Appendix 1 – Revenue Directorate Level Outturn

The table below provides detailed directorate level outturn positions, and movements since the last report to Cabinet in March (Quarter 3).

Table 4: Directorate level outturn positions

Directorate Level Outturn 2024/25						
Management Area	**Revised 2024/25 Budget £'000**	**2024/25 Outturn before Reserves Movements £'000**	**Net Revenue Transfers To / (From) Reserves £'000**	**Outturn to Budget Variance(incl reserves) £'000**	**Q3 Forecast to Budget Variance £'000**	**Movement in Forecast Variance £'000**
CORPORATE BUDGETS - NON SERVICE	**67,653**	**52,275**	**-14,377**	**-24,396**	**1,187**	**-25,584**
Capital Financing Charges	17,315	13,275	0	(4,040)	0	(6,175)
Contingency	10,147	2	0	(10,145)	0	(10,145)
Treasury Management Charges	13,264	12,848	0	(416)	0	(416)
Other Corporate Budgets	26,946	31,527	(14,377)	(9,796)	1,187	(8,848)
CORPORATE BUDGETS – SERVICE (Finance, Procurement, Audit plus Chief Executive	**361**	**2,408**	**-1,724**	**323**	**422**	**-99**
CULTURE, STRATEGY & ENGAGEMENT	**13,548**	**6,379**	**7,069**	**-100**	**682**	**-782**
Legal & Governance	5,342	4,734	0	-608	-222	-386
Human Resources	781	456	0	-325	-206	-119
Digital Services	2,119	-5,418	7,022	-515	0	-515
Assistant Dir Strategy & Communication	124	379	0	255	245	10
AD for Transformation & Resources	373	597	0	225	136	89
Libraries	3,868	4,675	0	807	746	61
Culture, Museums & Archives	940	956	46	61	-17	78
ENVIRONMENT & RESIDENT EXPERIENCE	**19,128**	**16,526**	**1,816**	**-785**	**-801**	**16**
Parking & Highways	-15,873	-17,427	0	-1,554	-1,712	157
Community Safety, Waste & Enforcement	22,665	21,633	1,533	501	44	457
E&N Management & Support	1,818	1,934	0	116	174	-58
Parks & Leisure	3,176	3,083	0	-94	222	-316
Operational Facilities Management	288	482	0	194	443	-248
Corporate & Customer Services	6,422	6,189	283	50	103	-54
Transport and Travel	630	633	0	2	-76	78
ENVIRONMENT & RESIDENT EXPERIENCE	**-1,576**	**5,135**	**0**	**6,711**	**3,500**	**3,211**
Housing Benefit						
Rent Rebate LA	-465	1,023	0	1,489	1,033	455
Rent Allowance	-1,373	4,059	0	5,432	3,048	2,384
HRA Rent Rebate	262	52	0	-210	-582	372

Directorate Level Outturn 2024/25

Management Area	Revised 2024/25 Budget £'000	2024/25 Outturn before Reserves Movements £'000	Net Revenue Transfers To / (From) Reserves £'000	Outturn to Budget Variance(incl reserves) £'000	Q3 Forecast to Budget Variance £'000	Movement in Forecast Variance £'000
ADULT, HEALTH & COMMUNITIES	**123,121**	**139,642**	**9,115**	**25,636**	**27,433**	**-1,797**
Director of Adult & Social Services	78,711	94,754	-352	15,691	15,434	258
Housing Demand	23,457	23,790	9,477	9,810	11,988	-2,178
Director of Public Health	19,942	19,683	259	0	0	0
Assistant Director for Commissioning	1,010	1,415	-270	135	12	123
DCHILDREN'S SERVICES	**76,186**	**81,049**	**-1,558**	**3,305**	**4,340**	**-1,035**
Director of Children Services	2,161	2,212	0	51	129	-78
Commissioning	2,553	3,027	-681	-207	-70	-137
Prevention & Early Intervention	18,091	20,239	-1,029	1,119	1,258	-139
Children & Families	49,123	51,623	0	2,500	2,953	-453
Assistant Director for Schools	4,258	3,948	152	-158	70	-228
PLACEMAKING & HOUSING	**4,101**	**7,591**	**-745**	**2,744**	**580**	**2,164**
Director of Housing_Regen_Place	165	156	0	-9	-44	35
Capital Projects and Property	-1,760	847	584	3,191	576	2,615
Planning Building Standards & Sustainability	2,493	3,148	-554	101	49	52
Regeneration & Economic Development	3,204	3,441	-775	-538	0	-538
MANAGEMENT TOTAL	**302,539**	**333,308**	**(17,331)**	**315,976**	**13,437**	**37,343**
External Finance	(302,539)	(305,976)	0	(305,976)	(3,438)	0
Exceptional Finance Support (EFS)	0	0	0	(10,000)	(10,000)	0
General Revenue Total	**0**	**27,331**	**(17,331)**	**0**	**(0)**	**37,343**
DEDICATED SCHOOLS GRANT	**0**	**0**	**0**	**1,441**	**2,584**	**-1,143**
Schools Block	139,863	139,863	0	0	0	0
Central Block	2,649	2,649	0	0	0	0
Early Years Block	30,957	29,880	0	-1,077	0	-1,077
High Needs Block	55,642	58,180	0	2,519	2,584	-65
HOUSING REVENUE ACCOUNT	**0**	**3,626**	**0**	**3,626**	**2,627**	**1,000**
Operational Dir Housing Service & Build Sf	54,179	87,749	0	33,570	1,113	32,457
Managed Services Income	-135,145	-133,314	0	1,831	2,072	-241
Managed Services Expenditure	22,320	20,073	0	-2,247	290	-2,537

Directorate Level Outturn 2024/25						
Management Area	**Revised 2024/25 Budget £'000**	**2024/25 Outturn before Reserves Movements £'000**	**Net Revenue Transfers To / (From) Reserves £'000**	**Outturn to Budget Variance(incl reserves) £'000**	**Q3 Forecast to Budget Variance £'000**	**Movement in Forecast Variance £'000**
Retained Services Expenditure	61,627	26,259	0	-35,368	-848	-34,520
Retained Services HRA MIRS	-2,980	2,860	0	5,840	0	5,840

1. CORPORATE BUDGETS-Non-Service

Final Outturn Variance £24.4m under budget (Movement from Q3 £25.6m favourable)

1.1. The final outturn position on non-service corporate budgets is £43.3m, which is an underspend of £24.4m against the budget agreed in March 2024. The largest element of the underspend is £10.1m of the unallocated corporate contingencies which in line with previous years is allocated at the year end. There is a £4.0m underspend against the minimum revenue provision budget following a review of the MRP policy in March 2025. A net underspend of £0.4m on Treasury budgets is made up of an underspend of £0.9m against borrowing costs but offset by an underachievement of budgeted investment income of £0.5m. This is predominately due to two factors; lower balances have been available for investment and lower than anticipated rates have been achieved as interest rates started to reduce in year.

1.2. In addition to the £5.1m of budgeted use of reserves that was agreed as part of the 2024/25 budget in March 2024, a further drawdown from reserves of £9.3m has been required.

2. EXTERNAL FINANCE: Final Outturn Variance £3.4m overachievement in Income (Movement from Q3 £3.4m favourable)

2.1. The final outturn position on External finance budgets is £306.0m, which is an overachievement of income of £3.4m against the budget agreed in March 2024. The Council received £0.7m of income from the distribution of the government's business rates levy surplus. This had not been assumed when the budget was set in March 2024. A further £1.7m was received in year from prior year surpluses from participation in the 8-authority pool. The remainder is due to the difference between budget estimates and actual receipts in relation to section 31 business rates grants.

3. CORPORATE BUDGETS – SERVICE (Finance, Procurement, Audit and Chief Executive budgets)

Final Outturn Variance £0.3m over budget (Movement from Q3 £0.1m favourable)

3.1. The final outturn position for Finance, Procurement and Audit budgets is an overspend of £0.086m against the budget agreed in March 2024 and shows an improved position of £0.1m compared to that reported in Quarter 3. The improvement is a result of a number of posts being held vacant within the service.

3.2. As reported through the year, there continues to be an overspend in Corporate Finance as the dependency on high-cost interim staff continues pending the re-structure of the service that is now underway. Following implementation of the new structure and successful recruitment to permanent posts, reliance on interim and agency staff is expected to reduce and spend to move more in line with the budget.

3.3. The remaining £0.239m overspend is caused by delays in delivering the Council's senior management restructure. This has now happened and therefore the overspend will not continue in 2025/26.

4. CULTURE, STRATEGY & ENGAGEMENT

Final Outturn Variance £0.1m under budget (**Movement from Q3 £0.8m favourable)**

4.1. The final outturn position for Culture, Strategy and Engagement is £13.4m which is an underspend of £0.1m against the budget agreed in March 2024 and shows an improvement of £0.8m compared to that reported at Quarter 3.

4.2. The key movements from that reported in Quarter 3 are in Digital Services (£0.5m) where further contract savings have been achieved; and Legal and Governance (£0.4m) where there has been a lower than projected cost to the Council within Electoral Services (registration and canvassing) due to the receipt of new burdens grants which was not known when the budget was set.

4.3. These favourable movements, along with an underspend within HR (£0.3m) that was the result of action taken, primarily in the second half of the year, to severely reduce spending, have offset key pressures that have run through the course of the year namely in (i) Libraries (£0.8m) due to the delayed implementation of reduced opening hours and income pressures; and (ii) Strategy & Communications (£0.3m) due to not being possible to meet the stretch commercial income targets that were assumed as part of the agreed budget.

5. ENVIRONMENT AND RESIDENT EXPERIENCE

Under Budget £0.8m (Movement from Q3 £0.01m adverse)

5.1. The final outturn position for Environment and Residence Experience (ERE) is £18.3m, an underspend of £0.8m against the budget agreed in March 2024 and broadly in line compared to the position reported at Quarter 3. The service area were due to receive transformation funding for the Waste Service re-procurement. As the Directorate was underspending in total, the transfer from the transformation reserve was not necessary. In addition, the bad debts provision has increased by £0.1m for Council Tax court cost income. These budget pressures were partially mitigated by the £0.3m allocation for inflationary increases which was not part of the original budget when it was agreed.

5.2. **Parking and Highways** - **Under budget £1.6m** (**Movement from Q3 £0.1m adverse**)

The Parking and Highways budget is underspent by £1.6m, which facilitated to mitigate the overspends within the wider directorate. The underspend has reduced by £0.2m on the Q3 projection, mainly attributed to the delays in processing CCTV PCN's and the delays in recruitment of processing staff. In addition, £140,000 allocation for inflationary increases which was not part of the original budget when it was agreed has been utilised.

5.3. **Community Safety and Waste Enforcement – Over budget £0.5m** (**Movement from Q3 £0.5m adverse**)

The Community Safety and Waste Enforcement budget is overspent by £0.5m, which is a result of costs associated with the preparation of the new waste contract being funded through the service, rather than use of the Transformation Reserve.
Waste and Environment service reported improvements in overall management of the waste contract and have secured £0.1m DEFRA grant which will be carried forward to 2025/26.

There were overspends within the Anti-Social Behaviour and Prevent services but these have been mitigated by a £0.2m underspend reported in Regulatory services from the over achievement of income in Pest Control and reduced costs in Environmental Health and Trading Standards.

5.4. Management and Support - Over budget £0.1m (Movement from Q3 £0.06m favourable)

The £0.1m overspend is a result of the non-delivery of the £0.2m digital transformational savings, previously held by the Culture, Strategy and Engagement directorate. The digital team is in the process of developing a roadmap to achieve the savings through digital solutions.

The has been partly offset by a £0.1m favourable movement on Q3, through the holding of vacancies and improved position on legal fees and disbursement expenditure.

5.5. Parks and Leisure - Over budget £0.2m (Movement from Q3 £0.02m favourable)

The £0.2m overspend reported is essentially due to the underachievement in the income in Events and the reprofiling of the allotment income. The Leisure Centres position was improved compared to Quarter 3 as a result of delays in recruitment of staff. The final outturn position also includes a contribution to Finsbury Park capital works which was not anticipated when the budget was set.

5.6. Operational Facilities Management Over budget £0.2m (Movement from Q3 £0.2m favourable)

The £0.2m overspend partially is due to the contractual changes to the London Living Wage applied by the contractor which was not reflected when the budget was set. However, there is a £0.2m favourable movement on Q3 mainly from the £0.1m contribution to inflationary increase applied to the security contract and by implementing full cost recovery on recharges.

5.7. **Customer Services - Over budget £0.05m (Movement from Q3 £0.4m adverse)**

The overspend is due to one off redundancy costs but which have been mitigated by underspends in the Business Change team. The £0.05m favourable movement on Q3 was achieved through delayed recruitment and reviewing of non-essential expenditure. The service was awarded part of a £0.3m additional one-off funding for additional resources to support the Adult Social Care Aged Debt project. Due to the delays with commencing the project, this funding will be carried forward to 2025/26.

5.8. **Carbon Management** - **Spend to budget (Q3 spend to budget)**

The outturn position is a break-even position. This was achieved through £0.2m income received from Public Health and draw down of £0.04m service reserves.

5.9. **Transport - Spend to budget (Q3 spend to budget)**

The outturn position is a break-even position following £0.3m TFL income applied to finance the service expenditure.

6. ENVIRONMENT & RESIDENT EXPERIENCE HOUSING BENEFIT (HB)

Over budget £6.7m (Movement from Q3 £3.2m adverse)

6.1. The final outturn position for HB is an overspend of £6.7m against the budget agreed in March 2024 and worsened by £3.2m compared to that reported at Quarter 3. This is driven by two factors; unfunded spend on statutory Housing Benefit payments to Supported Exempt Accommodation (SEA) providers and a change in methodology for forecasting recovery of a significant debt, which has increased the bad debt provision (BDP) for 2024/25.

6.2. The increase in SEA pressure is a result of the Council's review into existing providers and correcting existing SEA claims which reduced the number of Registered Providers and therefore Subsidy from DWP. This pressure is expected to reduce significantly in 2025/26 as the review is completed and non-compliant claims are cancelled.

6.3. The pressure on the BDP increased from £3.5m to £6.3m because a decision has been taken to allocate the BDP for a £5.6m overpayment entirely in 2024/25, instead of spreading out the pressure over several financial years. This decision was made as the company liable for the debt entered voluntary liquidation in December 2024, significantly reducing the prospects of recovery. It is expected the BDP pressure will drop significantly in 2025/26.

7. ADULT & SOCIAL SERVICES

Over budget £15.8m (Movement from Q3 £0.38m adverse)

7.1. The final outturn position for Adult Social Care is £95.5m, an overspend of £15.8m against the budget agreed in March 2024 and worsened by £0.38m compared to that reported at Quarter 3.

7.2. The main movement is due to the ongoing increase in the demand for care and support and increasing cost in packages of care.

- During Quarter 4, there continued to be an increase in the number of adults eligible for social care support. Adult Social Care incurred a further £3.8m of care cost, mainly for adults aged 65 and over and younger and older adults with complex mental health conditions.

- The continual review of complex package of care with Health resulted in an additional £2.4m of joint funding arrangements mitigating the financial impact of the increase in care cost incurred in Quarter 4.

- As at Quarter 3, the forecast was for a payment of £1.158m to NHS Providers for costs incurred in 2023/24, where it had been assumed the Adult Social Care, as per historical Section 75 arrangements would have the financial responsibility to make payment to the Provider on behalf of the ICB. However, work with the Providers and reconciliation of all financial liabilities identified that the ICB met the cost in full for 2023/24 and will continue to so in future years. This provided one-off mitigation in year reducing the impact of the increase in the cost pressures in Quarter 4. This is a one off contribution to the in year overspend.

8. HOUSING DEMAND

Over budget £9.8m (Movement from Q3 £2.2m favourable)

8.1. The final outturn position for Housing demand is £33.2m, an overspend of £9.8m against the budget agreed in March 2024. Throughout 2024/25 a wide range of activity was undertaken to contain budgetary pressures in Housing Demand. Since quarter 3, housing demand saw a £2.2m favourable movement as a result of this activity.

8.2. Improvement in rent collection and additional rental income. The Bad Debt Provision (BDP) reduced by £0.6m from improved Temporary Accommodation (TA) rent collection rates. Year-end performance reached 93.94%, exceeding the previous forecast of 91%. Additional rental income of £0.1m was collected, which had not been factored into the previous forecasts.

8.3. Reduction in repairs and maintenance costs and staffing savings. Expenditure related to repairs and maintenance for Private Sector Leased (PSL) properties was £0.6m lower than projected. There were additional savings of £0.09m in the staffing costs due to vacancies and certain posts being held and not recruited to.

8.4. Achievements within the Housing Demand (HD) Programme, commissioning efficiencies and staffing vacancies resulting from delays to recruitment. As a result of the significant demand pressures, ring-fenced grants were received amounting to £0.8m, for spend on homelessness. Of this, £0.6m will be carried forward as a service reserve into 2025/26 for spend on a number of programmes of work including PSL retention, enhanced prevention activity and resettlement support and a temporary accommodation occupancy pilot. The HD programme has focussed on reducing temporary accommodation costs through a range of activity and the commissioning team on achieving efficiencies and value for money across the service through contracts.

9. PUBLIC HEALTH

Spend to budget (Q3 spend to budget)

9.1. The Public Health Grant allocation for 2024/25 was £23.2m, the grant was fully committed in 2024/25 in line with the Public Health grant conditions. No variance has been reported.

10. CHILDREN'S SERVICES

Over budget £3.3m (Movement from Q3 £1.0m favourable)

10.1. The final outturn position for Children's Services is £79.5m, an overspend of £3.3m against the budget agreed in March 2024 and improved by £1.0m compared to that reported at Quarter 3.

10.2. The key changes relate to an improvement in the placements forecast where income was under forecast throughout the year and the projection for legal fee costs which were over forecast in year. There were also a number of intentionally homeless provisions that were closed between Q3 and the end of the year. Finally, some provision for costs relating to the implementation of the new case management system were lower than expected at the end of the year.

11. PLACEMAKING AND HOUSING

Over budget £2.7m (Movement from Q3 £2.2m adverse)

11.1. The final outturn position for Placemaking and Housing is £6.8m, an overspend of £2.7m against the budget agreed in March 2024 and which has worsened by £2.2m compared to that reported at Quarter 3. This is mainly a result of:

- Strategic Property Services – £1.7m. This was a result of under-forecasted property valuation and management fees (£0.3m); under-provision for bad debts (£0.3m); backdated rent review costs previously understated (£0.1m) and over-forecasted rental and recharge income (£0.9)

- Corporate Contract Services - £0.7m resulting from under-recovered recharges and previously assumed capital costs for property maintenance.
- Construction Services - £0.1m due to non-rechargeable costs linked to delayed or aborted projects

- Regeneration Services - £0.5m improvement from staff savings following a restructure and reserves drawdown that had not been anticipated when the budget was set.

12. DEDICATED SCHOOLS GRANT (DSG)

Over budget £1.44 (Movement from Q3 £1.1m favourable)

12.1. The DSG consists of four blocks – high needs, early years, schools and central services. The overall closing position on 31 March 2025 is an overspend of £1.4m.

12.2. The table below sets out the provisional 2024/25 Outturn for the DSG

Table 5 – 2024/25 DSG Provisional Outturn

	Funding Allocation	Outturn	Deficit / (Surplus) @ 31st March 2025	Forecast Deficit / (Surplus) @ Q3	Movement Q3 to Outturn
	£'000	**£'000**	**£'000**	**£'000**	**£'000**
Schools block	139,863	139,863	**0**	0	**(0)**
Central school services block allocation	2,649	2,649	**0**	0	**0**
High needs block allocation	55,662	58,180	**2,519**	2,584	**(65)**
Early years block	30,957	29,880	**(1,077)**	0	**(1,077)**
Total DSG	**229,131**	**230,572**	**1,441**	**2,584**	**(1,143)**

High Needs Block

12.3. The main pressure remains in the High Needs Block which ended the year with a deficit of £2.5m a small improvement of £0.1m since Quarter 3.

12.4. This is largely in line with the intervention support (Safety Valve programme) agreed with the DfE to reduce the cumulative deficit and reach a positive position by 2027/28. To deliver the required improvement over the next five years the

Council has developed a DSG Management Plan which is being coproduced with various stakeholders. The plan has been approved by DfE and as a result financial support of £29.9m is being provided. In 2024/25 the Council received £1.9m of the funding to reduce the accumulated HNB deficit.

12.5. The service has seen a 5.7% rise in Education, Health and Care Plans (EHCP) plans across 2024/25. There are 2,973 active EHCP plans as at the end of March 2025 compared to the target of 2,891. A key focus for the service is closures of EHCP's for Post 16 young adults no longer continuing in Education.

12.6. There are however key risks associated with placement costs and increased demand particularly for independent school placements to meet the social, emotional and mental health needs of children.

12.7. Despite these pressures, the Council remains on track to deliver the agreed outcomes of the Safety Valve programme by 2027/28.

Early Years Block

12.8. There is an in-year surplus on the Early Years Block of £1.1m. Every year the DfE allocates indicative funding based on two actual Spring Census counts and one based on estimates. Following a review of actual 2024/25 Spring term pupil numbers in July 2024, the DfE are expected to recoup money through a clawback adjustment. The surplus is therefore transferred to the Early Years Block reserve pending final confirmation of this expected clawback.

Schools and Central Blocks

12.9. No material variances against the 2024/25 budget allocations.

SCHOOLS WITH DEFICIT BALANCES

12.10. As at the end of the year there are 33 schools with deficit balances compared to 32 schools at 31 March 2024, an increase of 1 and 31 schools in surplus. The overall Schools outturn deficit was £2.6m, compared to £0.1m in March 2024, an increase of £2.5m since last year.

12.11. There are 21 schools with Licensed Deficit Recovery Plans. Schools with deficits by March 2025 and those requiring licensed deficit recovery plans have been included in Table 6.

Table 6: Schools Budget Outturn including those requiring License Deficit Recovery Plans

Type of School	Number of Schools with Deficit	Deficit £'000	Number of Schools with Surplus	Surplus £'000	Total net deficit / (surplus) £'000	Schools with Licensed Deficit Recovery Plan	Total Forecast deficit / (surplus) @ Q3 £'000	Change Q3 to Outturn £'000

Nursery	1	21	2	(770)	(749)	0	(405)	(344)
Primary	25	5,380	26	(3,997)	1,383	20	2,903	(1,520)
Secondary	3	1,461	2	(820)	641	0	63	578
Special	3	1,185	1	(25)	1,160	0	1,072	88
Alternative Provision	1	198	0	0	198	1	176	22
Total	**33**	**8,245**	**31**	**(5,612)**	**2,633**	**21**	**3,809**	**(1,176)**

12.12. This worsening position adds additional financial risk to the Council's General Fund and focused work continues both at individual school level and the schools forum to provide support and interventions that will improve this position as we move into 2025/26.

12.13. A more structured approach is required to manage schools in deficit and a strengthening of governance is now in place. Plans include an improved coordinated approach to engaging with schools in deficit to help develop robust recovery plans and using DfE certified tools to help build staffing strategies based on pupil numbers.

Appendix 2 – HRA Outturn

Housing Revenue Account (HRA) Budget EOY compared to Q3 2024/25

HRA BUDGET 2024/25 - EOY compared to Q3	2024/25 Revised Budget	EOY Outturn 2024/25	EOY Outturn 2024/25 Variance	Q3 2024/25 Forecast Variance	Movement EOY v Q3
	£000's	£000's	£000's	£000's	£000's

Service Charge Income - Hostels	(490)	(478)	12	(8)	20
Rent - Hostels	(1,797)	(1,869)	(73)	(13)	(60)
Rent - Dwellings	(100,553)	(98,504)	2,050	1,895	155
Rent - Garages	(746)	(708)	38	38	(0)
Rent - Commercial	(664)	(507)	157	25	132
CBS - Lease Rental Income	(4,000)	(4,359)	(359)	-	(359)
Income - Heating	(1,154)	(1,150)	4	-	4
Income - Light and Power	(1,812)	(1,780)	32	36	(4)
Service Charge Income - Leasehold	(10,693)	(10,802)	(109)	-	(109)
ServChgInc SuppHousg	(1,636)	(1,640)	(4)	(7)	3
Service Charge Income - Concierge	(2,181)	(2,178)	3	(1)	4
Grounds Maintenance	(2,513)	(2,471)	42	40	2
Caretaking	(3,168)	(3,195)	(26)	10	(37)
Street Sweeping	(3,738)	(3,673)	65	57	8
HRA Income	**(135,145)**	**(133,315)**	**1,830**	**2,072**	**(242)**
Housing Management WG	25	0	-25	0	(25)
Housing Management NT	30	5	-24	0	(24)
Housing Mgmnt Hornsy	0	102	102	0	102
TA Hostels	682	629	-53	45	(98)
Sth Tottenham Area Office	0	0	0		0

HRA BUDGET 2024/25 - EOY compared to Q3	**2024/25 Revised Budget**	**EOY Outturn 2024/25**	**EOY Outturn 2024/25 Variance**	**Q3 2024/25 Forecast Variance**	**Movement EOY v Q3**
Housing Management ST	10	0	-10	0	(10)
Housing Management BWF	12	0	-12	0	(12)
Rent Accounts	0	302	302	0	302
Accountancy	0	0	0	0	0

Under Occupation	179	91	-89	-75	(13)
Repairs Cent Rechrge	2	2	0	0	(0)
Respon Repair - Hos	678	722	44	7	37
Water Rates Payable	33	107	74	0	74
Housing Mngt Recharg	4,532	4,854	321	0	321
Other RentCollection	146	233	87	0	87
Energy Billing & Collection	0	46	46	0	46
HousMgmntRechg Energ	3,175	2,584	-590	-274	(317)
Special Services Cleaning	4,053	4,284	231	150	81
Special Serv GrndMnt	2,003	1,954	-49	0	(49)
HRA Pest Control	324	399	75	96	(21)
Estate Controlled Parking	153	46	-107	0	(107)
Managed Services	0	133	133		133
Support People Paymt	1,414	1,483	69	0	69
Bad Debt Dwellings	2,949	2,363	-586	0	(586)
Bad Debt Prov - Leas	200	-273	-473	0	(473)
Bad Debt Prov - Comm	0	-32	-32		(32)
Bad Debt Prov - Host	70	0	-70	0	(70)
HRA- Council Tax	990	1,289	299	389	(90)
Supported Housing Central	660	442	-218	-49	(169)
HRA BUDGET 2024/25 - EOY compared to Q3	**2024/25 Revised Budget**	**EOY Outturn 2024/25**	**EOY Outturn 2024/25 Variance**	**Q3 2024/25 Forecast Variance**	**Movement EOY v Q3**
Housing Management team	0	0	0		0
Housing Strategy Team	362	311	-51	0	(51)
Housing Delivery Team	0	154	154		154
Anti Social Behav Sv	654	417	-237	-254	17

Interest Receivable	-228	-4,365	-4,137	0	(4,137)
Corporate democratic Core	681	681	0	0	0
Leasehold Payments	102	269	167	0	167
Landlords Ins - TEN	381	481	99	0	99
Landlords - NNDR	121	125	4	0	4
Landlords Ins - LSHD	3,795	3,910	116	0	116
HfH-Insourci to LBH	0	26	26	0	26
Capital Financing Costs	20,763	20,628	-135	0	(135)
Depreciation - Dwellings	22,597	22,891	294	-594	888
Community Benefit So	0	310	310	0	310
GF to HRA Recharges	2,594	2,901	307	0	307
Estate Renewal	1,202	139	-1,063	0	(1,063)
HIERS/ Regeneration Team	0	300	300		300
Operational Dir Housing Serv & Buil	7,336	7,697	361	-11	373
Housing Management Services	15,653	15,882	229	72	157
Housing Property Services	30,736	36,101	5,365	1,053	4,312
Housing Improvement Plan (HIP)	454	767	312	0	312
HRA budget release from Reserve	-2,980	-3,052	-74	0	(74)
HRA Expenditure	**126,542**	**128,339**	**1,796**	**555**	**1,241**
HRA - (Budgeted Surplus)	**8,603**	**4,976**	**(3,626)**	**(2,627)**	**(999)**

HRA BUDGET 2024/25 - EOY compared to Q3	**2024/25 Revised Budget**	**EOY Outturn 2024/25**	**EOY Outturn 2024/25 Variance**	**Q3 2024/25 Forecast Variance**	**Movement EOY v Q3**
	£000's	**£000's**	**£000's**	**£000's**	**£000's**
Housing Revenue Account (HRA) - Income	(135,145)	(133,315)	1,830	2,072	(242)
Housing Revenue Account (HRA) - Expenditure	126,542	128,339	1,797	555	1,242
HRA - (Budgeted Surplus)	**(8,603)**	**(4,976)**	**3,626**	**2,627**	**999**

1. HOUSING REVENUE ACCOUNT (HRA)

Over budget £3.6m (Movement from Q3 £1.0m adverse)

1.1. The final outturn position on the Housing Revenue Account is a surplus of £5.0m, compared to the budgeted surplus of £8.6m resulting in an adverse variance of £3.6m, worsened by £1.0m compared to that reported at Quarter 3. meaning. This is a deterioration of £1.0m compared to Quarter 3 which forecast a £2.6m adverse variance.

1.2. Part of the £5.0m surplus has been used to replenish the HRA reserve balance to £20.0m. It is usually considered best practice to have a reserve balance of 10% of annual rent income. However, a prudent decision has been made to ensure the HRA reserve balance exceeds this amount which takes into account the age and stock profile of the properties managed in Haringey, increased regulatory and statutory related works, and the need to account for unforeseen and or emergency works during the next 5 years. The 2024/25 closing reserve balance was 16% of 2024/25 income.

1.3. The Housing Repairs Service budgets continue to come under pressure with increasing demand for the service and the need to bring in additional capacity using contractors, including to cover industrial actions over an eight-week period during 2024/2025.

1.4. An options appraisal and value for money assessment of the delivery model for the Repairs Service will be carried out in 2025/26.

1.5. Disrepair expenditure was high as a result of external Legal Fees to tenant's legal representatives. This was due to an increase in operational output in a drive to close more cases, and the resolution of historic, and often complex litigated cases, which were targeted during the summer and autumn to mitigate the risks of penal notices. These cases incur significantly above average costs due to their age and escalation status, which is further compounded by the substantial variance in bill totals.

1.6. Payments typically fall due between 2 and 4 months from resolution following negotiations and assessment processes, resulting in uncertainty for forecasting purposes because of volume and costs are not known until resolved and also timing, as it is not known when costs matters will be resolved until a settlement or assessment has concluded. Ultimately the variance represents 614 cases closured by the year end which are attributable to the financial year's work, each coming with unavoidable cost, and further represents approximately two thirds of the historic backlog.

1.7. HRA Capital Programme Outturn

1.8. The HRA reports a full year capital spend of £159.9m against a revised budget of £246.3m. The end of year underspend of £86.3m.

1.9. The table below provides a comparison of the outturn to quarter 3.

Scheme	Revised Budget	Outturn	EOY YTD Variance	Q3 - P9 24/25	Movement EOY v Q3	2024/25 Outturn	Comments
	£000's	£000's	£000's	£000's	£000's	£000's	
Major Works - Haringey Standard	**35,293**	18,567	-16,726	22,580	-4,013	21,701	The reduction in forecast spend is mainly due to a reduction of £6m to the forecast spend on the Noel Park Pods programme in 2024/25. This is due to ongoing discussions to agree additional cost on the project. Only spend up to current approved budget is now expected this year.
Carbon Reduction (Affordable Energy)	**3,503**	1,130	-2,373	2,490	-1,360	278	Reduction in forecast spend is due to changing assumptions as to level of spend required in 2024/25 to support Wave 3 funding bid. Bid has been made through London Councils and currently awaiting confirmation of any grant award. Grant is dependent on spend being achieved.
Broadwater Farm New Build	**21,944**	3,876	-18,068	4,682	-806	447	Spend is reduced due to contractor not starting works until the new year as opposed to previously forecast 2024 start. Slippage reported as we have now completed the procurement of the main contractor for Phase 1(a) and cashflow for the year has been updated to reflect contractors information.
Broadwater Farm Works	**12,813**	10,176	-2,637	9,205	971	6,667	Slippage due to slower progress on Tangmere demolition than expected, the move of the community centre project into 2025/26 and out of current year forecasts and lower than anticipated acquisitions on the remaining block to be decanted.
Fire Safety Works	**11,279**	6,735	-4,544	9,506	-2,771	9,520	The end-of-year forecast currently shows a variance which we anticipate carrying forward due to slower-than-expected progress in procuring AFD works and Fire Doors, as well as delays in finalising the long-term contract for EICR.
Hsg Aids & Adaptations	**1,144**	1,155	11	1,144	11	1,505	The service is reporting an overspend due to a number of contracts through the LCP system. To help alleviate this pressure, approved adaptations are being scheduled for the 2025/2026 financial year, to help keep the overspend to a minimum.

Scheme	Revised Budget	Outturn	EOY YTD Variance	Q3 - P9 24/25	Movement EOY v Q3	2024/25 Outturn	Comments
	£000's	£000's	£000's	£000's	£000's	£000's	
	85,976	**41,639**	**- 44,337**	**49,607**	**-7968**	**40,118**	
TA Acquisitions	**22,825**	25,150	2,325	22,825	2,325	15,447	The scheme acquired more units than anticipated- driven by the need to increase the units available for TA use and help reduce GF pressures.
New Homes Build Programme	**101,926**	82,866	-19,060	73,977	8,889	69,515	Slippage due to slowing down the programme as some schemes were impacted by viability issues mainly due to high interest cost.
New Homes Acquisitions	**33,540**	9,487	-24,053	13,023	-3,536	33,294	This is due to delays in completion of some acquisition of homes originally anticipated to complete in 2024/25
Northumberland Park	**0**	269	269	252	17	90	This is due to cost of architect's re-design work that was brought forward.
High Road West	**2,064**	528	-1,536	440	88	318	Development programme has slowed and is currently under review, in light of broader delivery factors, including market changes impacting viability. Acquisition of homes has been delayed to FY 2025/26. Projected spend for remainder of FY 2024/25 is project on-costs.
	160,355	**118,300**	**-42,055**	**110,517**	**7,783**	**118,664**	
Grand Total	**246,331**	**159,939**	**-86,392**	**160,124**	**-185**	**158,782**	

Appendix 3 - Capital Outturn, Carry Forward Requests and Financing

1.1. This appendix provides the detail of the Capital Programme on a scheme-by-scheme basis – comparing the outturn position to the Quarter 4 budget.

	2024/25 Revised Budget (£'000)	2024/25 Provisional Outturn (£'000)	2024/25 Budget Outturn Variance (£'000)	Q3 Forecast (£'000)
Children's Services	16,533	16,340	(193)	14,553
Adults, Health & Communities	7,444	6,778	(666)	4,977
Environment & Resident Experience	23,629	18,289	(5,340)	19,412

Placemaking & Housing	27,980	18,094	(9,886)	19,132
Culture, Strategy & Engagement	16,248	13,466	(2,782)	11,063
General Fund Total	**91,835**	**72,967**	**(18,764)**	**69,138**
HRA - Housing Revenue Account	246,331	159,939	(86,392)	160,123
Total	**338,166**	**232,906**	**(105,259)**	**229,261**
Enabling Budgets				
Placemaking & Housing (EB)	11,073	6,949	(4,124)	7,653
Total	**11,073**	**6,949**	**(4,124)**	**7,653**
Corporate Items - EFS	20,000	10,000	(10,000)	
Corporate items - Contingency	2,443	0	(2,443)	2,443
OVERALL TOTAL	**371,682**	**249,855**	**(121,826)**	**239,357**

1.2. The appendix also sets out the requested carry forwards with reasons supporting the request. Of the total General Fund underspend of £35.435m, £27.162m has been requested to be carried forward. A number of requested carry forwards have been transferred to the contingency and services will need to rebid for the funding once a case has been proven.

1.3. It should be noted that the above performance was after the reprofiling of £160m in Q2, with minor reprofiling in Q3 over later years of the MTFS.

1.4. **Children's Services. Total Budget £16.5m Outturn £16.3m.** The Children's Services outturn includes the PFI payments to academies that previously was held in the contingency. Whilst payments have been reflected in the Children's Services programme this will be funded corporately.

1.5. The outturn of £14,344m (after discounting the payments to PFI academies) is £200,000 less than that the forecast of £14.6m at quarter 3. There are a range of movements between Q3 and the outturn, but the largest was the inclusion of Art Council music Hub grant of £0.579m which was added to the programme between the quarters, and this is to be carried forward. This was offset by increased expenditure on the Safety Valve of £0.475m. The outturn includes £12.7m spent on schools, including £2m on Reinforced Autoclaved Aerated Concrete (which is largely being funded through government grant), and £1.1m on the Safety Valve programme.

1.6. **Adults, Health & Communities. Total Budget £7.444m Outturn £6.778m.** The actual outturn of £6.778m is an improvement on the Quarter 3 position of £4.997m. The largest improvement was in the Aids and Adaptations budget (which is funded by grant) where the final outturn was £1.7m higher than the Quarter 3 projection. The resolution of the staffing and procurement implementation issue in this area has contributed to the better than expected outturn and increased spend. There were a number of other minor improvements in performance.

1.7. **Environment & Resident Experience. Total Budget £23.629m Outturn £18.289m.** The forecast outturn at quarter 3 was £19.4m compared to the outturn of £18.289m. Transport and Highways Infrastructure includes, the walking and cycling action plan, Parkland Walk Bridges, Brough Roads, Flood Water

Management, Street Lighting which, spent £13.935m and which is broadly in line with the Quarter 3 position.

1.8. Parks and Leisure spent £2.532m in 2024/25, this compares to a forecast at quarter 2 of £2.314m.

1.9. The refurbishment of Leisure Centres was forecast to budget at Quarter 3, however, was lower by £1.167m due to delays in procurement. The delays to the Parkland Walk Bridges scheme resulted in a reduced outturn by £0.575m.

1.10. The Road Danger Reduction scheme received additional TfL funding so the allocated budget was not spent.

1.11. In addition, £1.5m was added to the final budget for Tottenham Parks, which was not spent but planned for spending in 2025/26.

1.12. **Placemaking & Housing. Total Budget £27.980m Outturn £18.094m.** The regeneration programmes have actual spend of £14.1m against a forecast of £16.3m. There are 2 large contributors to the revised, lower, outturn. These are the lower expenditure on the Wood Green schemes (c£1m less than the quarter 3 forecast), and the Down Lane project (which is £1m lower than forecast in quarter 3).

1.13. The Asset Management of Council Buildings outturn of spend of £4.180m was £1.3m more than forecast in quarter 3 as a result of the recruitment of an additional member of staff who was able to undertake additional projects. The outturn also includes the capitalisation of eligible staff costs that were not included in the quarter 3 position.

1.14. **Culture, Strategy & Engagement. Total Budget £16.248m Outturn £13.466m**. Digital and IT has an outturn of £5.4m which is £1m more than forecast at Quarter 3. The improved spend is down to the deployment of additional staff resources and increased delivery of projects. However, this still leaves a significant request for carry forwards which are required due to external requirements (the Big Switch off of analogue phone lines) and the life expired/non supported systems that are critical to the Council's operation.

1.15. The Civic Centre was forecasting to spend £1.05m at Quarter 3, and the outturn position of £2.830m is a £1.8m increase. This is primarily due to more work being completed under the pre-construction services agreement. Even though the spend in 2024/25 is greater than the budget, this represents an acceleration of spend and not an increase in the cost of the scheme.

1.16. **Corporate Items. Total Budget £22.443m Outturn £10.0m.** This budget includes the Exceptional Financial Support which has an outturn of £10m as against a forecast at Quarter 3 of £20m. An in-year allocation of £60,000 was made to support a IT solution in the Planning Service. There have been no allocations from the Contingency since Quarter 3. However, the recommended carry forward contingency budget is larger due to a number of underspends being transferred into it.

1.17. The outturn position on the flexible use of capital receipts was expenditure of £3.4m against the budget of £7.731m. The lower use of capital receipts is primarily due not using the budgeted receipts of £2m to fund redundancy payments due to the change in policy whereby the costs are now funded by service areas making the redundancies.

1.18. The detailed outturn and carry forward schedule is shown in the following table.

Scheme Ref. No.	Scheme Name	24/25 Full year Revised Budget (£'000)	24/25 Final Outturn (Draft) (£'000)	24/25 Variance (Underspend) / Overspend (£'000)	24/25 Capital Slippage (C/F) (£'000)	Reason for carry forward request
101	Primary Sch - repairs & maintenance	4,887	3,498	(1,388)	1,388	Contractor payments outstanding for 3 schemes either delivered in 2024/25 or currently still on site. 1 scheme has to be re-tendered
102	Primary Sch - mod & enhance (Inc SEN)	5,701	6,297	596	(596)	The overspend will be deducted from the 2025/26 budget allocation
104	Early years	428	403	(25)	25	The underspend relates to DfE - Child Care Delivery Fund
105	RAAC Schools	2,260	2,005	(255)	251	The underspend will be needed to meet the costs of retentions on the works already completed at Hornsey and Welbourne and hire costs for temporary classrooms at Park View.
110	Devolved Sch Capital	508	508	(0)	0	
114	Secondary Sch - mod & enhance (Inc SEN)	1,074	493	(581)	581	Contracted works at Fortismere School to undertake repairs primarily to the north block were delayed in FY 24/25, hence the underspend. They will be carried out in this FY, over the summer. The funding is essential to meeting this contractual commitment.
121	Pendarren House	71	29	(42)	0	At this moment in time are no contractual commitments in relation to Pendarren House. The underspend is to be transferred to contingency.
123	Wood Green Youth Hub	30	30	(0)	0	
124	In-Borough Residential Care Facility	128	0	(128)	128	Capital works is due to take place over the 2025 summer period for the overnight respite unit, this will draw down from social care capital allocation
125	Safety Valve	617	1,092	475	(475)	The overspend in 2024/25 will be offset in 2025/26

126	Children's Services LiquidLogic Implementation	250	0	(250)	0	The underspend is to be transferred to contingency.
127	Art Council Music Hub	579	0	(579)	579	Grant funded so needs to be carried forward
128	Schools PFI	0	1,984	1,984	0	
Children's Services		**16,533**	**16,340**	**(193)**	**1,881**	
201	Aids, Adap's & Assistive Tech - Home Owners (DFG)	3,497	3,215	(282)	282	Grant funded so needs to be carried forward into 2025/26.
209	Assistive Technology	815	815	0	0	
211	Community Alarm Service	177	177	0	0	
213	Canning Crescent Assisted Living	2,560	2,263	(297)	297	This budget is contractually committed. Delays in project completion caused by design deficiencies by the Design Team. This relates to issues with the air source heat pumps and damper installation as per exception report dated May 25.
214	Osborne Grove Nursing Home	1	1	0	0	
217	Burgoyne Road (Refuge Adaptations)	3	4	1	0	
221	Social Care System Implementation	72	76	4	0	
225	Locality Hub	318	226	(92)	0	The underspend is to be transferred to contingency.
Adults, Health & Communities		**7,444**	**6,778**	**(666)**	**579**	
301	Street Lighting	994	982	(12)	12	Contractually committed and carry forward required.
302	Borough Roads	6,091	6,061	(30)	30	Contractually committed and carry forward required.

303	Structures (Highways)	(370)	0	370	(370)	
304	Flood Water Management	734	734	0	0	
305	Borough Parking Plan	434	566	132	(132)	£112,500 has been received from DfT EV Charging and an additional £37,500 is expected in 25/26.
307	CCTV	129	130	1	0	
309	Local Implementation Plan(LIP)	1,558	1,972	414	(414)	Late notification of additional allocation approved by TfL meant that it could not be update in the Capital Programme and will be reflected in the 2025/-26 programme.
310	Developer S106 / S278	250	357	107	(107)	Allocations to be updated on the Capital Programme to reflect additional income from S.278 agreements.
311	Parks Asset Management:	471	299	(171)	171	The carry forward request relates to circa £90,000 NCIL contribution for Lordship Recreation Ground and £80,000 contribution to Flood Risk Management at Markfield Parks which is being funded 50/50 with Network Rail.
313	Active Life in Parks:	1,269	1,049	(220)	220	The carry forward request relates to NCIL contribution for a range of projects for which there is external funding being matched from the Football Foundation and others.
314	Parkland Walk Bridges	2,938	2,363	(575)	575	This is contractual payments due for the replacement of the Stanhope Bridge on Parkland Walk. The project has been delayed on site by 20 weeks meaning these payments now fall into 2025/26.
322	Finsbury Park	300	298	(2)	0	
328	Street & Greenspace Greening Programme	386	441	56	(56)	This overspend will be offset against next year's budget allocation
332	Disabled Bay/Blue Badge	307	152	(155)	155	Due to reduction of resources from agency staff, some projects had to be delayed. These will progress in 2025/26 with support from external sources.

333	Waste Management	148	98	(50)	50	This is external grant funding that will be spent in 2025/26 in respect to roll-out of universal food waste collection service across the borough
334	Parks Depot Reconfiguration	94	37	(57)	57	Work is ongoing across the park depot estate to improve the accommodation for staff in these locations.
335	Streetspace Plan	458	616	158	(158)	The overspend will be recovered from the 2025/26 budget.
336	New River Sports & Fitness	533	148	(385)	385	The funding is required to complete essential upgrades at the site to improve security and the maintenance of buildings. In addition, funding is required to ensure the facilities are improved to generate additional income to meet the MTFS savings targets and ensure New River is able to be self-funding.
338	Road Danger Reduction	1,033	83	(950)	950	Number of studies were undertaken in 2024/25 and utilisation of additional TfL funding made available in year meant this funding wasn't spent. Plans are underway to deliver and progress a number of projects in 2025/26.
341	Leisure Services	1,905	738	(1,167)	1,167	Procurement / approval delays have meant that some works have now fallen into 2025/26, and contracts have been awarded for this carry forward sum.
342	Public Protection - To replace life expired IT system	150	126	(24)	0	The underspend is to be transferred to contingency.
343	Tottenham Parks	1,500	0	(1,500)	1,500	This is a new project for 2025/26.
119	School Streets	763	89	(674)	674	The underspend is due to a delay in resourcing the project as resources had to be diverted to delivering the 3 LTN proposals. We have a total of 9 School Streets which are currently undergoing consultation the funding is required to deliver the physical infrastructure which will be delivered in September 2025, for the new school year.
444	Marsh Lane	214	224	10	(10)	This overspend will be met from the approved GF capital programme contingency.

452	Low Carbon Zones	129	16	(113)	113	This is S106 funding approved for fuel poverty interventions by Cabinet – its uses are therefore restricted to providing carbon savings in fuel poor households.
465	District Energy Network (DEN)		121	121	0	Grant funded so needs to be carried forward
4007	Tottenham Hale Decentralised Energy Network (DEN)	36	0	(36)	0	Grant funded so needs to be carried forward
4008	Wood Green Decentralised Energy Network (DEN)	306	31	(275)	0	Grant funded so needs to be carried forwardThis expenditure has been funded from central government commercialisation Grant.
4014	Walking and Cycling Action Plan (WCAP) LTN delivery	607	346	(261)	261	£102,000 of Council borrowing has been fully spent. Underspend is all part of the £9.8m SCIL allocated to the scheme. Now that the LTNs are made permanent, work is progressing to consider additional access for BWF residents. Funding required to progress and deliver improvements to temp infrastructure and crossings.
4015	Walking and Cycling Action Plan (WCAP) Strategic cycle route delivery	146	211	66	(66)	£66,000 overspend will be offset from 2025/26 budget which is mainly SCIL funding.
4016	Walking and Cycling Action Plan (WCAP) Cycle Parking (Hangers) delivery	118	0	(118)	118	Consultation has been undertaking on the delivery of the cycle hanger programme, the scheme is being rolled out in batches, the funding is required to deliver the remaining hangars.
Environment & Resident Experience		**23,629**	**18,289**	**(5,340)**	**5,125**	
402	Tottenham Hale Streets	2,877	3,112	234	(234)	This overspend will be offset from the 2025/26 budget.

404	Good Economy Recovery plan	994	988	(6)	0	
406	Opportunity Investment Fund	1,385	27	(1,358)	1,358	Slippage rollover required. OIF is a business loan scheme funded through business loan repayments and rolls forward each year for future loan applications. OIF Estimated projected income 2025-26 £211,000.
408	Down Lane Park	3,737	2,693	(1,044)	1,044	Underspend due to review of delivery on Phase 2A & 3 and delay start on site. This budget is required to complete on delivery of the project.
431	Gourley Triangle Development	300	47	(253)	253	This is part of the match funding to deliver Future High Streets Funds (FHSF) and will be used to support delivery of Your Seven Sisters programme (Scheme 488).
455	Replacement Cloud based IT solutions for Planning, Building Control & Land Charges	60	0	(60)	60	Carried forward required to meet statutory requirements
458	SIP - Northumberland PK BB & Workspace/Biz Support	787	312	(475)	475	SIP (an external grant) extension into 2025/26, with the final element of the contracted business support and the workspace allocation
459	Wood Green Regen Sites	1,227	794	(433)	433	Carried forward required to meet shaping Wood Green priorities.
474	Tottenham High Road Strategy	925	383	(542)	542	Match funding to support FHSF & Historic England programme with a primary focus in 2025/26 on Bruce Grove (scheme 493) and Seven Sisters 9Scheme 488); this will include public realm improvements and markets infrastructure.
478	Wood Green Good Growth Fund	197	572	375	(375)	This overspend will be offset from the 2025/26 budget
480	Wood Green Regen (2)	3,106	829	(2,277)	2,277	Carried forward required to meet shaping Wood Green priorities.

483	Productive Valley Fund (SIP)	914	1,074	160	(160)	Overspend will be offset by loan repayment income managed through monthly meetings with Accounts. PVF estimated projected income 2025/26 £370,000.
488	Liveable Seven Sisters (LSS)	1,001	531	(470)	470	Match funding to support the delivery of the FHSF. Programme has been delayed due to resources and appointment of new multi-disciplinary design team. The programme will need to complete to satisfy the requirements of DLUCH/FHSF.
493	Bruce Grove Yards (BGY)	1,973	1,311	(662)	662	Match funding to support delivery of FHSF projects including Bruce Grove public realm as per funding agreement with DLUHC
4002	Northumberland Park estate area public realm	389	3	(386)	0	Project completed.
4005	SME Workspace Intensification	87	116	29	(29)	Overspend to be offset by 2025/26 budget.
4010	Selby Urban Village Project	1,262	1,075	(187)	188	Slight underspend due to consultant procurement delays. Procurements are being finalised in line with the new spending regime. Phase one secured £20m grant funding, spend of which is being prioritised. DLUHC have confirmed extend spend profile until March 2028. Project on track to start on site March 2026.
4011	Commercial Property Remediation	500	37	(463)	0	The underspend is to be transferred to contingency.
4012	Energy Performance Certificate improvements	250	0	(250)	250	Funding required to complete statutory EPC requirements
316	Asset Management of Council Buildings	6,010	4,190	(1,820)	1,763	4 contracts awarded in 2024/25. 8 projects tendered in 2024/25 and payments to be made. £210,000 contribution to Major Projects scheme agreed from 2024/25 budget (30% of £700k) but scheme has been delayed until 2025/26.
Placemaking & Housing		**27,980**	**18,094**	**(9,886)**	**8,977**	

421	HRW Acquisition	8,100	6,796	(1,304)	1,304	Budget required as some acquisitions for 2024/25 have been deferred to 2025/26. Council contractually committed to make these acquisitions under agreements with development partner Lendlease.
430	Wards Corner Development	300	62	(238)	238	Capital carry forward is required, as acquisition of third party property and site surveys are continuing. There is a commitment to deliver on the Cabinet decision of July 2022 for a Council-led approach to the site. Slippage is due to the fact that it is not possible to put a definitive timetable on third partynegotiations/acquisitions.
509	CPO - Empty Homes	2,673	91	(2,582)	0	The underspend is to be transferred to contingency.
Placemaking & Housing (Enabling Budgets)		**11,073**	**6,949**	**(4,124)**	**1,542**	
602	Corporate IT Board	582	167	(415)	409	Carry forward requested, scheme is on budget overall – underspend due to profiling of actual expenditure; and alignment with digital services restructure and enabling services work. This budget is critical to the provision of council core services.
604	Continuous Improvement	834	621	(213)	213	Carry forward requested, scheme is on budget overall – underspend due to profiling of actual expenditure; and alignment with digital services restructure and enabling services work. This budget is critical to the provision of council core services. This funding is required in order to maintain a secure environment, e.g. Windows 11 etc.
621	Libraries IT and Buildings upgrade	2,252	1,258	(994)	994	Completion of the Libraries capital projects has been delayed due to the to the need to retender the project.
623	Wood Green Library		0	0	0	0

607	Financial Management System Replacement	1,277	1,163	(114)	114	The Council are working to revise the scope of requirements to comply with the new procurement regulations (PSR). Therefore, the carry forward is required.
624	Digital Together	268	148	(120)	120	Carry forward is required in order to support the programme for digital inclusion within the borough
625	CCTV Move and Replacement of end of Life Infrastructure	200	0	(200)	200	Carry forward requested. Cost based on similar works. The Council is reviewing options in-borough to accommodate, based on future accommodation strategy - whilst aligning requirements for a consolidated CCTV offer - based on the current services provided.
626	Corporate Data Platform	250	402	152	(152)	This programme has been accelerated and the overspend will be offset from the 2025/26 budget.
627	Hybrid AV between now and Civic Centre coming on line	50	106	56	(56)	This programme has been accelerated, and this will be offset from the 2025/26 budget.
628	Locality Hub ICT	400	11	(389)	389	Carry forward requested. The Project has been baselined with services and work underway. The delivery of a digital front door to support adults and communities, reporting, data and service modernisation to enable better life's and outcomes.
629	Leisure Insourcing ICT	433	164	(269)	269	Carry forward requested. Project slippage - re, profiling - requirement to replace dysfunctional Audio and PA solution, Digital Signage.
630	Libraries IT and Buildings upgrade	300	81	(219)	219	Carry forward requested. The people network provides digital inclusion to residents in the Borough of Haringey. The current Infrastructure is end of life and requires upgrade and replacement. This includes, with work already underway to replace aged hardware and moving to Window 11, MS office and Windows Server 2019. Work has been taking place with Library as to the library offer and peoples-residents. and a commitment

						in place to provide a supported platform for the future Library offer.
631	Ally Pally - Counter Terrorism	424	424	0	0	
632	Ally Pally - Risk to Life and Injury	823	823	(0)	0	
633	Ally Pally - Risk to Compliance	941	941	(0)	0	
634	Ally Pally - Invest to Earn		0	0	0	
635	Mobile Replacement (Smart Phones / Devices)	175	0	(175)	175	Carry forward requested. The council are currently undertaking of review of phone/device types and usage as part of a wider strategy to reduce cost. However, some 647no. Smart devices are no longer supported, End of life and require replacement to receive security and software updates.
636	Replacing Desktop AV / Screens in Offices	150	0	(150)	150	Carry forward requested. The Council have extended the life of screens of its asset wherever possible, and this has resulted in an underspend. where this has been possible. However, assets will need replacing, hence the carry forward request.
653	Capital Support for IT Projects	194	200	6	(6)	Capital scheme Closed. The overspend will be offset from scheme 602.
655	Data Centre Move	1,254	1,492	238	(238)	This programme has been accelerated, and this will be offset from the 2025/26 budget.
656	BT Big Switch Off	1,843	297	(1,546)	1,546	The scheme is on budget overall, and a carry forward is requested. The project is in full delivery with Phase 1 completed – with the retirement of the 1st PSTN BT exchange (Enfield 1) Phase 2 will commence to remediate the next telephone BT exchange to close (Tottenham) and transition of services to Digital

						Voice/IP service (Circ. 600 Lines) to be remediated in the next 12 months.
657	Corporate Laptop Refresh	100	481	381	(381)	The scheme overall is on budget. The Council have extended the life of Laptops, where this has been possible to delay the cost of replacement; and work continues on the Council workforce strategy, service modernisation and 5% reduction. The scheme was re-profiled, however, due to new demand, there has been additional expenditure in year. Laptops have been required to fulfil service requirement;. Leisure Centre Insourcing, Social care and new users.
658	ERP - Full Replacement (Investigation Only)	154	163	9	0	The scheme is on budget, a strategic decision, and funding to move to the next stage of discovery and development to full business case has been approved. Brief has been produced and approved by the ERP and Enterprise Architecture boards.
659	M365 Additional Functionality	150	129	(21)	21	The scheme is on budget. The scheme was re-profiled and prioritised with the SharePoint migration of the S: Drive to SharePoint and align with the council datacentre move. Carry forward requested to meet current commitment and scope.
447	Alexandra Palace - Maintenance	513	513	0	0	0
464	Bruce Castle	1,055	1,050	(5)	5	Additional UK Prosperity funded works undertaken
330	Civic Centre Works	1,625	2,830	1,205	(1,205)	The contractor's PCSA costs were higher than initially estimated, they were on site for longer, have completed their mobilisation and were able to start their works earlier on site.
Culture, Strategy & Engagement		**16,248**	**13,466**	**(2,783)**	**2,786**	

697	Exceptional Financial Support	20,000	10,000	(10,000)	0	Based on the provisional revenue outturn, £10m of EFS is required to balance the budget for 2024/25 and awaiting capitalisation direction from Government.
699	P6 - Approved Capital Programme Contingency	2,443	(0)	(2,443)	6,272	Where schemes have underspent or overspent in year, in certain instances the resources have been transferred to contingency. Additional capital slippage relates to the following capital schemes: 121 - Pendarren house, 126 - Children's Services LiquidLogic Implementation, 225 - Locality hub, scheme - 342 - Public Protection - To replace life expired IT system, Scheme 444 - Marsh Lane, 4002 - Northumberland Park estate area public realm, 4011 - Commercial Property Remediation, 509 - CPO - Empty Homes
Corporate Items		**22,443**	**10,000**	**(12,443)**	**6,272**	
TOTAL GF CAPITAL PROGRAMME		**125,351**	**89,915**	**(35,435)**	**27,162**	
HRA						
202	Aids & Adaptations HRA	1,144	1,155	11	0	
550	New Homes Acquisitions	33,540	9,487	(24,053)	0	
551	TA Acquisitions	22,825	25,150	2,325	0	
552	Carbon Reduction Works (Affordable Energy)	3,503	1,131	(2,372)	0	

553	Fire Safety Works	11,279	6,735	(4,544)	2,850	Carry forward £2.8m required from last year's underspend due to delays in the procurement process, which affected the start of key projects like the fire door replacement programme, Automatic Fire Detection (AFD) installations, and FRA EW assessments for high, medium, and low-rise buildings. These projects are now scheduled to begin in the 2025/26. The carry forward will allow these essential compliance and safety works without further delay and ensure continuity in delivering our planned capital programme.
554	Broadwater Farm Works	12,813	10,176	(2,637)	0	
555	High Road West HRA	2,064	528	(1,536)	1,536	Programme is currently under review, however, budget still required as the Council is contractually committed to development partner Lendlease.
556	Northumberland Park -HRA		269	269	0	
557	Broadwater Farm New Build	21,944	3,876	(18,068)	3,500	In order to fulfil contractual commitments on the new build programme, carry forward of £3m required. The current budget is £13.5m, £3.5m needed to cover existing commitments. These include: Phase 1 (onsite) , Design and optimisation work on future phases , Infrastructure works (UKPN) and adjustments to existing District Energy pipework & Early mobilisation works (Phase 2).
590	Major Works (Haringey Standard)	35,293	18,567	(16,726)	0	
599	New Homes Build Programme	101,926	82,867	(19,059)	0	
TOTAL HRA CAPITAL PROGRAMME		**246,331**	**159,940**	**(86,391)**	**7,886**	
OVERALL CAPITAL PROGRAMME		**371,682**	**249,855**	**(121,826)**	**35,048**	

Appendix 4 – Appropriations to / from Reserves

	Balance at 31/03/23	Transfer In 2023-24	Transfer Out 2023-24	Balance at 31/03/24	Transfer In 2024-25	Transfer Out 2024-25	Balance at 31/03/25
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
General Fund Reserve	(15,140)	(54)	26	**(15,169)**	0	0	**(15,169)**
General Fund earmarked reserves:							
Risks and Uncertainties							
Transformation reserve	(8,117)	0	3,081	**(5,037)**	0	4,986	**(51)**
Labour market growth resilience reserve	(373)	0	100	**(273)**	0	87	**(186)**
Strategic Budget Planning Reserve	(6,727)	(15,037)	16,668	**(5,096)**	(4,179)	8,135	**(1,141)**
Collection Fund Smoothing reserve	**(1,231)**			**(1,231)**	0	0	**(1,231)**
Total Risk and Uncertainties	**(16,449)**	**(15,037)**	**19,849**	**(11,637)**	**(4,179)**	**13,208**	**(2,608)**
Contracts and Commitments							
Services reserve	(11,196)	(2,332)	1,831	**(11,697)**	(1,671)	4,061	**(9,307)**
Unspent grants reserve	(11,463)	(3,086)	1,844	**(12,705)**	(2,002)	4,316	**(10,390)**
PFI lifecycle reserve	(19,225)	(1,345)	15,037	**(5,533)**	(1,332)	2,906	**(3,959)**
Debt repayment reserve	(1,072)	0	0	**(1,072)**	0	0	**(1,072)**
Insurance reserve	(7,536)	0	302	**(7,234)**	0	1,724	**(5,511)**
Schools reserve	(7,846)	(1,116)	6,562	**(2,400)**	(11,425)	12,481	**(1,343)**
Budget resilience reserve	(7,303)	(19,248)	26,551	**0**	0	0	**0**
Total Contracts and Commitments	**(65,642)**	**(27,127)**	**52,128**	**(40,641)**	**(16,430)**	**25,488**	**(31,582)**
GF Earmarked reserves:	**(82,090)**	**(42,165)**	**71,977**	**(52,278)**	**(20,609)**	**38,696**	**(34,190)**
Total General Fund Usable Reserves	**(97,231)**	**(42,219)**	**72,002**	**(67,447)**	**(20,609)**	**38,696**	**(49,359)**
DSG Deficit -Unusable Reserves	**11,550**	**(12,949)**	**10,952**	**9,553**	**1,865**	**(1,910)**	**9,507**
Housing Revenue Account	**(20,520)**	**(5,753)**	**5,137**	**(21,136)**	(6,360)	7,431	**(20,066)**
Housing Revenue Account Earmarked Reserves:							
Haringey Community Benefit Society (HCBS exit reserve)	**(996)**	**(215)**	**0**	**(1,212)**	(3,931)	0	**(5,142)**
Homes for Haringey	**(51)**	**0**	**0**	**(51)**	**0**	**51**	**0**
HRA earmarked reserves	**(1,047)**	**(215)**	**0**	**(1,262)**	**(3,931)**	**51**	**(5,142)**
Total HRA Usable Reserves	**(21,567)**	**(5,968)**	**5,137**	**(22,399)**	**(10,291)**	**7,481**	**(25,208)**

Appendix 5 - Budget Virements

Virements for Cabinet Approval

Appendix 5

Transfers from Reserves & Contingencies (2024/25) - for noting							
Period	**Directorate**	**Service/AD Area**	**Rev/ Cap**	**In year £'000**	**Next year £'000**	**Reason for budget changes**	**Description**
8	Non -Service Contingencies	All areas	Revenue	5,257	5,257	Drawdown from Non Service Contingencies	Drawdown from Contingencies to cover the 2024-25 pay award
8	Housing Revenue Account	All areas	Revenue	1,705	1,705	Drawdown from HRA Reserves	Drawdown from HRA reserves to cover the 2024-25 pay award
10	Environment and Resident Experience	Parking and Highways	Revenue	283	283	Drawdown from Non Service Contingencies	Drawdown from Contingencies to cover contract inflation within Environment and Resident Experience
10	Public Health	Public Health	Revenue	487	487	Drawdown from Core Grants	Increased Public Health Grant funding to cover NHS pay awards (2024/25)
12	Environment and Resident Experience	Parks and Leisure	Revenue	440	0	Transfer to Non Service Contingencies	Adjustment to Leisure Budget following insourcing of Leisure Facilities

Virements for Approval (2024/25)							
Period	**Directorate**	**Service/AD Area**	**Rev/ Cap**	**In year £'000**	**Next year £'000**	**Reason for budget changes**	**Description**
7	Adults, Health and Communities	Adults	Revenue	942	942	Budget Realignment	Redistribution of MTFS savings within the directorate
8	Environment and Resident Experience	Parks and Leisure	Revenue	3,577	0	Budget Realignment	Realignment of leisure centre budgets post-insourcing
8	Dedicated Schools Grant	Early Years	Revenue	811	811	Grant Funding Allocation	Adjustment to the Early Years DSG Budget to reflect the July allocations
8	Adults, Health and Communities	Adult Social Services	Revenue	1,600	1,600	Budget Transfer	Transfer of budget from Care Packages budget to fund staffing
8	Adults, Health and Communities	Adult Social Services	Revenue	942	942	Budget Realignment	Realignment within Care Package budgets

9	Children's Services	Children and Families	Revenue	1,800	1,800	Budget Realignment	Budget realignment within Children's Respite to enable separation of staffing and child-related costs
9	Dedicated Schools Grant	High Needs Block	Revenue	840	840	Grant Funding Allocation	Realignment of High Needs Block budgets to reflect updated DSG allocation
10	Dedicated Schools Grant	Early Years	Revenue	568	568	Budget Realignment	Realignment of Early Years Dedicated Schools Grant to reflect expenditure
10	Environment and Resident Experience	Parking and Highways	Revenue	696	770	Budget Realignment	Realignment of budget to reflect restructure
12	Placemaking and Housing	Regeneration	Revenue	551	551	Budget Realignment	Realignment of salary and income budgets to reflect restructure
Total 2024/25				**20,499**	**16,556**		

APPENDIX 6 – Debt Write off

Write off Summary Report - Quarter 4

1.1 All Council debt is considered recoverable; the Corporate Debt Management Service makes every effort to collect charges due to the Council. However, in some circumstances it is appropriate to write off a debt when all forms of recovery action have been exhausted.

1.2 This quarterly report is for information purposes only, which details the debts that were submitted for write off for the Financial Period 1st January 2025 to 31st March 2025 **(Q4).** These relate to delinquent accounts where all forms of recovery action had been fully exhausted.

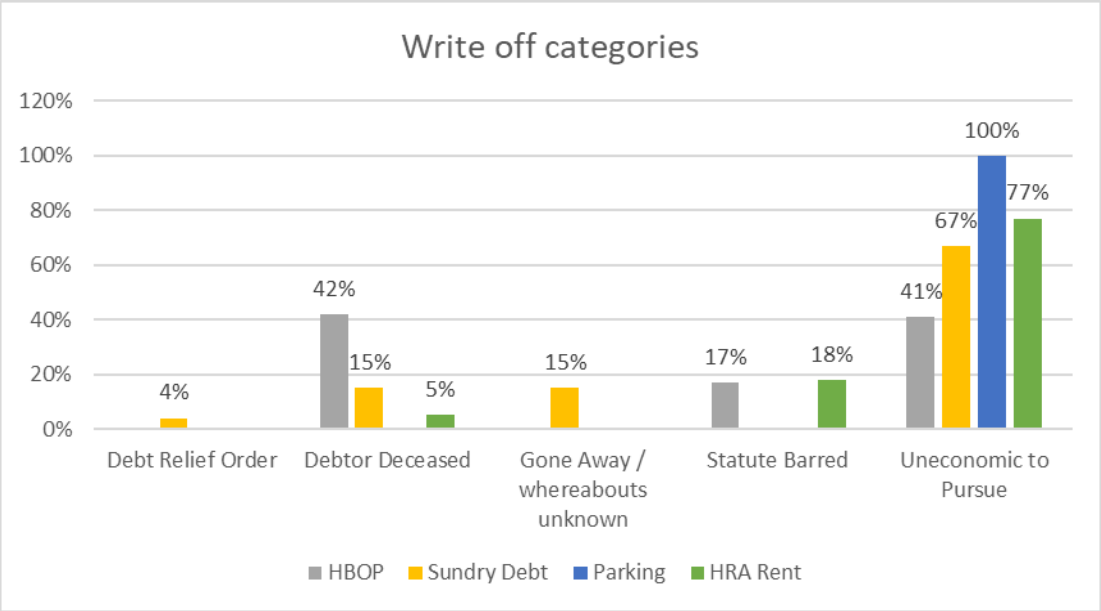
1.3 Council Debt is written off in line with the instructions set out within the Financial Regulations, following Legal advice, Court instruction or in accordance with the Limitations Act 1980. These sums have all been approved by the Director of Finance under his delegated authority and, where appropriate, the Lead Member for Finance. They have been adequately provided for in the Council's Bad Debt Provisions.

1.4 The table below summarises the Q4 write off by service type, value and volume.

Quarter 4 Write Off, Financial Period 1st Jan 2025 - 31st Mar 2025						
	Under £50k £'000	**Volume**	**Over £50k £'000**	**Volume**	**Total Value £'000**	**Total Volume**
Council Tax	0	0	0	0	0	0
NNDR (Business Rates)	0	0	0	0	0	0
HBOP (Housing Benefit Overpayments)	43	24	0	0	43	24
HRA Rent	269	360	0	0	269	360
Leaseholder	0	0	0	0	0	0
Commercial Rent	0	0	0	0	0	0
Sundry Debt	34	26	67	1	101	27
Parking	9,081	45193	0	0	9,081	45,193
Total	9,426	45,603	67	1	9,493	45,604

1.5 There is one £50k case totalling £66,961.07 for Adult Social Care. The Council invoiced the client incorrectly for 5 years.

1.6 The category composition of the above write offs is shown below.



1.7 The cumulative write off totals for 2024-25 are as follows.

Write Off Summary, Financial Year 1st April 2024 - 31st March 2025						
	Under £50k £'000	Volume	Over £50k £'000	Volume	Total Value £'000	Total Volume
Council Tax	38	45	0	0	38	45
NNDR (Business Rates)	68	40	67	1	135	41
HBOP (Housing Benefit Overpayments)	217	176	0	0	217	176
HRA Rent	1,340	1184	0	0	1,340	1,184
Leaseholder	0	1	0	0	0	1
Commercial Rent	0	0	0	0	0	0
Sundry Debt	243	145	359	4	601	149
Parking	18,611	92,774	0	0	18,611	92,774
Total	**20,517**	**94,365**	**426**	**5**	**20,942**	**94,370**

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Appendix 7

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Haringey Learns Fees Policy

Academic Year: 2025-26

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1. About Haringey Learns

Haringey Learns is the Council's community based adult learning service based at Wood Green Library N22 and in community locations across the borough. The service is part of Haringey Council's Placemaking and Community Development Service in the Culture, Strategy and Communities directorate delivering a range of high-quality courses and training across Maths, English, ESOL as well as Employability, Bookkeeping, Health & Social Care & Early Years.

The service supports delivery of the Good Work theme of Opportunity Haringey, the Council's inclusive economy framework, through the delivery of high quality, relevant skills development and robust employability courses, helping residents progress into work or progress in work.

We aim to bring relevant learning and progression opportunities to residents with a focus on those facing the greatest barriers to work, providing a relevant, creative and innovative learning offer in the community for the community.

2. The purpose of the Fees Policy

This policy sets out how Haringey Learns applies fees for all courses set out in the Haringey Learns course prospectus. The policy operates in accordance with the requirements and funding rules of our funders and any other applicable funding or monitoring bodies' regulations.

This policy will be updated and re-issued on an annual basis and included in our Course Prospectus.

3. Course Fees

Haringey Learns applies fees for courses based on the guidelines set out by our funders. https://www.gov.uk/government/publications/adult-skills-fund-funding-rules. Fees will cover:

- Tuition fees for all programme elements
- Examination or quality assurance fees where applicable
- Course materials where applicable

The fee charged will depend on:

- Whether a learner is eligible for Government funding*:
- The type of course and where the learning takes place**
- Whether the courses are fully or part-funded by the Government or third parties***
- Whether learners are permanent residents in the UK for 12 months and are eligible for GLA or ESFA funding
- Whether the learner is entitled to an exemption (see section 4).

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* Learners not eligible for Government funding are full cost learners and will be charged the full cost of a course place and all additional charges. They are not entitled to any learner support. Details are set out in appendix 1
** Learners have a legal entitlement to free tuition on certain provision. Details are set out in appendix 1
***Details are set out in appendix 1

4. Fee Exemptions

Learners may be eligible for full exemption or 30% reduction to fees depending on the course they are taking and these are set out in appendix 1, table 1 attached.

In addition to the above, exemptions apply when a learner is:

- Unemployed: In receipt of income-based benefit, such as Universal Credit, Job Seeker Allowance, or Employment and Support Allowance. (See Appendix 1 GLA Definition of Unemployed.)
- Has an income below £24,000 per annum
- If they are a veteran or retired,
- Are receiving benefits related to disability, such as Personal Independence Payment (PIP) or Disability Living Allowance (DLA)

Evidence of entitlement to benefits is required and must be current within the last 6 months from enrolment and the applicant must be receiving benefit at the time of enrolment.

5. Exams Fees

All our course fees include the full exam and registration costs. This information will be on the course information sheet and provided at the point of enrolment.

Exam entries are not refundable and cannot be transferred. If learners do not attend the examination or fail, they will have to pay the full exam entry fee again if they want to re-sit the exam. Those learners wishing to improve a grade and who are re-sitting within the same academic year will pay the full exam cost.

Haringey Learns reserves the right to charge a supplement where an awarding body increases exam charges during the year.

6. Fee Payment

Payment is due once enrolment and initial assessment processes are completed, and confirmation of a place has been issued.

7. Payment methods

- Payment can be made using most major debit and credit cards
- Cash on site in Haringey Learns

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8. Non-Payment of Fees

Learners with an outstanding debt will not be able to enrol on further courses until the debt is paid. If a learner with a debt enrolls online, they will be withdrawn from the course until their debt is settled. Haringey Learns will take reasonable steps to advise and support learners in financial difficulty.

9. Course Withdrawals / Non-Attendance

If a learner voluntarily withdraws or does not attend for more than four sessions, they will still be liable to pay the full cost of the course unless they have a legitimate reason such as long-term illness or change in work commitments. (evidence will be requested)

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10. REFUNDS

Refunds will only be issued in the following circumstances:

- Courses cancelled by Haringey Learns prior to opening.
- Courses cancelled by Haringey Learns within three sessions.
- Learner cancellation, notified in writing within 14 working days of initial booking and prior to attending the course** (providing the course has not commenced during that period).
- An overcharge in error.
- Transfer to a lower priced course following cancellation of a course by Haringey Learns
- Learner dissatisfaction with a course, reported in writing, and unresolved to the learner's satisfaction.
- Permanent withdrawal from a course by a learner due solely to a long-term medical condition which prevents attendance on the course, or of a person for whom the learner has a permanent care responsibility, reported in writing and supported by the written advice of a qualified medical practitioner.
- Exceptional circumstances such as close family bereavement

It should be noted that an administration fee of £25 will be applied as well as any non-refundable examination fee and course materials where applicable will be charged. Examination entry fees are non-refundable, except as provided in Examination Board Regulations

11. How to request a refund

A request for a refund must initially be submitted in writing and directed to the Business Manager at Haringey Learns as set out in Haringey Learns Prospectus. No consideration will be given to issuing a refund if a written request is not submitted and refunds will be calculated from the start date of the course up until the date a request is received.

Refunds are expected to take 10 working days to process but may take longer during holiday periods or centre closures.

12. Appeals and complaints:

In the first instance an appeal on refund decision should be made in writing to the Principal and the Employment and Skills Lead.

If you are not satisfied with their response or have a complaint regarding this policy, complaints should be addressed to Haringey Council's on Make a complaint | Haringey Council

13. Equality Impact Assessment - Fees Policy

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- Haringey Learns is committed to the promotion of equality, diversity and providing a supportive environment for all. This policy has been reviewed to ensure that it does not discriminate (either intentionally or unintentionally) any of the protected characteristics of age, disability, gender, gender reassignment race, religion or belief, sexual orientation

14 Disclaimer

- All courses are subject to Government, Council and Governing Body Fee Policy and other Regulations.
- Haringey Learns and the Council reserve the right to amend the quoted fee when errors arise or Council/Government policy changes.
- The provision of a course is subject to class sizes. Class times may change, and classes may be amalgamated, divided or closed at the discretion of the principal.
- Examination dates are usually set by external awarding bodies. Haringey Learns cannot be held responsible for any inconvenience or loss caused if an exam date is not suitable for a learner.
- Haringey Learns reserves the right to refuse enrolment or entry to a course or examination.

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Appendix 1

Funding Body – Definitions, Regulations and Information

GLA Definition of Unemployed

A learner is defined as unemployed if one or more of the following apply:

- They receive Jobseeker's Allowance (JSA), including those receiving National Insurance credits only.
- They receive Employment and Support Allowance (ESA).
- They receive Universal Credit (UC), and their take-home pay as recorded on their UC statement (disregarding UC payments and other benefits) is less than £892 a month (learner is the sole adult in their benefit claim) or £1437 a month (learner has a joint benefit claim with their partner).
- They receive other state benefits (not included in the list above) and their take-home pay (disregarding UC payments and other benefits) is less than £892 a month (learner is the sole adult in their benefit claim) or £1437 a month (learner has a joint benefit claim with their partner).
- They are not receiving any benefits, wants to be employed, and we are satisfied identified learning is directly relevant to their employment prospects and the local labour market needs.
- Offenders who are released on temporary licence, studying outside a prison environment, and not funded by the Ministry of Justice.

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Appendix 1: Table 1 – Course Funding Table

Funding status	Explanation	Courses	Fees
Fully Funded	These courses have full funding status set nationally; therefore, no fee will be charged.	English Maths Digital Skills to Level 1 Employability provision	**No**
Part funded courses	Learners will pay the advertised price for the course and will be entitled to a reduced price (Concessionary Fee) or free course if they are on certain state benefits. Additional charges for materials, examinations and other costs will be added, where applicable.	Bookkeeping Health & Social Care Early Years Counselling	**Yes**
Non funded courses	These courses will be charged at full cost. They are subject to exemptions as they are not funded by our funders	Level 3 + courses such as the Award in Education and Training	**Yes**

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Appendix 2: Table 2

Haringey Learns Scale of Fee Charges 2025-26

Effective from 1st August 2025 for all published courses NOTE: Fees for 19+ learners				
Provision type	**Charge basis**	**Fee charge**	**Exam/accreditation fee**	**Notes**
Adult Skills Funding: Vocational Learning Provision up to and including Level 2	**Standard Fee:** subject to fee remission and concessionary rates dependent of eligibility	**Courses up to 20hrs:** £4.50 per hr. **Courses over 20 hrs:** £3.00 per hr.	Where applicable these will always be included in the course fee	**Fee exemptions** apply when a learner is: • In receipt of income-based benefit, such as Universal Credit, Job Seeker Allowance, or Employment and Support Allowance. • Has an income below £24,000 per annum • If they are a veteran or retired, • Are receiving benefits related to disability, such as Personal Independence Payment (PIP) or Disability Living Allowance (DLA) *Learners need to provide supporting evidence to qualify for fee exemption*
Tailored Learning: Courses that: • Engage &/or build confidence • Prepare for further learning • Prepare for employment & essential skills • Equip parents/ carers support children's learning • Support health & wellbeing • Develop stronger communities	**Standard Fee:** subject to fee remission and concessionary rates dependent of eligibility	**Courses up to 20hrs:** £5.00 per hr. **Courses over 20 hrs:** £4.50 per hr.		**A fee concession of 30%** applies when a learner is: • In receipt of income-based benefit, such as Universal Credit, Job Seeker Allowance, or Employment and Support Allowance. • Has an income below £24,000 per annum • If they are a veteran or retired, • Are receiving benefits related to disability, such as Personal Independence Payment (PIP) or Disability Living Allowance (DLA) *Learners need to provide supporting evidence to qualify for the concession*

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Provision type	Charge basis	Fee charge	Exam/accreditation fee	Notes
Fully funded provision: English, ESOL, Maths, Digital Skills to Level 1 and employability to level 2	**FREE**	**FREE**	FREE	*Learners need to provide supporting evidence they meet the eligibility criteria set by the funders*
Cost recovery courses	**Standard Fee**	**Advertised Price**	Included in Advertised Price	These courses are not funded through the GLA and are not subject to any concessions

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Report for: **Cabinet 15 July 2025**

Item number: **11**

Title: **Draft 2026-27 Budget and 2026-2031 Medium Term Financial Strategy Report**

Report authorised by : **Taryn Eves, Corporate Director of Finance and Resources**

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. This is the first report to Cabinet for the 2026/27 business planning process. The main purpose of this report is to specifically update on the budget preparations for 2026/27 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 2025.

1.2. It sets out the latest information and in particular changes in assumptions or information since the last 2025/26 Budget and 2025/2030 MTFS report agreed by Full Council on 3 March 2025. Work has been underway since then to identify the risks and opportunities for setting a balanced budget for 2026/27. These, together with the outcome of the annual review of the capital programme will be included in a report to Cabinet in October before 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 2026.

1.3. The Council's annual budget, five-year capital programme and Medium Term Financial Strategy (MTFS) determine the financial resources for the delivery of the 10-year Borough Vision and the Council's priorities as set out in the Corporate Delivery Plan. This report is the starting point for the budget and business planning process for 2026/27. It explains the process for developing and agreeing business plans and the budget for 2026/27 as well as reviewing assumptions on which the current MTFS agreed in March 2025 is based. It then updates information arising from government and other announcements plus the on-going impact of challenges apparent in 2025/26 and new or emerging financial issues for 2026/27 and beyond which will be incorporated into the new MTFS.

1.4. The Budget and Business Planning process will continue through the autumn and winter. Based on the timetable proposed in this report, Council will set a budget for 2026/27, a medium-term financial strategy to 2030/31 and capital programme to 2030/31 in March 2026. This report provides context and background information as well as updates about the wider economic environment since the 2025/26 budget and Medium Term Financial Strategy was agreed in February 2025.

1.5. Although much of the current focus is on developing the draft budget for 2026/27 and minimising any ongoing reliance on Exceptional Financial Support from Government, work has also commenced on developing a longer-term approach to balancing the budget across the MTFS five-year period. Further details on the approach being taken are set out in Section 12. Efficiencies will continue to be explored, together with commercial opportunities to increase income generated and a focus on prevention to avoid the continued high spend in some areas across the medium term. It is likely that this will not be sufficient and there is a need for a deeper, structural and a cross-organisation approach that considers how services are provided and prioritised within the Council's limited financial resources, using the Corporate Delivery Plan as the foundations to these discussions.

1.6. The multi-year forecast of reserve balances is set out in Section 18 (Table 7) and includes details of all known commitments. It shows that reserves allocated for risks and uncertainties will reduce to £0m by March 2026. Over the last two financial years, reserves have been utilised for both setting a balanced budget and also at the year ends to manage the final overspend position. As a result, reserves for managing risks and uncertainties are at a minimum level so any use of reserves for balancing the budget is not sustainable and replenishment of reserves for managing risks and uncertainties will commence from 2026/27, depending on the financial position.

1.7. 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 in relation to the latest consultation on the funding formula which suggests that Haringey could lose Government funding over the next three years; 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 the Council still must set a balanced net budget in March 2026 in line with its legal requirements.

2. Cabinet Member Introduction

2.1 Haringey can point to a number of achievements over the past 4 years. Achievements driven by our priorities. From a 'Good' rating in Children's services, building hundreds of beautiful, high quality council homes, planting thousands of trees to improving our governance and internal processes. But we are a still a council where many of our residents, especially those in our eastern wards, continue to live in circumstances of poverty, ill health and poor outcomes. As a borough, we have had to make deep savings for over 10

years. Considered outer London, we did not receive the top ups that were awarded to some councils. But we also have an economy made up of low wages and small businesses, many working from home. We do not have the vast tracts of land for development and business, that our northern neighbours can utilise. We fall through the cracks.

2.2 The high level of need, increasing numbers of those over 65 and a large number in insecure private sector housing (over 50% in some wards) continues to drive the increasing cost of providing services that our residents rely on. Adult social care, children's social care, temporary accommodation. The three primary drivers seen up and down the country.

2.3 This paper looks at our current financial position and the medium term forecast, taking into account global, national and local predictions. As a council we are doing everything possible to make sure that every pound counts, while providing the services our residents rely on. While the current proposals for fairer funding do not improve our position, we will continue to lobby strongly for a recognition of our particular circumstances and our residents.

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 budget for 2026/27 that will be presented to Cabinet in February 2026 and onward to Full Council in March 2026.

b) Note the agreed pressures for 2026/27 (Appendix 1) and any additional emerging budget challenges since the last update in March 2025 that have been identified for 2026/27 and across the medium term as set out in Section 12.

c) Note the agreed revenue savings proposals summarised in Section 12.1.

d) Note the risks and uncertainties in Section 18 that still remain.

e) Note that the General Fund Revenue Budget, Capital Strategy, Capital Programme, HRA 2026/27 Budget and Business Plan and Treasury Management Strategy Statement will be presented to Cabinet on 11 February 2026 to be recommended for approval to the Full Council meeting taking place on 3 March 2026.

f) Note the new Capital Delivery Governance Framework attached as Appendix 2.

4. Reasons for decision

4.1 The Council has a statutory obligation to set a balanced budget for 2026/27 and this report forms a key part of the budget setting process by setting out the approach to delivering this and a refreshed Medium-Term Financial Strategy (MTFS). It also highlights key updates in terms of funding, expenditure, risks and issues since the last report in March 2025. The final budget for 2026/27, Council Tax levels, Capital Programme, Treasury Management Strategy, Housing Revenue Account (HRA) budget and Business Plan will be presented to Cabinet in February 2026 for recommending to Full Council on 3 March 2026.

5. Alternative options considered

5.1 The Cabinet must consider how to deliver a balanced 2026/27 budget and sustainable MTFS over the five-year period 2026/31, to be reviewed and adopted at the meeting of Full Council on 3 March 2026.

5.2 This report is a key tool in achieving this as it sets out the approach, scope and timetable to delivering the 2026/27 Budget.

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 In December 2025, the Government will publish a three-year Local Government Finance Settlement which will give some certainty over funding levels. This will be based on the Spending Review published on 11 June 2025 and the consultation on the distribution of funding that was published on 20 June 2025. Although the certainty is welcomed, it is clear that the level of funding will still be insufficient to manage the growing pressures, particularly in social care and temporary accommodation and early indication

suggest that the MTFS assumption of funding remaining at the 2025/26 level is at risk. It is therefore even more important 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 priorities in the Corporate Delivery Plan and more recently the Borough Vision and needs to be reviewed regularly to test that delivery of the agreed outputs and outcomes are still achievable within the financial envelope available. Where this is not the case, plans will need to be reassessed and re-set.

Budget Principles

In setting the budget each year, the Council does so in line with the following principles:

- To support the delivery of the Council Plan and priorities.
- Financial Planning will cover at least a 4/5-year period.
- Revenue and capital of equal importance.
- Cost reductions and income generation required.
- Sustainable budget for future years (one offs not the solution).
- Not be an on-going reliance on reserves.
- Any use of reserves to balance the budget will need to be repaid.
- Estimates used for pay, price and demand based on data and evidence - pressures.
- Growth for increased service provision will be exceptional and considered on case-by-case basis.
- Loss of Government grant will result is same reduction in expenditure.
- All services will ensure value for money and productivity.

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.

7.5 The Budget and MTFS process is the way in which the Council seeks 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. In light of the financial pressures facing the Council and as the end of the current Corporate Plan period is approaching, the Council is taking stock of progress and considering whether the small number of activities currently RAG rated 'Red' (as reported in the 6 monthly update to Cabinet) can still be delivered as originally envisaged. Where this looks challenging, consideration is being given to whether the desired outcomes can be achieved in other ways, in particular whether this can be done within reduced resources.

8 National Financial Context

8.1 On 11 June 2025, Government published the outcome of its multi-year Spending Review which sets the financial envelope for all Government Departments over the three-year period from 2026/27 to 2028/29. Local government funding allocations will not be known until the provisional local government finance settlement in December 2025 but on 20 June 2025, Government published its consultation on funding reforms.

8.2 The announcements relevant to Local Government and London from the Spending Review are summarised below.

2025 Spending Review – Key Messages

8.3 Government's key announcement was the aim to prioritise growth and put public services back on track, with a boost for housing investment and funding for social care and homelessness.

8.4 The key headlines include:

- Core Spending Power (across England) will increase by an average of 2.6% a year over the next three years (assuming maximum council tax increases), front-loaded with a 3.8% in 2026/27 followed by increases of 1.9% and 2.2% for the subsequent two years, respectively. This includes £3.4bn of new grant funding over three years– with over £500m earmarked for Children's social care to help more children stay with their families, and £560m to refurbish and expand children's homes and foster care placements.

- Additional funding of £100m towards early interventions to prevent homelessness including £87m from the Transformation Fund in 2026-27 and 2027-28.

- An additional £760m to reform the SEND system in 2026/27 – with details set out in the schools White Paper in the autumn. Related Schools funding matters such as the DSG statutory override (where DSG deficits of Local Authorities can be excluded from main revenue budgets, preventing a breach in the statutory duty to balance the budget) will be incorporated into the local government funding reforms consultation.

- The schools' budget will rise by £2bn in real terms over the Spending Review period, with a £4.7bn annual cash increase by 2028-29, delivering 1.1% average growth per pupil.

- There were no significant announcements for adult social care as the government is waiting on the independent Casey Review, scheduled for release from 2026, which will focus on how to implement a national care service and longer-term recommendations for transformation of adult social care.

- The Household Support Fund and the Discretionary Housing Payment grants will be replaced by an £842 million annual Crisis and Resilience Fund.

- The government will provide £39bn of funding for the Affordable Homes Programme (AHP) over ten years from 2026-27 to 2035-36. This is an average annual spend of £3.9bn compared with the current five-year AHP's average annual spend of £2.3bn.

- There will be a 10-year social housing rent settlement increasing at CPI+1% annually, and the government will soon launch a consultation on implementing social rent convergence both of which will impact the Business Plan for the Housing Revenue Account that will be published later in the year. A fourth round of the Local Authority Housing Fund has been announced with £950m to be made available from 2026/27 to 2029/30.

- An integrated Settlement was confirmed for the GLA starting from 2026/27, covering economic development and regeneration, transport and local infrastructure, adult skills, employment support, housing and strategic planning, environment and climate change, health, wellbeing and public service reform.

- Investment of £200m to end housing asylum seekers in hotels in this parliament.

- For 2026/27 there is an assumption that all authorities raise council tax by the maximum permitted each year. For London boroughs, this will remain at 3% (main rate) and 2% for the ASC precept.

8.5 Government launched its consultation on Local Government Funding reform on 20 June 2025. This covers the proposed new methodology and data sources to distribute the total local government budget, agreed in the SR25. This has not been reviewed or updated for 10+ years, and the outcome will have major implications for individual authorities' funding allocations.

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 2025 than it was in 2011.

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 increased cost of living which continues to have an impact.

9.4 The most recently reported data shows that 25% of residents aged 16 to 65 were claiming Universal Credit in Haringey in May 2025 – over 47,000 people. 7.9% of residents aged 16+ were claiming unemployment-related benefits in Haringey in May 2025 – ca. 15,000 people, one of the highest

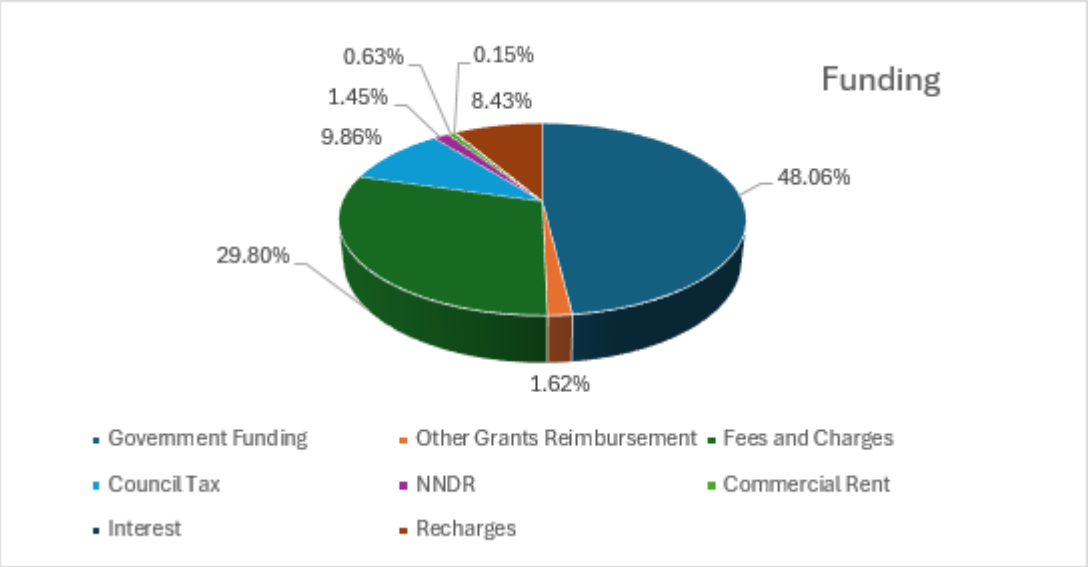
figures of the last 3 years and higher than the averages for London and our statistical neighbours. One in five households have an active mortgage so may be impacted by the continuing high interest rates.

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 33 schools are 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 for 2025/26 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: 2025/26 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 Current financial plans assume that Government funding for 2026/27 will be in line with that of 2025/26 and the Spending Review 2025 did not include anything that would suggest any change to this assumption. The more recent

consultation on funding reforms would suggest that the level of Government funding for London as a whole is reducing and for Haringey there is a real risk that Government funding will fall over the next three years. As a Council already reliant on EFS this poses a significant challenge to the financial position next year and over the medium term.

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 2026/27 also currently assume that these service specific grants continue at the same level as in 2026/27. In line with budget principles, any reductions in Government Grant must result in an equivalent reduction in spend.

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 receives 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. With inflation rates still volatile no changes have yet been assumed about any potential changes in business rates baseline funding.

10.7 Furthermore, the Government has been consulting on plans to finally deliver a reset to the individual authority baselines which have not been revised since the current business rate retention scheme was created in 2013. The consultation asked for views on a range of factors covering the period between this and future resets; the inter-relationship between this and appeals and bad debt provisions. It is unclear on the implications for Haringey and how this aligns with the impact from the funding reforms.

10.8 The approach to the reset is further complicated by it coinciding with a revaluation and new multipliers. This will result in the business rates system being more complex, uncertain and possibly less responsive to local economic conditions.

10.9 It is unclear when the outcome of the consultation will be shared but any outcome (positive or negative) will most likely only be known when the provisional local government finance settlement is published.

10.10 In 2025/26, Haringey is part of an eight borough Business Rates Pool with other London boroughs which is expected to generate a financial benefit of £2.1m in 2025/26. Any decision to continue the pool is subject to review each year and with the proposed changes to business rates as highlighted in the paragraphs above no assumption has been made for 2026/27, either in terms of participation in the pool or any financial benefit.

Council Tax

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

10.12 Financial Plans currently assume that the council tax base will increase by an average of 1% in 2026/27 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.

10.13 The Spending Review and recent consultation on funding reforms assumes all authorities raise council tax by the maximum permitted each year. For London boroughs, this will remain 3% (main rate) and 2% for the ASC precept. The March assumptions for 2026/27 council tax increases was 1.99% (main rate) and 0% for the ASC precept. 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 three scenarios – no increase to the 2025/26 rate: a 1.99% Council Tax increase and a 4.99% increase. Each 1% increase in Council Tax generates approximately an additional £1.4m in income after taking into consideration the impact of the Council Tax Reduction Scheme.

10.14 The table below exemplifies the financial impact of 1.99% and 4.99% Council Tax increases across the MTFS period.

Table 1 – Scenarios for 1.99% and 4.99% Council Tax Increase 2026-2031

Scenario	2026/27	2027/28	2028/29	2029/30	2030/31
	£'000	£'000	£'000	£'000	£'000
Income from 1.99% increase	149,617	154,071	158,660	161,797	166,667
Income from 4.99% increase	153,971	163,174	172,933	181,691	192,664
Increase in income	4,354	9,102	14,273	19,893	25,997

10.15 The 2024/25 Council tax was an estimated surplus, with the Council's share totalling £2.46m. This will be recognised in 2025/26. It is too early in the year to make any concrete assumptions about any surplus/deficit impacting 2026/27 however, it should be recognised that the overall collection rate for 2024/25 was only 94.03% against a target of 96.75%. Collection rates are dropping across many of Haringey's statistical neighbours and Haringey's target for 2025/26 was set at 95.75% (96.75% 2024/25). Performance against this will continue to be measured on a monthly basis and this will help inform overall council tax income built into the 2026/27 budget.

Fees and Charges

10.16 Income from fees and charges (including rents from commercial and operational properties) is around 29.8% of the Council's income. Many of

these are set by Government but there are many which the Council has discretion over the level.

10.17 Each year, all fees and charges are subject to review which is also expected to identify any opportunities to introduce new services which could contribute additional income. 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 £4.3m of additional income.

10.18 For budget planning purposes, it is assumed that all fees and charges will increase by the inflation level as at October 2025 in line with our budget principles, with exception to those which are already at full cost recovery or analysis shows it would be detrimental to income levels to increase by inflation. Full details will be included in the report to Cabinet in December 2025.

11 Revenue Expenditure

11.1 Spending patterns are volatile and each year there are new pressures. Medium term financial planning and the budget for 2026/27 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.

2024/25 Budget Outturn

11.2 The revenue outturn position for 2024/25 is an overall net overspend of £10m which is expected to be met via a capitalisation direction from government allowing the authority to fund the overspend via borrowing or capital receipts. The final outturn incorporated an overspend of £37.8m on service budgets, offset by an underspend on non-service budgets (including Contingency) of £20.4m and additional income of £4.0m on financing budgets. It also required unbudgeted drawdowns from reserves of £9.3m in addition to the £5.1m that had been agreed when the budget was set in March 2024 which leaves the Council's useable reserve balances largely depleted.

11.3 The overspend on service budgets included £7.5m (37%) non-delivery of savings. Of these, £440,000 was written out of budget plans for 2025/26 as unachievable but the remainder is still expected to deliver albeit on a delayed profile.

11.4 The report to Cabinet in February 2025 acknowledged the service pressures manifesting during 2024/25 which remained consistently around £37m throughout the year and £56m additional budget was allocated to services in 2025/26, primarily, adults and children's social care and temporary accommodation but this was only possible by assuming a £37m use of Exceptional Financial Support (EFS). The £37m is a one off and through borrowing from Government, incurring borrowing costs over the next 20 years and therefore the Council has put in place a Response and Recovery

Plan to reduce the reliance on EFS in future years. This means that with a budget gap of £44m for 2026/27, the next budget would need to reduce by £81m for the Council to not be reliant on EFS in 2026/27.

2025/26 Budget Position

11.5 Despite an additional £56m being provided to services in 2025/26, early indications suggest that demand and cost of services is continuing to increase. Internal monthly monitoring of spend is in place and the first update will be reported to Cabinet in September based on the forecast position at the end of Quarter 1. All services must remain within their budget and mitigating actions will need to be taken for any areas forecasting an overspend or non delivery of their assumed in year savings.

Financial Recovery

11.6 In light of the Council's financial position and the reliance on Exceptional Financial Support from Government in 2024/25 and 2025/26, emergency financial controls have been put in place across the organisation to reduce non-essential spend. This includes:

- Spending Control Panel who meet twice weekly to consider all non essential spend over £1,000.
- Recruitment Panel who meet fortnightly to consider all non essential recruitment requests.
- Emergency Planning arrangements across the whole organisation, overseen by GOLD and SILVER arrangements whose focus is on implementation of the Council's Financial Response and Recovery Plans.

The implementation of the Financial Response and Recovery Plan is aimed at taking the necessary action to restore the Council's financial stability and reducing the reliance on EFS.

12 Approach to 2026/27 Financial Planning

12.1 The council's revenue budget supports a range of service provisions which contributes to the council's priorities and the Borough Vision. Most of these services continue from one year to the next.

12.2 Due to the continuity of service provision, the first step in building the budget for 2026/27 will be to roll forward 2025/26 budgets. This starting point will then be adjusted for changes planned for 2026/27 built into the MTFS agreed in February 2025. This is then further refined throughout the year until final proposals are recommended to Cabinet and Full Council in February and March 2026.

12.3 Work began on a structured budget planning process for setting the 2026/27 budget early in the 2025/26 financial year. This process consists of the Council's leadership team working together to collectively understand the budget position and what is driving any spend pressures; to share information across directorates, review external benchmarking and learn from best practice service delivery in similar authorities to identify cross - directorate and directorate specific savings proposals to address the financial challenge. The outcome of this process will be presented to Cabinet in October 2025 to agree any proposals to be launched for budget consultation over the winter.

12.4 A key strand of understanding the budget position and the gap between forecast income and expenditure to maintain services is to analyse the spend pressures and understand in detail the drivers, such as demand, cost or level of service. This will start with considering the 2024/25 outturn position and any data or insight from the first quarter of 2025/26. Scenario planning is underway to provide a range of figures backed up by detailed assumptions and consideration of the impact on services by making different choices in how services are provided and to what level. This activity is also considering the benefits of 'invest to save' projects although these might be limited due to the lack of available balances to forward fund spending.

12.5 Benchmarking is a key tool in both understanding service pressures but also in identifying possible new saving streams.

To date services have produced initial estimates of new pressures above that already assumed in the current MTFS that was published in March 2025. However, these require further review and challenge before they can be built into the 2026/27 financial budget but indications are that pressures continue to be increasing.

12.6 Budget growth proposals are requests for increased spending power to increase or enhance services. These are unlikely to be agreed given the tight budget position facing the council.

Pressures

12.7 The existing MTFS published in March 2025 provided for £15.7m of service pressures and £30.7m of corporate pressures over and above existing budgets as set out in the table below.

Table 2 – Previously Approved Pressures (2026-2030)

Management Area	2026/27 £'000s	2027/28 £'000s	2028/29 £'000s	2029/30 £'000s
Children's Services	3,496	1,772	1,772	1,680
Adults, Housing & Health	11,446	9,210	9,200	7,920
Environment and Resident Experience *	-849	-134	-2,000	0
Culture, Strategy & Communities	559	23	23	23
Finance & Resources	1,000	0	0	0
Chief Executive Office	0	0	0	0
Capital Financing Charges	2,619	2,360	2,000	2,000
Contingency	10,149	10,134	10,000	10,000
Treasury Management Charges	422	3,122	23	23
Other Corporate Budgets	17,505	15,938	17,736	21,289
TOTAL	**46,347**	**42,425**	**38,754**	**42,935**

* The negative pressure figures in Environment and Resident experience relate to the unwinding of additional budget built into the Housing Benefit service in 2025/26 which is expected to reduce as the transition of claimants to universal credit completes and the policy on support exempt accommodation providers embeds.

Service Pressures for 2026/27

12.8 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. At this stage in the process, firm figures are not provided, and the pressures assumptions remain as at March 2025.

12.9 Work is underway to review all pressures for 2026/27 and based on the outturn position outlined in 11.2, it is highly likely that the service pressures have increased from that reported in March 2025 in Table 2. An assumed £10m has been built into the budget gap for 2026/27 pending this further analysis. A further update will be provided in October 2025. Details in Appendix 1.

Adults Social Care

12.10 The adult social care market continues to be challenging with providers faced with London living wage increases as well as increased employer national insurance; Brexit has also removed an accessible pool of workers. Consequently, when new placements are being made, especially for residential, prices are continuing to rise with very few providers now prepared to accept the Council's usual maximum rates. The current MTFS allows for a £8.4m increase in costs in 2026/27.

12.11 Over the past five years the number of older adults (65+) with a care package has increased by 31%, for younger adults (18-64) it has increased by 26%. This trend in numbers requiring support is only likely to continue as we see the proportion of older adults needing care and support increasing and younger adults requiring support increasing where the number young people supported by SEND have increased significantly in recent years.

12.12 Work is underway to model various scenarios around future numbers requiring support using a range of available data.

12.13 With respect to the cost of care, the weekly care commitments have increased by 56% for younger adults and 58% for older adults over the past five years reflecting major changes to the care market where employee pay has increased significantly in that period and providers have increasingly driven prices upwards. At the same time, the support needs of individuals have become more complex, with double handed care packages becoming more frequent.

Housing Demand (Homelessness)

12.14 The current MTFS allows for a £3m increase in Temporary Accommodation costs in 2026/27. Work is underway to assess the sufficiency of this allowance, and an update will be provided to Cabinet in October.

Children's Social Care

12.15 The current MTFS allows for a £3.5m increase in costs in 2026/27. Whilst the number of young people supported may have marginally decreased over the past five years across most areas apart from early help, the cost of providing support has significantly increased over the same period where annual spend has increased by 30%. This reflects the concern that the market may be considered to be "broken", and steps need to be taken to change the balance between provider and commissioner.

12.16 Work is underway to model scenarios around future numbers and cost.

Other Services

12.17 The current MTFS allows for a £0.7m for other service pressures increases in costs across other services in 2026/27. Work is underway to assess the sufficiency of this allowance and an update will be provided to Cabinet in October.

12.18 All assumptions will remain under review over the next few months as new information emerges and the budget for 2026/27 can be set on the most up to date, realistic and reliable estimates of service pressures.

Council Wide Pressures for 2026/27

12.19 The current MTFS has built in £30.7m for corporate related pressure in 2026/27. The majority of this is for estimated inflation increases (pay award, corporate contracts), concessionary fares, NLWA levy, capital financing.

Details provided in Appendix 1. The sections below provide narrative on the key budget heads.

Price Inflation

12.20 Based on the latest March 2025 forecast by the Office for Budget Responsibility (OBR) published in June 2025, the Consumer Price Index is expected to rise to 3.21% in 2025 and then fall rapidly to around the 2.0% target from mid-2026 onwards. A further updated forecast from the OBR is expected to be shared at the same time as the Autumn Statement.

12.21 These updated forecasts are in line with the assumptions made in March. Although considerably lower than a couple of years ago, inflation continues to be volatile and on the larger budgets, such as pay and social care/housing contracts and a small increase can be significant. At this stage the budget assumptions have not been amended but will be kept under review up to the end of the planning process. This does remain a key risk for the authority.

12.22 The 2025/26 London Living Wage (LLW) saw an increase 5.3%. The Council has made a commitment to ensure LLW is paid to all direct employees and those through contracts. This is of particular importance for the Adults budget as pay levels in the care sector are heavily influenced by the National Living Wage (NLW) and LLW. Government has yet to confirm the indexation which will be applied to maintain its value now that its original policy objective has been met. The Low Pay Commission, which advises Government on the rate at which the NLW should be set, has published a projection for April 2026 of between £12.50 per hour and £12.80. Its central estimate is £12.65, which would represent growth of 3.5%. The LLW will be a higher percentage increase.

Pay inflation

12.23 The Council employs approximately 2,260 staff, excluding schools and staff funded from the HRA, and has a pay budget for 2025/26 of around £165m. Annual pay awards are determined by national agreement which are invariably confirmed post the annual budget approval. For planning purposes, it is currently assumed that for 2026/27 onwards pay will rise by 2%. The cost of a 1% pay award is approximately £1.7m. No change to this assumption is being made at this point.

Interest Rates and Treasury Management

12.24 The 2025/26 budget agreed in March 2025 assumed new treasury investments will be made at an average rate of 4.00%, and new long-term loans will be borrowed at an average rate of 5.50%. In May 2025, the Bank of England's reduced the base rate to 4.25% (4.5% March 25). The June meeting agreed to hold the base rate at 4.25%. The Council borrows and invests sums of surplus money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. Fluctuations in interest rates impact on the expenditure required to service any borrowing the Council undertakes and therefore whilst reduced interest rates will reduce the revenue impact of borrowing to fund the capital programme, this will also result in reduced investment

income. The 2026/27 budget gap assumes a net budget of £14.3m for treasury management activities.

12.25 Borrowing for local authorities receiving exceptional financial support (EFS), does not have to be made on the open market but can be borrowed from the Public Works Loan Board (PWLB), part of the Treasury department which offers a lower rate. However, this still equates to circa £72,000 for every £1m borrowed. The balanced budget for 2025/26 assumed the use of £37m EFS, with a further £10m assumed to meet the provisional 2024/25 outturn overspend. The cost of this borrowing has been built into the current MTFS assumptions. Any additional sums required to deliver a balanced 2026/27 budget, will need to be factored into the final budget proposals. The Council has a structured and planned asset management programme. Any disposals that result in capital receipts will be considered as a funding source for EFS and reduce the reliance on borrowing.

12.26 The Council has a Treasury Management Strategy Statement (TMSS) which sets out in detail the Council's approach to managing its cash flows, borrowing and investment activity, and the associated risks. 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 2026/27 will be considered by Audit Committee in January 2026 and Cabinet in February 2026 for recommendation for approval by Full Council in March 2026. 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.

Contingency Budgets

12.27 The MTFS assumes the maintenance of a corporate contingency budget at £10m across the whole period. There are currently no proposals to reduce this, in the light of the lack of useable reserves and the scale of the savings programme to deliver. Increasing the value of this budget is recommended but this is dependent on the final funding settlement from government, the size of any increased pressures that must be funded and the level of new saving proposals.

Other Corporate Budgets

12.28 All other key corporate budgets have been reviewed but most of the larger budget areas such as Concessionary Fares and the North London Waste Levy (NLWA) are determined by other bodies who are, like Haringey, still in the early stages of budget setting for 2026/27. For budget planning purposes these are assumed to increase by inflation.

12.29 The NLWA levy has been forecast to rise significantly for some years however there have been delays in progressing the new plant which has delayed planned increases. Indicative figures for 2026/27 will be available from late November with final levy published in February 2026. At this point

no changes to current budget assumptions can be made however, this does remain a risk for the council. The 2025/26 levy is £11.3m and current estimates are that this will rise to £17m in 2028/29.

Budget Reductions

12.30 As reported in the 2024/25 Outturn report, £7.5m of savings were undelivered as at the end of March 2025. The majority of these relate to Adults Services and the delays in the delivery of these savings are largely as a result of challenges relating to workforce and vacancy levels.

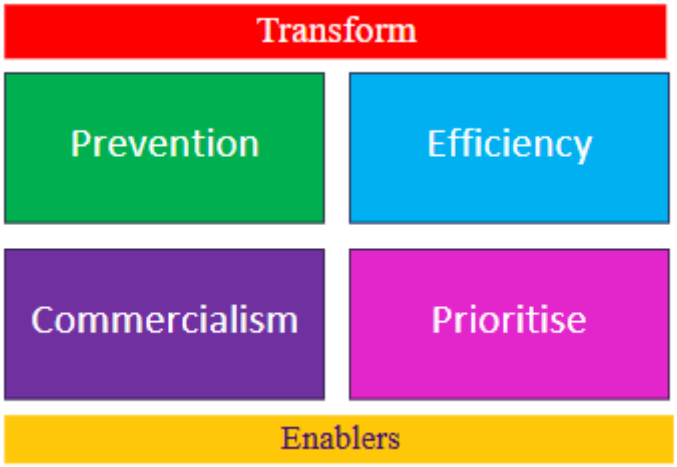
12.31 The existing budget for 2026/27 includes £17.9m of existing budget reductions (reduced spend and increased income) and these are set by Service in the table below and full details are within the budget report that was published in March 2025.

Table 3 – Previously Approved Savings

Management Area	2026/27 £'000s	2027/28 £'000s	2028/29 £'000s	TOTAL £'000s
Children's Services	320	365	50	735
Adults, Housing & Health	5,656	2,989	1,920	10,565
Environment and Resident Experience	1,133	1,257	886	3,276
Culture, Strategy & Communities	488	605	125	1,218
Finance & Resources	4,258	3,260	885	8,403
Council wide savings to be allocated	4,089	3,505	0	7,594
CTRS related schemes	2,000	0	0	2,000
TOTAL	**17,944**	**11,981**	**3,866**	**33,791**

Approach to New Savings

12.32 The focus of the Budget Series in 2025 has been to identify new savings options (reduce costs and increase income) for balancing the budget in 2026/27 and across the medium term. These have been considered in accordance with the four financial sustainability lenses shown in the graphic and with an overarching theme of transformation and service re-design.



Prevention

12.33 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.

Efficiency

12.34 Achieving efficiencies must be part of the annual budgeting setting process across all services to ensure value for money. This will include modernising the way we work and deliver services, reducing and removing waste and consolidating and streamlining processes to consider how we achieve the same value with less resource or deliver more value for the same resource.

Commercialism

12.35 Increasing income provides an opportunity to protect the Council's spending on priority services. 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. The Council will also consider opportunities 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.

Prioritise

12.36 With a legal requirement to set a balanced budget each year and to minimise the use of Exceptional Financial Support, a smaller financial envelope will mean that some prioritisation of services will be required because not everything may be affordable. Protecting services for the most vulnerable will always be a priority and any prioritisation of services will be within the context of the Corporate Delivery Plan.

12.36 All services will continue to review all of their budgets in light of the benchmarking available and as the financial planning process progresses, all services will be required to demonstrate that services are delivering value for money. Where there is discretion, all fees and charges must be reviewed well ahead of the annual corporate collation process to ensure that they adhere to the agreed External Income Policy. This includes ensuring that the full cost of service provision is included in the charge where appropriate. Services are also reviewing opportunities to develop new discretionary services which can bring in net additional income into the council

13 Updated 2026/27 Financial Position

13.1 Based on the provisional 2024/25 outturn and the early spend projections for 2025/26, the 2026/27 budget gap reported to Council on 3 March has been adjusted. This adds a further £10m to the assumed budget gap for 2026/27. This is illustrated in Table 4 below. The table then builds on this to show the impact of various scenarios on this adjusted in 2026/27 budget gap.

Table 4: Impact of various scenarios on budget gap

	2026/27 Current Assumption	2026/27 Best Case	2026/27 Worst Case
	£'000	£'000	£'000
Budget Gap (as at March 2025)	**34,178**	**34,178**	**34,178**
Early 2025/26 budget forecast service overspend/pressure	10,000	10,000	10,000
Adjusted Current Assumption (based on early 2025/26 budget forecasts)	44,178	44,178	44,178
Increase in service pressures by 3%			9,901
Review of Corporate Budget assumptions (increase by 1%)			578
Pay assumptions (increase by a further 1%)			1,654
Inflation assumptions (increase by 1%)			404
No increase in Council Tax and collection rate reduced to 95%			5,880
Revised Gap (as at July 2025)	**44,178**	**44,178**	**62,595**
Additional income from 2.99% Council Tax and 1.99% Adult Social Care precept and 97% collection rate		**-4,354**	
Revised Gap (as at July 2025)	**44,178**	**39,823**	**62,595**

13.2 Work will continue with the services over the next couple of months to further refine the pressures assumptions. An update on this and the overall gap will be provided in the next report to Cabinet in October 2025.

13.3 However, even if no additional pressures emerge before the budget is formally set, the Council still has at least £44.2m of budget reductions to identify before a balanced budget for 2026/27 can be approved in March 2026. This assumes that the £37m expected use of EFS in 2025/26 will continue to be borrowed year on year from the Government and no further EFS is required to balance the budget for future years. The ongoing borrowing of the £37m is not ideal but considered realistic at this stage given the new financial pressures the Council is dealing with over the next five years. The Council will continue to express its concern to Government that EFS and the impact this has on borrowing costs year on year is not a solution to dealing with the shortfall of funding in the sector.

13.4 It is therefore essential that any use of EFS in 2025/26 (currently assumed to be £37m) is kept to a minimum. This is being addressed through the implementation of the Financial Recovery Plan and the controls on non-essential spending that have been put in place as highlighted in paragraphs 11.5 and11.6.

13.5 All budget assumptions remain under review and therefore are subject to change. Any change will impact on the budget gap position. The next update will be published in October 2025.

14 Financial Position for 2027/28

14.1 The focus of this report has been on preparations for the 2026/27 budget. Financial planning across the medium term is more difficult because, although a three-year funding settlement will be published later in the year which will give some certainty on government provided grant income, spending pressures and other income streams remain volatile.

14.2 The SR25 published in June only provided government departmental budgets. Local authority allocations will not be known until late November or December. However, it is now clear from the SR25 documents and the recent consultation of funding reform that there is little new funding being put into the system, with the majority of the core spending power (CSP) growth being generated from assumed council tax increases. These documents also suggest that any new funding is front loaded.

14.3 Therefore, assuming a balanced budget is set for 2026/27, there will remain an estimated cumulative budget gap of £161.5m by 2029/30.

14.4 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. The current assumption of no increase in government grant income adds further pressure, which we now know is a risk.

14.5 This forecast gap is based on the best estimates at this stage and includes:

- Government funding remains in line with 2025/26 allocations, which we know from the funding consultation is now a risk.
- Service demand pressures of £45.1m (2026/27-2030/31).
- Pay and price inflation of 2%.
- Interest rate of borrowing costs remain 5% however this under review and will be updated based on the latest forecast from Treasury Advisers and will form part of the October report to Cabinet.
- Council Tax base increase of 1% and Council Tax level increase of 1.99% for the remainder of the MTFS period.
- Delivery of £33.8m of savings for 2026/27 to 2028/29 that have been previously approved.
- Corporate Contingency remains at £10m.
- Services stay within their approved budget allocation and do not overspend.
- Contribution of £3m per year in 2026/27 to 2029/30 to the strategic budget planning reserve to replenish reserves

Table 5 - Budget Gap 2026/27 to 2029/30

Type	2026/27	2027/28	2028/29	2029/30	Total
	£'000	£'000	£'000	£'000	£'000
Previously Agreed Pressures	46,347	42,425	38,754	42,935	**170,461**
Previously Agreed Saving	-17,944	-11,981	-3,866	0	**-33,791**
Grant Funding Changes	12,640	100	150	200	**13,090**
Government & Other Funding Changes	-6,865	-10,318	-6,852	-4,209	**-28,244**
Cumulative Total	**34,178**	**20,226**	**28,186**	**38,926**	**121,516**
Early 2025/26 budget forecast service overspend/pressure	10,000	10,000	10,000	10,000	**40,000**
Adjusted Current Assumption (based on early 2025/26 budget forecasts)	**44,178**	**30,226**	**38,186**	**48,926**	**161,516**

14.6 Like 2026/27, 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.

15 Capital Strategy and Capital Programme

15.1 The CIPFA 2021 Prudential and Treasury Management Codes require all local authorities to prepare a Capital Strategy which will provide the following:

a) a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
b) an overview of how the associated risk is managed
c) the implications for future financial sustainability

15.2 The aim of the strategy is to ensure that all of the Council's elected members and other stakeholders fully understand the overall long-term policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite.

15.3 Cabinet, in March 2025, approved an initial version of the Capital Strategy for 2025/2026. It had been compiled in accordance with the Financial Management Code which:

a) Reinforces the need for Local Authorities to have capital programmes that are, in the long term, financially sustainable,
b) Ensures that the capital programme and strategy conform to the CIPFA Prudential Code for Capital Finance in Local Authorities; and,
c) That the Capital Programme and Capital Strategy directly inform the Treasury Management Strategy Statement.

15.4 It was also highlighted in the March report that Haringey's Capital Strategy would be revised and updated annually as we move incrementally from a compliant Strategy to one that is an exemplar of good practice.

15.5 The principles set out in the March report remain valid, so the majority of which won't be repeated here, however, certain key principles are worthy of restating here given their significant importance at a time of severe financial challenge, before we implement a revised Capital Strategy later in the year.

15.6 Like most authorities, the Council's capital investment requires a level of borrowing for which borrowing costs need to be funded through the revenue budget, allowing for the interest on borrowing and for the repayment of the debt (known as the minimum revenue provision). The current 2025/26 programme assumes that 68% is funded by borrowing. £132.5m (30%) will be borrowed for general fund and £167.9m for the HRA (38%). The general fund revenue budget includes £19.2m to cover the external interest (borrowing costs).

15.7 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 funded through borrowing, the Council has to budget £72,000 per annum to pay the interest and repay the debt.

15.8 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.

15.9 Each year, there will also be a need for new capital investment and for 2026/27 this will be 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 deliver revenue savings or additional income and for 2026/27, 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.

15.10 Given the more unpredictable nature of capital spending plans, the delivery plans and the profile of spend over the capital programme period continues to be the subject of review as the Council determines the level of borrowing required both in 2026/27 and over the on-going MTFS period.

15.11 Only schemes which are sufficiently developed, have approved outline business cases and have been subject to internal governance and decision-making processes (see below) 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.

15.12 Proposals for the 2026/27 capital programme will be considered over the summer and autumn and reviewed against estimated resources available.

Capital Delivery Governance Framework

15.13 A new Capital Delivery Governance Framework has been produced and is set out in Appendix 2. This framework aims to standardise and strengthen the governance around capital programmes by establishing consistent processes including a single set of gateways for all general fund and HRA capital delivery, refreshed governance structures, guidance and templates.

15.14 The framework aims to:

- Enhance monitoring, control, and reporting
- Support agile and efficient project delivery
- Ensure appropriate oversight and management control over capital programmes and projects, via a single set of common gateways

- Enable robust portfolio management, including on the overall affordability of the Capital Programme

15.15 The framework is intended to facilitate and support wider culture change across the organisation and ensure that the agreed capital programme is deliverable and affordable, with a clear focus on forward planning. Project gateways, business case templates and a new governance framework are in the process of being implemented, pending Cabinet approval of this framework and while further phases of this work are developed.

Current Agreed Capital Programme 2025/26 to 29/30

15.16 Table 6 below sets out the current capital programme as agreed by Full Council in March 20205.

Table 6: 2025/26 to 29/30 Capital Programme agreed in March 2025

	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	Total
	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
Children's Services	28,276	12,206	5,031	5,031	5,031	**55,575**
Adults, Health & Communities	12,715	2,878	2,377	2,200	2,200	**22,370**
Environment & Resident Experience	21,438	18,420	41,104	15,827	10,880	**107,668**
Placemaking & Housing	36,140	73,322	58,110	44,662	87,600	**299,834**
Culture, Strategy & Engagement	44,427	39,373	5,896	0	0	**89,696**
Corporate Items - GF Capital Continency	5,000	5,000	0	0	0	**10,000**
Corporate Items - EFS	37,000	0	0	0	0	**37,000**
Total General Fund (GF)	**184,996**	**151,198**	**112,518**	**67,720**	**105,711**	**622,143**
HRA	**333,768**	**278,291**	**278,991**	**273,873**	**241,412**	**1,406,335**
Total Capital Programme	**518,764**	**429,489**	**391,509**	**341,593**	**347,123**	**2,028,478**

15.17 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 2026/27 and over the five-year MTFS period.

15.18 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.

15.19 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.

15.20 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 2026/27.

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 2026/27. 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 2026.

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 Dedicated Schools Budget (DSG) Update

17.1 Haringey's National Funding Formula (NFF) allocation for 2025/26 was an increase of 7.2% based on the December 2024 published allocations, with the final school finance settlement confirmed usually in July 2025 for the updated Early Years Block census. This was detailed in the last budget report (3 March 2025 Full Council Budget Report).

17.2 Cabinet will receive updates on DSG 2026/27 budgets in future reports which will include progress on delivery of the Safety Valve programme.

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 2026 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 three year funding settlement from 2026/27 and Government published its consultation on the new funding formula on 20 June. Officers are currently considering the new formulas for the distribution and a fuller update will be in the next report in October, however it is clear that funding will reduce in London and likely for Haringey which poses a significant financial challenge in balancing the budget in future years. The financial position set out in this report for 2026/27 currently assumes that funding levels remain the same in 2025/26. The Council will respond to the consultation to make the case to Government on the need to recognise the deprivation levels within Haringey and the need for additional funding to meet increasing demands and consideration that Haringey is already reliant of EFS to set a legally balanced budget which is not sustainable. Funding allocations will be published in early December.

Inspection and Regulation

18.7 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 in preparing and supporting the inspection as well as implementation of any recommendations.

Economic Conditions

18.8 The Office for Budget Responsibility published the latest forecast for inflation and interest rates in March 2025 and forecast details were published in the budget report in March 2025.

18.9 It should 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. Since 2021 the Haringey Support Fund has provided hardship funding to more that 4,000 local residents and the HRA Tenant Hardship Fund provides one-off rent credits to tenants who have fallen into arrears. The Government has announced a new Crisis and Resilience Fund but allocations for Haringey are not yet known.

Estimate of Pressures for 2026/27

18.11 The update in this report uses the best-known information for demand and other service pressures in 2026/27 and has been based on the outturn position in 2024/25 and the latest in year monitoring position. There is a risk that the in year monitoring position could worsen when the quarter 1 report is published with further overspends continuing into 2026/27. In addition, the 2024/25 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 £46.3m identified in Table 2 is based on a series of assumptions that will continue to be reviewed over next few months and therefore the position for 2026/27 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 and the Council's stricter spending controls are limiting non essential spend. 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 2026/27 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 2026/27 remains and work is continuing to identify additional savings and actions to mitigate the significant additional budget required to meet demand pressures. There is a risk that insufficient proposals are identified and ongoing reliance of EFS is required.

18.15 The financial position and budget gaps set out in this report assume that all savings in 2025/26, previously approved savings and any new savings for 2026/27 when the budget is approved in March 2026 are delivered in full. In advance of the full draft budget being presented to Cabinet in February 2026, 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 2028. Funding arrangements are not known after 2028 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 2028 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 2026/27 is currently assumed at £10m, the same as the previous year. With minimal useable reserves and significant savings programme and upward demand, the aspiration must be to increase this budget contingency before the final plans are recommended to Council in March. The General Fund reserve will be maintained at £15.2m, with other reserves forecast to total £27.7m in March 2026, much of which is assumed to be committed but this is subject to review in Quarter 1 of 2025/26.

18.19 Any use of reserves to balance the budget next year is not a viable option. The current MTFS assumes 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. This figure is currently set at £3m.

18.20 A forecast of reserve balances to 31 March 2028 is shown in Table 7. This will be updated for the Budget report to Cabinet in February 2026.

Table 7: Reserves Forecasts to March 20208

	Actual	Forecast		
Reserve	**31 March 2025**	**March 2026**	**March 2027**	**March 2028**
	£'000	**£'000**	**£'000**	**£'000**
General Fund Reserve	15,140	15,410	15,410	15,410
Risks and Uncertainties				
Transformation Reserve	0	0	0	0
Labour market resilience reserve	186	0	0	0
Budget Planning reserve	1,141	0	3,000	6,000
Collection Fund	1,231	0	0	0
Total Risk and Uncertainties	**2,558**	**0**	**3,000**	**6,000**
Contracts and Commitments				
Services Reserve	9,358	9,358	9,358	9,358
Unspent grants reserve	10,391	10,391	10,391	10,391
PFI lifecycle reserve	3,959	0	0	0
Debt Repayment Reserve	1,072	1,072	1,072	1,072
Insurance Reserve	5,510	5,510	5,510	5,510
Schools Reserve	1,344	1,344	1,344	1,344
Total Contracts and Commitments	**31,634**	**27,675**	**27,675**	**27,675**
Grand Total	**49,332**	**43,085**	**46,085**	**49,085**

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

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

20 Carbon and Climate Change

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

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

Finance

21.1 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.

21.2 Ensuring the robustness of the Council's 2026/27 budget and its MTFS 2026/27 – 2030/31 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.

21.3 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 2026.

Procurement

21.4 Strategic Procurement have been consulted in the preparation of this report and will continue to work with services to support delivery of the Council's financial strategy and corporate priorities.

Director of Legal & Governance

21.5 The Director of Legal and Governance has been consulted in the preparation of this report.

21.6 The Local Government Finance Act 1992 places a statutory duty on local authorities to produce a balanced budget each financial year. The Local Government Act 2003 requires the Chief Financial Officer of the authority to report to it on the robustness of the estimates made and the adequacy of the proposed financial reserves.

21.7 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.

21.8 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.

21.9 The report proposes new savings proposals for the financial year 2026/27, which the council will be required to consult upon and ensure that it complies with the public sector equality duty.

Equality

21.10 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.

21.11 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.

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

21.13 This report details the agreed budget proposals for 2026/27 and MTFS to 2030/31, including budget adjustments and capital proposals.

21.14 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 2026/27 Budget and MTFS. The decision is recommended to comply with the statutory requirement to set a balanced budget for 2026/27 and to ensure the Council's finances on a medium-term basis are secured through the four-year Medium-Term Financial Strategy.

21.15 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.

21.16 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.

21.17 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 2026.

21.18 Savings proposals identified between the publication of this report and the final package of proposals identified in February 2026 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.

21.19 Initial Equality Impact Assessments for relevant savings proposals will be published in February 2026 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.

22 Use of Appendices

Appendix 1 – 2026/27 Previously Agreed Budget Pressures
Appendix 2 – Capital Delivery Governance Framework

23 Background papers

None

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2026/27 Previously Agreed Budget Pressures **Appendix 1**

Directorate	Description	2026/27 £'000
Children's Services	Home to School Transport	621
Children's Services	Subject Access Requests (SARS)	20
Children's Services	Increase in the number and cost of high-cost placements to support looked after children and those requiring Council's support.	2,855
Children's Services Total		**3,496**
Corporate Services	Capital Financing Growth	3,019
Corporate Services	Concessionary Fares	1,749
Corporate Services	Contingencies	10,000
Corporate Services	Levies and Subscriptions	3,552
Corporate Services	Non- pay Inflation Pressures	3,075
Corporate Services	Pay inflation Pressures	6,300
Corporate Services	Reserves Replenishment	3,000
Corporate Services Total		**30,695**
Adults Housing Demand	Temporary Accommodation Pressure: market led increased unit costs and demand offset by cost saving initiatives and other mitigations	3,000
Adults Housing Demand Total		**3,000**
Adults Social Services	Budget realignment	-250
Adults Social Services	Substitution of resettlement funding (partnerships and communities)	416
Adults Social Services	Demand Pressures: demographic changes including those with multiple or lifelong health conditions, age of individuals and other socio-economic factors and market led unit cost increases.2	8,280
Adults Social Services Total		**8,446**
Finance & Resources	Digital Contract pressures	30
Finance & Resources	School Landlord functions - Organisational Resilience Asbestos Surveys	-30
Finance & Resources	Strategic Asset Management Team restructure	1,000
Finance & Resources Total		**1,000**

Directorate	Description	2026/27 £'000
Culture, Strategy and Communities	LIFT (Low Income Family Tracker) System	-38
Culture, Strategy and Communities	Funding for 2026/27 Local Election	550
Culture, Strategy and Communities	Contract Inflation within HR	47
Culture, Strategy and Communities Total		**559**
Environment and Residents Experience	Pension related Pressures Veolia	300
Environment and Residents Experience	Year one unwinding of 2025/26 applied Housing Benefit Pressure2	-1,149
Environment and Residents Experience Total		**-849**
Overall Total		**46,347**

Appendix 2

Capital Delivery Governance Framework

Finance and Resources PMO

Version: V3.0

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Executive Summary

A new Capital Delivery Governance Framework is to be implemented Council-wide. A standardized set of processes, governance, guidance and templates have been developed and are now being iterated. These will support the need for robust monitoring and controls, streamlined and agile delivery, and better reporting and escalation. This document captures that framework at a high level and will be updated as it is implemented.

The framework is intended to be facilitative and to support wider culture change across the organization – to empower project managers to drive delivery of their projects, support senior managers to have appropriate oversight and control over programmes of work, and to create and maintain robust portfolio management of the overall capital programme.

Investment in capital expenditure supports the Council to deliver on key priorities as set out in the Corporate Delivery Plan and also contributes towards the delivery of permanent revenue savings. However, in the current financial climate, it is more important than ever that the Council ensures that all of its capital expenditure, investments and borrowing decisions are prudent and sustainable, and that delivery is subject to robust management oversight and controls.

The recent economic environment has had major implications for the existing and future Capital Programme. In 2024/25, the Council undertook a fundamental review of the existing capital programme, removing or deferring a number of schemes which resulted in a reduction in the Capital programme, with a similar review to be carried out annually.

A new Capital Strategy was approved at Cabinet in February 2025 and sets out a high-level, long term overview of capital expenditure and capital financing and the approach for determining and delivering on the Council's capital ambitions. Implementation of the strategy will ensure that the capital programme agreed each year is deliverable and affordable, is in line with the Corporate Delivery Plan and Borough Vision and there is a clear framework in place for tracking progress and adopting an improved forward planning approach.

The Capital Strategy necessitates the need to review capital delivery processes and governance, to ensure the agreed capital programme is deliverable and affordable and a clear focus on forward planning. Alongside the new Capital Strategy, the Council also underwent a senior level restructure which significantly changed the senior structure realigned reporting lines. As such, a new governance and gateway process is being introduced, the main benefits of which are:

- An improved and consistent approach to decision making thresholds, processes, roles and responsibilities and ultimately delivery
- 'One version of the truth' to support financial monitoring and reporting on capital projects and programmes, with enhanced quarterly reporting
- A focus on overall strategic benefits of capital investment (including a standardised approach and templates for business cases)
- A 'centre of excellence' for portfolio/programme management, including training and support, assurance and monitoring/reporting
- Enhanced management controls via a new series of Tier 2 / Tier 3 Boards
- Enhanced alignment with 'business as usual' activity and other business processes (risk, strategic planning, budget and service planning, resource management, stakeholder engagement)
- Increased visibility of pipeline projects and lessons learned following completion of projects

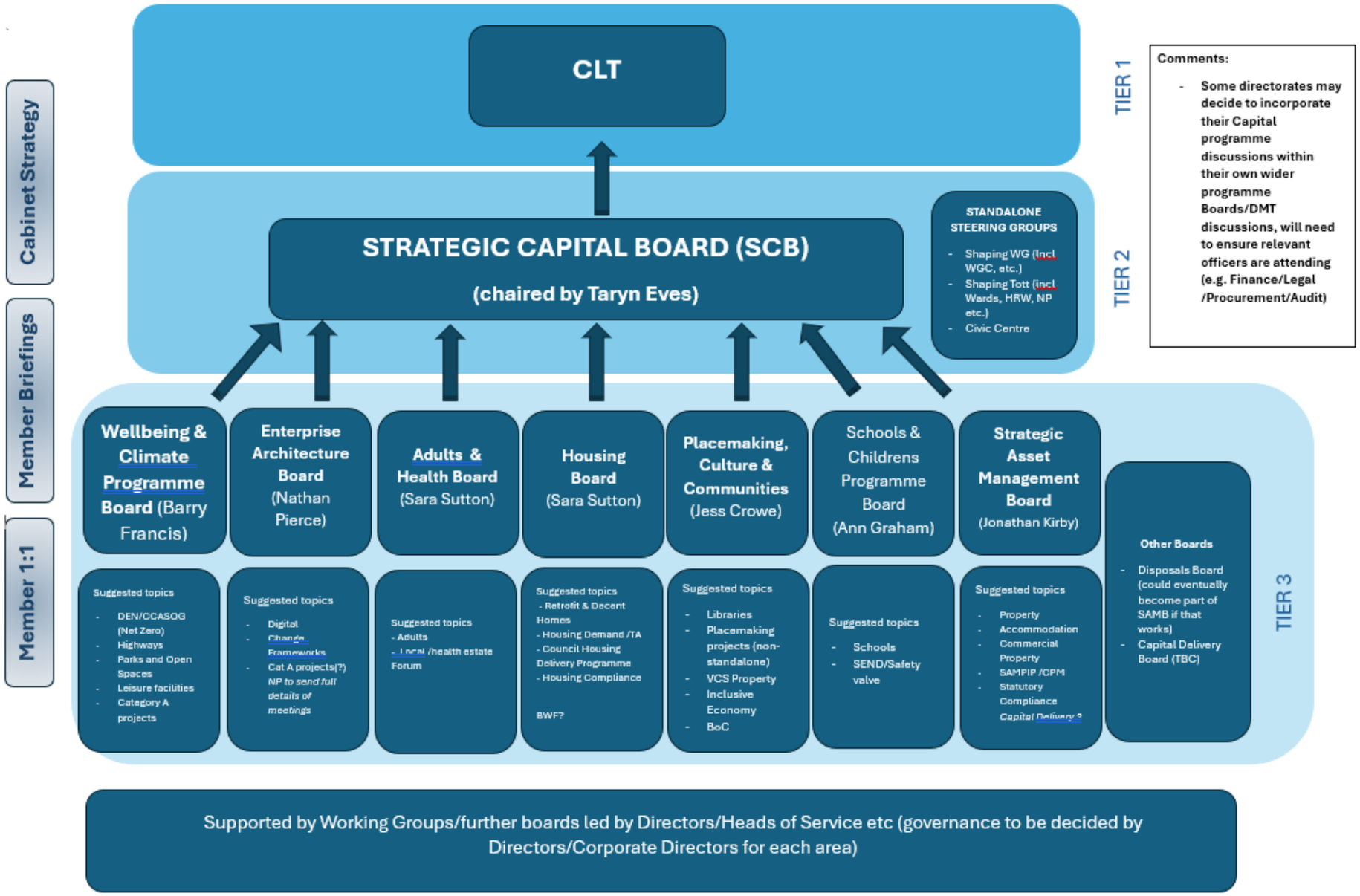
The Capital Delivery Framework has been developed in parallel with other strategic initiatives, including the Corporate Property Model and subsequent Strategic Asset Management and Property Improvement Plan 2023–2028 (approved by Cabinet in April 2023); and the Land and Property Disposal Policy (approved in June 2025). This framework will aim to create a more streamlined and effective governance model for capital oversight and approvals.

Key Challenges

Area	Previous Challenges	Resolution	Benefits
Forums and Meetings	Involvement, role and approval capabilities of key forums unclear	Strategic Capital Board and Tier 3 Boards Terms of Reference	Clear and transparent governance navigation
Reporting and monitoring	Information not effectively aggregated and analysed	Streamlined information flows to support new corporate structure with consistent reporting/templates and clear ownership from services	Streamlined, agile and summarized reporting
Planning	Project Plans are unconsolidated and inconsistent with a lack of pipeline transparency	Standardised templates based on tiering	Portfolio, resource planning enabled with clear milestones and clear indicators for success
Business Case	Information duplicated across documents/reports; or no formal documentation exists	Live document builds on itself with information based on tiering and up to date information	Less duplication, improved change control and clear governance
No "one version of the truth" for Capital Budget reporting	Different documents exist on budgets with different figures – does not allow effective capital monitoring or budget management	Clear standardized reporting using corporate tools and management templates	Streamlined, agile and summarized capital monitoring reporting
No process for early feasibility	Early feasibility costs are subsumed into capital costs which may not then progress	A feasibility process will be managed at Tier 2, with revenue funding available, to assess the project's viability before moving to the pre-pipeline stage.	Implement a clear and transparent process to enhance control and ensure the proper utilisation of capital budgets.
Defining Capital Programme stages of pre-pipeline, pipeline and delivery	There is a lack of clarity regarding the project's stage, approval status, and the viability of its success. Projects are inconsistent and disorganized.	Clear definition of each stage supported by documentation templates and clear governance mapping for approvals	Establish clear and transparent governance approval processes to enhance control and increase the chances of project success.

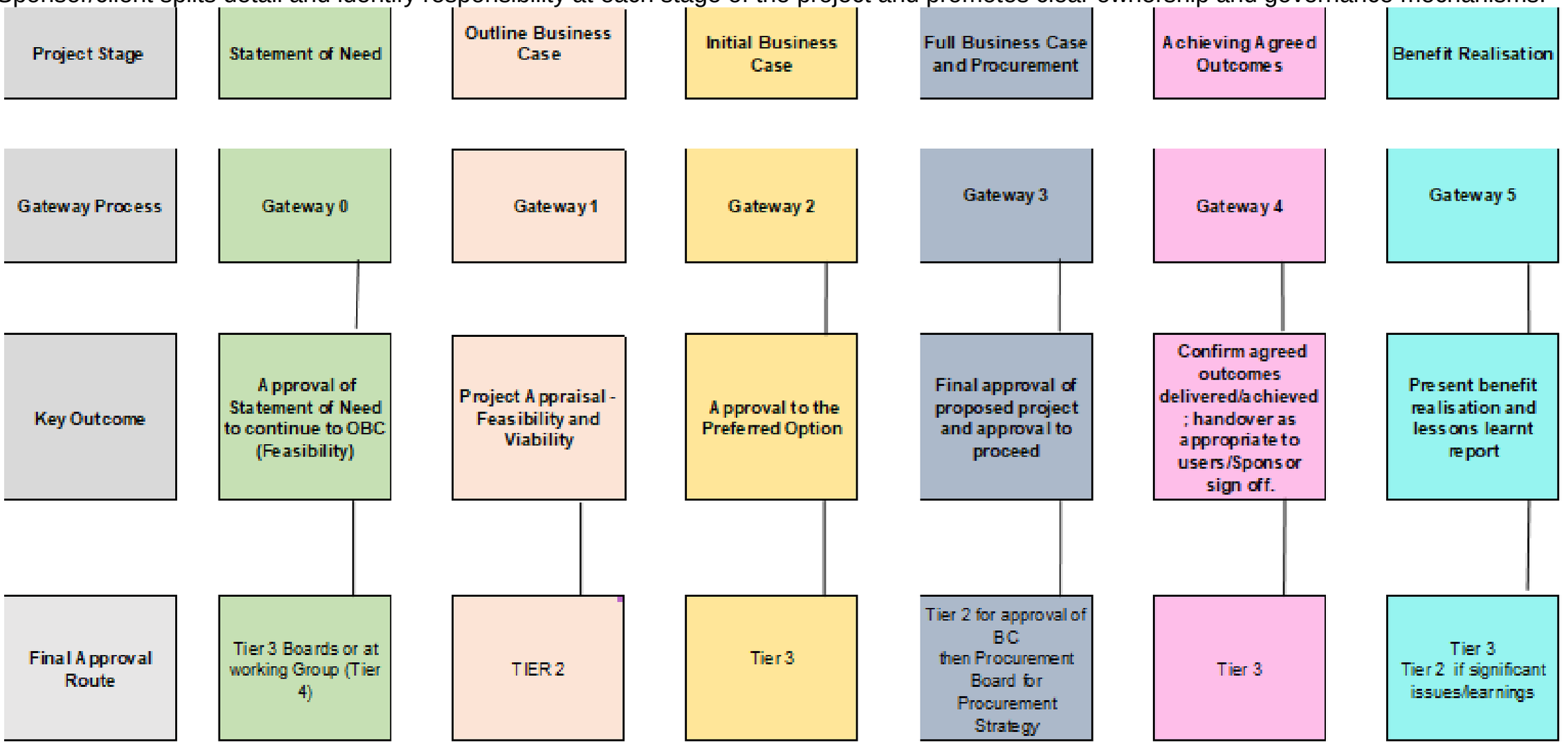
Delivery & Governance Model

- The **governance model below** describes how governance for projects is navigated, monitored and reported. This will include oversight of projects with relevant controls to minimise risk and capture / escalate / resolve issues and challenges. The governance model will allow PMO to implement standardised practices across the Council for Capital Delivery ensuring consistency, best practice and alignment all services. **Governance controls vary based on thresholds and triaging of programmes**.
- **Gateway methodology** is followed for the standard lifecycle of all projects, which is aligned with the Council's delivery framework. The **delivery model outlines** the key steps, documents and approvals that projects must follow over the project lifecycle, based on a triage framework. The delivery steps may need to vary on occasion but would need agreement. The Delivery and governance framework follows Gateway/PRINCE2 best practices and adheres to relevant Council processes and standing orders.



Capital Delivery Lifecycle: What is it?

- All projects follow a standard lifecycle which is **aligned to the Council's delivery framework and is based on Gateway/PRINCE2 best practice**.
- Each stage in the lifecycle is **aligned to delegations, standard templates and documents**, and governance appropriate to the scale of the project (which would be agreed at the initiation stage)
- **Gateway reviews are introduced at each stage** to ensure quality, review progress and mitigate risk.
- The process **mandates sharing / approval of key documentation, and formal approval from required stakeholders** to progress, including for change requests and variations
- Sponsor/client splits detail and identify responsibility at each stage of the project and promotes clear ownership and governance mechanisms.



Governance Model | Roles and Responsibilities

Sponsor: The Corporate Director ultimately responsible for providing resources support and strategic alignment for a project. A key overarching role on a large or complex capital project where the outcomes contribute towards larger strategic aims of the Council. Overall leadership on promotion, advocacy and initiation of new projects and programmes. Ongoing responsibility, throughout the project lifecycle, for securing financial resources for the project and releasing funds for delivery, strategic alignment with the Council's objectives, and stakeholder management including external partners, funders and members. No matter which delivery route is followed, the sponsor retains these key roles, including overall budgetary responsibility for project funding.

Senior Responsible Officer (SRO): The individual senior manager (often Director or Head of Service from the sponsoring directorate) accountable for a project or programme's success, ensuring it meets its objectives and delivery benefits.

User / Client: The Council department who ultimately accepts the project's outputs and therefore has a key role in project initiation, acceptance and feedback. A client department may take on direct project delivery (i.e. Housing Delivery) from the outset and throughout the lifecycle of a project, or it may hand this over to a specialist delivery team. The client must take a significant role in agreeing the business case justification for a project, and must be closely involved in gateway decisions at all stages. NB for complex projects with multiple end-users there may be multiple clients; in this case a lead client must be identified.

Delivery Lead: The Council department taking primary responsibility for execution, commissioning and completion of the project; instructing, procuring and holding a delivery contract and overseeing construction work (e.g. Major Projects; Highways; Housing Delivery; etc.) delivery, in cases with multiple clients or where project particulars require a lead to be identified (e.g. Corporate Property Model).

Project Delivery: Day-to-day management of the project, ensuring that the project is completed on-time, within budget and to the required quality standards. Regular reporting through highlight reports, and submission of exception reports and change request as needed. Procurement, including tendering and contract management. Overseeing construction work, ensuring it meets the required standards and specifications. Comms with internal stakeholders, including the sponsor (re: budget, overall strategic alignment and items which require external stakeholder engagement) and the client (re: specification or and acceptability of project outputs and handover). NB: this role can carried out by the Sponsor, or Client, or specialist project management team (i.e. Major Projects), or it can be handed over from one to another at a stage in the project lifecycle.

Project Lifecycle: This is the process needed to take a project from project initiation, through agreeing an outline, then full, business case to authorise capital spend, and ultimately overseeing a delivery contract to project closure and acceptance of outputs.

Programme Management: Overall oversight and scrutiny of capital delivery, including ownership of PPM tools and processes. Setting standards required from key project elements, including business cases, gateway reports, highlight reports, exception reports and change requests; providing advice, guidance. Overall reporting to boards on project delivery, and escalation of key risks & issues, as well as tracking agreed mitigations. 'Critical friend' role to all of the sponsor, client, and project management leads at all stages in the project lifecycle. Training and upskilling for all areas and targeted capacity-building as required

Please note that the following pages outline high-level principles, which will continue to evolve as we further refine the capital framework; this will be taken back to Cabinet in due course

Governance Model | Documents and Templates

- All projects must start with the Statement of Need, which must be approved at Tier 3 boards. This document includes the strategic case for change and outline of alignment with strategic objectives – taking into account impact on MTFS proposals. The document will also identify the initial sponsor and key stakeholder. All projects must have an **Statement of Need** (or equivalent) approved via boards by a sponsor or Corporate Director.

- If approved, the Statement of Need will be developed into an Outline Business Case (OBC) to progress to feasibility stage – pending approval of any feasibility budget via Tier 2 board.

- Following approval of the Outline Business Case (OBC), a Project Initiation Document (PID) should be prepared. As the project progresses through the Feasibility stage and more information becomes available, the OBC will be refined into the Initial Business Case, and subsequently into the Full Business Case. Each stage of documentation will be subject to formal approval through Gateway Reviews, in line with the established delivery model.

- **The PID is a live document** which is updated, reviewed and approved at each applicable stage. Once the PID is live, all approved project changes must be continuously reflected in all impacted documentation.

Governance Model | Forums and Meetings

The Governance Map on page 5 outlines the proposed governance forums. There will be a degree of flexibility for services in the format of the forums for Tier 3 and below, however all Tier 3 boards will be required to discuss the following items as standard at each meeting:

- **Summarised portfolio level scrutiny** of budgets, risks / issues, timelines and change controls (ensure appropriate checks are in place at both an operational and strategic level)

- Approval of formal change control mechanisms as outlined and agreed upon in the project documentation.

- Summarised portfolio and key projects are reviewed and escalated as appropriate

- A standardised monthly reporting cycle is implemented across the Council (links to Reporting below)

- Approval of the project / programmes as outline at each of the Gateway stages (outlined on page 6), with relevant project documentation completed as specified

Governance Model | Reporting

- Project/programme managers produce **highlight / summary (project) reports** each month. These are reviewed by Commissioning Leads in internal Monthly Reviews and presented at **relevant boards/meetings** using appropriate tools available. This use of a consistent reporting mechanism will result in “one version of the truth” and will provide effective and efficient portfolio/programme reports

- The highlight reports will provide detailed data on high-risk (red-rated) and potentially contentious projects. Tier 2 and Tier 3 boards can then establish mechanisms for stringent oversight, such as forming cross-functional panels with stakeholder attendance as needed.

- Project/Programme managers will liaise with Finance colleagues to extract and present financial data in relation to Capital spend and MTFS for reporting to Tier 2 and Tier 3 boards.

Governance Model | Planning

- All projects have standard **detailed milestone plans as will be detailed in the Full Business Case (FBC)**

- All plans are subject to **formal change control**

Governance Model | Risks and Issues Capture and Management

- Risk and issue management is critical to ensure that projects / programmes are delivered on **time**, to **quality and scope** and within **budget**.

- Project risks and issues are tracked throughout the **entire project lifecycle** from Initiation through to Closure, and are reviewed on regular basis through a range of forums/tools which could include:
  - Weekly/Monthly by the Project delivery in project meetings
  - Monthly in project, programme, and portfolio reporting
  - In Tier 3 / 4 Boards (both project and programme level)
  - During Gateway Reviews as per the delivery model
  - In Lessons Learnt and Project Closure

- All projects / programmes **track risks and issues** using Haringey Council’s standard best practice.

- Commissioning Leads report risks ahead of each **Gateway Review** in order to fully inform stakeholders of potential impacts and mitigation plans.

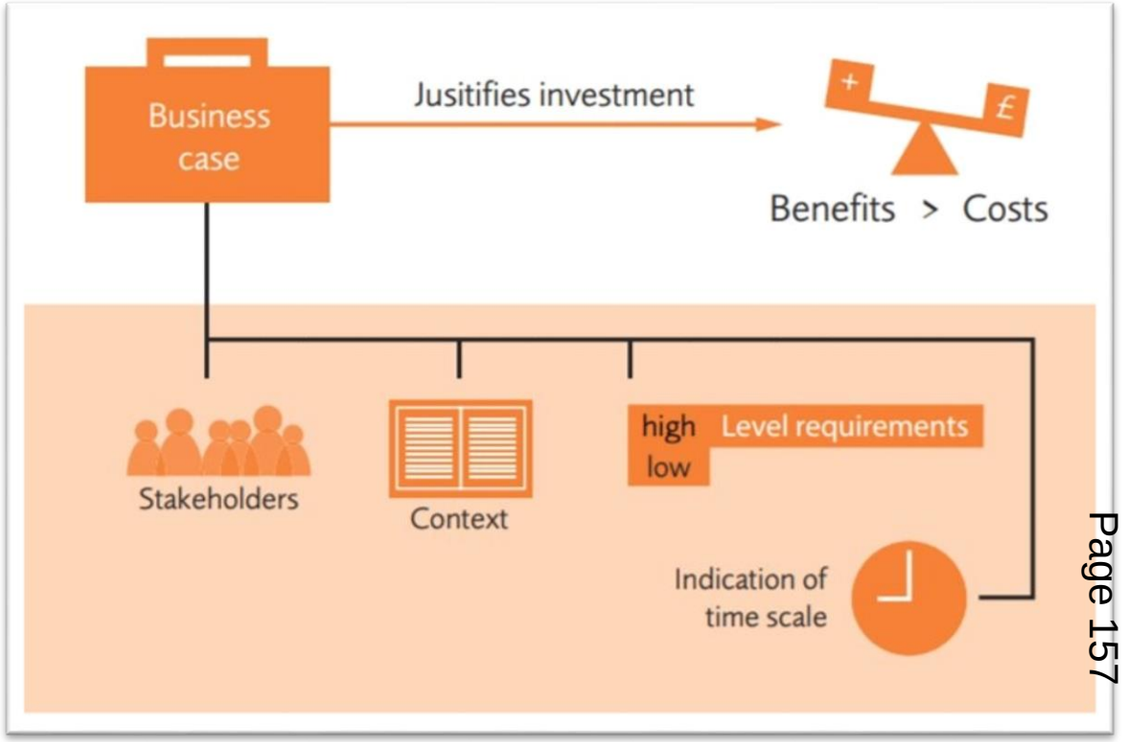
- Key risks and issues are reported and **escalated** through the standard reporting practices to Tier 3/ SCB as appropriate

Governance Model | Pre-Pipeline

(Revenue) Gateway 0 – Statement of Need – This is the first presentation of a project opportunity and seeks endorsement from Tier 3 boards to develop an idea. The statement of need is an opportunity for early collaboration and steer from the PMO and programme board before resources are committed to the development of a business case. A workshop may follow an endorsed statement of need, to start the development of an outline business case

(Revenue) Gateway 1 – Outline Business Case – A capital project must clear respond to a strategic need or corporate objective. Building on the statement of need, the outline business case is developed with internal stakeholders to develop a rationale for the project. It will contain:

- A high-level options analysis identifying the options that best meet the Council's objectives, and those that have been discarded because they do not.
- at least three options to be explored for feasibility testing
- will seek to secure / ringfence funding for feasibility and viability testing from Strategic Capital Board
- a programme for the Strategic Capital Board to consider the Initial Business Case.



(Feasibility/Capital) Gateway 2 – Initial Business Case – The initial business case presents a preliminary, but detailed rationale for the proposed project. It will set out:

- An objective assessment criterion for testing the feasibility of a project
- an evaluation of options, supported by evidence, including an overview the benefits and risks of each option
- Recommend an option to progress to Full Business Case, based on a matrix of strategic fit, financial viability and benefit realisation
- Will seek to secure a budget and resource to develop a Full Business Case

Capital Gateway 3 – Full Business Case – A full business case is the final justification for investment and will in enable the project to be added to the Capital Programme Pipeline. The full business case should include, not limited to:

- Detailed plan of the project option including proposed delivery plan and procurement strategy *NB: prior to approval of the FBC, the Procurement Strategy will be approved at Procurement Board.*
- Overview of costs, funding strategy and financial risks
- Equality and Health Impact Assessments and subsequent action plans, if relevant
- Developed benefits and risk analysis
- Resource and stakeholder management plan
- Transition plan, from project to business as usual

Capital PMO Support

It has been agreed that there is a requirement for PMO support for the Capital Framework governance in order to retain oversight and ensure that the is a consistent approach to approvals and processes. The level of PMO support will be dependent on the level of resources and governance available in the individual service areas. The PMO will be supporting the introduction of a Portfolio management approach.

PMO support will be provided in two phases:

Initially PMO will work with Corporate Leadership Team to work towards implementation of the governance framework including:

- Setting up initial boards
- Providing initial secretariat support for the Capital element of governance
- Providing templates and process maps
- Providing initial training in the form of “familiarisation sessions” for staff

The PMO will continue to provide permanent support of the Capital governance framework as below:

- Engagement begins with Statement of Need submission, triggering initial identification of sponsor / lead commissioner / user(s) and project delivery approach; continuing with support clarifying roles & responsibilities between sponsor/lead commissioner/users/project delivery throughout project lifecycle
- Standardised templates – statement of needs, business cases (initial/outline/full), highlight reports, programme reports
- Advice and guidance on governance routes and on business case completion (NB: clear distinctions between project/programme management responsibilities will be identified)
- Servicing for Tier 2, and elements if not all of Tier 3 Boards. This will include programme reporting and working with Corporate finance on quarterly financial monitoring
- Highlight reporting process and project panel reviews for high-risk or exceptional cases, with critical friend assurance role
- Training and upskilling in aspects of PPM; ‘Centre of excellence’ ensuring continued best practice, guidance and continuous service improvement
- Working with key partners (Finance, Audit, Risk Legal) to provide assurance on the capital programme
- For all new and in-flight projects, the **demand management process ensures that each stage is reviewed prior to the commencement of a project** to minimise risk, and ensure any omitted steps are re-evaluated.

APPENDIX 1

Templates (including those to be developed)

1. Gateway Cover Sheet
2. Statement of Need
3. Outline Business Case
4. Initial Business Case
5. Full Business Case
6. Project Initiation Document (PID) – *to be finalised*
7. Programme Plan – *to be finalised*
8. Cashflow – *to be finalised*
9. Risk Register – *to be finalised*
10. Exception Report/Change Request – *to be finalised*
11. EQIA
12. Project Closure report – *to be finalised*

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Report for:	**Cabinet, 15 July 2025**
Item number:	**12**
Title:	**Approval to Tender for the Construction of Selby Urban Village**
Report Authorised by:	**Jess Crowe, Corporate Director of Culture, Strategy and Communities**
Lead Officer:	**David Sherrington, Head of Estate Renewal**
Ward(s) affected:	**Bruce Castle**
Report for Key/ Non-Key Decision:	**Key Decision**

1. Describe the issue under consideration

1.1. This report seeks Cabinet's approval to tender for a build contractor to construct the development of 202 new Council homes, a commercial unit, a community building, improved park and sports facilities, on the Selby Centre site and Bull Lane playing fields. This new development is called the Selby Urban Village (SUV).

1.2. Phase One delivers a new community building, changing rooms, improved park and sports pitches.

1.3. Phase Two delivers 202 new Council homes and a small commercial unit of 112 sqm.

1.4. The report also seeks Cabinet approval to accept funding from the Football Foundation toward the scheme. Further details are set out in the body of the report.

2. Cabinet Member Introduction

2.1. Haringey Council has been working for years towards creating an ambitious, sustainable and inclusive urban village on the Selby centre site that improves the health and wellbeing of residents and the wider community. I am pleased to recommend through this report that we begin the process to tender for a build contractor so that work can begin in March 2026 to deliver the scheme.

2.2. Out ambitions for this development have been fashioned through a collaborative, co-design process with the Selby Trust and local community for four years. Through our Memorandum of Understanding, we have jointly set out a vision to create an urban village in Haringey where people can have all the amenities to enjoy healthy, fulfilled lives right on their doorstep. Not only are we building more than 200 high quality sustainable council homes at social rent, but we are also creating a community hub including workspace, green and open park space, and a suite of sporting facilities. We have a long history of working with the Selby Trust, who deliver valuable resources to the local community in Tottenham, Haringey and North London, from business support to social advice tailored to our diverse communities, to food banks.

2.3. Phase one will see the building of the community centre, sports changing rooms, and the regenerated park facilities and sports pitches. The finished development will create a hub of sporting amenities for physical and mental wellbeing and a community space where people can come together for cultural celebrations, start innovative enterprises and hold community events. The new Bull Lane Park will

feature extensive tree-planting, a large children's play area, an outdoor gym and a new cycle route.

2.4. Phase two will bring more than 200 new homes for council tenants by November 2029, including many family-sized homes and 21 wheelchair adapted homes for residents that can struggle to find suitable housing. The scheme will support our target to build more than 3,000 genuinely affordable high-quality council homes by 2031. The homes and spaces on the Selby site have been designed to high sustainability and energy efficiency standards. The site also includes a commercial unit for a small local convenience store.

2.5. The project makes a significant contribution to the aims and objectives set out in the Council's 'Shaping Tottenham' strategy. It will serve as a beacon of excellence for urban living that enhances North Tottenham as a destination for sports and leisure and healthy living in a sustainable environment. I believe Selby Urban Village will emerge as an exemplar of how placemaking can work for existing and new residents.

3. Recommendations

3.1. It is recommended that Cabinet:

3.2. Approves the commencement of a tendering process for a main contractor to construct Phase One and Phase Two of Selby Urban Village.

3.3. Approves upper limit of the total scheme cost set out in the exempt report and delegates authority to the Lead Member for Placemaking and Local economy, in consultation with Section 151 Officer and the Corporate Director of Culture, Strategy and Communities, to award the contract subject to the tendered sum being within the upper limit and affordable within the context of the funding strategy.

3.4. Approves receipt of maximum £2,041,298 capital grant from the Football Foundation towards New 91 x 55m FIFA Quality 3G FTP, pavilion, grass pitch improvement and MUGA. and delivery of the aims and objectives detailed in the Football Foundation funding 'Application and the Site Development Plan'.

4. Reasons for decisions

4.1. The regeneration of the Selby Centre to create the new Selby Urban Village is in line with the previously published Cabinet approval decisions set out in appendices to design the scheme and seeking planning permissions.

4.2. These approval decisions will ensure that the Council will not lose the grant allocations it has secured, by tendering the build contract in readiness to have entered into contract by March 2026. Details of grant funding are set out in the exempt report.

5. Alternative options considered

5.1. The Council could decide to not tender the scheme. This option was discounted as it would not been in line with previously agreed strategic objectives for the Selby Urban Village scheme.

5.2. The Council could adopt a different procurement strategy from that set out in section 13 of this report. Alternative procurement approaches were rejected as it

was deemed that the current strategy will meet the Council's objectives in terms of the programme timescales and value for money requirements.

6. Background information

6.1. The Haringey Local Plan adopted in 2017 recognised the Selby Centre as an Asset of Community Value, recognising its current and possible future purpose of furthering the social wellbeing of the local community. To this end, the Site Allocations Development Plan Document (DPD) proposed the Selby Centre as a site for Community-use led, mixed development, including the consolidation of community uses, with a potential for housing development. The DPD also identified an opportunity to link the adjacent Bull Lane playing fields with the Selby Site development.

6.2. Since 2018, the Council have been working with the Selby Trust to develop the Selby Urban Village masterplan. Located in North Tottenham, the masterplan seeks to repurpose an old school site and the Bull Lane playing fields, to deliver a mixed-use development that will deliver new council homes and community infrastructure for the local community.

6.3. The proposed new Selby Urban Village is a key plank in the Council's vision for North Tottenham as set out in Shaping Tottenham, the Council's ten-year placemaking strategy for Tottenham. Tottenham is identified as an international destination for sport and entertainment in the London Growth Plan, and the proposed investment in Selby Urban Village creates opportunities for grassroots sports and community facilities to benefit from North Tottenham's major sporting and other infrastructure, notably the world-class Tottenham Hotspur Stadium.

Memorandum of Understanding

6.4. In 2019 the Council entered into a Memorandum of Understanding (MOU) with the Selby Trust, the tenant and principal occupier of the Selby Centre. The Selby Trust have been operating from the Selby Site for over 30 years and currently host 30+ organisations. The majority of the organisations in the current Selby Centre are small, voluntary sector organisations which offer a range of services and activities for the community and young people, not limited to recreation, work, sports, play, teaching and training.

6.5. The MOU sets out the vision for the Selby Urban Village "to create an integrated, inclusive, healthy, sustainability, diverse, connected urban village on the site." The MOU also sets out commitments to partnership working, engagement in regular and transparent and timely dialogue and information, working to enable a sustainable business model for the Selby Trust, supporting on funding bids, and working towards an agreed Heads of Terms and lease.

6.6. Principles of the project were agreed by Cabinet in 2019 and include:

- **Connected -** To support the creation of a connected and integrated community and promote safe accessibility and connectivity to new and existing amenities.
- **Sport -** To deliver high quality accessible and affordable sports and recreational facilities on the adjacent Bull Lane playing fields that achieve a range of social, health and educational benefits.

- **Community -** To re-provide the Selby Centre, which provides social, economic and community benefits and supports a sustainable and mixed-use scheme.
- **Housing -** To deliver around 200 residential units on the site, a minimum of 50% of which are council rented homes (to note the current scheme provides 100% of council rented homes)
- **Sustainability -** To deliver new spaces which are lean, green and clean embodying sustainable materials, reuse and recycling and principles of circular economy.

6.7. In early 2022, the Council, in partnership with the Selby Trust, bid for Levelling Up Fund (LUF) funding to the Department of Levelling Up, Housing and Communities (DLUHC). For the bid, the Council split the masterplan into two phases. Phase one would see the delivery of a new community centre and sporting facilities and phase two the delivery of c.200 new Council homes.

6.8. In January 2023, DLUHC awarded the Council £20m LUF grant for phase one of the Selby Urban Village scheme. Following the LUF funding announcement, in the context of a substantially more challenging delivery environment, the scheme still has faced significant cost pressures. As a result, a significant cost optimisation exercise has been carried out for both phases of the scheme to ensure a deliverable scheme was submitted for planning.

6.9. Since 2023 and in partnership with the Selby Trust, design work on both the Selby Centre and Housing scheme has been ongoing. Particular focus through the later design phases was on scheme optimisation to reduce costs to meet viability requirements.

6.10. The current design of both the new community centre and surrounding amenity is the product of months of co-design work with the Selby Trust and surrounding community. This approach is in line with the Council's commitment to engagement and co-design as set out through the Haringey Deal and Shaping Tottenham.

6.11. In October 2024 planning was submitted to both Enfield Council and Haringey Council planning authorities for the respective parts of the scheme and planning has subsequently received resolution to grant permission by the planning committees of both authorities.

6.12. In parallel to design and planning work, the Council has continued to work with the Selby Trust across of a range of issues, including a legal agreement for the future operation of the site, vacant possession of the existing site and the proposed financial contribution from the Selby Trust toward the costs of phase one.

6.13. The Council recognises the significant amount of work the Selby Trust has contributed to this project since 2019 in partnership with the Council. Both organisations have collaborated at length to achieve the work presented to date. Alongside the Selby, it is also worth recognising the contribution from the Greater London Authority in the journey to date.

7. Site history

7.1. The Selby Centre building was originally built as a secondary school in the 1960s which was closed with the Trust taking over the building in 1992. The Selby Trust

had been set up in 1986 out of local community action, to provide a space where the local community could gather, learn and support one another. The founders of the Trust envisioned a place where people from different cultural backgrounds could unite under a common goal of community betterment. In the 1980s and 1990s, the Selby Centre hosted a cricket academy, Haringey Cricket College

7.2. Today, the Selby Trust continues to provide a wide range of services but has pivoted to provide more health and well-being programmes including mental health support, educational initiatives, sports, and other activities for young people.

7.3. The Centre is approximately 1.2 hectares in size with a floorspace of appx 7,200 sqm over six blocks and associated car parking. The current Selby Centre buildings are divided into the following spaces:

- 27 training and meeting rooms directly rented by the different tenants
- 13 Computer training rooms rented by the different tenants.
- 51 Office rooms rented by the different tenants
- 5 Meeting rooms for hourly hire (external and internal users)
- 1 Community event hall/event space with kitchen
- 1 Community Café
- 1 Soft Play and Children's Party Area with kitchen
- 1 Sports hall
- 1 Boxing gym with a permanent ring

7.4. The current buildings are expensive to heat and maintain. Property maintenance costs are increasing as the buildings age and significant investment will be required to meet safety compliance standards over the next 5 years. Selby report that rising utilities costs have increased running costs three-fold.

7.5. Bull Lane playing fields is a 4 hectare site located directly north of the Selby Centre site designated as 'Local Open Space'. The playing fields are underused, of low quality, are associated with anti-social behaviour and are perceived by local residents as unsafe. Whilst located within Enfield's planning jurisdiction, the site is owned by the London Borough of Haringey and sits within the Council's Education portfolio and is maintained by Parks.

8. Design and Planning history

8.1. As outlined elsewhere in this report the Selby scheme comprises two elements. The reprovision of the Selby Community Building in Phase 1 is located in the LB of Enfield. The proposed new scheme was considered at Enfield Planning Committee on 28th January 2025, and was approved subject to conditions and a Section 106 Agreement (planning reference: 24/03470/FUL). We have reviewed the conditions and are currently negotiating outstanding minor issues.

8.2. The housing scheme in Phase 2 was considered and approved by Haringey's Planning Committee on 3rd April, and is at a similar stage with no major issues

(planning reference: HGY/2024/2851).

8.3. Due to their size, both schemes must be referred to the GLA. The GLA have requested that both schemes are considered simultaneously to understand their relationship. There has been significant liaison with the GLA to date, and no issues are anticipated which would delay the scheme.

8.4. Phase 2 of the Selby urban Village will see the delivery of 202 new homes for council rent. These new homes will be spread across four new residential buildings which will also contain a small amount of mixed commercial floorspace and new public and communal amenity spaces including blue badge parking spaces, cycle stores, courtyards, private terraces and play space.

8.5. The new homes will be arranged along a new street that connects Selby Road to Bull Lane playing fields. There will be a mixture of flats and maisonettes which range in size from 1 bedrooms to 4 bedrooms.

8.6. In programme terms, phase one will be delivered first and phase two can only start once phase one concludes. Infrastructure is split across the two sites and costs apportioned appropriately between the two.

8.7. A separate outline planning application has been submitted and approved by LB Enfield for a new sports hall on the site. At the current time this work is not funded and not included in the construction works, but the council is actively working with the Selby Trust to explore funding opportunities.

9. Engagements and Consultations

9.1. Community engagement with a wide range of stakeholders has taken place since 2019. Karakusevic Carson Architects were appointed in November 2019 to design proposals for the redevelopment of the Selby Centre site and Bull Lane playing field. From the outset, Haringey Council and the Selby Trust were committed to working collaboratively on an exemplar project, involving organisations and the local community to create an integrated, inclusive, healthy, sustainable, diverse and connected Selby Urban Village. Selby Trust has been involved in the co-design of the new building and employers requirements, and specification for the fit out of the new community building.

9.2. A key project aim was to deliver an extensive programme of outreach to ensure those less likely to engage with a formal process could participate, in particular with hard-to reach groups. The team have used a range of outreach techniques and channels of communication to reach as many people as possible, and to engage appropriately and meaningfully. This included in-person meetings at the Selby Centre with 3D models to easily communicate design and virtual meetings to allow groups to drop in easily. Translated design information was also made available at relevant consultations.

10. Future management and operation of the new Community Centre

10.1. The Memorandum of Understanding envisaged the Council working in partnership with the Selby Trust toward a new long lease for the future management of the centre. In order to gain assurance around the Selby Trusts' capacity to operate the site, the Council has been undertaking due diligence of the Selby Trust proposals.

10.2. At the time of writing the Council has not concluded its work to assess the proposal to lease submitted by the Selby Trust. The proposal to lease is a key document that sets out the Selby Trust's business plan and proposals for the new centre. It is being assessed by a team of relevant officers across the Council.

10.3. Once concluded, the Council will be in a position to determine whether it is able to offer a legal agreement in line with intentions of the MOU. Further information on this work can be found in the exempt report.

10.4. Aside from the community centre, the scheme delivers a range of sports facilities that will not be the responsibility of the future operator to manage. The Parks and Leisure service will manage these aspects of the site and have produced an income and expenditure model that is neutral to the General Fund.

Vacant possession of the existing site

10.5. The phasing of the project requires the existing Selby Centre site to be vacated once the new centre is built to allow for the existing centre's demolition and works on Phase 2 (housing) to begin. Work is ongoing between the Council and the Selby trust on the strategy around securing vacant possession to prevent any project delays and in turn, increased construction costs.

10.6. Further information on vacant possession of the existing Selby Centre can be found in the exempt report.

11. Procurement Strategy Following discussion with the Corporate procurement team, the Council will be using the London Construction Programme framework for the procurement process.

11.2. In order to meet the funding timelines and based on feedback from the market, the Council is proposing a single stage tender.

11.3. Market engagement via the LCP has been underway for some time and the Council has received positive feedback from the market on the proposed approach.

11.4. More information on the procurement strategy can be found in the exempt report.

12. Programme

12.1. The current programme envisages a contract award in quarter 4 of 2025/26. It is critical the Council meets this milestone as both MHCLG and GLA funding require contracts to be in place by March 31st 2026.

12.2. The construction of Phase 1 is anticipated to be concluded in August 2027, allowing for construction of Phase 2 to follow in September 2027.

12.3. The overall scheme is expected to be completed by November 2029.

12.4. Any delays to the commencement of Phase 2 could lead to additional costs to the Council.

13. Contributions to Strategic Outcomes

The recommendations in this report will make a significant contribution and support the delivery of key themes within the Corporate Deliver Plan (CDP) 2024-2026.

Resident experience and enabling success:

13.1. **Responding to the climate emergency:** Responding to the climate change emergency is a core objective of the Housing Delivery Programme. This scheme adopts the three-step Energy Hierarchy. The estimated CO2 savings on site are 91% for the housing development, against a Part L 2021 compliant scheme. The estimated regulated CO2 savings for the scheme masterplan (combined Phases 1 & 2) are 90%. The proposed energy efficiency measures include levels of insulation beyond Building Regulation requirements, low air permeability levels, efficient lighting as well as energy saving controls for space conditioning and lighting. By means of energy efficiency measures, regulated CO2 emissions are reduced by 30% for the housing development which means that at the 'Be Lean' stage, the proposed development significantly exceeds the GLA target of 10%.

13.2. **Homes for the future:** The construction of these new homes directly contributes to this key theme. The council's vision to create a borough where everyone has a safe, sustainable, stable, and affordable home. Providing 202 new Council homes at Social Rents will meet this key theme.

13.3. **Place and economy:** This project will ensure that the Shaping Tottenham outcomes set out in this theme under 'Deliver a new neighbourhood at Selby Urban Village' are achieved. The project will ensure that the objectives set out in this theme are met by providing jobs through construction- helping to contribute to 'building an inclusive economy' where everyone can find access to rewarding work that pays a living wage. The Selby Urban Village's design, construction and delivery process is anchored on social and economic revitalisation, with the community's best interests and stakeholder voices at the core of the decision-making. The proposed new Selby Centre aims to continue the valuable work it currently does to offer workspaces and opportunities to local people and businesses which are in turn committed to providing a social input. The Selby Trust work will include an explicit plan for social enterprise, skills development, and economic empowerment. The social value plan will include a mechanism to capture social benefit generated through the partnership in the local area. The design choices prioritise the essential needs of the community, such as access to health and leisure facilities, affordable workspace, and a secure and safe places.

14. Statutory Comments

14.1 Legal

14.2 The Director of Legal and Governance (Monitoring Officer) was consulted in the preparation of this report.

14.3 Pursuant to the provisions of the Council's Contract Standing Order (CSO) 2.01(b), Cabinet has the responsibility to approve the commencement of a tendering process where the value of the contract to be procured is £500,000 and above and as such the recommendation in paragraph 3.2 of the report is in line with the provisions of the Council's CSO.

14.4 Pursuant to the Council's Contract Standing Order (CSO) 2.01(c), Cabinet has power to approve the award of a contract where the value of the contract is £500,000 or

more and as such the recommendation in paragraph 3.3 of the report is in line with the Council's CSO.

14.5 Further to paragraph 16.1.3 above, the recommendation in paragraph 3.3 of the report to delegates authority to the Lead Member for Placemaking and Local economy, in consultation with Section 151 Officer and the Corporate Director of Culture, Strategy and Communities, to award the contract subject to the tendered sum being within the upper limit approved by Cabinet is in line with law. Cabinet has power under the Local Government Act 2000 to delegate the discharge of any of its functions to an officer (S.9E (Discharge of Functions).

14.6 Pursuant to the Council's CSO 21.01 Cabinet has authority to approve the receipt of a grant where the value of the grant is £500,000 or more and as such the recommendation in paragraph 3.4 of the report is in line with the provisions of the Council's CSO.

14.7 The Director of Legal and Governance (Monitoring Officer) sees no legal reasons preventing the approval of the recommendations in the report.

Procurement

15.1. Strategic procurement note the contents of this report, and the recommendations as set out.

15.2. Strategic procurement will work with the service to ensure value for money is achieved through the procurement activity, including delivery of the social value aligned with the Council's priorities.

15.3. Further procurement comments can be found in the exempt report.

Finance

General Fund

15.4. The recommendations of the report are to undertake a tendering process for the Selby Urban Village project, approve an upper limit to the total scheme cost (phases 1 & 2), and approve the receipt of £2m of Football Foundation grant.

15.5. The scheme is a complex one (in 2 phases), with a range of outcomes, funding sources, stakeholders, and interdependencies. There are financial risks and potential implications for the Council's General Fund revenue account, the General Fund capital programme and capital and revenue implications for the Council's HRA which are set out in the Exempt Report.

General Fund Capital

15.6. The phase 1 scheme is included in the General Fund capital programme on the basis that it is externally funded. The budget for the scheme in the approved General Fund capital programme is as follows:

Selby Urban Village Budget				
Pre 2025/26	**2025/26**	**2026/27**	**2027/28**	**Total**
£000's	£000's	£000's	£000's	£000's
188	5,000	21,081	10,526	36,795

15.7. The bought forward figures (previous years) relates to the Levelling Up Fund

grant.

15.8. The estimated funding for phase 1 of the scheme is as follows:

Selby Urban Village Funding Assumptions	
	£000's
Levelling Up Grant	20,000
Land Appropriation	1,550
Football Foundation	2,041
Cricket England	30
Selby Fit-out contribution	2,000
Selby Rent to fund borrowing	3,500
Total Funding	**29,121**

15.9. On the basis that the funding assumptions set out above are realised, then the revenue effect on the Council's General Fund will be limited to costs incurred in cash flowing the development to cover the timing difference between the receipt of the funding and the requirement to make payments under the construction contract. This will be estimated when there is a contractor in place and a detailed cash flow has been developed.

15.10. There are a number of risks associated with the funding assumptions for phase 1, and these are set out in the exempt report.

HRA

15.11. The proposed phase 2 scheme is estimated to deliver 202 council homes at a total cost outlined in the Exempt report attached. The scheme is included in the Council's Housing Delivery Programme. At this point the scheme meets the investment criteria (a positive net present value) for new build schemes within the HRA. Grant allocations for the project have been agreed in principle with the GLA. This in principle agreement also allows for a contribution to the cash flow costs of the development of phase 2. Further information on the financial appraisal of phase 2 is set out in the exempt report.

Equalities

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

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

15.13. The three parts of the duty applies to the following protected characteristics:

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

15.14. The report is seeking approval to tender a main build contract to construct Selby Urban Village.

15.15. Consultation Community engagement with a wide range of stakeholders has taken place since 2019. Karakusevic Carson Architects were appointed in November 2019 to design proposals for the redevelopment of the Selby Centre site and Bull Lane playing field. From the outset, Haringey Council and the Selby Trust were committed to working collaboratively on an exemplar project, involving organisations and the local community to create an integrated, inclusive, healthy, sustainable, diverse and connected Selby Urban Village.

15.16. It should be highlighted that the outbreak of the COVID-19 pandemic had a significant impact on the engagement strategy during the earlier phases of the project. The team were proactive and adapted event plans in line with government guidance to ensure that residents could participate safely. This meant conducting a number of events online and publishing all information presented at our public events on our online engagement platform.

15.17. One of the nine project aims was to deliver an extensive programme of outreach to ensure those less likely to engage with a formal process can participate, in particular with hard-to reach groups. The team used a range of outreach techniques and channels of communication in order to reach as many people as possible, and to engage appropriately and meaningfully.

15.18. The engagement techniques used, were tailored to suit each of the stakeholder groups. This included in-person meetings at the Selby Centre with 3D models to easily communicate design and virtual meetings to allow groups to drop in easily. It was important to ensure our engagement methods were accessible to as many people as possible, with translated design information made available at relevant consultations.

15.19. This decision will increase the supply of Council homes. This will have a positive impact on individuals on the housing register, especially families in need of two and three-bedroom homes, which includes people in severe housing need and people currently living in temporary accommodation. Data held by the Council suggests that women, young people, and residents from ethnic minority backgrounds are over-represented among those living in temporary accommodation. The N17 postcode also has high levels of socioeconomic deprivation relative to the rest of the borough. As such, it is reasonable to anticipate a positive impact on residents with these protected characteristics.

15.20. With regards to the contract appointment, as an organisation carrying out a public function on behalf of a public body, the contractor will be obliged to have due regard for the need to achieve the three aims of the Public Sector Equality Duty as stated above.

Use of appendices

- Appendix one – Site plans
- Appendix 2.2 – risk assessment (EXEMPT)

- Appendix 2.2 – note of previous Cabinet decisions (EXEMPT)

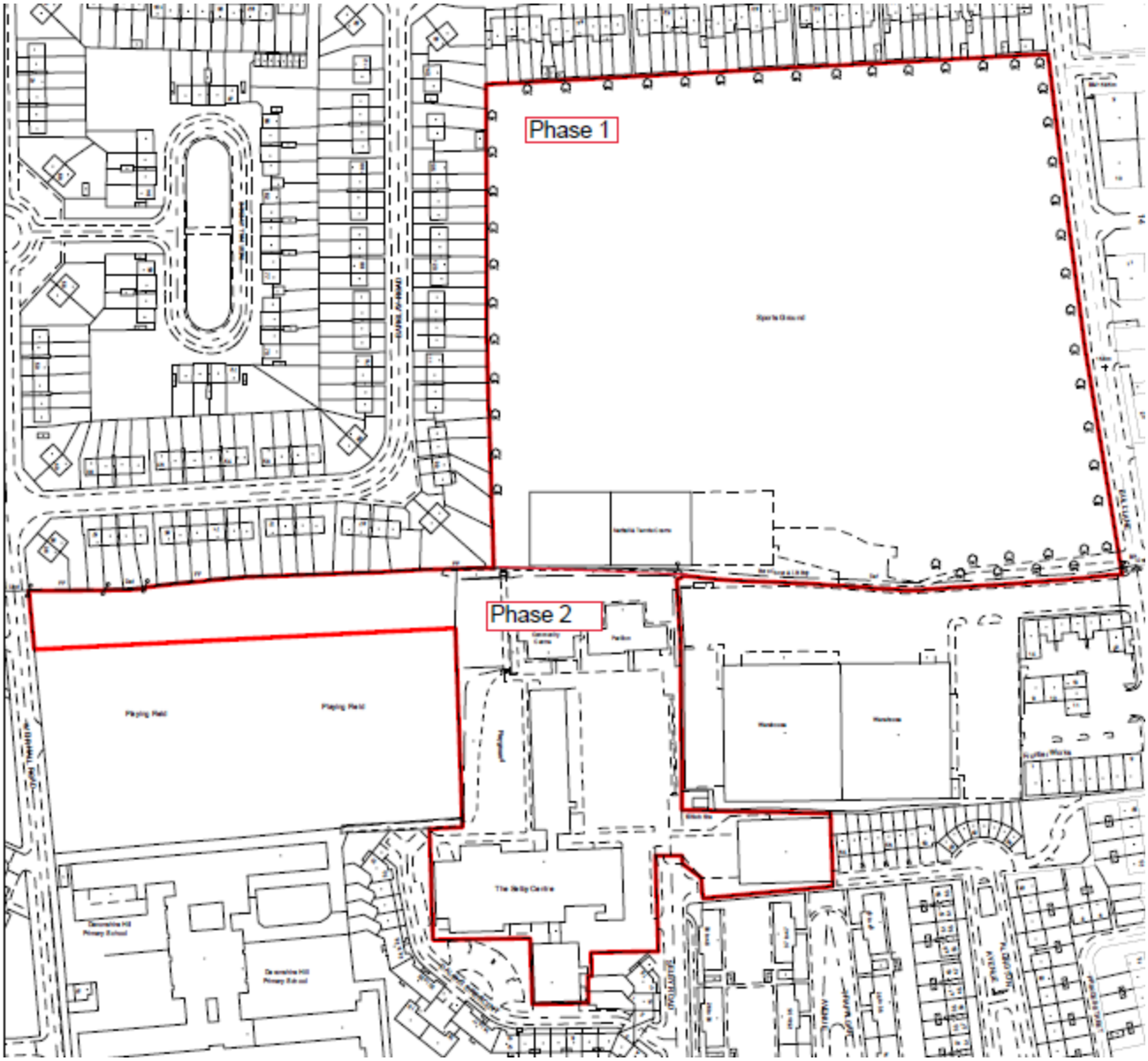
Local Government (Access to Information) Act 1985

Appendix 2.1 is NOT FOR PUBLICATION by virtue of paragraph 3 of Part 1 of Schedule 12A of. Given COVID -the Local Government Act 1972 in that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information).

Appendix 2.2 is NOT FOR PUBLICATION by virtue of paragraph 3 of Part 1 of Schedule 12A of. Given COVID -the Local Government Act 1972 in that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information).

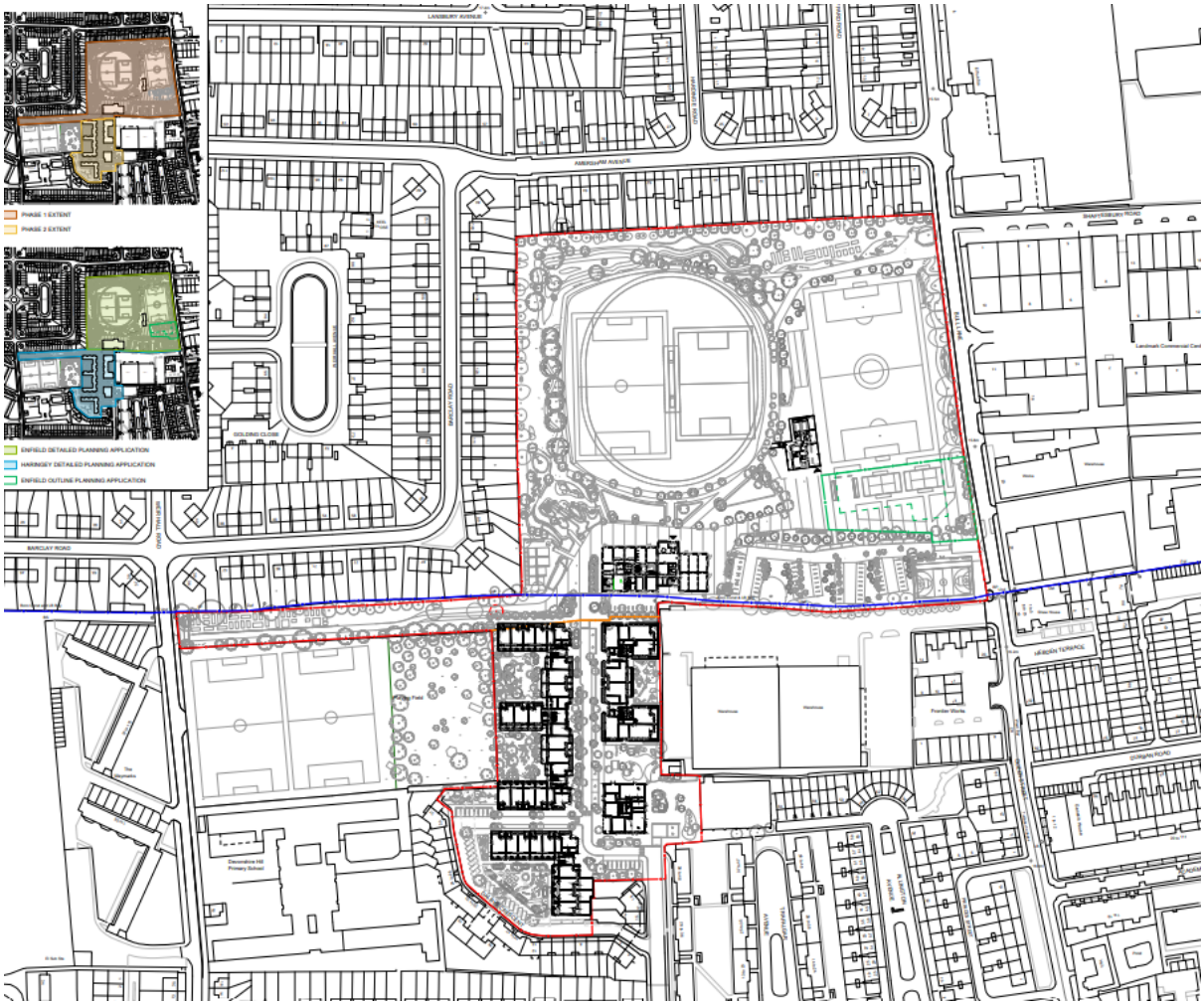
APPENDIX 1 – Site Plans and Scheme Design Computer Generated Images

Red Line plans of the existing sites: Phase 1 Bull Lane Playing Fields; and Phase 2 Selby Centre Site



Proposed plans of the Selby Urban Village scheme

- Phase 1 community building, changing rooms and sports facilities
- Phase 2 202 Council homes and small commercial unit



Computer Generated Images – Phase 1 Selby Community Building

Computer Generated Images – Selby Urban Village Phase 2 (202 homes)

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Report for: **Cabinet – July 15, 2025**

Item Number: 13

Title: Draft Kerbside Strategy and Draft Electric Vehicle Strategy for Public Consultation

Report authorised by Barry Francis – Corporate Director of Environment and Resident Experience

Lead Officer: Maurice Richards – Head of Transport and Travel

Ward(s) affected: All

Report for Key/ Non-Key Decision: Key Decision

1. Describe the issue under consideration

1.1. This report seeks authority to approve the draft Kerbside Strategy and the draft Electric Vehicle Strategy for public consultation.

1.2. A draft Kerbside Strategy has been developed (Appendix A).

1.3. A draft Electric Vehicle Strategy has been developed (Appendix B).

1.4. A draft Consultation Plan has been developed (Appendix C).

1.5. A Consultation report has been developed (Appendix D).

2. Cabinet Member Introduction

2.1. Here's a striking contradiction worth examining: almost 60% of Haringey households don't own a car, rising to 70% in many areas across the east of our borough, yet our streets remain designed around the assumption that everyone drives. This disconnect reveals both a systemic failure and an extraordinary opportunity waiting to be seized.

2.2. What happens when we start to challenge these deeply ingrained assumptions about how we use our most precious public asset - our streets? The answer lies in recognising that every metre of kerbside space currently allocated to storing cars represents potential for transformation that extends far beyond transport.

2.3. Consider the possibilities: where we now see rows of parked vehicles, we could create parklets that become gathering spaces for neighbours. Community gardens could flourish where metal boxes once sat motionless for 95% of the day. Play areas, seating, cycle storage, and green infrastructure could reclaim space that has been surrendered to the private storage of mostly unused assets.

2.4. This isn't about being anti-car – it's about being pro-choice and pro-efficiency. Our Electric Vehicle Strategy recognises that where people do need cars, those vehicles must be as clean as possible. We've been accelerating the delivery of charging points, ensuring that the transition to electric becomes accessible regardless of income or housing type. But the fundamental question remains: how do we create

neighbourhoods that work brilliantly whether you own a car or not?

2.5. The data reveals overwhelming support for this vision. Residents want nicer, greener, cleaner, and more inviting neighbourhoods. They understand that our streets could work better for everyone - not just those who happen to own a vehicle.

2.6. Our five kerbside priorities demonstrate how environmental action generates multiple co-benefits: supporting local businesses, enabling active travel, improving bus services, reducing congestion, and building climate resilience. Each represents a step towards neighbourhoods where infrastructure serves people, not just vehicles.

2.7. These strategies embody a fundamental truth: the future of urban life lies in recognising our streets as dynamic, adaptable spaces capable of serving diverse community needs. We're building the foundation for communities where getting around becomes healthier, where local economies thrive, and where public space truly serves the public.

3. Recommendations

It is recommended that Cabinet:

3.1. Note the feedback received from the initial informal consultation regarding the preparation of the Kerbside Strategy and the Electric Vehicle Strategy set out in Appendix D to this report.

3.2. Approve the draft Kerbside Strategy and Electric Vehicle Strategy for public consultation, subject to no consultation commencing until after the conclusion of the call-in period following this decision.

It is recommended that the Leader:

3.3. Allocate to the Cabinet Member for Climate Action, Environment and Transport and Cabinet Member for Resident Services and Tackling Inequality the decision to adopt the final Kerbside Strategy and Electric Vehicle Strategy having had due regard to all representations received as part of public consultation.

4. Reasons for decision

4.1. The Council has committed to developing these new strategies, in alignment with the emerging Safe and Sustainable Transport Strategy, to establish individual, but coordinated, strategic frameworks to:

- Prioritise how we shape and use our kerbside spaces.
- Enable the Council to further develop and enhance its electric vehicle charging infrastructure.

4.2. To enable residents and businesses to provide feedback on our proposals, which will help influence the final strategies.

4.3. In addition to aligning with the Council’s current and emerging decarbonisation and low-emission policies, the Electric Vehicle Strategy aims to address the projected increase in demand for electric vehicles, which will arise, in part, from the UK Government’s ban on new conventional petrol and diesel cars and vans from 2030 and the ban of hybrid vehicles from 2035.

5. Alternative options considered

5.1. Not to produce new strategies

5.1.1. The Council would have no coherent strategies focussed on how we use our kerbside or provision for electric vehicles, which would not support or benefit our residents, and would fail to advance the Council and Government's decarbonisation plans.

5.2. Not consult on the draft strategies

5.2.1. A lack of public consultation would mean local views are neglected and overlooked in the development of these strategies, that will affect all residents and businesses, and this would not be in accordance with the principle of co-production.

6. Background

Kerbside Strategy

6.1. The Haringey Kerbside Strategy seeks to transform the borough's kerbside spaces into vibrant, multifunctional areas that enhance the quality of life for all residents and visitors.

6.2. The strategy aims to address the significant challenges posed by transport emissions, air and noise pollution, and road safety, while promoting sustainable and active travel.

6.3. The Council is committed to creating safer, healthier, and more liveable streets in our borough. Haringey's streets face significant challenges, as transport contributes nearly a quarter of the total emissions in the borough, primarily from motor vehicles.

6.4. These vehicles also significantly contribute to air and noise pollution and are the main cause of road danger. The need to reduce the number of journeys made by private motor vehicles is recognised, especially those powered by petrol or diesel. The kerbside strategy aims to address this issue by reallocating valuable kerbside space more fairly and consistently, encouraging a shift towards sustainable and cleaner modes of travel.

6.5. During March 2025, an initial informal consultation was undertaken. The consultation was promoted using the Council's communications channels, and engaged residents, businesses and visitors in a meaningful conversation about what facilities they would like to see at the kerb to create healthier and more attractive places for everyone. We undertook initial engagement via the Commonplace platform and received 319 responses. One of the key sentiments was that 84% of respondents agreed that the kerbside is a public space that everyone should be able to use.

6.6. The respondents were also asked to select what things they would like to see prioritised at the kerbside in town centres, near their homes, and when visiting local shops and businesses in Haringey.

6.7. The final question asked respondents to rate the importance of the concepts of movement, place and access. Place was rated as the most important factor by the highest percentage (42%) of respondents. Movement is also highly valued, especially in the "Important" (43%) and "Most Important" (37%) categories. Access is considered important but peaks in the "Important" category (38%) and drops in "Most Important" (21%).

6.8. The strategy is built around five kerbside priorities that aim to transform Haringey's streets into vibrant, multifunctional spaces that enhance the quality of life for all residents:

- Priority 1: Kerbside that is inclusive, creates places for people and supports local businesses
- Priority 2: Kerbside that prioritises accessible and active travel
- Priority 3: Kerbside that supports efficient bus operations
- Priority 4: Kerbside that supports a less congested and safer road network
- Priority 5: Kerbside that is clean, green and resilient to climate change

Electric Vehicle Strategy

6.9. The Council has adopted various strategic plans and policies which relate to electric vehicles and provision of infrastructure, including its *Climate Change Action Plan 2021* – which outlines how Haringey plans to become net zero carbon by 2041 as well as the Council's inaugural *Ultra Low Emission Vehicle Action Plan 2019*.

6.10. The *Ultra Low Emission Vehicle Action Plan* set out several deliverables, including the establishment of an initial network of on-street electric vehicle chargepoints.

6.11. As of May 2025, there are over 290 public electric vehicle chargepoint sockets in operation across the borough, operated by several chargepoint operators. There are various types and specifications of chargepoints, including lamp column and pedestal chargers, ranging from charging speeds of 7kW to 22kW and up to 50kW. These have been delivered through various schemes, including the use of grant funding and concession arrangements.

6.12. In considering the provision of electric vehicle charging infrastructure in the borough, the Council has looked at various metrics, such as data published by the UK's Centre for Excellence for Low Carbon and Fuel Cell Technologies ("CENEX").

6.13. According to data – accessed in September 2024 – made available by CENEX through its National EV Insights and Support ("NEVIS") service, it was projected that Haringey has 4.5 years of supply vs. demand for on-street electric vehicle chargepoints. In addition, Haringey is projected to require a minimum of 1,742 / maximum of 2,635 electric vehicle chargepoint sockets by 2030 to meet anticipated demand; in Q1 2024, there were 3,948 electric vehicles registered within Haringey.

6.14. The Council regularly receives correspondence from residents regarding provision of electric vehicle charging infrastructure, on topics such as chargepoints tariffs as well as the availability of new infrastructure.

6.15. Considering both the latent and projected demand, there is a requirement for the Council to have an updated strategy in place, with revised objectives, to meet the needs of our residents.

6.16. Work has been carried out to produce a new strategy, with focus on appropriate updates to the previous plan, relevant developments within this area, alignment with

corporate priorities, along with the results of an initial public engagement held in March 2025.

6.17. The initial informal public engagement for the emerging Electric Vehicle strategy focussed on potential barriers to uptake and possible interventions to help improve uptake, as well as supporting existing electric vehicle users.

6.18. From the responses received, some of the prevailing sentiments were:

- Factors related to charging infrastructure, such as availability and cost of chargepoints, were deemed to be the most commonly perceived barrier to uptake
- The most impactful intervention the Council could make is to install chargepoints which charge a lower price

Officers are broadly in agreement with these sentiments, and this is reflected in the draft Strategy.

6.19. The proposed action plan for the new Electric Vehicle Strategy includes the following overarching aims:

- Ensure all drivers have access to a high-quality electric vehicle chargepoint network
- Ensure that the chargepoint network is future proof and innovative
- Transition the council fleet as an example of proactive EV adoption
- Support the adoption of active travel, public transport and e-mobility

Each aim includes several Council deliverables to help meet these aims.

Consultation

6.20. The Council intends to consult the public on the draft strategies, to help finalise the documents prior to their adoption. A Consultation Plan has been developed to facilitate this (Appendix C).

6.21. The proposed consultation will be both online and in-person, consisting of a dedicated consultation webpage, printed versions of the consultation surveys and in-person pop-up events or meetings.

6.22. The final consultation materials – including survey questions and timeline – will be refined before the process begins.

6.23. At the end of the consultation period a report will be prepared regarding the representations received and amendments made to the Kerbside and Electric Vehicle Strategies where appropriate for the Cabinet Member for Climate Action, Environment and Transport and Cabinet Member for Resident Services and Tackling Inequality to consider before deciding whether to adopt such Strategies.

7. Contribution to the Corporate Delivery Plan 2024-2026 High Level Strategic Outcomes

7.1. Strategy and policy measures set out in this report support the following high-level strategic priority outcomes contained within the Corporate Delivery Plan 2024-2026:

Theme 2: Responding to the Climate Emergency

- A Greener and Climate Resilient Haringey
- A Just Transition
- A Low Carbon Place

Theme 8: Placemaking and Economy

- Placemaking

7.2. This delivery of a Kerbside Strategy and an Electric Vehicle Strategy are specifically outlined in the Corporate Delivery Plan 2024-2026, under the theme of 'responding to the climate emergency', within the following outcome areas:

Theme	Outcome area	Activity
Responding to the climate emergency	Expanding active travel	Prepare a draft Kerbside Strategy and publish for consultation
	A zero carbon and climate resilient Haringey	Support the development of an electric vehicle (EV) charging infrastructure strategy

8. Carbon and Climate Change

8.1. Almost 40% of households in the borough don't own a car and rely on walking, cycling or public/shared transport to get around. Those that own a car are also likely to use alternative modes for at least some of their trips, which is to be encouraged if the council is to meet its climate change pledges. This means that a careful and considered rebalancing of the kerbside would be beneficial to support these aims, as set out in the Kerbside Strategy.

8.2. The current situation with the kerbside does not align with the Council's ambition for Net Zero by 2030. For instance, resident parking permits are extremely affordable, while access to bike hangars or community spaces is limited and often more expensive. This disparity does not reflect a fair use of space, especially when most residents do not own a car.

8.3. Electric vehicles contribute positively to carbon emission reduction and mitigate climate change, through supporting and encouraging residents to use a sustainable mode of transport.

9. Statutory Officers' comments

Finance

9.1. The recommendation of the report is to consult on the draft Kerbside Strategy and draft Electric Vehicle Strategy. The cost of the consultation will be met from existing budgets. The results of the consultation will be reported to Cabinet later, and at that time further finance comments will be provided.

Legal

9.2. The Director of Legal and Governance has been consulted in the preparation of this report.

9.3. The Kerbside Strategy and Electric Vehicle Strategy are non-statutory documents that set out the Council's policy and delivery plan for the use of the kerbside/provision for electric vehicles in the Borough in line with the Council's Transport Strategy adopted March 2018 and emerging Safe and Sustainable Transport Strategy.

9.4. The Council must maintain the public highway within its Borough and may undertake improvements and provide facilities on its public highway under Part V and VII of the Highways Act 1980 (the "1980 Act") which are non-executive functions.

9.5. The purpose of the Kerbside Strategy and Electric Vehicle Strategy is to set priorities and actions for the use of kerbside spaces and electric vehicle charging in the Borough facilitating the discharge of the Council's highway functions in the 1980 Act, and so is authorised under section 111 of the Local Government Act 1972.

9.6. Regard has been had to the Mayor's Transport Strategy when preparing the Kerbside Strategy and Electric Vehicle Strategy.

9.7. When a consultation has been undertaken, even where the consultation has not been undertaken because of a statutory requirement to do so, the Council must comply with the requirement that the consultation is conducted when the proposals are at a formative stage, provide sufficient information for intelligent consideration, allow adequate time for responses and the consultation outcome must be conscientiously taken into account. The responses of the informal consultation are set out in Appendix D to this report, and summarised in paragraphs 6.5-6.7 and 6.15-6.18 of the report together with officers' views regarding the same, which must be taken into account before the decision whether to consult on the draft Kerbside Strategy and draft Electric Vehicle Strategy is taken. A judgment is to be exercised as to how much weight each representation should carry and whether or not to approve any of the measures in the proposals in light of those representations.

9.8. The decision maker must consider consultation responses with 'a receptive mind' and be prepared to change course if persuaded by a response, but is not under a duty to adopt the views of consultees.

9.9. The Kerbside Strategy and Electric Vehicle Strategy are not policy framework strategies and so the approval of both Strategies for consultation is a decision that can be taken by Cabinet in accordance with the Council's Constitution.

Strategic Procurement

9.10. Strategic Procurement have been consulted in the preparation of this report.

9.11. Strategic Procurement note that the recommendations in section 3 of the report and that they are not a Procurement related decision.

9.12. Strategic Procurement have no objections to the recommendation of the 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. 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.

9.15. The decision proposed in this report is to approve the draft Kerbside Strategy and Electric Vehicle Strategy for public consultation.

9.16. Increasing electric vehicle charging infrastructure provision across the borough will not only support existing electric vehicle drivers but encourage drivers of petrol and diesel vehicles to transition to electric vehicles, which would, in turn, help to lower emissions and help to improve air quality. Poor air quality is particularly harmful to pregnant women, disabled people and older people. Infants and young children are also disproportionately vulnerable to breathing in polluted air than adults due to their airways being in development, and their breathing being more rapid than adults. As such, the decision will have a positive impact on residents with these protected characteristics.

9.17. Based on the Council's imperative to deliver an increased number of electric vehicle chargepoints, across a range of charging speeds, there is a likelihood that more than one chargepoint operator will operate electric vehicle chargepoints in the borough. This would help to reduce monopolisation within the market, providing options related to aspects such as pricing for customers. This should have a positive impact for all residents, but particularly those of a lower socioeconomic status, ensuring greater accessibility to and affordability of electric vehicle chargepoints.

9.18. The proposed increase in electric vehicle chargepoints in the borough may lead to a reduction of other on-street parking options, due to the reallocation of standard carriageway parking space for non-electric vehicles. It is not envisaged that any disabled parking would be impacted by these changes so the impact on disabled people will be neutral. Yet, a reduction in standard parking space may negatively impact residents who rely on on-street parking availability such as those of a lower socioeconomic status - due to not having access to off-street parking – and both older people with age related mobility issues and pregnant people – due to the potential for less accessible parking / increasing the distance between parking spaces and where those individuals need to access. To mitigate this, parking restrictions – which only allow permit holders to park in specific areas during allotted time periods – manage parking capacities for the benefit of residents.

9.19. Equalities considerations are incorporated into the proposed consultation process. The proposed consultation will be in both online and in-person format consisting of a dedicated consultation webpage, printed versions of the consultation surveys and in-person pop-up events or meetings, to allow for greater accessibility. Further, the consultation will include targeted outreach – such as directly sharing details of the consultation and relevant materials – to reach underrepresented groups.

9.20. The proposed decision is anticipated to have a neutral impact on all other protected characteristics because these groups are not impacted specifically because of their characteristics.

10. Use of Appendices

Appendix A – Kerbside Strategy

Appendix B – Electric Vehicle Strategy

Appendix C – Consultation Plan

Appendix D – Consultation Report

11. Background papers

Haringey Corporate Delivery Plan 2024-2026

Haringey Ultra Low Emission Vehicle Plan 2019

Haringey Transport Strategy 2018

Mayor of London's Transport Strategy 2018 (and revision in 2022)

https://nevis.cenex.co.uk/

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Haringey Kerbside Strategy

Updated draft
(for consultation)

Haringey Council

UK0028620.3455

8 April 2025

INTRODUCTION AND BACKGROUND

Introducing our kerbside strategy

The Haringey Kerbside Strategy is our plan to transform the borough's kerbside spaces into vibrant, multifunctional areas that enhance the quality of life for all residents and visitors.

This strategy aims to address the significant challenges posed by transport emissions, air and noise pollution, and road safety, while promoting sustainable and active travel. The strategy is structured into several parts:

- Part A – Introduction and background: Provides an overview of the current situation, the need for a kerbside strategy, and the policy direction that has informed the development of this strategy.
- Part B – The vision, priorities and targets: Outlines the vision for the kerbside, the strategic priorities, and the specific targets that the strategy aims to achieve by 2032.
- Part C – The kerbside framework: Details the framework for managing and prioritising kerbside space, ensuring it supports a range of activities and meets the needs of all users.
- Part D – The kerbside priorities and potential interventions: Identifies the key priorities for kerbside management and the potential interventions that can be implemented to achieve these priorities.
- Part E – Action plan: Provides a detailed action plan, including specific actions, timelines, and indicators for implementing the kerbside strategy.
- Appendix A – Kerbside interventions: Includes detailed descriptions of the various kerbside interventions that have been considered and evaluated as part of the strategy.

Table of contents

Part A

Introduction and background

Part B

The vision, priorities and targets

The vision

"At present just over **7%** of our kerbside is dedicated to sustainable uses. We want to double this to **15% by 2032**"

Part C

The kerbside framework

Part D

The kerbside interventions and actions

INTRODUCTION AND BACKGROUND

Background

We are committed to creating safer, healthier, and more liveable streets in our borough. Our streets face significant challenges, as transport contributes to nearly a quarter of the total emissions in the borough, primarily from motor vehicles. These vehicles also significantly contribute to air and noise pollution and are the main cause of road danger.

We have recognised the need to reduce the number of journeys made by private motor vehicles, especially those powered by petrol or diesel. Our kerbside strategy aims to address this issue by reallocating valuable kerbside space more fairly and consistently, encouraging a shift towards sustainable and cleaner modes of travel.

The current situation does not align with our ambition for Net Zero by 2030. For instance, resident parking permits are extremely affordable, while access to bike hangars or community spaces is limited and often more expensive. This disparity does not reflect a fair use of space, especially when most residents do not own a car.

Our strategy is to ensure that the kerbside serves as a multifunctional space that supports walking, cycling, scooting, and wheeling, making our streets more accessible and attractive for everyone.

By prioritising our kerbside strategy, we will not only improve the functionality and aesthetics of our streets but also contribute to a healthier, more connected, and more resilient urban landscape. This strategy builds on a suite of existing policies and strategies, ensuring a cohesive and sustainable approach to urban development.

Hold for infographic

INTRODUCTION AND BACKGROUND

Defining the kerbside

The kerbside is the space on the road next to the pavement. It is a public space that belongs to all of us and can be utilised for a variety of purposes including parking, street seating, bus stops, cycle parking, waste collection points, deliveries, and even tree planting. The kerbside plays a crucial role in addressing significant issues such as the climate crisis and enhancing the community's wellbeing.

We want to rethink and redesign the kerbside so it becomes a lively, useful space for everyone. By doing this, we can tackle important issues like the climate crisis and make sure our community's needs and creative ideas are represented.

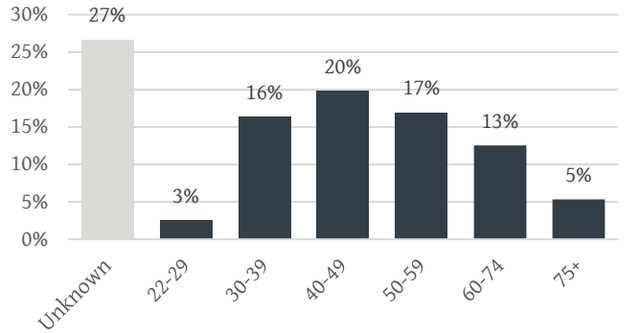
It's the biggest public space we have, and how we manage it affects all of us who live, work, or spend time here. We want to make sure this space benefits everyone, not just those with cars.

Co-producing the kerbside strategy

We undertook initial engagement via Commonplace from February to March 2025 and received 319 responses:

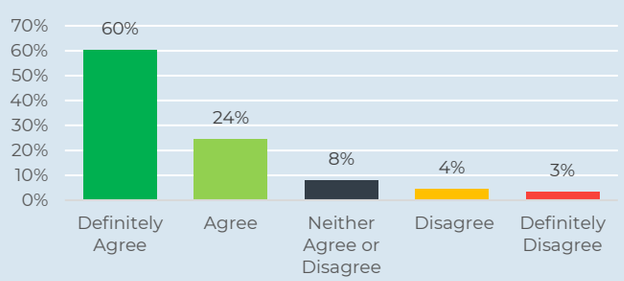
75% of respondents live in Haringey, **13%** work and **11%** commute through

The age breakdown of respondents



84% agree that the kerbside is a **public space** that everyone should be able to use

The kerbside is a public space everyone should be able to use



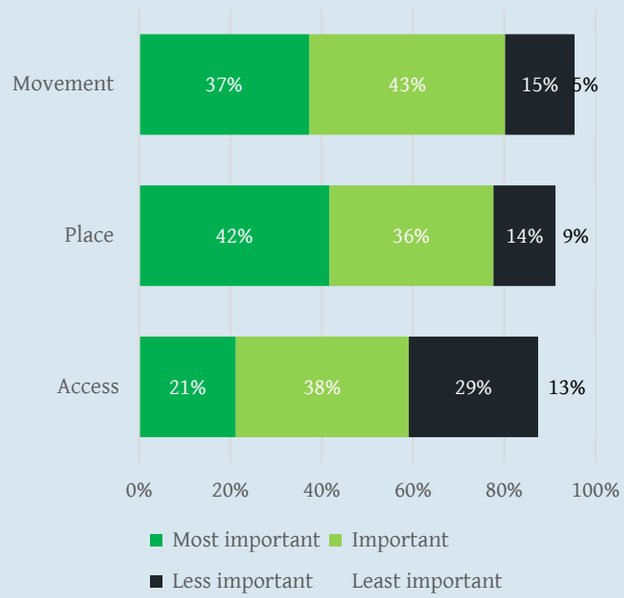
Key findings from the initial engagement

81% rate **movement** as important in town centres

78% rate **place** as important in town centres

58% rate **access** as important in town centres

Thinking about when you use our town centres, rate the importance of **movement, place and access** for you



INTRODUCTION AND BACKGROUND

What is the strategic policy direction?

Table A1 Strategic policy direction to kerbside priorities

Policy area	Outcomes	Targets	Kerbside priority
Social context	London outcomes: ▪ Transport investment will unlock the delivery of new homes and jobs	▪ Make parks and public spaces more inclusive for older people, disabled individuals, and other marginalised groups ▪ Attractive and multi-functional streets everyone can use and enjoy will help strengthen communities, with more places to meet neighbours, play and grow	Priority 1: Kerbside that is inclusive, creates places for people and supports local businesses
Active travel	London outcomes: ▪ London's streets will be healthy, and more Londoners will travel actively ▪ Active, efficient and sustainable travel will be the best option in new developments Haringey outcomes: ▪ Active travel the default choice, with more people choosing to travel by walking or cycling	▪ Achieve 88% of daily journeys to including walking, cycling and public transport by 2041 ▪ 81% of residents will live within 400m of the strategic cycle network by 2041 ▪ 70% Londoners to do at least the 20 minutes of active travel they need to stay healthy each day by 2041	Priority 2: Kerbside that prioritises accessible and active travel
Public transport	London outcomes: ▪ The public transport network will meet the needs of a growing London ▪ The public transport network will be safe, affordable and accessible to all ▪ Journeys by public transport will be pleasant, fast and reliable Haringey outcomes: ▪ A public transport network that is better connected, has greater capacity and is more accessible, supporting our growth ambitions for the borough	▪ Achieve 88% of daily journeys to including walking, cycling and public transport by 2041 ▪ Bus stop every 400m of every home and accessible ▪ Bus speeds will improve by approximately 5-15% London-wide by 2041	Priority 3: Kerbside that supports efficient bus operations
Road traffic & road safety	London outcomes: ▪ London's streets will be safe and secure – Vision Zero ▪ London's streets will be used more efficiently and have less traffic on them Haringey outcomes: ▪ A well-maintained road network that is less congested and safer	▪ None to be killed in or by a London bus by 2030 ▪ Interim target - 70% reduction in KSIs by 2030 on the 2010-14 baseline	Priority 4: Kerbside that supports a less congested and safer road network
Environment & cleaner transport	London outcomes: ▪ London's streets will be clean and also green Haringey outcomes: ▪ An improved air quality and a reduction in carbon emissions from transport	▪ Reduce road transportation related emissions by 50% by 2025 ▪ Increase tree planting across the borough, with the aim to plant at least 10,000 new trees by 2030 and increase tree canopy cover to at least 30% in every local ward ▪ All taxis and private hire vehicles to be zero emission capable by 2033 ▪ Additional 962 standard EVCPs and 61 rapids EVCPs by 2030	Priority 5: Kerbside that is clean, green and resilient to climate change

WHAT WE WANT TO ACHIEVE BY 2032?

The vision

Our vision for Haringey is to transform our kerbside spaces into vibrant, multifunctional areas that enhance the quality of life for all residents and visitors.

We aim to create a kerbside environment that is inclusive, sustainable, and resilient – supporting our broader goals of promoting sustainable travel, supporting local businesses, fostering Healthy Streets outcomes, and achieving Net Zero carbon emissions.

Through this strategy, we are committed to rethinking and redesigning our kerbside spaces to address the pressing challenges of social isolation, climate change, air pollution, and road safety.

We believe that by managing our kerbside effectively, we can create a more connected, resilient, and vibrant Haringey for current and future generations.

At present just over 7% of our kerbside is dedicated to sustainable uses. We want to double this to 15% by 2032.

Figure B1 Our vision for the kerbside in Haringey

By 2032, we envision a kerbside that...	Prioritises people over vehicles, providing ample space for walking, cycling, and social activities	Supports sustainable modes of transport, reducing reliance on private motor vehicles and encouraging the use of walking, cycling and public transport
Enhances the aesthetic and functional quality of our streets, making them safer, healthier, and more enjoyable for everyone	Reflects the diverse needs and aspirations of our community, ensuring that all residents have access to safe, convenient, and attractive public spaces	Integrates seamlessly with and supports our existing policies and strategic objectives, contributing to a cohesive and sustainable urban environment

WHAT WE WANT TO ACHIEVE BY 2032?

Priorities and targets

Our strategy is built around five kerbside priorities that aim to transform our streets into vibrant, multifunctional spaces that enhance the quality of life for all residents.

Priority 1: Kerbside that is inclusive, creates places for people and supports local businesses

We are committed to making our kerbside more inclusive and creating spaces that everyone can use and enjoy. This includes supporting local businesses and fostering a sense of community. By 2032, we target to:

- Provide more places to dwell, congregate and socialise with better lighting and wayfinding and more public art
- Create adaptable urban spaces that encourage social interaction and reduce unnecessary street furniture.
- Support local businesses by promoting street vendors and enhancing public safety.

Priority 2: Kerbside that prioritises accessible and active travel

We want to make active travel the default choice for our residents, especially for short local trips. By prioritising accessible and active travel, we aim to create a healthier and more sustainable borough. Our targets include:

- 70% of residents doing at least 20 minutes of active travel each day by 2041.
- 88% of journeys to include walking, cycling, and public transport by 2041.
- 81% of residents live within 400 metres of the strategic cycle network by 2041.

Table B1 Kerbside priorities and their potential kerbside interventions

Kerbside priorities	Potential kerbside interventions
Priority 1 Kerbside that is inclusive, creates places for people and supports local businesses	▪ Places to dwell ▪ Community parklet ▪ Business parklet ▪ Multifunctional space ▪ Street trading ▪ Reduce street clutter ▪ Footway widening ▪ Street lighting ▪ Wayfinding
Priority 2 Kerbside that prioritises accessible and active travel	▪ Crossings ▪ School Street ▪ Play Street ▪ School keep clear ▪ Modal filter ▪ Short-stay cycle parking ▪ Shared micromobility bays ▪ Long-stay cycle parking ▪ Cycle lanes / tracks
Priority 3 Kerbside that supports efficient bus operations	▪ Bus stops ▪ Bus stands ▪ Bus lanes ▪ Bus priority
Priority 4 Kerbside that supports a less congested and safer road network	▪ Yellow / red lines (single / double) ▪ Controlled Parking Zones ▪ Destination parking charges ▪ Permit restrictions ▪ Car club bay ▪ Disabled bay ▪ Loading bay ▪ Loading restrictions (single / double blips) ▪ Cross overs / dropped kerbs
Priority 5 Kerbside that is clean, green and resilient to climate change	▪ Street trees ▪ Street greening ▪ SuDS ▪ Waste (and recycling) bins and collection ▪ EV charge point ▪ Emissions-based parking charges

WHAT WE WANT TO ACHIEVE BY 2032?

Targets

Priority 3: Kerbside that supports efficient bus operations

Efficient bus operations are crucial for reducing congestion and providing reliable transport options for our residents. To improve public transport, we aim to:

- Ensure a bus stop is within 400 metres of every home and is accessible.
- Improve bus speeds by approximately 5-15% London-wide by 2041.
- Create a public transport network that is better connected, has greater capacity, and is more accessible.

Priority 4: Kerbside that supports a less congested and safer road network

By supporting a less congested and safer road network, we aim to create a more liveable and secure environment for everyone. Our targets for road safety and traffic management include:

- Achieving Vision Zero, with no fatalities or serious injuries on our roads by 2041.
- Reducing the number of people killed or seriously injured (KSIs) by 70% by 2030, based on the 2010-14 baseline.
- Maintaining a well-maintained road network that is less congested and safer.

Priority 5: Kerbside that is clean, green and resilient to climate change

We are dedicated to improving air quality and reducing carbon emissions. By focusing on a clean, green, and resilient kerbside, we aim to address the pressing challenges of climate change and create a healthier environment for future generations. Our targets include:

- Planting at least 10,000 new trees by 2030 and increasing tree canopy cover to at least 30% in every local ward.
- Installing an additional 962 standard electric vehicle charging points (EVCPs) and 61 rapid EVCPs by 2030.
- Reducing road transportation-related emissions by 50% by 2025.
- Ensuring all taxis and private hire vehicles are zero-emission capable by 2033.

These targets reflect our commitment to creating a more sustainable, inclusive, and resilient Haringey, and align with those across Greater London.

By prioritising these areas, we aim to transform our kerbside spaces into vibrant, multifunctional areas that enhance the quality of life for all residents.

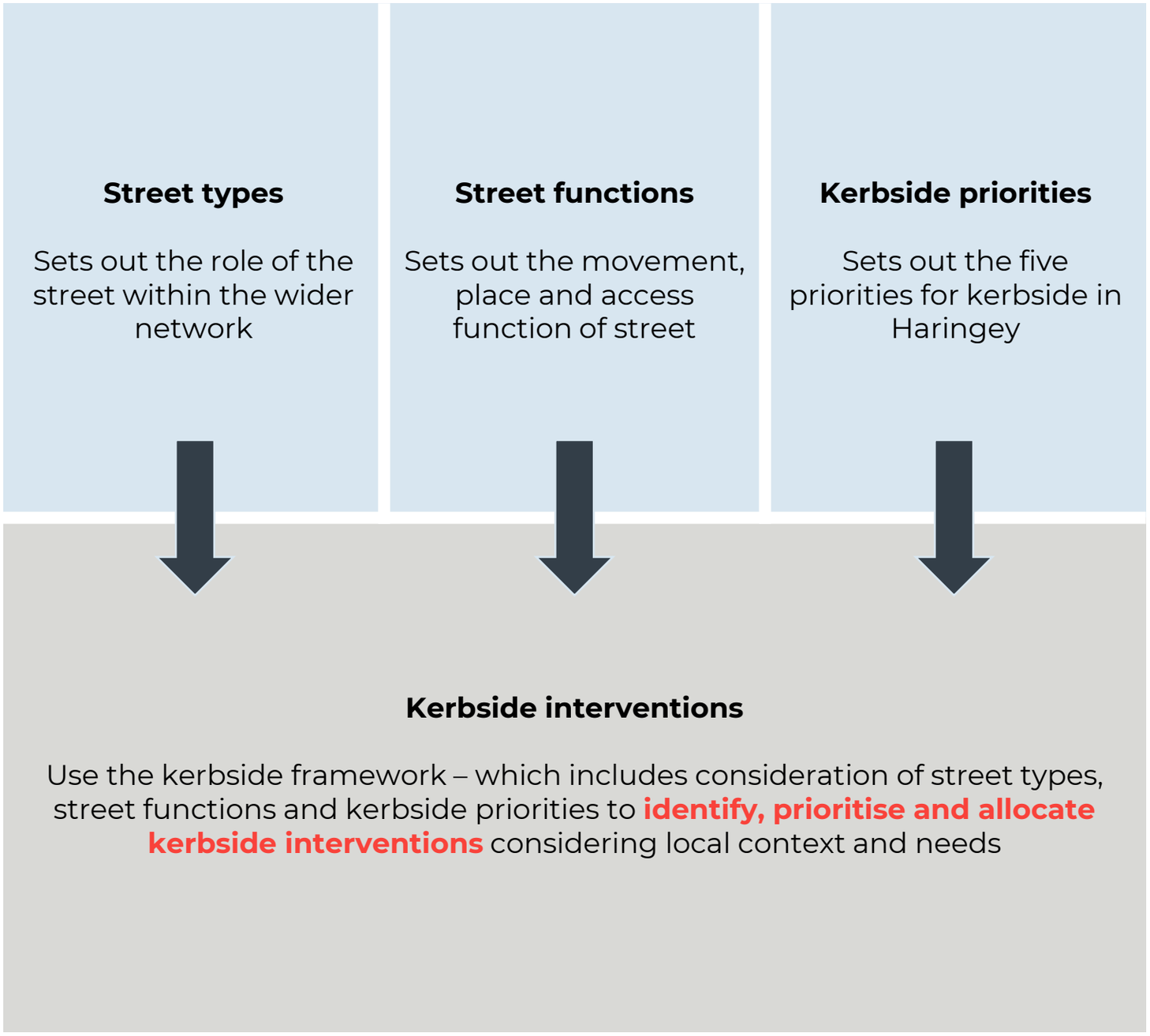
THE KERBSIDE FRAMEWORK

Introducing the kerbside framework

Our kerbside framework is based on Transport for London's Draft Kerbside Toolkit. This framework is designed to enhance the management and utilisation of kerbside spaces, ensuring they serve multiple functions and meet the diverse needs of the community. The framework includes the following key components:

- Street types: The classification of streets into different types is essential for understanding their unique characteristics and requirements. Street types can vary from residential streets to high streets, each with specific needs and functions.
- Street functions: Streets serve various functions beyond just facilitating vehicle movement. They are spaces for social interaction, commerce, and active travel. Recognising these place and access functions helps in planning and managing the kerbside effectively.
- Kerbside priorities: Establishing clear priorities for kerbside use is crucial. These priorities include promoting active travel, supporting local businesses, enhancing public transport efficiency, and ensuring safety for all road users.
- Kerbside interventions (or tools): A range of interventions or tools can be employed to achieve the desired outcomes for the kerbside. These may include measures such as dedicated cycle lanes, parklets, loading bays, and pedestrian zones. Each intervention is tailored to address specific needs and improve the overall functionality and appeal of the kerbside.

By implementing this kerbside framework, we aim to create a more inclusive, sustainable, and vibrant urban environment that benefits all residents and visitors.



THE KERBSIDE FRAMEWORK

Street types

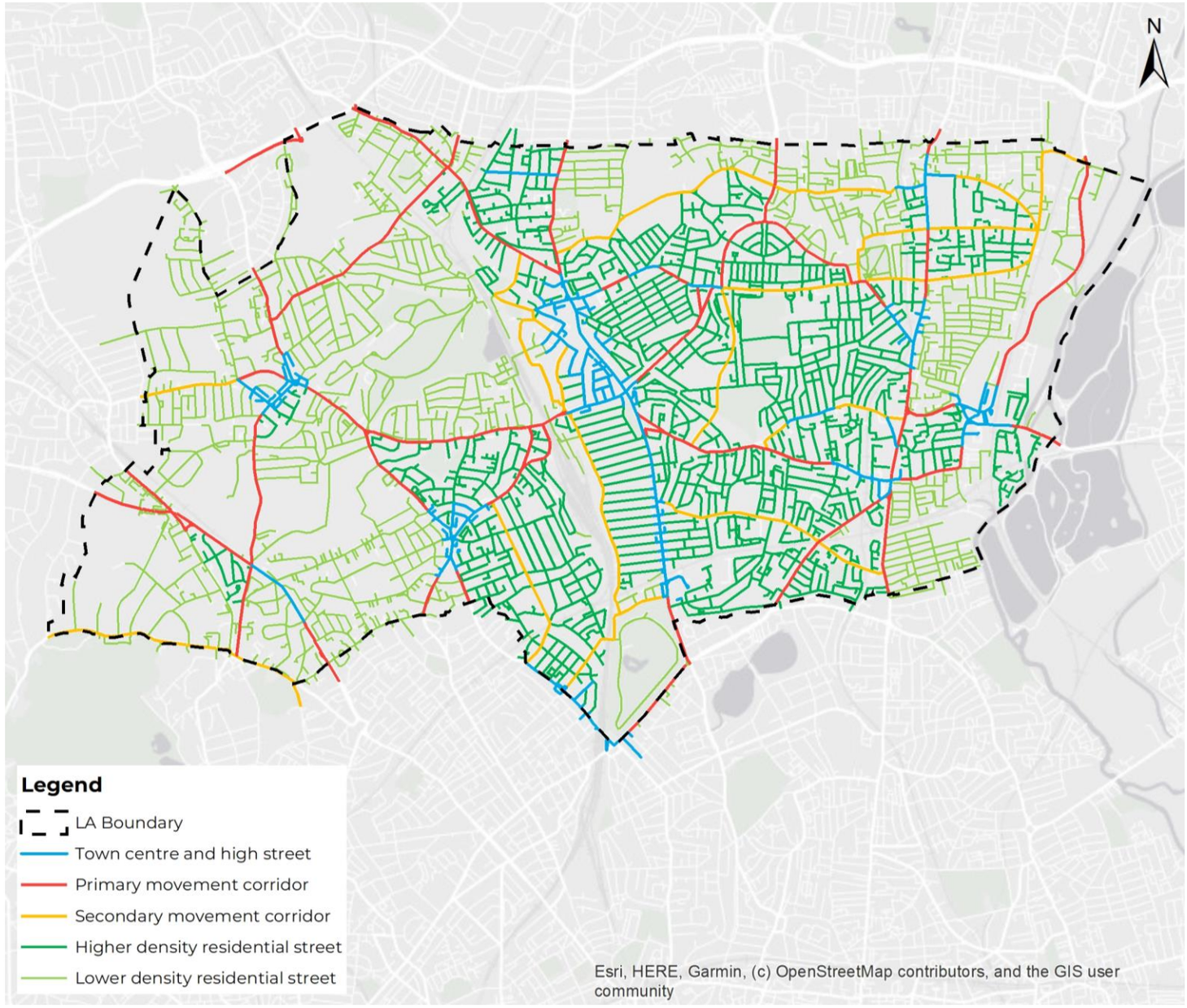
Introducing the street types

We have classified the streets in Haringey into different types to reflect their characteristics, functions and requirements. The classification includes:

- Town centre and high streets: These are vibrant areas that serve as the heart of communities, offering a mix of retail, dining, and social activities. They require careful management to balance the needs of pedestrians, cyclists, public transport, and delivery vehicles.
- Primary movement corridors: These streets are major routes that facilitate the movement of traffic, including active and public transport.
- Secondary movement corridors: These are important routes that support the primary movement corridors by distributing traffic to various destinations.
- Higher density residential streets: These streets are located in areas with a higher concentration of housing. They need to accommodate a variety of uses, including parking, waste collection, and access for emergency services, while ensuring a safe and pleasant environment for residents.
- Lower density residential streets: These are quieter streets with lower housing density and less traffic. They offer opportunities for creating more liveable spaces with features such as green areas, play spaces, and community amenities.

By classifying streets into these types, the kerbside framework aims to provide tailored solutions that enhance the functionality and appeal of each street type, contributing to a more inclusive and sustainable urban environment.

Figure C1 Street types categorisation across Haringey



THE KERBSIDE FRAMEWORK

Street functions

Introducing the street functions

We have also classified every street in the borough – based on their intended function which includes:

- Movement: Streets are essential for facilitating the movement of people and goods. This includes all modes of transport such as walking, cycling, buses, and motor vehicles. Effective management of movement ensures that people and traffic flows smoothly and safely, reducing congestion and improving overall transport efficiency.

- Place: Streets are not just for movement; they are also important public spaces where people interact, socialise, and engage in various activities. This function emphasises the role of streets in creating vibrant, liveable communities. Enhancing the place function involves designing streets that are attractive, safe, and accessible for everyone, encouraging social interaction and community engagement.

- Access: Streets provide access to homes, businesses, and other destinations. This function ensures that people can reach their destinations conveniently and safely. It includes considerations for parking, servicing and loading, as well as access for emergency services. Effective access management supports local businesses and enhances the quality of life for residents.

By understanding and balancing these functions, the kerbside framework aims to create streets that are not only efficient for movement but also enjoyable places to be and accessible for all users.

Figure C7a Street functions

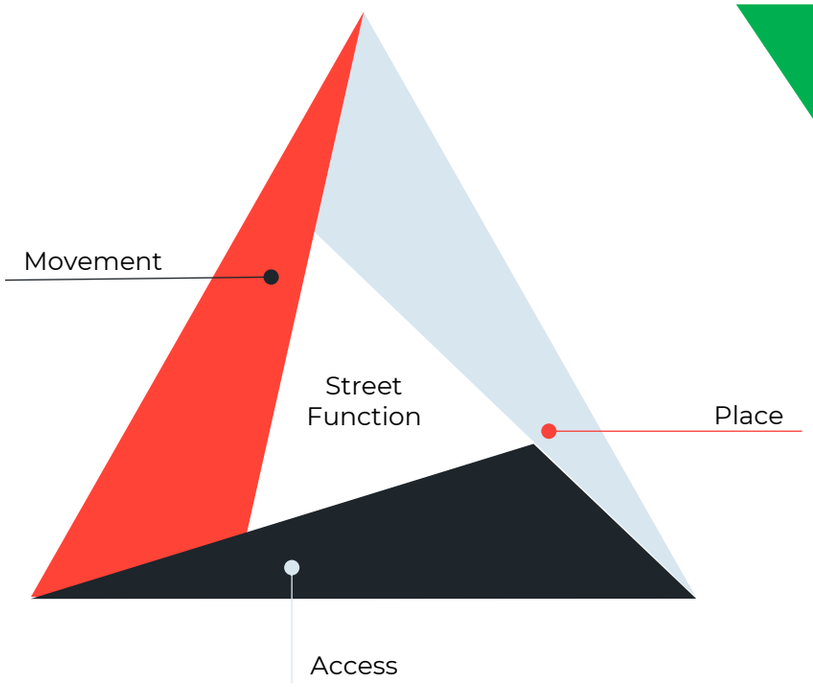


Figure C7b Modal priority

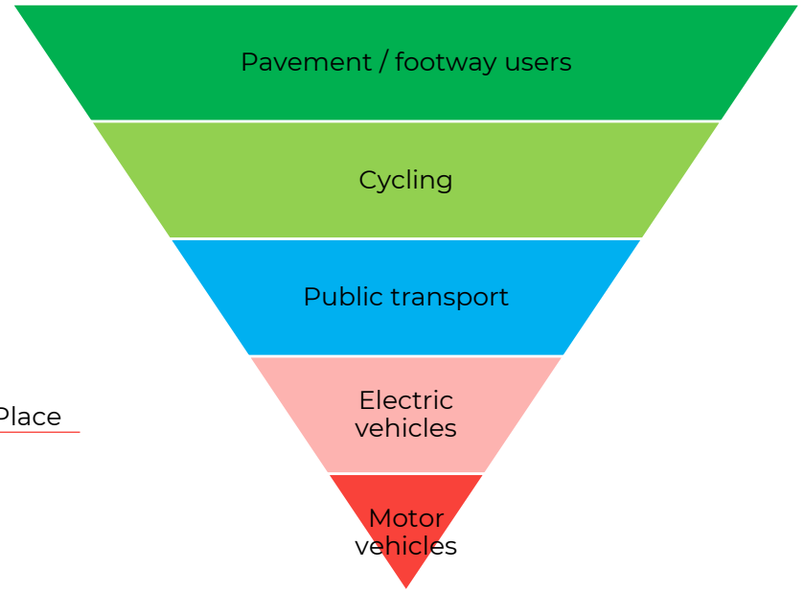


Figure C7c Parking hierarchy

Parking hierarchy
Blue Badge holders
Residents
Essential services
Car clubs
Local business / service operational parking
Visitor parking
Short stay / visitor parking

THE KERBSIDE FRAMEWORK

Street functions

Movement

The movement function of streets is focussed on facilitating the efficient and safe movement of people and goods. This involves ensuring connectivity through direct and convenient routes for all users, maintaining accessibility for everyone, including those with disabilities and prioritising road danger reduction.

- Higher movement – London-wide movement corridors, which may include multiple modes of transport such as pedestrians, cycling, buses and motor vehicles
- Medium movement – key Haringey movement corridors connecting neighbourhoods within the borough
- Lower movement – local movement corridors within neighbourhoods.

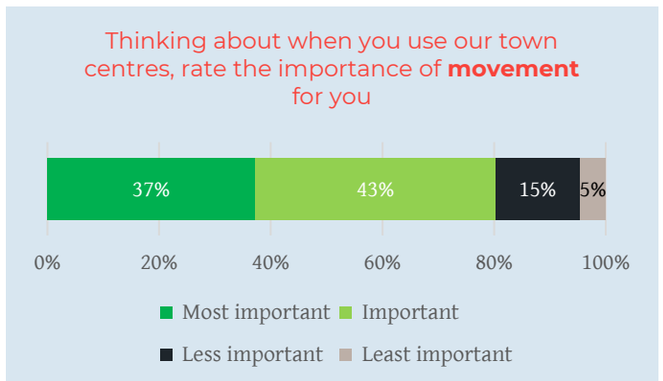
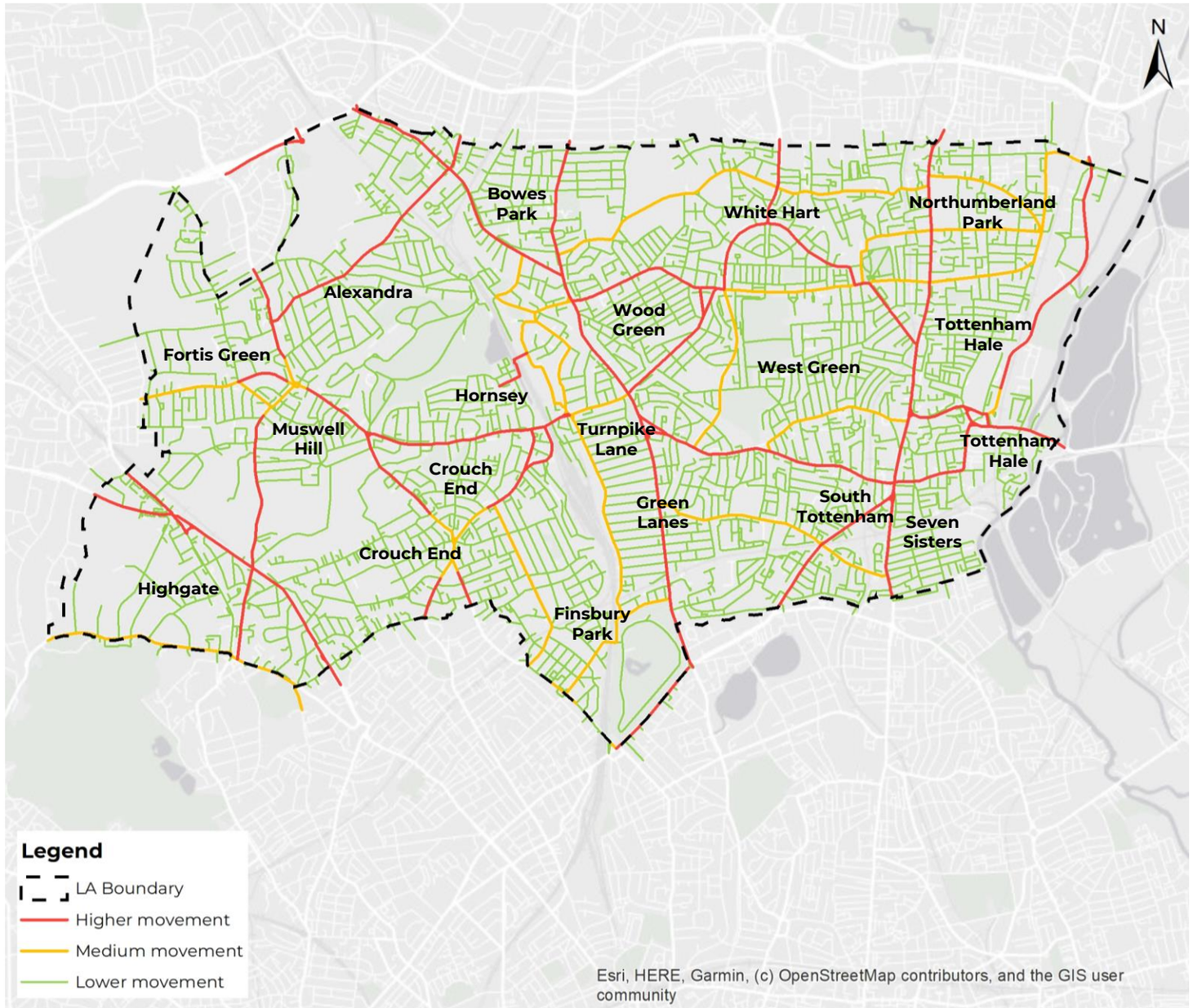


Figure C8 Movement function



THE KERBSIDE FRAMEWORK

Street functions

Place

The place function of streets emphasises their role as spaces for social interaction, economic activity, and community life.

Our streets should be designed to facilitate social engagement, support local businesses, enhance aesthetic and environmental quality, and host cultural and recreational activities. These elements ensure that streets are vibrant, multifunctional spaces that significantly enhance the quality of urban life for all residents and visitors.

- Higher place – serves a London-wide catchment area and categorised as a town centre by the Greater London Authority.
- Medium place – serves a Haringey-wide catchment area and includes other town centres and high streets, as well as higher-density residential areas
- Lower place – serves a local or neighbourhood and includes residential areas.

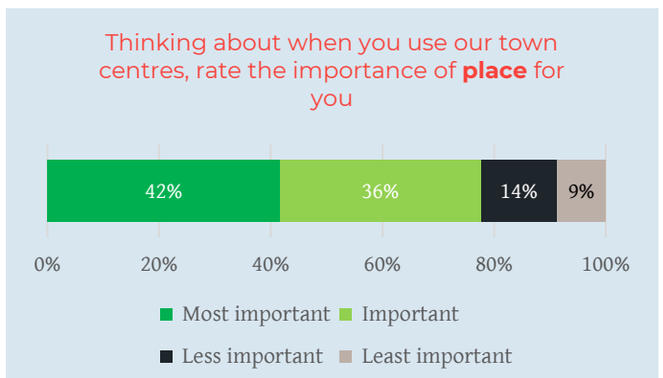
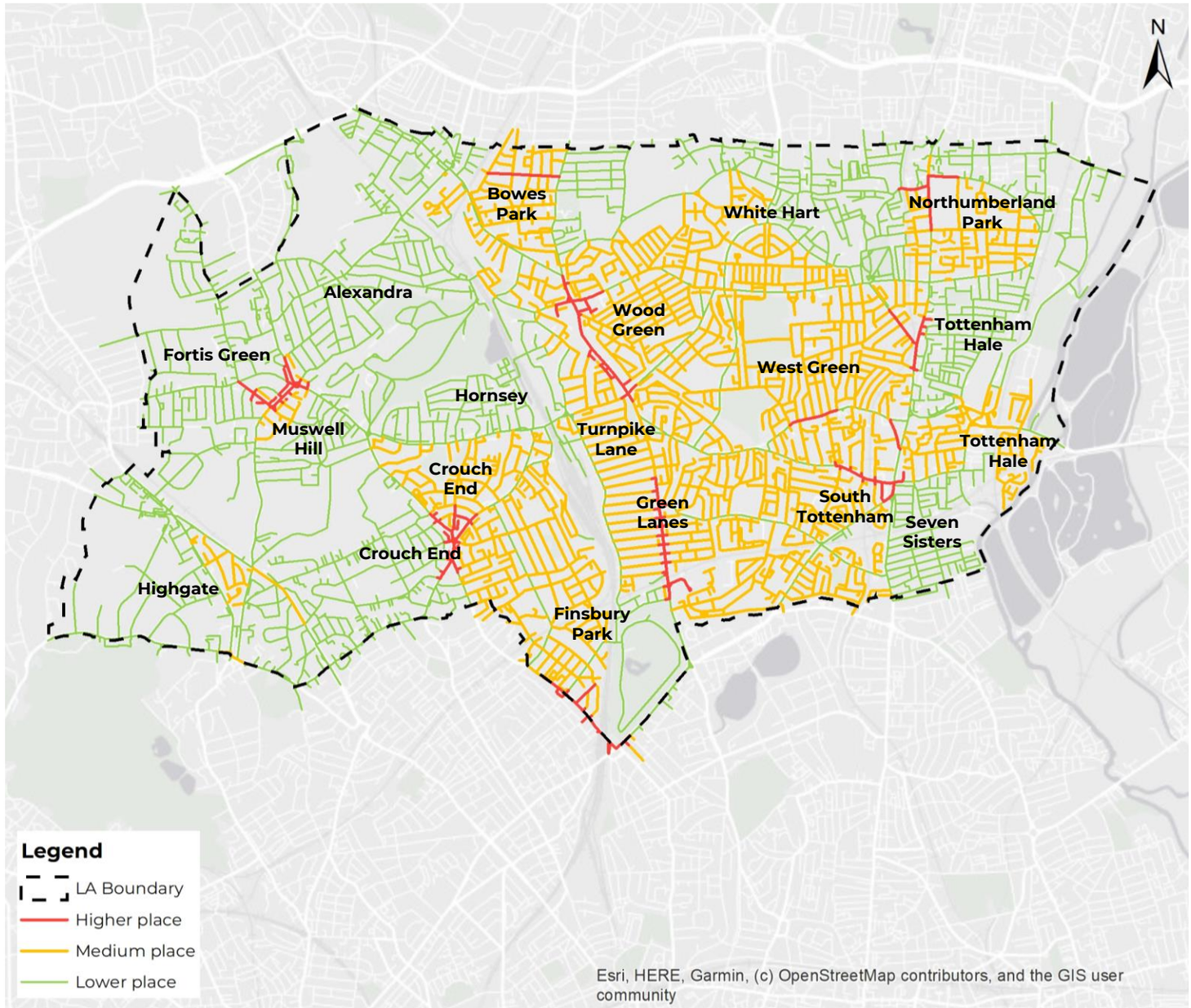


Figure C9 Place function



THE KERBSIDE FRAMEWORK

Street functions

Access

The access function of streets ensures convenient and equitable access to destinations for all users.

This includes providing direct routes to key locations, accommodating pedestrians, cyclists, public transport users, and motorists, and ensuring inclusivity for people with disabilities. Streets should also integrate effectively with public transport and provide adequate parking and loading facilities to support local businesses and residents.

- Higher access – areas that require frequent and easy access to nearby amenities such as shops, housing, or schools. This includes town centres and high streets. This also includes streets that have a higher or medium place function.
- Medium access – focussed in residential areas, where there is a need for access to surrounding housing and land uses.
- Lower access – located along movement corridors, and streets with minimal need for access to adjacent land uses, such as open space or greenfield areas.

Thinking about when you use our town centres, rate the importance of **access** for you

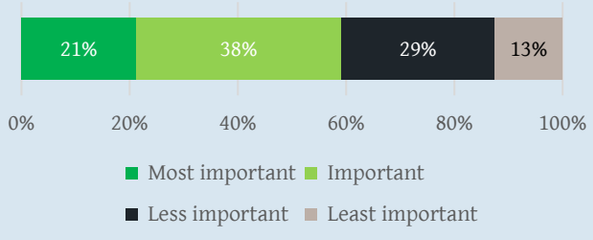
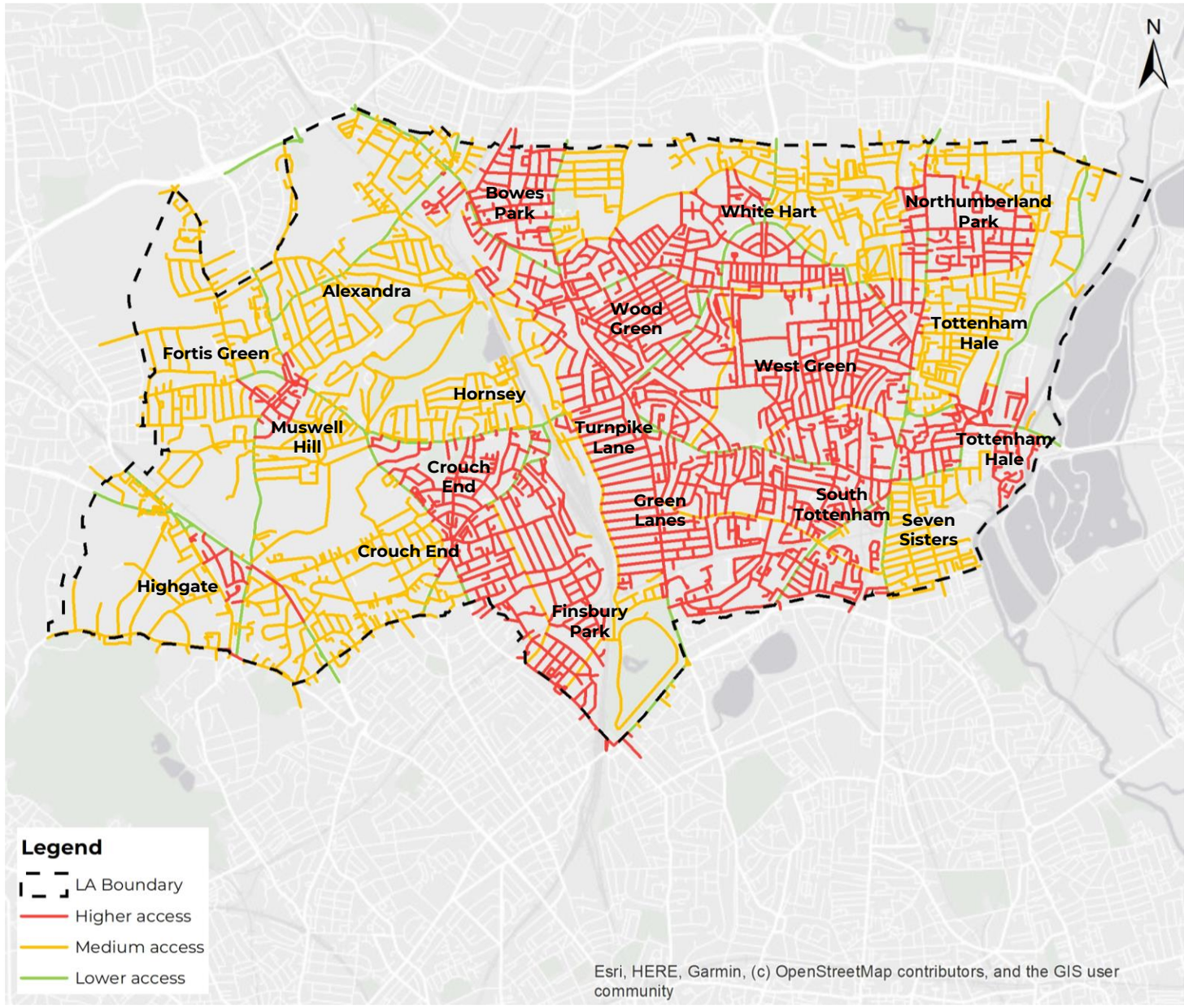


Figure C10 Access function



THE KERBSIDE FRAMEWORK

Kerbside framework

Linking kerbside interventions to function and street type

The final step is to categorise each kerbside intervention based on the function it supports and its priority in relation to the street type – which can be higher, medium, or lower priority:

- High streets and town centres prioritise interventions that enhance placemaking to support higher foot traffic and commercial activity, making it essential to provide places to dwell and to reduce street clutter. Footway widening and wayfinding are also high priorities to improve navigation and ease of movement.
- Primary movement corridors are key routes for both active travel, buses and other vehicles. Interventions here focus on maintaining smooth traffic flow while ensuring safety.
- Secondary movement corridors serve as important connectors within the urban fabric. These streets prioritise interventions that balance traffic flow with active travel and bus needs.
- Higher density residential streets require interventions that enhance the living environment for residents balancing the place and access needs with local movement.
- Lower density residential streets focus on maintaining a pleasant and safe environment for residents.

By categorising kerbside interventions based on their functions and prioritising them according to street type, the kerbside framework aims to create a more structured approach to prioritising interventions and designing the kerbside.

Table C1 Linking the kerbside interventions to function and street type

Kerbside intervention	Key function			Priority by street type				
	Movement	Place	Access	High streets and town centre	Primary movement corridor	Secondary movement corridor	Higher density residential street	Lower density residential street
Street trees		■		Essential (where required and suitable)				
Street greening		■						
SuDS and other (including green de-paved pollinator)		■						
Waste (and recycling) bins and collection			■					
Places to dwell		■		Higher	Higher	Medium	Medium	Lower
Community parklet		■		Medium	N/A	N/A	Higher	Medium
Business parklet		■		Medium	N/A	N/A	Lower	Lower
Multifunctional space		■	■	Higher	N/A	N/A	Medium	Medium
Street trading		■		Higher	N/A	N/A	Lower	Lower
Reduce street clutter		■	■	Higher	Medium	Medium	Lower	Lower
Footway widening	■	■		Higher	Medium	Medium	Medium	Medium
Street lighting		■		Essential (where required and suitable)				
Wayfinding		■	■	Higher	Higher	Medium	Medium	Medium
Crossing	■	■		Higher	Higher	Higher	Medium	Medium
School Street		■	■	N/A	N/A	N/A	Higher	Higher
Play Street		■	■	N/A	N/A	N/A	Higher	Higher
School keep clear		■	■	Essential (where required and suitable)				
Modal filter		■		Lower	N/A	N/A	Higher	Higher
Short-stay cycle parking		■	■	Higher	Lower	Medium	Higher	Medium
Shared micromobility bays		■	■	Higher	Lower	Medium	Higher	Medium
Long-stay cycle parking (including cycle hangars)		■	■	Higher	Lower	Lower	Higher	Medium
Cycle lanes / tracks	■	■		Higher	Higher	Higher	Medium	Lower
Bus stops			■	Essential (where required and suitable)				
Bus stands	■		■	Lower	Lower	Medium	Medium	Medium
Bus lanes	■			Higher	Higher	Higher	Lower	Lower
Bus priority	■			Higher	Higher	Higher	Higher	Higher
Yellow / red lines (single / double)	■			Medium	Higher	Higher	Lower	Lower
Controlled Parking Zones (including parking permits)			■	Medium	Lower	Lower	Higher	Medium
Destination parking charges			■	Higher	Lower	Lower	N/A	N/A
Permit restrictions			■	Lower	Lower	Lower	Higher	Medium
Car club bay			■	Lower	Lower	Lower	Higher	Higher
Disabled bay			■	Essential (where required and suitable)				
Loading bay			■	Higher	Lower	Lower	Higher	Lower
Loading restrictions (single / double blips)	■			Lower	Higher	Higher	Lower	Lower
Cross over / dropped kerbs			■	Lower	Lower	Lower	Lower	Lower
EV charge point			■	Higher	Lower	Higher	Higher	Higher
Emissions-based parking charges		■		Higher	Higher	Higher	Higher	Higher

Priority 1:
Kerbside that is inclusive, creates places for people and supports local businesses

Table D1 Kerbside interventions, definitions, policy ambitions and targets for Priority 1

Kerbside intervention	Definition	Policy ambition and target	Action	Cost
Places to dwell	Places to dwell (including benches) provide rest, accessibility, and opportunities for social interaction in urban areas	TfL's Healthy Streets suggests that places to dwell (including benches) should be at least every 50 metres on both sides of the road where appropriate and feasible	Install places to dwell every 50 metres on both sides of the road where appropriate and feasible - prioritising higher place areas (such as town centres and high streets).	Low
Community parklet	A community parklet is a small public space created by converting parking spaces into areas with seating, plants, and other amenities	Active travel the default choice, with more people choosing to travel by walking or cycling	Work closely with the local community to identify opportunities for community parklets.	Low
Business parklet	Business parklets are created in collaboration with local businesses to attract customers and provide additional seating	Active travel the default choice, with more people choosing to travel by walking or cycling	Work closely with the local businesses to identify opportunities for business parklets.	Low
Multifunctional space	Multifunctional space is an area designed to support various activities and uses at different times of the day or week	Create adaptable urban places that are flexible and can be used to encourage social interaction	Implement temporary street closures or pedestrian zones during weekends or special events to encourage flexible use.	Low
Street trading	Street trading or markets are designed to support local businesses by providing them with an area to reach customers directly and contribute to the local economy	Promote local businesses and street vendors to enhance the vibrancy and economic health of urban areas	Allocate areas for street trading with necessary amenities like waste disposal and seating.	Medium
Reduce street clutter	Street clutter refers to unnecessary or redundant objects and structures in streets and public spaces	Reduce unnecessary street furniture and signage to create a more navigable and aesthetically pleasing urban environment	Conduct regular audits to identify and remove redundant or obstructive street furniture.	Medium
Footway widening	Footway widening involves expanding the width of pedestrian pathways to accommodate more users and improve accessibility	Enhance pedestrian safety and comfort by providing wider footways, especially in high-traffic areas	Reallocate road space from vehicles to pedestrians where feasible in busy areas, particularly near schools, shopping centres, and public transport hubs.	Low / Medium
Street lighting	Street lighting enhances visibility and safety for pedestrians, cyclists, and motorists at night in public places to illuminate the streets	Improve public safety and visibility through well-designed and energy-efficient street lighting	Ensure lighting is evenly distributed and covers all pedestrian areas, including footways and crossings.	Low / Medium
Wayfinding	Wayfinding is the process of navigating and orienting oneself in an unfamiliar environment using visual cues and markers	Provide clear and accessible wayfinding to help residents and visitors navigate urban areas easily	Install wayfinding signs at key locations, such as transport hubs, tourist attractions, and commercial areas.	Low / Medium

Priority 2:
Kerbside that prioritises accessible and active travel

Table D2 Kerbside interventions, definitions, policy ambitions and targets for Priority 2

Kerbside intervention	Definition	Policy ambition and target	Action	Cost
Crossings	A crossing is a designated place where pedestrians and/or cyclists can safely cross the street	Provide pedestrian and/or cyclist crossings to improve safety and encourage people to walk and cycle	Install improved crossings as needed.	Medium
School Street	A School Street is a traffic management scheme that temporarily restricts motor vehicles from accessing the streets surrounding a school during drop-off and pick-up times	Increase number of School Streets from 26 to 61 by 2026	Implement additional 16 School Streets across the borough by 2026.	Medium
Play Street	A Play Street is a residential street that is closed to traffic during specified times, allowing children to play safely	Support Play Streets in appropriate locations to create a sense of community, while allowing children to make friendships, be active and play safely in the streets where they live	Continue to encourage residents to apply for both regular and one-off Play Street events and implement those consistent with the guidelines.	Medium
School keep clear	A school keep clear is a designated area outside a school where parking is prohibited to ensure the safety of children during drop-off and pick-up times	Make school keep clears are available at all schools and are compliant (minimum 25 metres) to support safety outside of schools	Install compliant school keep clears outside of every school (minimum 23.5 metres).	Medium
Modal filter	A modal filter is a traffic management measure that restricts certain types of vehicles while allowing pedestrians, cyclists, and sometimes public transport to pass through	Install modal filters to support traffic calming schemes where required, justified and suitable	Work closely with the local community to identify model filter opportunities.	Low
Short-stay cycle parking	Short stay cycle parking refers to designated areas where cyclists can securely park their bikes	High quality cycle parking that will be easy to find near to shops, town centres and other key trip attractors	Ensure high-quality short stay cycle parking is provided in town centres, outside every shop, gyms, by doctors' surgeries and tube and rail stations.	Low
Shared micromobility bays	Shared micromobility bays are designated areas where users can park and access shared bikes, e-bikes, and e-scooters	Promote the establishment and use of shared micromobility bays where necessary, prioritising locations in the carriageway over the footway	Provide shared micromobility bays across the borough to meet demand.	Low
Long-stay cycle parking (including cycle hangars)	Long-stay cycle parking refers to secure and covered parking facilities for bicycles, intended for extended periods – this could include cycle hangars for residents	Every household in the borough will be able to access secure cycle parking facilities High quality cycle hubs in key locations such as local underground and rail stations, employment and industrial areas	Install cycle hangars across the borough - prioritising higher density residential streets.	Medium / high
Cycle lanes / tracks	Cycle lanes or tracks are designated paths for cyclists, separated from motor vehicle traffic to ensure safety and promote cycling	81% of residents will live within 400m of the strategic cycle network by 2041	Continue to install cycle lanes or tracks on the existing and proposed borough cycle network.	High

Priority 3:
Kerbside that supports efficient bus operations

Table D3 Kerbside interventions, definitions, policy ambitions and targets for Priority 3

Kerbside intervention	Definition	Policy ambition and target	Action	Cost
Bus stops	A bus stop is a designated place where buses stop for passengers to board and alight	Bus stop 400m of every home and all bus stops to be made accessible	Prioritise investment to ensure every home in the borough is less 400m from a bus stop.	High
Bus stands	A bus stand is a designated place where buses wait out of service	Improve the efficiency and reliability of bus services by providing adequate and well-located bus stands – while balancing the need for bus stands with the place and urban realm requirements of a street or area	Locate bus stands conveniently near high streets and town centre, and transfer points. New bus stands to be designed to be integrated and consider the public realm.	Medium
Bus lanes	A bus lane is a designated part of a road meant for buses only	Bus speeds will improve by approximately 5-15% by 2041 to ensure a public transport network that is better connected, has greater capacity and is more accessible, supporting our growth ambitions for the borough	Enhance bus operations and lanes in line with the bus network.	High
Bus priority	Bus priority involves measures that give buses preferential treatment on the road to improve their speed and reliability	Increase the speed and reliability of bus services through dedicated bus lanes and priority measures	Implement dedicated bus lanes and signal priority at intersections to reduce delays.	High

Priority 4:
Kerbside that supports a less congested and safer road network

Table D4 Kerbside interventions, definitions, policy ambitions and targets for priority 4

Kerbside intervention	Definition	Policy ambition and target	Action	Cost
Yellow / red lines (single / double)	Yellow and red lines (single or double) are road markings that indicate parking and stopping restrictions, with single lines typically allowing limited stopping times and double lines prohibiting stopping at any time	A well-maintained road network that is less congested and safer	Prioritise yellow and red lines on higher movement and emergency corridors and/or to protect space for sustainable modes (such as bus lanes, cycle lanes / tracks).	Low / medium
Controlled Parking Zones	Controlled Parking Zones (CPZs) are areas where parking is regulated through restrictions and permits to manage parking availability and reduce congestion	A well-maintained road network that is less congested and safer	Support the operation of CPZs and amend on a needs basis.	High
Destination parking charges	Destination parking charges control parking for short-term use, typically in high streets and similar destinations, to ensure a regular turnover of parking space	A well-maintained road network that is less congested and safer	Where on-street parking space has been allocated for general use, we will take a flexible approach when introducing or reviewing charges to ensure that they are appropriate to the location. We will operate the 85%ile principle to ensure a regular turnover of parking space.	Medium
Permit restrictions	Permit restrictions are measures used to manage the allocation and availability of parking permits, often to control parking demand and ensure fair access	A well-maintained road network that is less congested and safer	Continue to implement permit restrictions on an as needed basis – large events and misuse.	Low / medium
Car club bay	Car club bay is a designated parking space for car club vehicles	Further developing the car club offer, in particular for car clubs using electric vehicles to reduce car ownership and promote sustainable travel	Expand the number of car club bays to ensure every home in the borough is no more than 400m from a bay.	Low / medium
Disabled bay	Disabled bay is a designated parking space reserved for vehicles displaying a disabled person's badge	Prioritising accessible parking solutions for residents with mobility restrictions or other specific needs to foster an inclusive community environment	Create more disabled parking bays near entrance to parks and outside pharmacies, GP, community centres.	Low / medium
Loading bay	Loading bay is a designated area where goods or cargo are loaded onto or unloaded from vehicles	Support deliveries and servicing particularly on high streets and in town centres, and residential areas	Ensure adequate loading bays, prioritising high streets, town centres, and higher density residential streets where competition for kerbside space may be higher, with structured loading times to return space to the public realm, addressing the growing need for Uber ride shares and deliveries, and implementing shared loading bays on footways where possible.	Low / medium
Loading restrictions (single / double blips)	Loading restrictions, indicated by single or double yellow kerb blips, prohibit loading and unloading activities during specified times or at all times	A well-maintained road network that is less congested and safer	Prioritise loading restrictions on higher movement corridors and/or to protect space for sustainable modes (such as bus lanes, cycle lanes / tracks)	Low / medium
Cross overs / dropped kerbs	Crossover or dropped kerb is a lowered section of the kerb that allows vehicles to smoothly cross from the road onto a driveway or private property	Consider and implement cross overs / dropped kerbs in line with the policy	Resist cross overs / dropped kerbs in line with the policy with the intention to rationalise the number over time.	Low / medium

Priority 5:
Kerbside that is clean, green and resilient to climate change

Table D5 Kerbside interventions, definitions, policy ambitions and targets for priority 5

Kerbside intervention	Definition	Policy ambition and target	Action	Cost
Street trees	Trees play a crucial role in enhancing the urban environment by providing shade, improving air quality, reducing stormwater runoff, and contributing to the overall aesthetic and ecological value of the streetscape	Increase tree planting across the borough, with the aim to plant at least 10,000 new trees by 2030 and increase tree canopy cover to at least 30% in every ward	Install street trees across the borough - prioritising gaps in the tree canopy (maximum 15 metres apart), where physically feasible / practical.	Low / medium
Street greening	Street greening involves incorporating plants into urban areas to enhance the environment and improve quality of life	Enhance urban biodiversity and environmental quality through increased street greening where appropriate and feasible.	Install planters along streets to create green corridors.	Low / medium
SuDS and other (including green de-paved pollinator)	Sustainable drainage systems (SuDS) are designed to enhance rainwater drainage from nearby footways and carriageways, reducing the risk of surface flooding	Promote the use of SuDS to manage rainfall in a way that mimics natural drainage processes and reduce local flood risk where appropriate and feasible.	Work closely with the local community to identify opportunities for urban greening and SuDS as part of street and urban realm improvements – where physically feasible / practical.	Low / medium
Waste (and recycling) bins and collection	Waste (and recycling) bins and collection involve the provision and management of bins for disposing of general waste and recyclable materials, ensuring proper collection and processing	Support the provision of bins on street and refuse collection	Provide waste (and recycling) bins on street - prioritising higher place areas (such as high streets and town centres). Prioritise refuse collection across the borough.	Medium / high
EV charge point	An EV charge point is a designated location where electric vehicles can be recharged, essential for residents without off-street charging options	To facilitate the transition towards an ultra-low emission vehicle Haringey - by providing infrastructure, education and advice - to improve local air quality and deliver our climate change ambitions. Install an additional 962 standard and 61 rapids by 2030	Continue to install EV charge points on the carriageway so that every household is less than 400 metres (where feasible) from a charge point.	Medium / high
Emissions-based parking charges	Emissions-based parking charges are fees that vary depending on the amount of carbon dioxide (CO_2) a vehicle emits, with higher emissions resulting in higher parking fees	Reduce road transportation related emissions by 50% by 2025 to provide improved air quality and a reduction in carbon emissions from transport	Continue to support emissions-based parking strategies.	Low

Recommendations

Putting the kerbside strategy into action

Prioritising the interventions by street type

To effectively implement the Haringey Kerbside Strategy, we need to a way to prioritise the kerbside interventions. We propose to do so by grouping the interventions as essential, higher, medium or lower priority by street type (as shown in the table overleaf).

- Essential interventions are those which should be provided when required and feasible. This includes street trees, greening and SuDS, waste bins and collection, street lighting, school keep clear, bus stops and disabled bays
- Higher priority interventions are those which should be considered first. On high streets and town centres these are interventions that support placemaking, local business and economy. For movement corridors the focus is on the efficient movement of people and goods. While in residential streets the focus is on local access and placemaking.
- Medium priority interventions are those that should be considered second. They are 'nice to haves' if the higher priority interventions have been covered.
- Lower priority interventions are those which are less suited to the street type and generally wouldn't be required or needed on that street type. However, this this is context specific and it is noted that there may be streets that differ to this framework.

This approach ensures that the interventions align with the specific needs and characteristics of each street, enhancing the overall functionality and user experience.

	High streets and town centres	Primary movement corridor	Secondary movement corridor	Higher density residential streets	Lower density residential streets
Essential interventions	Street trees, greening and SuDS Waste (and recycling) bins and collection Street lighting School keep clear Bus stops Disabled bay				
Higher priority interventions	Places to dwell Multifunctional space Street trading Reduce street clutter Footway widening Wayfinding Crossings Short-stay cycle parking Shared micromobility bays Long-stay cycle parking Cycle lanes / tracks Bus lanes Bus priority Destination parking charges Loading bay EV charge point Emissions-based parking charges	Places to dwell Wayfinding Crossings Cycle lanes / tracks Bus lanes Bus priority Yellow / red lines (single / double) Loading restrictions Emissions-based parking charges	Crossings Cycle lanes / tracks Bus lanes Bus priority Yellow / red lines (single / double) Loading restrictions EV charge point Emissions-based parking charges	Community parklet School Street Play Street Modal filter Short-stay cycle parking Long-stay cycle parking Bus priority Controlled Parking Zones Permit restrictions Car club bay Loading bay EV charge point Emissions-based parking charges	School Street Play Street Modal filter Bus priority Car club bay EV charge point Emissions-based parking charges
Medium priority interventions	Community parklet Business parklet Yellow / red lines (single / double) Controlled Parking Zones	Reduce street clutter Footway widening	Places to dwell Reduce street clutter Footway widening Wayfinding Short-stay cycle parking Shared micromobility bays Bus stands	Places to dwell Multifunctional space Footway widening Wayfinding Crossings Cycle lanes / tracks Bus stands	Community parklet Multifunctional space Footway widening Wayfinding Crossings Short-stay cycle parking Long-stay cycle parking Bus stands Controlled Parking Zones Permit restrictions
Lower priority interventions	Modal filter Bus stands Permit restrictions Car club bay Loading restrictions Cross over / dropped kerbs	Short-stay cycle parking Shared micromobility bays Long-stay cycle parking Bus stands Controlled Parking Zones Destination parking charges Permit restrictions Car club bay Loading bay Cross over / dropped kerbs EV charge point	Long-stay cycle parking Controlled Parking Zones Destination parking charges Permit restrictions Car club bay Loading bay Cross over / dropped kerbs	Business parklet Street trading Reduce street clutter Shared micromobility bays Bus lanes Yellow / red lines (single / double) Loading restrictions Cross over / dropped kerbs	Places to dwell Business parklet Street trading Reduce street clutter Shared micromobility bays Cycle lanes / tracks Bus lanes Yellow / red lines (single / double) Loading bay Loading restrictions Cross over / dropped kerbs

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HARINGEY EV STRATEGY

July 2025

London Borough of Haringey

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1. Introduction

Definitions of key terms

Abbreviation	Definition
AADT	Annual Average Daily Traffic – a measure of traffic volume.
BEV	Battery Electric Vehicle – fully powered by electricity and has to be plugged in to recharge.
CENEX	Centre of Excellence for Low Carbon and Fuel Cell technologies - an independent, not-for-profit research technology organisation (RTO) and consultancy, specialising in the project delivery, innovation support and market development.
CO_2	Carbon dioxide.
CPO	Chargepoint Operator – a provider and operator of chargepoints.
DfT	Department for Transport.
DNO	Distribution Network Operator – owns and operates the infrastructure that connects properties to the electricity network.
EV	Electric Vehicle – any vehicle that uses electricity for propulsion including PHEVs and BEVs.
EVCP	Electric Vehicle Chargepoint – a location where EVs can plug-in and charge.
EVI	Electric Vehicle Infrastructure – structures, machinery, and equipment that are necessary and integral to support EVs.
HGV	Heavy Goods Vehicles – any truck weighing over 3.5 metric tonnes, generally those used to deliver large quantities of cargo.
ICE	Internal Combustion Engine – the traditional method of vehicle propulsion using fossil fuels and creating harmful emissions.
kW	Kilowatt – A measure of how much electrical power a device needs to operate.

kWh	Kilowatt hour – A unit of electricity. The capacity of electric car batteries is measured in kilowatt hours.
LEVI	Local Electric Vehicle Infrastructure - Fund supports local authorities in England to improve the roll out and commercialisation of local charging infrastructure.
NEVIS	National Electric Vehicle Insight & Support – delivered by CENEX, it supplies local authorities, consultancies, chargepoint operators and academic institutions with easily-accessible data, maps, modelling and up-to-date information on Electric Vehicles (EVs) and Electric Vehicle Infrastructure (EVI).
NOx	Nitrogen oxides.
OZEV	Office for Zero Emission Vehicles – a team working to support the transition to zero emission vehicles, part of the Department for Transport and the Department for Energy Security and Net Zero.
PHEV	Plug-in Hybrid Electric Vehicle – a vehicle that can be plugged in and charged but also has a combustion engine.
ZEV	Zero Emission Vehicle – a vehicle that has zero emissions at the tailpipe (exhaust).

Introduction

The Haringey Electric Vehicle Strategy sets out how the Council will support the use of electric vehicles in the borough; it is our plan to enhance and develop our network of electric vehicle charging infrastructure.

Building upon our inaugural Ultra Low Emission Vehicle Action Plan (2019-2029), this strategy aims to outline how the Council will support both current and projected demand for electric vehicles, remaining in alignment with national policy, all the while working to fulfil Haringey's broader decarbonisation and low-emission ambitions.

In light of the UK government commitment to phase out the sale of new petrol and diesel cars and vans, as part of the wider goal to be net zero emission by 2050, it is vital that the Haringey has a plan to support its residents and visitors with the transition which has begun and will only continue to grow over the coming years; we need to ensure the growing number of residents with electric vehicles can charge conveniently, and to make electric vehicle ownership accessible to the increasing number of residents thinking about making the change to electric vehicles.

One of the key components of this transition is the delivery of a charging infrastructure network. For Haringey, this requires a step change in providing access to that network, ensuring there is sufficient capacity to support resident and visitor needs. Unlike ICE vehicles, where refuelling typically takes place at a filling station, recharging electric vehicles is carried out on-street, or at home. Yet, it has been estimated that up to 80% of residents in Haringey do not have access to off-street parking, which underlines how essential it is for the Council to act.

This strategy will highlight the current and projected demand for EV charging in Haringey, while also taking into account key considerations such as existing constraints, resident perspectives and planned future developments. It will set out an action plan, with a focus on the establishment of an accessible charging network that meets the needs of Haringey residents, ensuring a forward-thinking and inclusive approach to sustainable transport infrastructure.

This strategy should be read in conjunction with both the emerging Safe and Sustainable Transport Strategy and Kerbside Strategy.

The key outcomes of the strategy are to:

- Ensure all drivers have access to a high-quality electric vehicle chargepoint network
- Ensure that the chargepoint network is future proof and innovative
- Transition the council fleet as an example of proactive EV adoption
- Support the adoption of active travel, public transport and e-mobility

2. Context – Why is the switch to EVs happening?

Why is the transition to EVs needed?

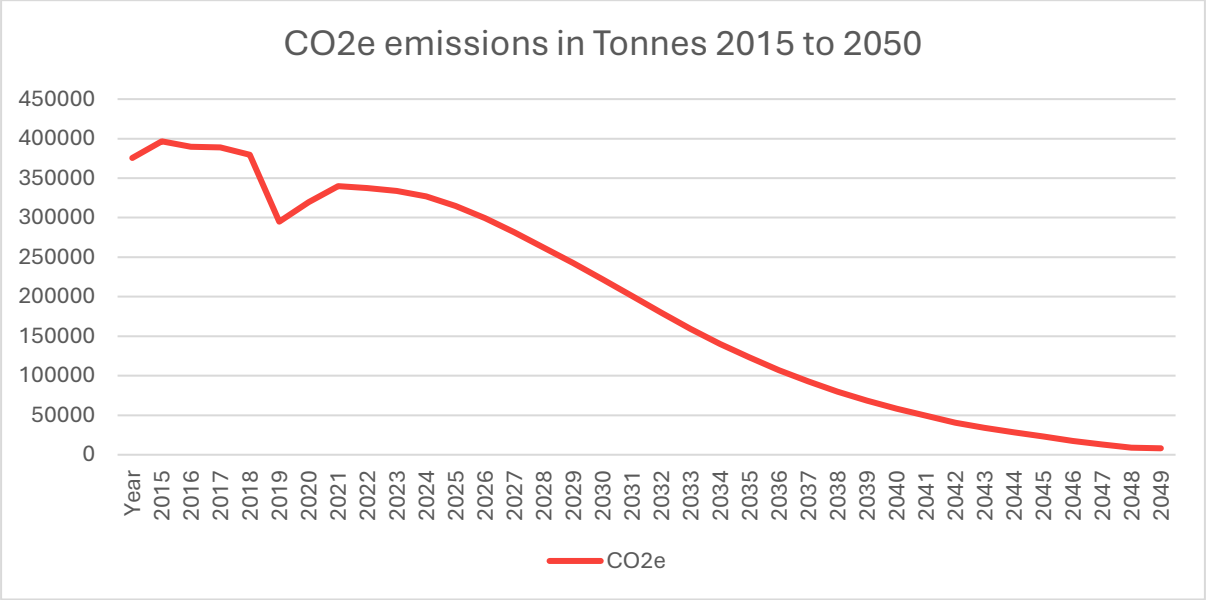
- The transport sector alone produces 26% of the UK's total greenhouse gas emissions.
    - Cars and taxis account for 52% of domestic transport emissions.[1]
- Haringey, like many London boroughs, has dangerously high levels of air pollution.
    - In Haringey, transport emitted 138 kilotons of CO2 equivalent (ktC02e) in 2021.[2]

Yet, EVs can be instrumental in shaping a greener future for mobility. For instance:

- Battery electric vehicles (EVs) do not produce any tailpipe emissions. Replacing internal combustion engine (ICE) vehicles with EVs is essential to tackling climate change and reducing air pollution.
    - A typical EV emits around two-thirds less greenhouse gas emissions than an equivalent petrol car over their lifetime, even after accounting for emissions released during battery production and disposal.[3]
    - By 2050, it is estimated that an EV will produce over 80% fewer emissions than an equivalent petrol vehicle due to improvements in renewable energy generation.[4]
- Unlike ICE vehicles, EVs do not combust fuel, so they do not release nitrogen oxides. They also generate less particulate matter, though some is still emitted from tyres and brake wear.
    - Based on an EV uptake in line with the phase out of petrol and diesel vehicles by 2035, it is forecast that in Haringey, the uptake of EVs could reduce the CO2e emissions from 337,494 tonnes in 2023, to 242,707 in 2030 and 68,466 by 2040, an 20% decrease (Source: NEVIS, all vehicles).[5]

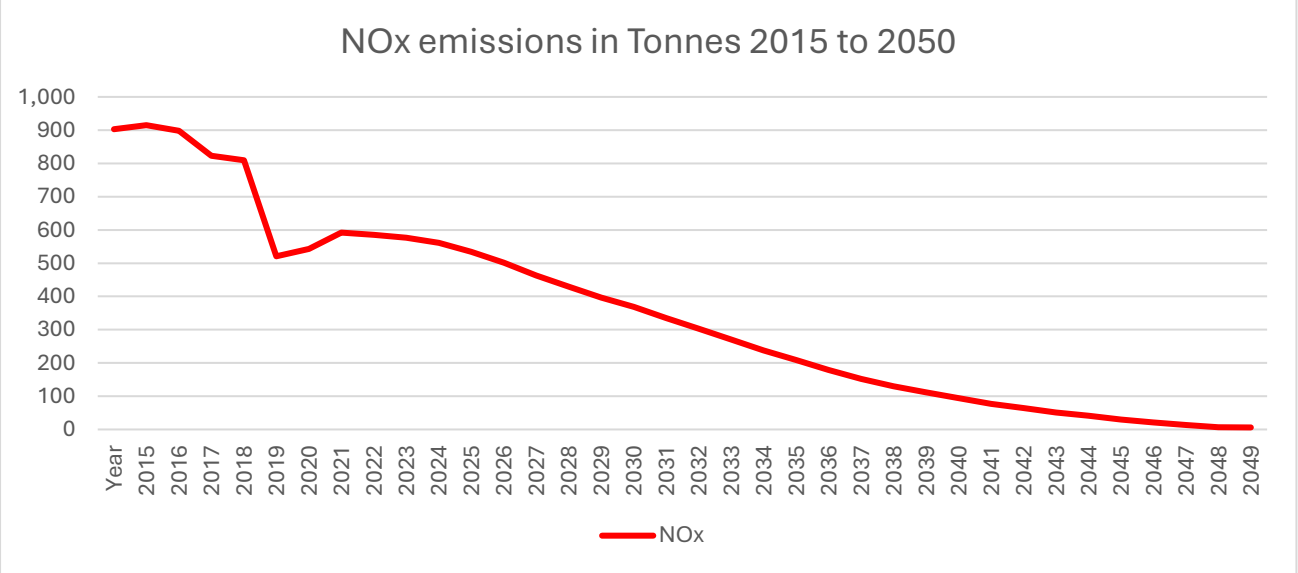
1 https://www.gov.uk/government/statistics/transport-and-environment-statistics-2023/transport-and-environment-statistics-2023#:~:text=UK%20Statistics%20Authority.-,Greenhouse%20gas%20emissions%20from%20transport%3A%202021,48%25%20in%20the%20same%20period.
2 https://maps.dft.gov.uk/ghg-emissions-by-local-authority/index.html
3 https://www.gov.uk/government/publications/lifecycle-analysis-of-uk-road-vehicles
4 https://www.gov.uk/government/publications/electric-vehicles-costs-charging-and-infrastructure/electric-vehicles-costs-charging-and-infrastructure#evlifecycle-emissions
5 This calculated includes the Scope 1 and 2 emissions which come from the burning of fuel in an internal combustion engine and the production of electricity used to charge EVs

Figure 2-1 CO2e emissions in tonnes 2015 to 2050 taking into account predicted EV uptake and phase out of petrol and diesel vehicles



- Based on the phase out of petrol and diesel vehicles by 2035, it is forecast that in Haringey, the uptake of EVs could reduce the NOx emissions from 585 tonnes in 2023, to 397 in 2030 and 112 by 2040 (Source: NEVIS).

Figure 2-2 NOx emissions in tonnes 2015 to 2050 taking into account predicted EV uptake and phase out of petrol and diesel vehicles



- EVs will help reduce air pollution and benefit the health of residents and visitors, especially those with respiratory conditions.

While EVs contribute to cleaner air and reduced reliance on fossil fuels, they are not without drawbacks. Their production generates emissions, and their use results in tyre and brake

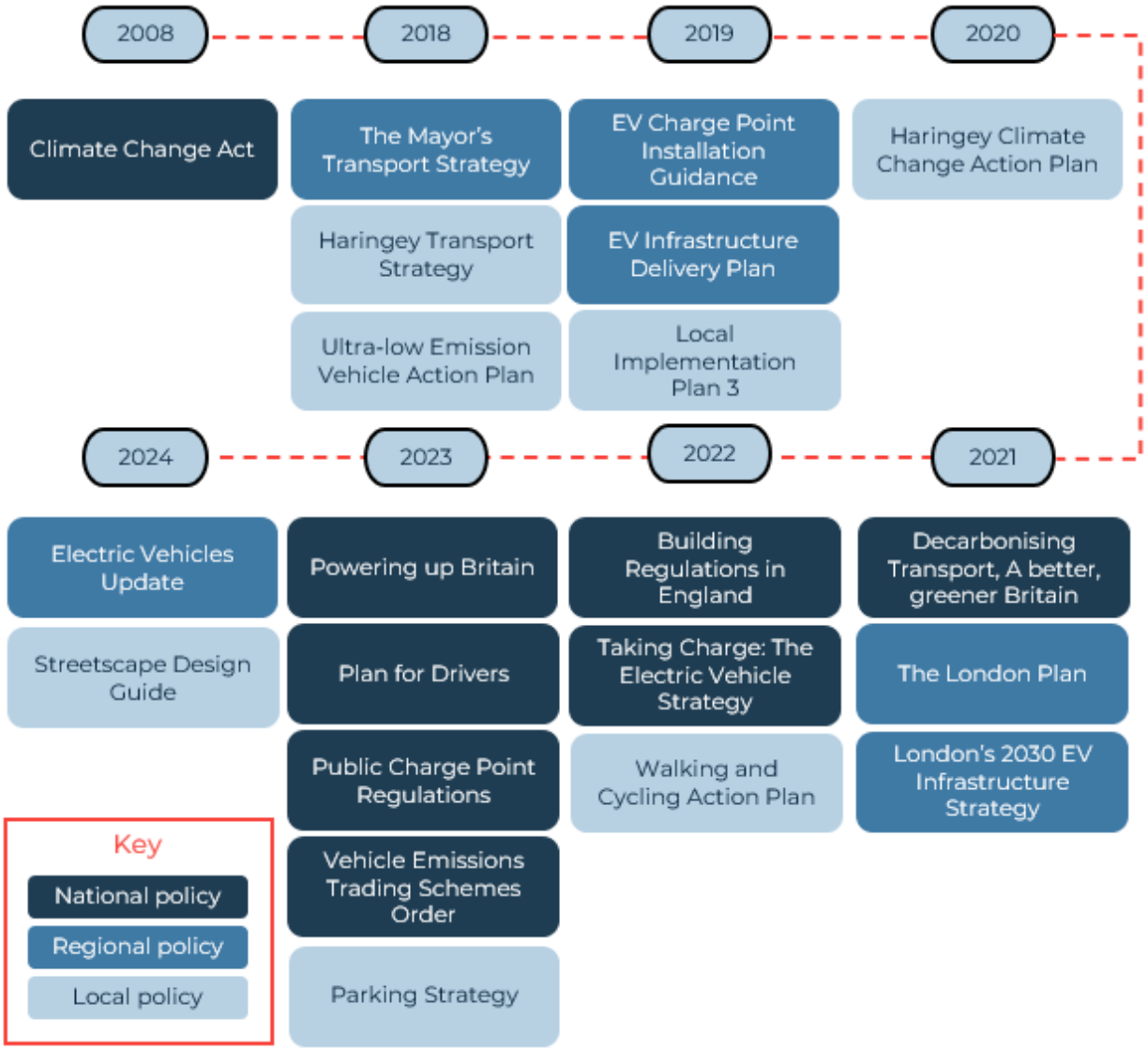
pollutants. Additionally, they do not address congestion or road safety concerns. However, EVs remain important, particularly for essential vehicle journeys, including those made by disabled residents and freight services transitioning to zero-emission fleets. Therefore, EVs must be considered within the multi-modal approach to transport in Haringey.

Policy context

There are policies in place at a national, regional and local level which highlight the urgent need for action to decarbonise transport. There is an ambition at all levels of Government to accelerate EV uptake and scale up public EV charging infrastructure.

As well as recognising the need to expand public charging provision, these policies provide the wider enabling conditions for a successful expansion of public chargepoint networks. These conditions include financial support, increasing the availability of electric vehicles, and establishing regulatory standards.

Figure 2-3: Summary timeline of policy documents included in this review.

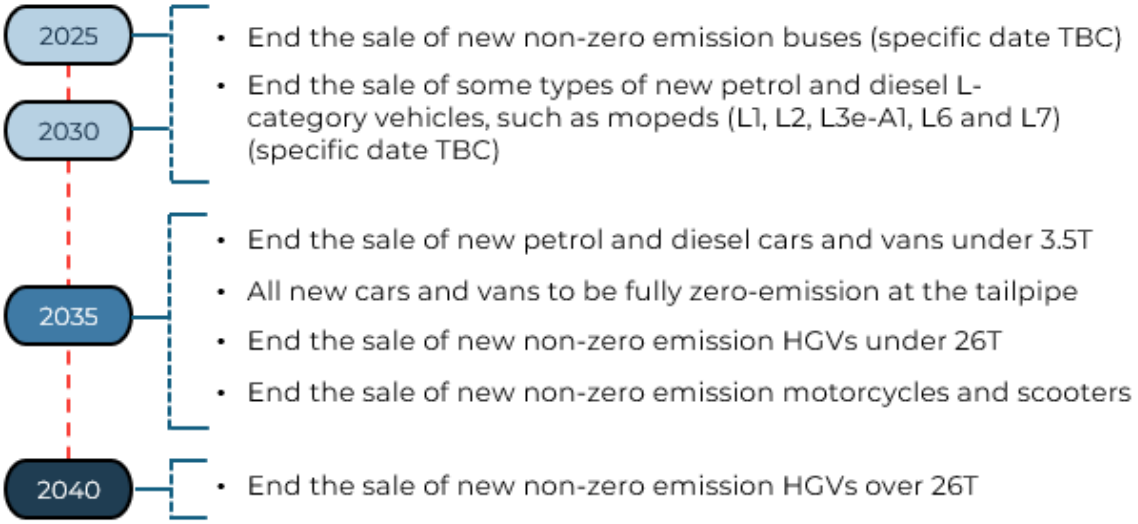


National Policy

- The UK government has set legally binding targets to achieve net zero carbon emissions by 2050 under **The Climate Change Act (2008).**[6]
- The Department for Transport's **'Decarbonising Transport: A better, Greener Britain' (2021)** reinforces this goal, highlighting the transition to EVs as crucial and committing to a charging infrastructure network that meets demand.[7]
- In the Department for Transport's **'Taking Charge: Electric Vehicle Infrastructure Strategy' (2022)** the government outlined a national action plan to install at least 300,000 public chargepoints by 2030 ensuring chargepoints on the strategic road network and local on-street charging, to remove barriers to EV adoption.[8]
- Following the then Prime Minister's 2020 announcement to end new petrol and diesel cars and van sales by 2030, in 2023 the target was delayed to 2035.[9] To enforce the 2035 phase out date, the **Vehicle Emissions Trading Schemes Order 2023**[10], also known as the Zero Emission Vehicle Mandate, came into force in January 2024, requiring that 80% of new cars and 70% of new vans sold in Great Britain will be zero emission by 2030, increasing to 100% by 2035.[11]

6 https://www.legislation.gov.uk/ukpga/2008/27/contents
7 https://www.gov.uk/government/publications/transport-decarbonisation-plan
8 https://www.gov.uk/government/publications/uk-electric-vehicle-infrastructure-strategy
9 https://www.gov.uk/government/news/government-sets-out-path-to-zero-emission-vehicles-by-2035
10 https://www.legislation.gov.uk/uksi/2023/1394/contents/made
11 As well as selling ZEVs, to help meet the targets, manufacturers may trade allowances with other manufacturers or make use of a number of flexibilities, such as 'banking' overperformance in previous years. When manufacturers do not meet the targets, they must make payments to the Government.

Figure 2-4: UK Government's planned phase out dates for non-zero emission vehicles



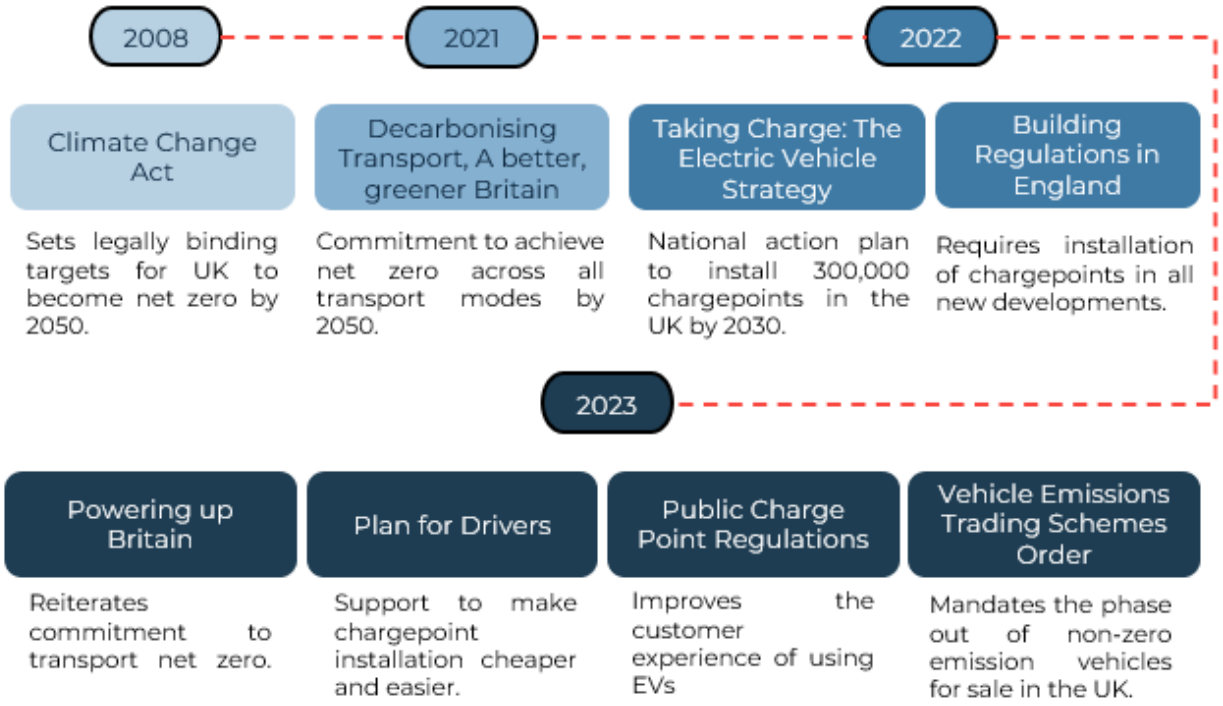
Selected wider policies

In addition to the key policies described above, there are many other UK policies in place that support the adoption of EVs and the infrastructure needed to charge them, including:

- Department of Levelling Up, Housing and Communities **Building Regulations in England (2022)** require the installation of chargepoints in new residential and commercial developments throughout England.[12]
- The UK's net zero transport commitment is reiterated in Department for Transport's **'Powering up Britain' (2023).**[13]
- Department for Transport's **Plan for Drivers (2023)**[14] introduces initiatives to reduce the cost and simplify the process of installing chargepoints for both individuals and organisations. It also includes guidelines for safer cross-pavement solutions for on-street charging.
- Department for Transport's **Public Charge Point Regulations (2023)** aims to improve the customer experience for EV drivers by addressing contactless payments, reliability, customer service, and open data.[15]
- Department for Transport's **Cross-pavement solutions for charging electric vehicles (2024)** is guidance to help local authorities develop policies on cross-pavement EV chargers.[16]

12 https://assets.publishing.service.gov.uk/media/6218c5d38fa8f54911e22263/AD_S.pdf
13 https://www.gov.uk/government/publications/powering-up-britain
14 https://www.gov.uk/government/publications/plan-for-drivers
15 https://www.legislation.gov.uk/ukdsi/2023/9780348249873
16 https://www.gov.uk/government/publications/cross-pavement-solutions-for-charging-electric-vehicles/cross-pavement-solutions-for-charging-electric-vehicles

Figure 2-5: Summary timeline of key UK policy on transport decarbonisation and electric vehicles



Regional Policy

London faces unique challenges relating to the introduction of EV chargepoints owing to its high proportion of households reliant on on-street parking, limited space for public charging infrastructure, and rapidly growing demand for electric vehicles. To address this, there are various strategy documents that are supporting the rollout of chargepoint infrastructure in London.

- The expansion of London's **Ultra-Low Emission Zone (ULEZ)** encourages drivers across all London Boroughs to switch to less polluting vehicles, including EVs. Public chargepoints are required to facilitate the switch to EV for some households and businesses reliant on on-street parking or requiring 'top-up' during their journey or daily operations.[17]
- The Mayor's **Transport Strategy (2018)** sets out ambitions for London to move away from trips by car, and for EVs to be used where car trips are necessary. The Transport Strategy commits to provide sufficient infrastructure to enable this.[18]
- TfL's **London's Electric Vehicle Charge Point Installation Guidance (2019)** provides detailed information to support the installation of EV charge points in London. It focuses on the practical aspects of implementing EV infrastructure in the

17 https://tfl.gov.uk/modes/driving/ultra-low-emission-zone
18 https://tfl.gov.uk/corporate/about-tfl/the-mayors-transport-strategy

city's streetscape, prioritising rapid charge points for high-mileage drivers, like taxi operators.

- TfL's **London Electric Vehicle Infrastructure Delivery Plan (2019)** provides a roadmap for providing the right type and the right amount of EV chargepoints in London up to 2025.[19]
- The Mayor of London's **The London Plan (2021)** recognises the demand for rapid electric vehicle charging infrastructure and notes that charging infrastructure should not negatively affect pedestrian amenity.[20]
- TfL's **London's 2030 Electric Vehicle Infrastructure Strategy (2021)** supports the aim for London to be net-zero carbon by 2030. Its vision is to accelerate the transition to zero-emission vehicles by setting out the requirements for the provision of infrastructure. The strategy forecasts there will be demand for up to 60,000 chargepoints in London by 2030. London's local authorities will need to identify suitable chargepoint locations, making use of public sector land and will need to secure funding to support the deployment and maintenance of EV infrastructure.[21]
- In May 2024, TfL shared an **Electric Vehicles Update** with its Safety, Sustainability and Human Resources Panel. At the time of the update, London had one third of the UK's total number of chargepoints; the network has grown 300% since 2019. The paper indicates that TfL is reviewing its current infrastructure model forecasts to ensure these reflect current user behaviour and EV uptake trajectories, but a timeframe is not given on when these will be made available to boroughs or published. The update notes that there is a requirement for provision of chargepoints to serve key user groups such as taxis and commercial vehicles, and particularly London's bus fleet. The update emphasises the importance of rapid and ultra-rapid chargepoints to meet user needs. To complement the installations of mostly lower-powered chargepoints undertaken by boroughs, TfL is also using its land for rapid chargepoint installations.[22]

Local Policy

This new Strategy comes at a time when Haringey is seeking to update many of its relevant strategies and policies.

19 https://lruc.content.tfl.gov.uk/london-electric-vehicle-charge-point-installation-guidance-december-2019.pdf
20 https://www.london.gov.uk/programmes-strategies/planning/london-plan/new-london-plan/london-plan-2021#:~:text=The%20Mayor%20has%20prepared%20a,into%20the%20London%20Plan%202021.&text=The%20London%20Plan%20was%20subject,Inspectors%20from%20the%20Planning%20Inspectorate.
21 https://tfl.gov.uk/modes/driving/electric-vehicles-and-rapid-charging#:~:text=London's%202030%20electric%20vehicle%20(EV)%20infrastructure%20strategy,-London's%20electric%20vehicle&text=The%20strategy%20%2D%20published%20in%20December,private%20sector%20to%20achieve%20this.
22 Committee - Panels- Report Template (tfl.gov.uk)

- As part of our broader transport aims, we are working on an emerging **Safe and Sustainable Transport Strategy**, to affirm our overarching transport aims and objectives.
- This is underpinned by our emerging **Kerbside Strategy**, which aims to address the significant challenges posed by transport emissions, air and noise pollution, and road safety, while promoting sustainable and active travel.
- Furthermore, Haringey is working to produce its new **Local Plan**, which will provide updated and consolidated guidance around our planning policies and development strategies.
- In addition, Haringey is consulting on an update to its **Air Quality Action Plan 2025-2030**, which will outline our vision and commitment to improving air quality in Haringey, through setting out measures which detail the work Haringey and partners will do to improve air quality over the next five years.

Currently, we have a number of strategies in place which will influence the provision of EV charging infrastructure in the borough.

- In the existing **Haringey Local Plan: Strategic Policies (2013-2026) (2013, updated 2017)** EVs are noted as a route to making private transport more sustainable, and a commitment made to increase the number of EV charging points across the borough.[23]
- **Haringey's Transport Strategy (2018)** set out the ambitions for the borough including a vision for improved air quality and a reduction in carbon emissions. Whilst the strategy aligns with wider London ambitions for more trips to be made by active travel, it also recognises the role of EVs in supporting sustainable transport goals. Supporting the use of electric/hybrid vehicles is a priority for us.[24]
- The Borough's **Ultra-Low Emission Vehicle Action Plan 2019 – 2029 (2018)** set out the plan to support the priorities laid out in the Transport Strategy. Part of this plan is to increase public awareness of the benefits and requirements for electric vehicles, to develop a charging network that meets demand, and to be a leader in innovation for carbon-friendly and cost-efficient charging technology. (This EV strategy is intended to update and replace the ULEV Action Plan). The Action Plan details guidance on what should be considered when locating EV chargepoints.[25]

23 https://new.haringey.gov.uk/sites/default/files/2024-01/final_haringey_local_plan_2017_online.pdf
24 https://new.haringey.gov.uk/sites/default/files/2024-02/haringey_transport_strategy_2018.pdf
25https://www.haringey.gov.uk/sites/haringeygovuk/files/ultra_low_electric_vehicle_action_plan_2019-2029.pdf

Table 2-1: Guidance for considerations when siting EV chargepoints in Haringey (Ultra-Low Emission Vehicle Action Plan 2019-2029 (2018) Table 2-2: Guidance for considerations when siting EV chargepoints in Haringey (Ultra-Low Emission Vehicle Action Plan 2019-2029 (2018)

Ensure locations do not impede on the pavement and pedestrian movement, maintaining a minimum footway width of 1.8 metres to accommodate both wheelchairs and pushchairs.
Consider accommodating these features in the carriageway, such as build-outs between parking bays.
Evaluate the appropriateness of reducing street clutter by integrating these features with other street furniture, like lamp columns.
Assess whether the location is on a primary road planned to be part of the cycle network (as per the Walking Cycling Action Plan) and consider the impact on those proposals.
Take into account other future plans for the road.

The **Local Implementation Plan 3 2019-2022 (2019)** recognised that provision of EV charging infrastructure is a challenge for Haringey, and Haringey is seeing a growth in EV users. More journeys by EV will help achieve the goals in the transport strategy.[26]

Our **Air Quality Action Plan 2019-2024 (2019)** outlined the actions we must take to improve air quality. Cleaner transport is one of seven key action topics, noting that there must be action to incentivise adoption of electric vehicles. Number of chargepoints is a performance measure.[27]

In 2019, we declared a **climate emergency** and is aiming to be net zero carbon by 2041.[28]

In 2020, we published the route map for a zero carbon Haringey in the **Climate Change Action Plan (2021).** This includes the vision that by 2041, roads will be repurposed with dedicated charging areas for EVs. It sets out that all planning applications should include EV chargepoints where applicable, and that there should be up to 2,000 chargepoints in Haringey by 2025, based on levels of demand. Continual monitoring of EV demand across the borough is a key action related to this.[29]

Encouraging active travel is a theme that runs throughout our transport strategies. The **Walking and Cycling Action Plan (2022)** is the plan for Haringey to become one of the best walking and cycling boroughs and to reduce the use of motor vehicles. The plan states that where EV chargepoints are introduced, these will not impede pedestrians and cyclists.

26 https://new.haringey.gov.uk/sites/default/files/2024-02/haringey_lip3_final.pdf
27https://www.haringey.gov.uk/sites/default/files/2023-05/haringey_final_aqap_2019-24_signed.pdf
28 https://new.haringey.gov.uk/environment/climate
29https://www.haringey.gov.uk/sites/haringeygovuk/files/final_haringey_climate_change_action_plan_-_march_2021.pdf

Where they are installed on the public highway they will be located in build-outs in parking bays. Planting, cycling parking and charging capability for e-bikes will be considered.[30]

We face a challenge of huge demand on parking, which is addressed in the **Parking Strategy (2023)** which aims to enhance the safety and efficiency of the road network in Haringey. Encouraging the use of EVs is one of the strategy's objectives. The strategy supports the update of parking permit policy to include measures to account for electric vehicles.[31]

Provision of EV charging infrastructure has an impact on streetscapes. This is recognised in our **Streetscape Design Guide (2024)** which recognises in its audit guidance that there should be enough space reserved for electric vehicle charging when assessing parking and loading provision, and they should be well located. There is also a core focus on accessibility throughout the streetscape guidance, and consideration should be given to the streetscape being easy to use and easy to access. Designing for walkability is another objective of the streetscape guidance. It is noted that chargepoints should not impede pedestrian movements. Siting chargepoints on a lamp post is suggested as a means to de-clutter pedestrian spaces.[32]

30 https://new.haringey.gov.uk/sites/default/files/2023-11/adopted_walking_and_cycling_action_plan.pdf
31 https://new.haringey.gov.uk/sites/default/files/2024-08/parking_strategy_20240705_0.pdf
32 https://new.haringey.gov.uk/sites/default/files/2024-07/haringey_streetscape_design_guide_hr_july_2024.pdf

3. Types of EV, chargepoint technologies and market trends

The EV sector has been a fast growing and evolving space in recent years, with a range of vehicle propulsion and charging technologies competing for market share.

Overview of electric vehicles

There are several types of vehicles which use electrical power in some form, but the significance of this electrical contribution ranges from being the sole source of power to relatively low.

As this strategy focuses on how we can intervene to encourage the uptake of electric vehicles that reduce emissions and improve air quality in the borough, this strategy will focus on types of EV which:

a) require plugging-in to an external source of electricity to charge, and

b) meet the definition of 'zero emission vehicle', as set out in legislation related to the ZEV Mandate (see Section 2). The key criteria are Worldwide Harmonised Light Vehicle Test Procedure (WLTP) CO2 emissions of 0gCO2/km and a minimum electric range of 100 miles.[33] Battery electric vehicles deliver the greatest reductions in CO2 emissions and air pollution.

While classed as zero emission vehicles, hydrogen fuel cell vehicles are not considered in this strategy due to their different use cases and refuelling requirements.

33 https://assets.publishing.service.gov.uk/media/65e069a9b8da63b345c8627f/vets-how-to-comply.pdf

Table 3-1 - Types of EVs

Type of Vehicle	Description	Classed as a Zero Emission Vehicle?	Can be plugged in?	Considered in strategy?
Mild Hybrids (MHEVs)	Vehicles that use a combustion engine always to power the vehicle, assisted by a small electric motor and battery in some driving conditions. These cannot run on electric power alone.	✗	✗	✗
Hybrid Electric (HEVs)	Also known as self-charging hybrids, vehicles powered by both a combustion engine and electric motor and battery, which can be used together or both individually. The battery gets charged by regeneration only.	✗	✗	✗
Plug-in Hybrids (PHEVs)	Vehicles powered by both a combustion engine and electric motor and battery, which can be used together or both individually. PHEVs have larger batteries than HEVs which can be recharged by plugging in to external power.	✗	✓	✓
Range extender Electric (RE-EVs)	Vehicles that use an electric motor and battery only to provide power, with an additional small combustion engine to act as a generator to provide extra battery charge. RE-EVs need plugging in to fully recharge. *Note: As BEV ranges have improved, RE-EVs have become very uncommon, with most manufacturers ceasing production of their RE-EV models.[34] These will therefore not be included as a focus of the strategy. One exception to this is the current LEVC TX (the London hackney cab), to suit the operational requirements of this application.*	✗	✓	✗
Battery Electric (BEVs)	Vehicles that run on an electric motor only, using energy from a battery that must be charged by plugging in to an external power source.	✓	✓	✓
Fuel Cell Electric (FCEVs) / Hydrogen vehicles	Vehicles that use a hydrogen fuel cell to generate electricity for an electric motor which provides drive.	✓	✗	✗

34 https://www.drivingelectric.com/your-questions-answered/322/what-range-extender

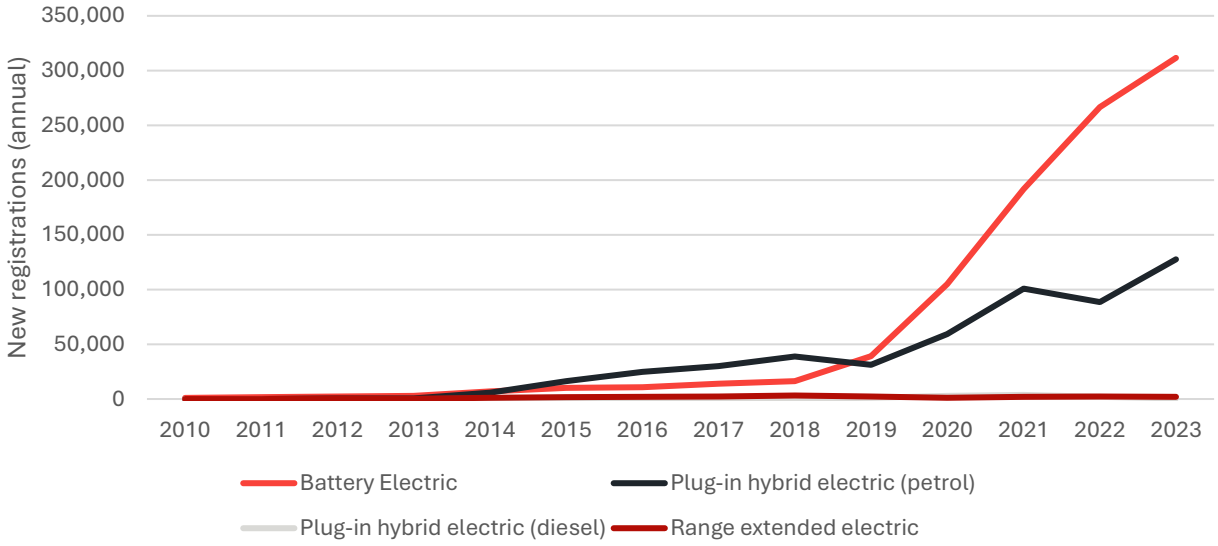
Emerging trends and future developments in the electric vehicle market

As specific trends and technological developments emerge within the electric vehicle market, it is important to consider how they can inform this strategy.

Substantial growth in new EV sales in recent years, particularly of Battery Electric Vehicles (BEVs)

New electric vehicles sales have expanded rapidly in the UK, particularly in the last 5 years. Battery Electric Vehicles (BEVs) are now by far the most popular type of electric vehicle in the UK, with over 310,000 new registrations in 2023, having overtaken PHEVs in 2019; in 2023, the UK BEV market was 19 times larger than it was just 5 years prior.

Figure 3-1 - New EV registrations over time in the UK (Source: DfT, VEH0181)



Financial incentives for EVs in the UK have changed, leading to significant changes in how consumers purchase/lease EVs

There are a series of government incentives to help with the cost of the transition to electric vehicles, including grants for the upfront costs of chargepoints, both at home and at workplaces for small-medium sized businesses.

The car leasing market is currently undergoing rapid change; economic pressures have meant the wider personal contract hire (PCH) is down 11.4% year-on-year in Q1 2024, but business contract hire (BCH, also known as company cars) has grown 7.5% and salary sacrifice schemes are expanding by 63% year-on-year in the same time period.[35]

In Q1 2024, BEVs made up a substantially higher share of BCH orders than in the wider new car market, with 41% of BCH orders being for BEVs, compared to just 8.3% for all new car sales. The reason for this is the strong incentive to opt for low emission vehicles in the

35 https://www.bvrla.co.uk/news-insight/leasing-outlook.html

form of reduced benefit-in-kind (BiK) tax rate. An employee with a BEV company car will pay a 2% BiK tax rate for 2024-25, compared to between 15 and 37% for an ICE vehicle.[36]

There is more EV model choice than ever, with the market trending towards large vehicles

In 2024, the number of different BEV models in the UK reached 102, up from just 16 a decade ago in 2014.[37] This number accounts for nearly 30% of the total number of new vehicle models available in the UK today.

However, worldwide trends indicate that the electric vehicles are getting larger on average, which follows a similar trend to that of ICE vehicles. In Europe, over 60% of 2023 new BEV sales were of SUVs or large cars, up from just 20% in 2018. Due to the greater weight of larger vehicles, this shift has meant larger batteries (increasing demand for minerals used on battery production), longer charge times, greater energy usage and more demand on the grid. Comparing electric SUVs to medium-sized BEVs, SUVs with a similar range had 25% larger batteries (for context, range of a typical SUV is around 235 miles/380 km).[38]

The used EV market is growing quickly, and prices are decreasing

In 2023, the used car market in the UK accounted for around 4 in every 5 vehicle purchases in the UK.[39] As the market for new EVs continues to grow and mature, the used EV market is now beginning to emerge as early adopters replace or upgrade their current EV, and leases starting 3-5 years ago are expiring.[40]

In Q1 2024, the used EV market in the UK was experiencing year-on-year growth of 71%, although this still only accounted for around 2% of all used car sales.[41] This large grow in sales may be partly attributed to a greater demand for used EVs, but other factors such as an influx in vehicle supply due to expiring EV leases may also be playing a role. This influx in supply is, however, causing used EV prices to fall rapidly, with the average price of a three-year-old EV dropping by 43.8% in just the last 18 months.[42]

Modest growth in the range of EVs in recent years, but new battery technologies are currently under development

One of the key barriers to switching to an EV has been ‘range anxiety’, the fear that the distance an EV can travel without the need for a lengthy re-charge is not long enough for consumer needs.

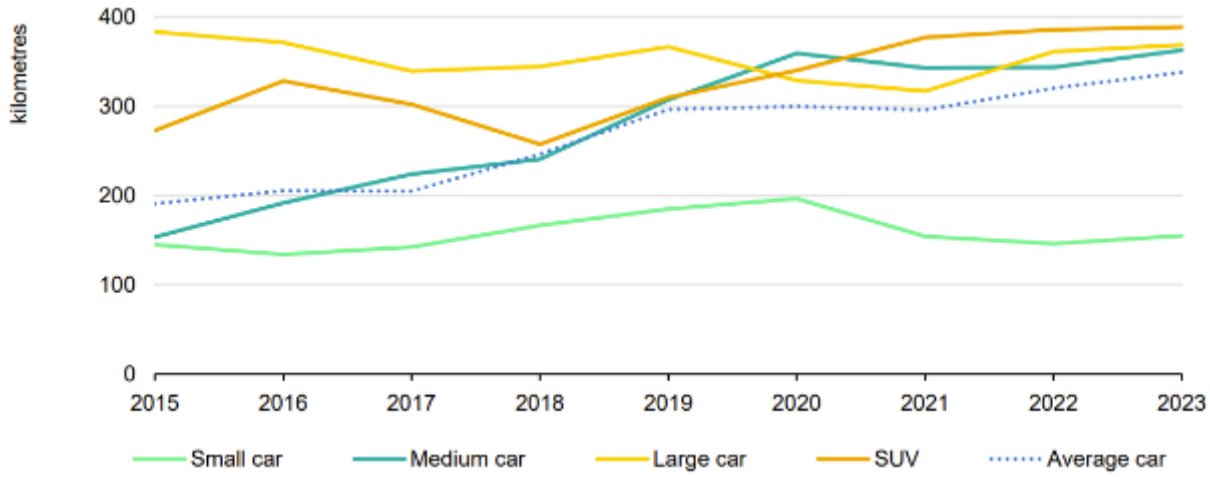
In recent years, increasing battery sizes and improvements in battery technology and efficiency has meant that the sales-weighted average range of BEVs grew by nearly 75% between 2015 and 2023, although this growth varies between vehicle body types.

Globally, the range for smaller BEVs has remained at a relatively constant 150km (93 miles), indicating the existing range is substantial enough to meet the urban usage typically seen

36 https://pod-point.com/guides/business/company-electric-car-tax?srsltid=AfmBOoqYJ-irz5q6xptxKAgrDb5BvNqzdP4ergD-NcF7EuarPYKtxek3
37 https://www.smmt.co.uk/2024/05/brits-enjoy-best-ever-ev-choice-with-more-than-a-hundred-models-now-available/
38 https://www.iea.org/reports/global-ev-outlook-2024/trends-in-electric-cars
39 https://heycar.com/uk/news/car-sales-statistics
40 https://www.bvrla.co.uk/news-insight/leasing-outlook.html
41 https://www.edie.net/used-electric-car-sales-in-uk-reach-record-highs/
42 https://www.motorfinanceonline.com/news/used-ev-prices-drop-43-demand-increases-indicata/

for these smaller vehicles. Meanwhile, the typical range for medium-sized vehicles and SUVs has increased to around 380km (235 miles), up from 150km (93 miles) and 270km (167 miles) respectively in 2015.

Figure 3-2 - Range of EVs over time



Compared to 2015-20, relative improvements in range have been slower in recent years due to a range of factors, including:[43]

- fluctuation in battery prices
- a more competitive EV market leading to vehicle manufacturers looking to reduce additional costs
- technical constraints (e.g. energy density)
- lack of consumer willingness to pay for marginal increases in range beyond which most driving needs are met.

The vast majority of current EV batteries use lithium-ion battery technologies. There are two types of Lithium-ion battery technologies; Lithium-NMC batteries are currently the most common batter technology used in EVs, but present environmental challenges related to their manufacturing,[44] whereas Lithium-LFP batteries are cheaper, safer and more sustainable, but offer a shorter range.[45]

However, there are alternative battery technologies that are currently under development which may have a future application in EVs;

- sodium-ion batteries, which are cheaper and more sustainable than Lithium-ion, but their energy density limits them to use in e-bikes and small cars;[46] and
- solid-state batteries, which promise a higher energy density and therefore improved range but are in an early stage of development and current have some

43 https://www.iea.org/reports/global-ev-outlook-2024/trends-in-electric-cars
44 https://iea.blob.core.windows.net/assets/cb39c1bf-d2b3-446d-8c35-aae6b1f3a4a0/BatteriesandSecureEnergyTransitions.pdf
45 https://www.iea.org/reports/global-ev-outlook-2024/trends-in-electric-vehicle-batteries
46 https://www.isi.fraunhofer.de/en/blog/themen/batterie-update/alternative-batterie-technologien-lithium-ionen-potenziale-herausforderungen.html

manufacturing hurdles. If these are resolved, solid-state batteries may become very significant in the medium-term future.

Overview of chargepoint types and speeds

Chargepoints are categorised by their charging speed: the rate at which they can deliver electricity, from Domestic 3-pin sockets to ultra-rapid.

Table 3-2 - Overview of chargepoint types

Chargepoint Type		Max Power Output Kilowatts	Current/Supply Type	Charging duration (for a typical 40kWh battery)
Domestic 3-pin socket		2.3-3 kW	AC – Single Phase	Approx. 17 hours
Slow		3.7-5 kW	AC – Single Phase	Approx. 11 hours
Fast		7.4 kW	AC – Single Phase	Approx. 6 hours
		11-22 kW	AC – Three Phase	Approx. 2-4 hours
Rapid		43 kW	AC – Three Phase	Approx. 55 mins
		25-50 kW	DC	Approx. 40 mins
Ultra-rapid		50kW-350 kW	DC	Approx. 7-16 mins

The differing speeds of chargepoint types makes them suited to specific charging applications. In locations where the vehicle is expected to remain charging overnight, it isn't necessary for faster charging, whereas in applications such as motorway service stations, where vehicles are stopped briefly before continuing on a long journey, there is a demand for faster charging speeds.

Table 3-3 - Overview of charging applications and relevant charging speeds

Application	Description	Typical chargepoint speeds found for application				
		3-pin	Slow	Fast	Rapid	Ultra-rapid
Off-street home charging	Private home-based charging includes driveways, garages and off-street residents' parking. This is typically the cheapest and most convenient option. A recent initiative is the development of platforms such as Zap Home peer to peer network allowing the sharing of privately owned chargepoints	✓	✓	✓		
Residential on-street charging	Chargepoints installed to serve vehicles parked on-street, either in standalone units or integrated into existing street furniture (e.g. lampposts), or in communal parking areas (e.g. car parks). Vehicles are typically recharged slowly, often overnight		✓	✓		
Residential off-street charging hubs			✓	✓	✓	
Workplace charging	Workplace charging where available is a convenient option for employees, and well suited to the long dwell times characteristic of workplace parking, as well as the availability of private parking. Increasingly fleet vehicles are switching to EVs, which are often charged at the workplace			✓	✓	
Destination charging	Destination charging sites are publicly accessible sites where the driver has chosen to go to a site for other purposes, i.e. somewhere they would already have parked, such as a supermarket, railway stations, retail, leisure, hotels, workplaces etc.				✓	
On-route charging	On-route charging describes locations such as public chargepoints at motorway service stations and petrol stations. Typically used for longer journeys, or where a quick turnaround charge is required					✓

Trends and future developments in EV charging

While the electric vehicle market continues to advance as a whole, significant developments in charging technologies should be given due consideration as part of this strategy, with potential impacts in both the short and long-term.

Short-term developments

Increasing installation of 'cross-pavement solutions'

While not a charging technology as such, there has been recent increase in the number of authorities permitting and facilitating the installation of 'cross pavement' solutions. Typically, these are channels for chargepoint cables installed into the footway to connect a private, typically wall-mounted home chargepoint unit with a vehicle parked on-street. Some 'overhead arm' solutions are also at a much earlier stage of development.[47] This trend follows the change in eligible criteria of various government grant schemes to include cross-pavement solutions,[48] the release of guidance by DfT for local authorities,[49] and the conclusion of various trials in the UK.

Cross-pavement solutions enable drivers access to cheaper domestic electricity tariffs compared to typical public charging tariffs and can be much cheaper to install compared to free-standing bollard chargepoints.[50] However, in many streets, EV drivers will not always park directly outside their home and cannot expect a reserved parking space. Local authorities also need to consider issues such as the request process, liabilities, supplier/product specifications, maintenance and decommissioning.

Haringey is committed to undertaking a trial of these solutions. This will allow us to monitor how they operate, review their impacts and better understand how they could fit into our broader strategy to make charging more accessible to residents.

Smart charging is improving charging efficiency and reducing costs

Smart charging is a broad term used to describe various techniques to manage charging of electric vehicles to ensure optimal charging efficiency, reduce costs to drivers, balance grid demand and improve long-term battery health through temperature/ load management.

Some forms of smart charging, such as time-of-use (controlling the time of day an EV is being charged) and unidirectional controlled charging (V1G) charging (changing the rate of charge delivery) are already commonplace in the across the EV charging market, especially for private home and workplace chargepoints.

More sophisticated forms of charging include supplier-managed charging (SMC), which allows the supplier to change charge patterns to balance load across the grid using real-

47 https://chargearm.com/en/
48 https://find-government-grants.service.gov.uk/grants/electric-vehicle-chargepoint-grant-for-households-with-on-street-parking-1
49 https://www.gov.uk/government/publications/cross-pavement-solutions-for-charging-electric-vehicles/cross-pavement-solutions-for-charging-electric-vehicles
50 For example, see https://energysavingtrust.org.uk/case-study/oxgul-e/

time demand and supply information, which is at an earlier stage of development and rollout.[51]

Various regulations already require smart charging functionality for home and workplace charging, and smart charging capabilities should also be integrated into Haringey's public charging network, especially for slower chargepoints where there is more flexibility to shift the timing and rate of charge. This will help future-proof the network and enable drivers to access the most affordable and innovative tariffs (cost of electricity) in the future.

Longer-term developments

Vehicle-to-grid (V2G) technology can help manage demand on the energy grid

Vehicle-to-grid (V2G) is a form of smart charging which enables the bi-directional transfer of charge between the EV battery and the grid, in effect enabling EVs to be used as a store of energy. The vehicles are charged at off-peak times and the electricity exported back to the grid to be used during peak times. The system is a way to balance generation and demand on the grid, maximise the use of local renewable energy generation, and may generate a modest revenue stream.[52]

In addition, similar technologies which facilitate the bi-directional transfer of charge, such as vehicle to home (V2H) or vehicle to building (V2B) are currently in development.

V2G, and similar technologies, are currently not widely used in the UK. This is largely because V2G is only possible through the CHAdeMO charging protocol, severely limiting the number of compatible vehicles in the UK, although the technology is being developed for the more common CCS charging protocol. In Japan, where CHAdeMO charging is currently the standard, it is mandated that all EVs must provide V2G capabilities.[53]

Wireless (inductive) charging has the potential to revolutionise how we charge, but only in limited use-cases

Wireless or inductive charging technology allows the recharging of EV batteries without a physical connection between the vehicle and chargepoint unit. Power is transferred by electromagnetic induction from a chargepoint fitted into the road surface to a receiver fitted under the car.

A major barrier to widespread deployment is the standardisation of the hardware and vehicles, to allow interoperability between manufacturers. Current technical standards only allow charging at rates up to 11kW.[54]

Static wireless charging is already being used in some industrial and fleet applications, and future applications may include taxi ranks and charging for drivers with disabilities.[55] It may also suit some on-street residential settings, car clubs and autonomous vehicles.

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51 https://www.mckinsey.com/industries/automotive-and-assembly/our-insights/the-potential-impact-of-electric-vehicles-on-global-energy-systems
52 https://www.vehicle-2-grid.eu/en/
53 https://octopusev.com/ev-hub/what-is-v2g
54 https://electroverse.octopus.energy/community/ev-blogs-and-guides/what-is-wireless-ev-charging
55 https://www.fleetnews.co.uk/features/wireless-charging-electric-taxi-trial-provides-key-learnings-for-fleets

Dynamic wireless charging (wireless charging while the vehicle is in motion) is at an earlier stage of development than static charging. Applications may include charging for heavy goods vehicles and buses.[56] Installation of such technology has been found in earlier studies to be prohibitively expensive due to substantial capital costs to install the infrastructure.[57] The network would likely require specially designed vehicles to function which limits its scalability. Conductive charging, using overhead cables and pantographs, would likely be less expensive and require less civil work to implement.[58]

The implementation of inductive charging technology in Haringey is likely to be limited in use case initially, with scope for applications such as static taxi rank charging or council vehicle fleet depot charging being the first instances of the technology in the borough.

Battery swapping can eliminate the need to wait to re-charge, but is not expected to be commonplace in Haringey

Battery swapping is where drivers or operatives exchange their depleted batteries for a fully charged replacement at a swapping station. The depleted batteries are then charged ready to be taken by someone else. This eliminates the need for drivers to wait to recharge a battery they are using to complete a journey.

There are, however, issues with lack of standardisation of battery packs and the expense of establishing a dense network of battery swapping stations for larger vehicles.[59] Battery swapping is more commonplace in e-bikes and e-scooters where battery packs are small and can be easily swapped and transported (which also helps reduce the need for on-street charging infrastructure).[60] Therefore, it is not expected that battery swapping will have a substantial role on the way residents use electric vehicles.

Battery buffered chargepoints may reduce costs and challenges associated with DNO connections and grid infrastructure

Battery buffered chargepoints are chargepoint locations which have a battery storage system on site that the chargepoints draw from when in use and get recharged from the grid.[61] This allows for the use of DC chargepoints (typically higher power and faster charging) with AC grid infrastructure, reducing DNO costs and the evening out grid demand.[62] It also allows the use of smart charging techniques such as drawing electricity from the grid at off-peak (cheaper) times.

Considerations for future proofing

As well as considering emerging technologies, the following principles will be considered for all new chargepoint infrastructure installed in the borough. This will help to ‘future proof’ the network, reducing risk and potential costs for the authority in the future.

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56 https://www.greenlancer.com/post/dynamic-wireless-charging-electric-vehicles
57 https://www.sciencedirect.com/science/article/pii/S2772424723000173#ack0010
58 https://www.blackridgeresearch.com/blog/will-inductive-charging-be-the-future-of-ev-charging
59 https://www.technologyreview.com/2023/05/17/1073265/how-5-minute-battery-swaps-could-get-more-evs-on-the-road/
60 https://www.forbes.com/sites/billroberson/2024/01/28/it-works-for-scooters-can-battery-swapping-work-for-electric-cars/
61 https://connected-energy.co.uk/battery-storage-ev-charging/
62 https://apricum-group.com/gearing-up-for-power-on-wheels-battery-buffered-charging-stations/

Table 3-4 - Principles to 'future proof'

Principles	Description
Inter-operability	The compatibility of public chargepoints with multiple software systems, back-office services, energy suppliers or CPOs. To support this, Haringey should ensure new infrastructure is compliant with the Open Charge Point Protocol (OCPP). This standard allows chargepoint units to communicate with a central management system (e.g. to monitor utilisation and manage payments). If a contract is terminated or a supplier ceases trading, OCPP allows a new service provider to migrate and integrate an existing chargepoint unit into their chargepoint network, without replacing the unit, reducing risk for the authority. Using OCPP also provides greater freedom for local authorities to procure services from different suppliers, while also aiding roaming and smart charging across a regional network.
Inter-changeability	The ability to change the make/model of a chargepoint and retain functionality. This allows for the exchange of chargepoint units (potentially by different suppliers) with minimal cost and disruption when an upgrade is required, when a contract ends, or when more advanced technology becomes available. Haringey should seek to achieve this by specifying the use of retention sockets which allow the exchange of units.
Passive infra-structure provision and grid connections	The installation of the necessary underground infrastructure to support future installation of EV infrastructure without the need for further disruptive groundworks. Passive provision is inconsistently defined across national and local policies. It can refer to cable routes or ducting to easily install a chargepoint unit without further groundworks, or the additional grid capacity needed. Requiring suppliers to install cable routes or ducting for neighbouring spaces is a low-regret, low-cost option. It allows for the gradual expansion of the chargepoint network as demand in the area grows enabling the infrastructure to flex based on EV uptake. It is also possible to request a larger grid connection capacity than initially required and invest in any necessary grid upgrades likely to be needed at a site at the outset. However, this can add significant cost and the additional capacity may not be needed.

Investment in the energy grid

It is expected that as consumers switch to electric vehicles the demand on the electricity grid will increase by around 10%.[63] Current energy demand is actually around 16% lower than it was at its peak in 2002, due to improvements in energy efficiency in the last few

63 https://www.nationalgrid.com/stories/journey-to-net-zero-stories/can-grid-cope-extra-demand-electric-cars

decades. By 2050, the transition to EVs could meet that road transport accounts for 15 to 20% of total electricity demand in the UK.

Nevertheless, aspects of the grid will require substantial investment to upgrade in preparation for the transition to electric vehicles. National Grid has already begun to prepare for the transition. The following factors are expected to contribute towards meeting the demand of electric vehicles:

- Connecting more renewable energy sources to the grid – National Grid expects growth in off-shore wind energy to reach 50GW output by 2030, and this combined with other renewables, new nuclear and connection to other countries will meet the future demand for electrifying transport while also further decarbonising the national electricity supply.[63]
- Continuing energy efficiency improvements – improvements to energy efficiency means that electricity demand is 16% lower than in 2002, despite a growing population[63]. Further improvements in day-to-day products and appliances such as LED light bulbs are expected to continue this trend further.
- Reduction in electricity usage in fuel refinement – The energy needed to refine oil for petrol and diesel is estimated to be 4.5kWh per gallon of petrol, the reduction in this refinement will free up capacity in the existing network.[63]
- Off-peak and vehicle-to-grid (V2G) charging – smart charging technologies will allow EVs to charge when there is less demand on the grid, or when there is more renewable electricity available, 'smoothing out' peak demands. Where vehicles are compatible, V2G technology will allow EVs to send energy back to the grid from the battery storage, if necessary, further providing tools to balance demand loads.[63]
- Upgrades to existing network infrastructure – upgrades to cables and substations on the local power network must be undertaken by DNOs to facilitate new chargepoint connections. This must be completed at a local level by assessing the impact of specific chargepoint sites on the local network.[64] Early engagement with DNOs by local authorities and CPOs will reduce cost and delays to the timeline of installation of chargepoints. This is where local authorities may have the greatest influence on ensuring the grid is prepared for the transition to electric vehicles.

Summary

Many of the global EV market identified in this section are beyond the control of Haringey. However, the council can continue to monitor the supply of EVs and their affordability, including through the used market locally, to help tailor any communications and marketing activities.

In terms of charging infrastructure, it is important to select the most appropriate type (speed and design) of chargepoint for each location, taking into account factors such as dwell time, space available and grid capacity. For example, rapid and ultra-rapid chargepoints are typically better suited to car parks, rather than on-street locations.

64 https://www.nationalgrid.co.uk/downloads/29134

In the longer term, as public charging patterns become more established as EV uptake increases, it may be necessary to re-evaluate the mix of different chargepoint types within an area. Despite expected improvements to vehicle ranges and compatibility with higher-powered charging, slower residential charging is still expected to have a key role within the charging network, due to its relative affordability and convenience for drivers.

Given these trends and the charging technologies currently available, we have identified three areas to focus on to help future proof the charging network:

- Working closely with the DNO to improve grid capacity for new chargepoints where needed
- Ensuring new chargepoint infrastructure where feasible:
    - is capable of smart charging to regulate electricity demand and enable drivers to access to innovative tariffs in the future
    - is interoperable, through specifying compliance with Open Charge Point Protocol (OCPP) to enable the transfer of assets between operators if a contract is terminated or a supplier ceases trading.
    - is interchangeable, through specifying retention sockets which allow chargepoint units to be easily replaced without future groundworks.
    - includes passive provision (e.g. cable trays as a minimum) to ensure the network can be expanded to meet future demand without the need to break ground to install more ducting and cabling.

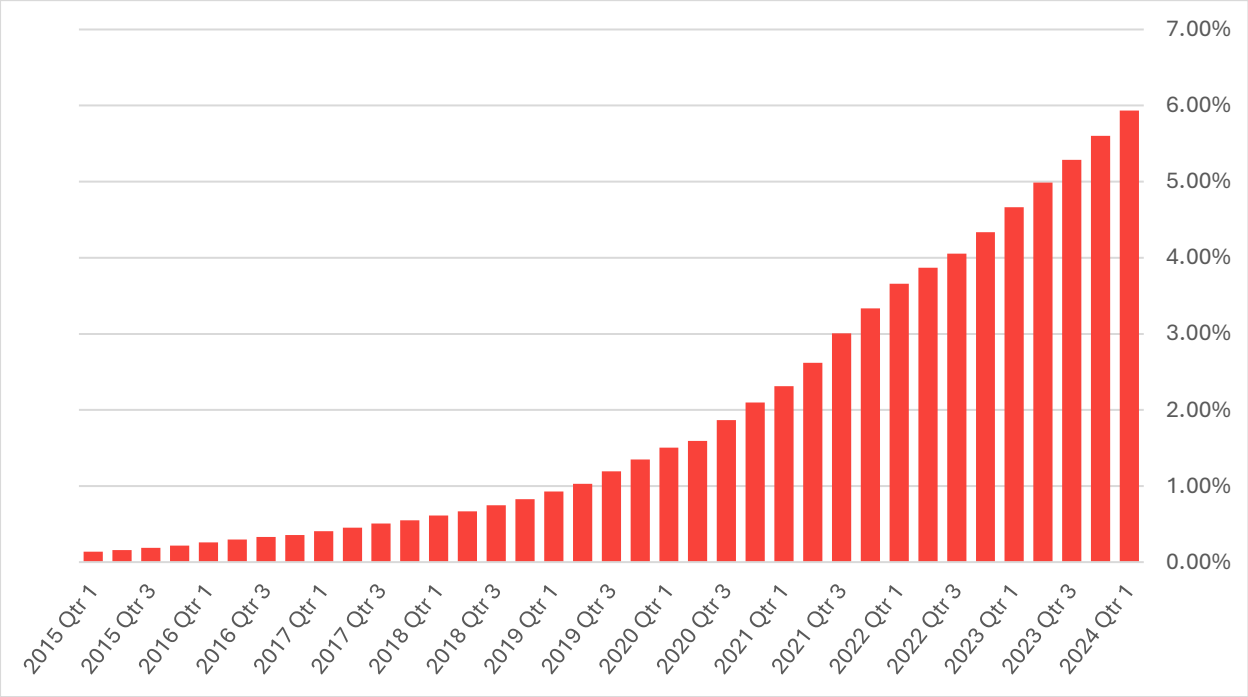
4. Assessing EV Demand

As uptake of electric and hybrid vehicles continues to grow across the UK, the number of chargepoints required to support these vehicles is increasing.

Current EV Registrations

NEVIS (National Electric Vehicle Insight & Support) data on current and forecast EV uptake demonstrates the baseline EV demand within Haringey. As of Quarter 1 2024, there are 3,948 electric and plug-in hybrid vehicles registered in the borough. EVs make up 5.93% of vehicles in which is higher than the UK average of 2.09% and the London average of 3.43%, a figure which has grown since 2015.

Figure 4-1 – EV vehicle percentage in Haringey quarter on quarter (2015 to 2024) (Source: NEVIS)



Existing Public EV Chargepoints

We have worked to install various types of chargepoint in the borough providing options to our residents. These include on-street standard chargers, lamp column chargers, and rapid chargepoints.[65]

The number of publicly accessible chargepoint sockets in the borough is over 290 as of May 2024, with a substantial increase of 119 from Q4 2023 (where there were only 112 total public chargepoints).

Based on the Q1 2024 data for both EVs and public chargepoints in there was an average of one public chargepoint for every 17 EVs registered in the borough.

This is higher than the London average for the same period, which had one public chargepoint for every 22 EVs. This improvement is due to the increase in chargepoints between Q4 2023 and Q1 2024.

As of the latest data for Q1 2024, there are 87 public chargepoints for every 100,000 people in Haringey.[66] That is lower than the London statistic of 209 public chargepoints per 100,000 but higher than the England average (28 public chargepoints per 100,000). The growth in public chargepoints in Haringey and London between 2019 and 2024 is shown in Figure 4-2.

The distribution of existing chargepoints and their charging speeds across the borough is shown in Figure 4-3. This shows that chargepoints speeds are generally fast, with a handful of rapid and ultra rapid chargers. The locations of existing charge points are geographically well distributed across the borough with a number of new installations planned in the east of the borough where coverage of publicly available chargepoints was lower.

65 Haringey London, 'Electric vehicle charging points', Electric vehicle charging points | Haringey Council, Accessed on 24th September 2024
66 Data provided from UK Government Census 2021 and NEVIS

Figure 4-2 – Number of Public Electric Vehicle Chargepoints per 10,000 Electric vehicles in Haringey and London (2019 to 2024) (Source: NEVIS)

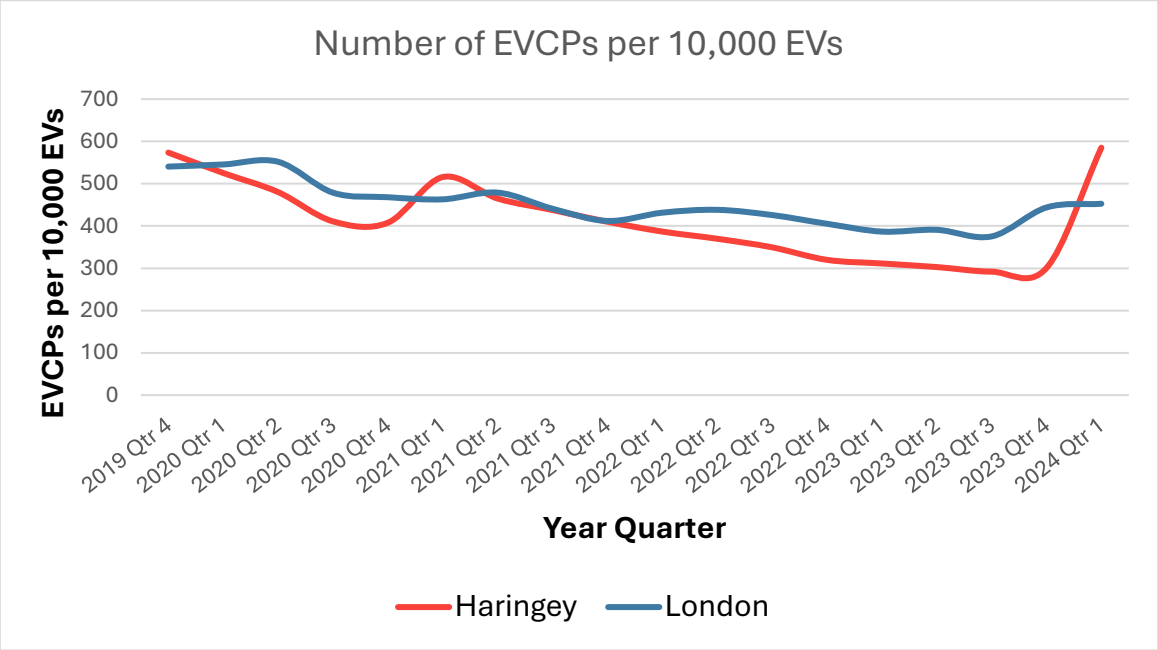
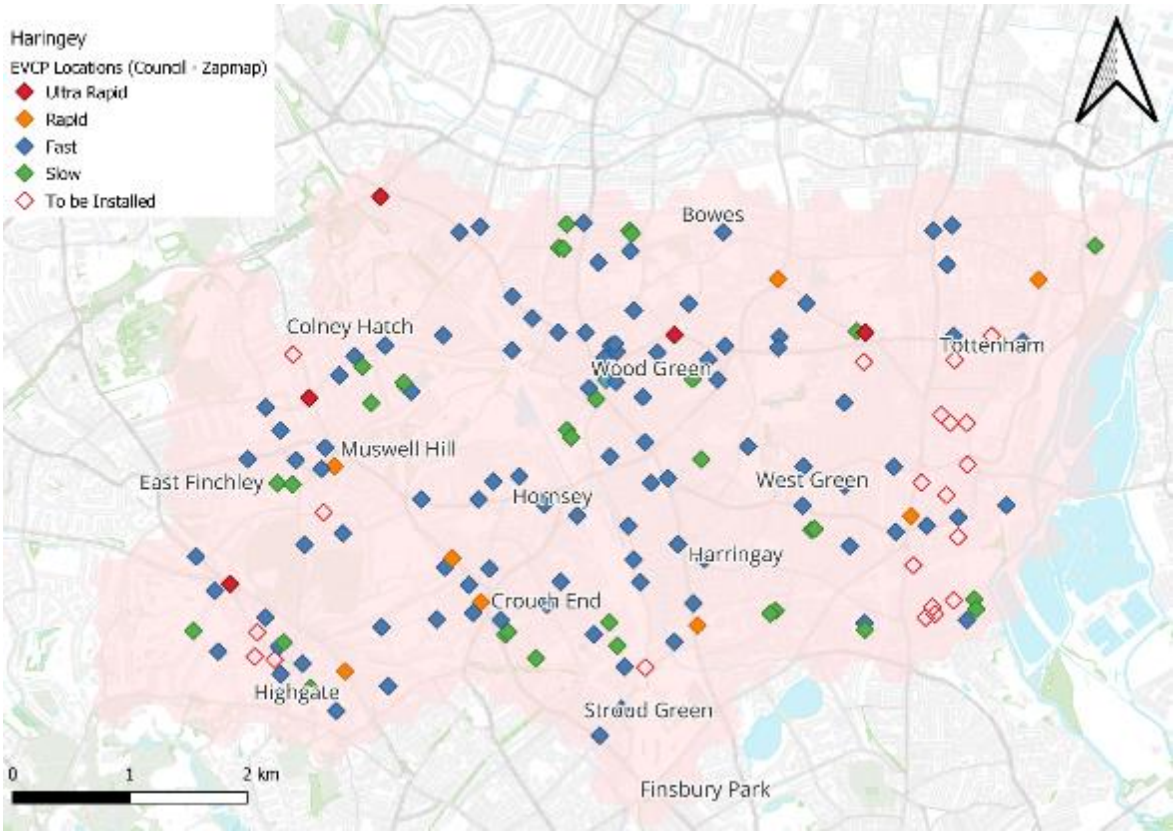


Figure 4-3 – Location of chargepoints across Haringey (Source: Haringey Council and Zapmap)



Overview of high-level constraints and opportunities

The roll-out of EV infrastructure and EV uptake across the borough will need to be balanced against several constraints such as capacity of the electricity grid, public land ownership, and planning policies. Despite this, there are opportunities to overcome these and deliver the EV infrastructure required to support the robust uptake of EV vehicles across the borough.

High level constrains and opportunities: electricity grid capacity

The capacity of the local electricity grid to accommodate new EV charging infrastructure can often be limited, and upgrading the network can be both costly and a significant barrier to increasing EV adoption.

We will need to work closely with the local Distribution Network Operator (DNO), which manages the electricity grid and local substations in the area, to address these challenges and support the growth of EV infrastructure within their community.

Using data published by the DNO and UK Power Networks, the available grid capacity can be estimated by assessing the maximum forecasted demand and the firm capacity at each primary substation. This provides a general overview of how much additional demand can be accommodated before infrastructure upgrades are necessary.

We have illustrated the primary substations across Haringey below, categorising available demand capacity into green, yellow, and red. "Green" indicates that there is 5% or more headroom available, "yellow" denotes a capacity range with 5% overload to 5% headroom remaining, and "red" signifies a situation where there is more than 5% overload.

There is good available headroom based on the substations within the borough. Although some areas are quite distant from substations, the substations themselves all have over 5% headroom which should provide an opportunity for installations without requiring a substation upgrade.

However, as part of the site selection process for new chargepoints, specific quotes for the costs associated with DNO connections would need to be gathered. Even if a local substation shows adequate capacity, additional upgrades, wayleaves or wiring might still be necessary to support new installations.

Figure 4-4 – Map of Substation Headroom throughout Haringey

Planning Policies

The key planning policy constrains relate to what can be installed under permitted developments versus those require planning permissions. These include:

- limitations on installation of EV chargepoints near the highway and in conservation areas;
- limitations on the size and location of EV chargepoints; and
- limitations on the number of chargepoints which can be installed.

However, there are opportunities provided by proposed changes to planning policies which aim to ease installation, increase flexibility in size and location, and remove certain restrictions regarding chargepoints on public land. Policy constraints do limit the rollout of EV infrastructure with more extensive planning approval for installations beyond permitted development rights.

Within conservation areas.

Figure 4-5 of Haringey (Figure 4-5), residents who wish to install a chargepoint that will be visible to the public may need to seek planning permission.[67] The height and size of

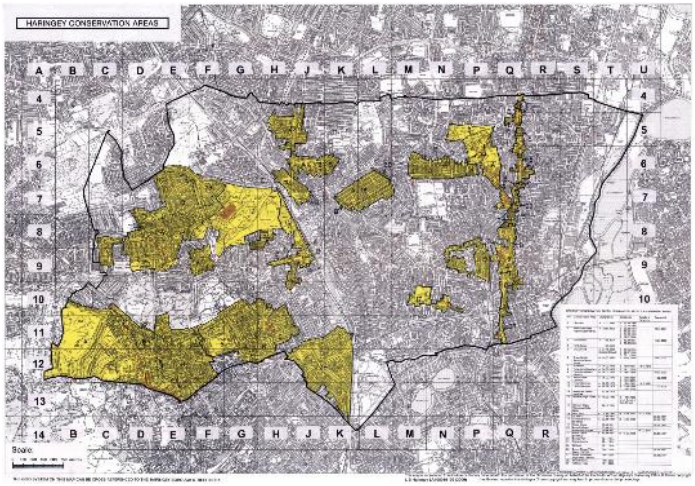
67 Haringey Borough Council, Planning Advice Note Installing electric vehicle chargepoints for Residents planning_advice_notice_-_residents_final.pdf (haringey.gov.uk) Accessed on 26th September 2024

chargepoints are limited which limits the power that can be supplied by chargepoints, thus limiting the charging speed. Without planning permission infrastructure is limited to one wall-mounted or freestanding chargepoint per residential dwelling.[68]

The government is consulting on policy updates, with proposed changes including greater flexibility in EV charging infrastructure installation. These changes support wider EV rollout, aligning with the government's Net Zero Strategy.

Proposed changes would allow permitted development rights for installing EV chargepoints on public land without the need for full planning permissions.[69] For new non-residential buildings or major renovations, with greater than 10 parking spaces, at least one EV chargepoint must be installed with cable routes for one in five parking spaces. For new residential buildings, EV chargepoints are required for each associated parking space.

Figure 4-5 – Map of Conservation Areas within Haringey



68 Legislation.gov.uk The Town and Country Planning (General Permitted Development) (England) Order 2015 The Town and Country Planning (General Permitted Development) (England) Order 2015 (legislation.gov.uk) Accessed on 26th September 2024

69 UK Government, Changes to various permitted development rights: consultation, Changes to various permitted development rights: consultation - GOV.UK (www.gov.uk) Accessed on 26th September 2024

5. EV adoption – barriers and interventions

While the uptake of EVs continues to rise quickly, both nationally and within the borough, there remain many barriers which discourage or prevent drivers from switching to EVs.

Complexity of the decision to switch

The decision to switch to an EV is the outcome of a wide range of interrelated factors. These include practical factors, such as access to charging infrastructure and costs, but also an individual's knowledge, experience and motivations.

Figure 5-1 Framework model of decision factors affecting EV adoption Reproduced from Transport and Environment, 2024

As the UK moves towards approximately a fifth of all new vehicle sales being battery electric, various industry commentors have argued that the UK is now moving from the 'early adopters' to 'early majority' phase of the transition.

While some of the barriers that acutely affected the 'early adopters' are reducing, such as immature battery technologies and poor vehicle ranges, negative perceptions and uncertainty often remain despite the progress made. For the early majority, it is anticipated that factors such as cost, convenience and confidence are likely to become increasingly important.

Feedback on barriers to EV adoption from the survey

To understand barriers to EV adoption in Haringey, stakeholder consultation was carried out via a survey with residents. The survey was open to all residents, regardless of whether they currently use an EV. A total of 375 survey responses were received.

Respondents were asked to consider whether they considered certain factors as barriers to EV adoption and use, along with rating them; the barriers were grouped as social, technological, economic, and infrastructure barriers.

Summary of survey responses to barriers

The top perceived barriers for residents relating to EVs is the availability of chargepoints and the upfront cost of owning an EV. Factors related to charging infrastructure appear to be the most commonly perceived barriers across all the survey questions. Respondents are concerned about the availability of chargepoints, primarily close to their homes, but also at destinations and during the journey.

The perception of barriers did not vary largely between those who already use an EV and those who use petrol/diesel vehicles, but those who do not currently use a vehicle were more likely to be neutral across the board. Many of those currently using EVs rely on public chargepoints.

Social perceptions and barriers around maintenance and servicing were less of a concern for respondents.

Barriers for local authorities when installing charging infrastructure

We understand that we have a role in the transition to EVs by overseeing the installation of charging infrastructure in the borough and through upgrading our fleet to EV (see Section 7). While several barriers and challenges to EV transition have been assessed by residents, we are also aware of the challenges we face as a local authority with regards to installation of chargepoints.

There are challenges that are similar to those that are residents face or CPOs when considering installation of chargepoints. In the development of our action plan (see Section 9) we have reflected on these challenges and barriers to develop actions that will support the broader aims of the borough and provide infrastructure where needed. The challenges we have identified include:

- Minimising the impact on the streetscape and footway widths when installing on-street infrastructure. Where pavements are narrow, this limits which types of chargepoint can be installed, unless build outs are used, increasing installation costs.
- Limited council-land land availability (e.g. car parks) for chargepoint hubs.
- Securing sufficient investment from the private sector to complement. Government grant funding (e.g. LEVI) to achieve our targets in terms of the scale, pace and quality of infrastructure deployment.

- Constraints in some locations on grid capacity, limiting the number or speed of chargepoint which can be installed, unless investment is made in upgrades.
- Restrictions related to planning permissions, as while the installation of some chargepoints by the council is covered by permitted development rights, these rights do not cover every scenario, for example conversation areas or for cable gullies.
- Limited resourcing to manage the complex procurement process for a public chargepoint network and ongoing project management.

Feedback on interventions from the survey

As part of the public consultation survey, respondents were asked for their feedback on how impactful different interventions would be on driving EV uptake in Haringey and at alleviating barriers. The interventions focus on actions Haringey Council could take.

Summary of survey responses to interventions

Regarding how Haringey can encourage more people to use an electric vehicle, the most impactful intervention according to respondents was to install chargepoints that charge a lower price for electricity. This aligns with earlier feedback in the survey that respondents are concerned about availability of costs and chargepoints. Providing clarity on information regarding charging costs is also considered to be impactful.

Ensuring that procurement specifies high quality standards from chargepoint operators is also considered to be one of the most impactful interventions.

Many respondents agreed that it would be very impactful for the Council to transition our own fleet to EVs. This is an opportunity to lead by example and demonstrate that EV ownership is feasible. It could also increase the visibility of EVs and improve awareness for residents.

Fewer respondents see the value in interventions that provide general information about EVs. This aligns with the finding that lack of information is not considered a barrier.

In terms of helping make informed decisions about electric vehicle ownership, the option that Haringey provides alternative options to vehicle ownership received the most positive response. The upfront cost of owning an EV was highlighted as one of the main barriers to EV uptake. Providing alternatives, such as car clubs, means that residents can utilise EVs without facing the costs of ownership, long term leasing, or servicing and maintenance.

It is also apparent in this question that the provision of information is considered less impactful at driving uptake.

EV infrastructure was highlighted as a barrier to uptake. Respondents were also asked for their views on how different interventions could improve EV charging options in Haringey.

The survey asked respondents to rate how impactful interventions would be in improving EV charging options, and respondents were very responsive to many of the options suggested in this question. Many of the options were associated with where we can install chargepoints. The most popular option was to install chargepoints on private land like supermarkets. Very few respondents felt that the installation of more chargepoints would have no impact.

Respondents also felt that encouraging competitive pricing by installing chargepoints from a range of providers would be impactful, reflecting earlier sentiments that the cost of charging may be a barrier. The option to have specific parking bays for lamppost charging was slightly less popular. This could be due to competition over parking spaces in the borough.

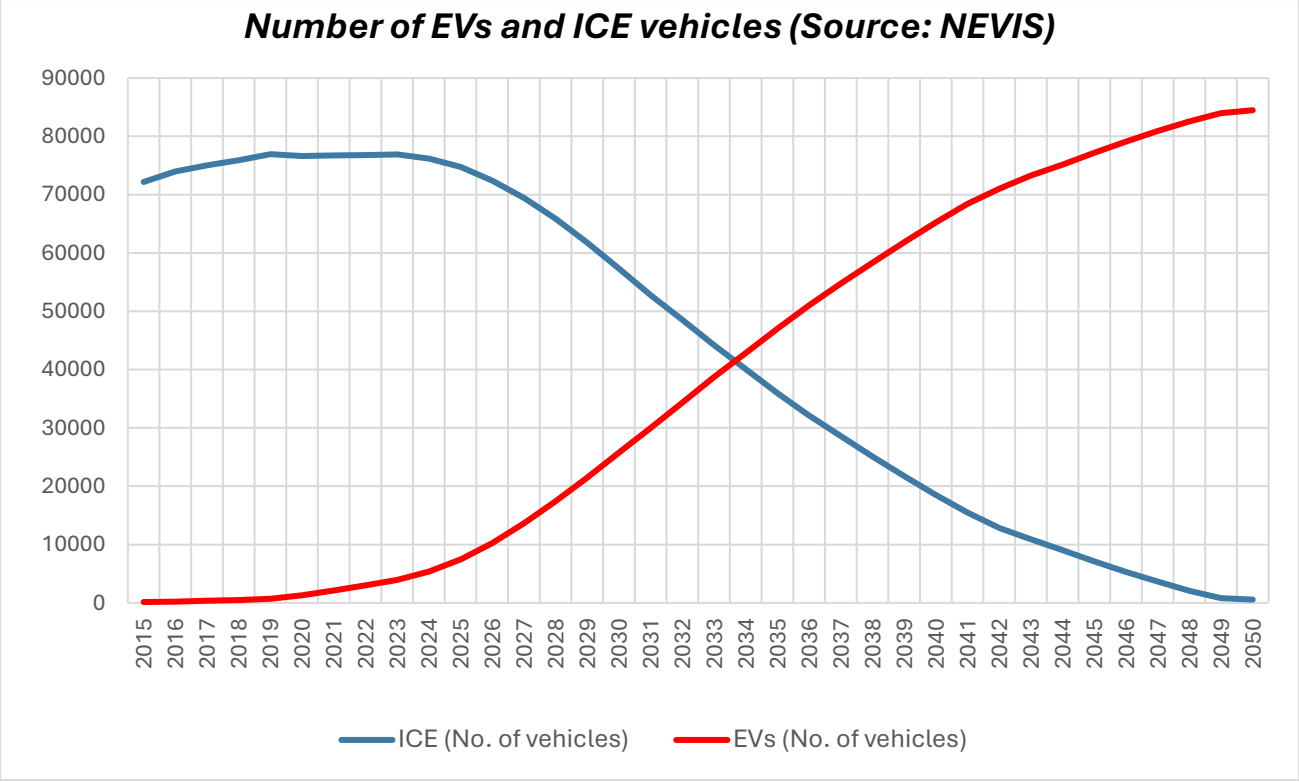
6. Forecasting Future EV and EV Charging Demand

EV Uptake Forecasting

The NEVIS forecast for EV uptake for was used to assess future uptake of EVs in the borough. The forecast model assumes that by 2050 nearly all vehicles will be EVs.

The forecast model assumes that by 2050 nearly all vehicles will be EVs. This is in line with the previous government's legislation and projections. The estimated increase of EVs to 2030 is impacted by the planned 2035 ban on the sale of petrol and diesel vehicles.

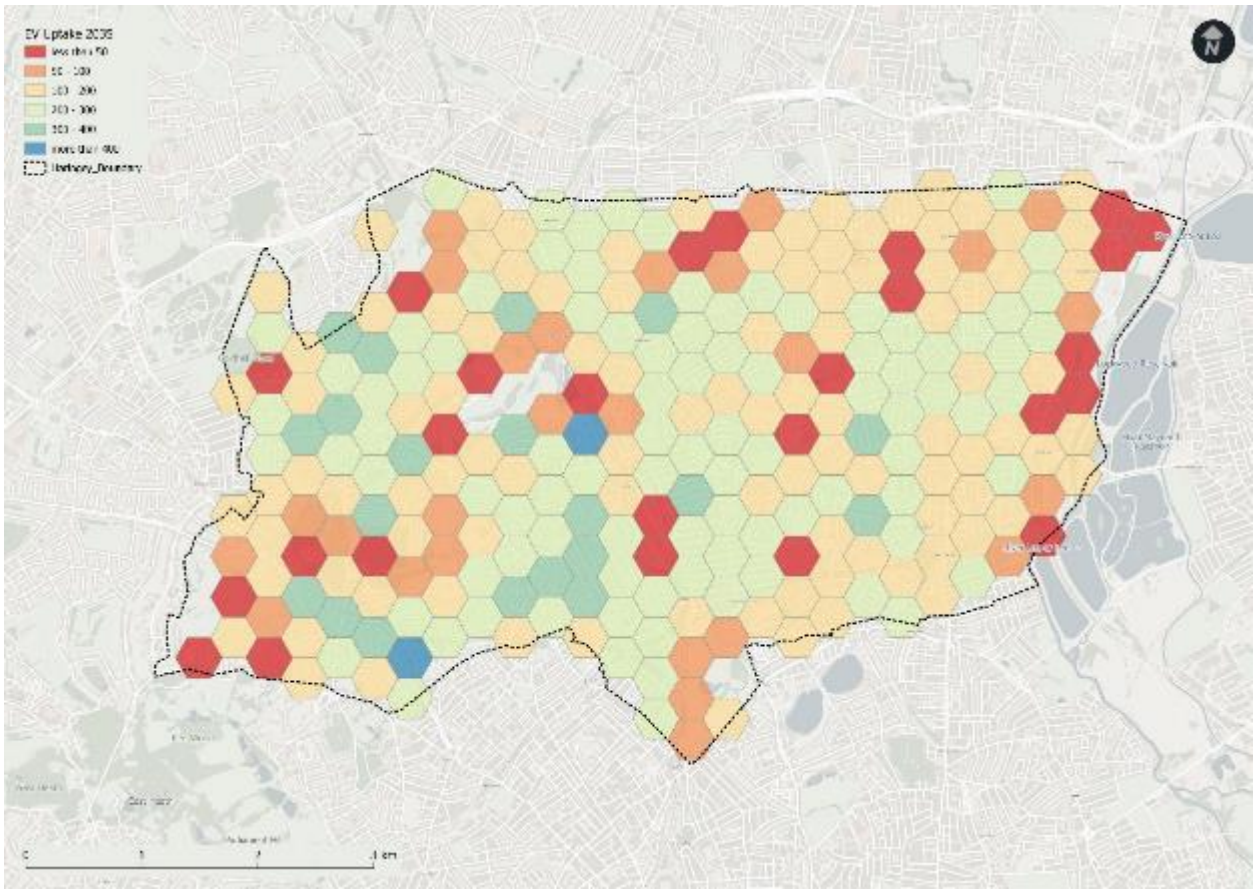
Figure 6-1 – Number of EVs and ICE vehicles in Haringey from 2015 to 2050 (Source: NEVIS)



It indicates that the number of EVs in Haringey would increase as follows:

- 2024 5,362
- 2026 10,250
- 2030 21,500
- 2035 47,037

Figure 6-2 – Map of forecasted EV uptake across Haringey by 2035 (Source: NEVIS)



Chargepoint Requirement Forecasting

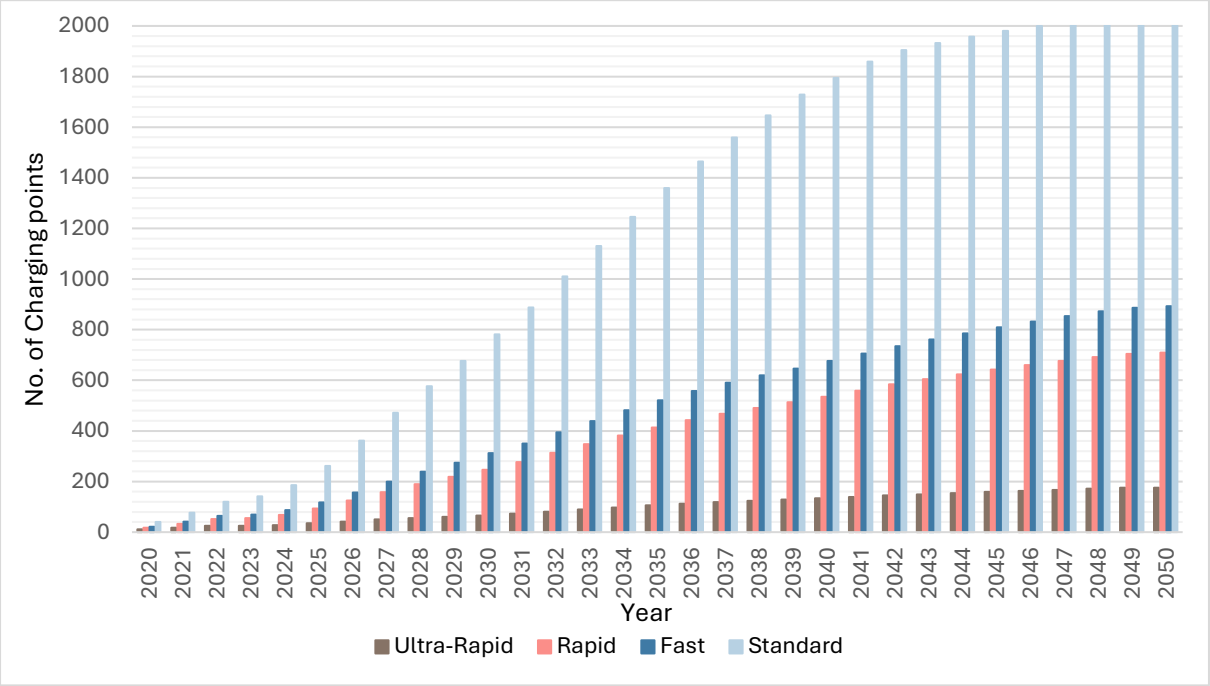
To meet growing demand for chargepoints and ensure lack of adequate infrastructure does not pose a barrier to EV adoption, there is a need to accelerate the delivery of publicly available chargepoints.

It is challenging to accurately predict future chargepoint requirements as many factors can influence uptake. The numbers presented here are an estimation. Estimations can vary based on:

- Forecast EV growth;
- Charging habits - Public vs Private charging, rapids vs slow chargepoints;
- Vehicle mileage and efficiency;
- BEV and PHEV ratios, and PHEV mileage in electric mode;
- Off-street parking availability; and
- Trends in vehicle and chargepoint technologies, including range and charging rates.

NEVIS forecast requirements for standard, fast, rapid and ultra-rapid public chargepoints (as defined in Table 3-2) up to 2050 are displayed below. As can be seen in the forecasts, the number of publicly available EV chargepoints is currently not keeping up with the forecast demand.

Figure 6-3 – Forecast number of standard, fast, rapid and ultra-rapid public chargepoints required in Haringey 2020 to 2050



Considering the forecast data, by 2030, the council estimates needing 962 additional standard chargers and 61 rapid chargepoints to meet growing EV demand through the delivery of on-street charging options.

7. Fleet Transition

As part of the consideration of this EV Strategy is our own fleet vehicles. The fleet is currently made up of council purchased vehicles as well as contract vehicles. Our owned vehicles currently total approximately 280 vehicles.

When considering our fleet transition one of the first factors is ensuring the EV alternative meets the demands of the vehicle and needs of the user. Currently we have committted to transitioning small vehicles first as the market offers the most options for EVs within this vehicle type. We will review the market regularly and as new vehicles become available for larger vans and specialist vehicles look to transition those. While we look further into our fleet transition, we must also investigate alternatives to electrification and monitor their development, if we recognise there may be vehicle types not suitable for electrification, but still offers an option for decarbonisation.

To achieve a successful fleet transition, we anticipate the following process being followed:

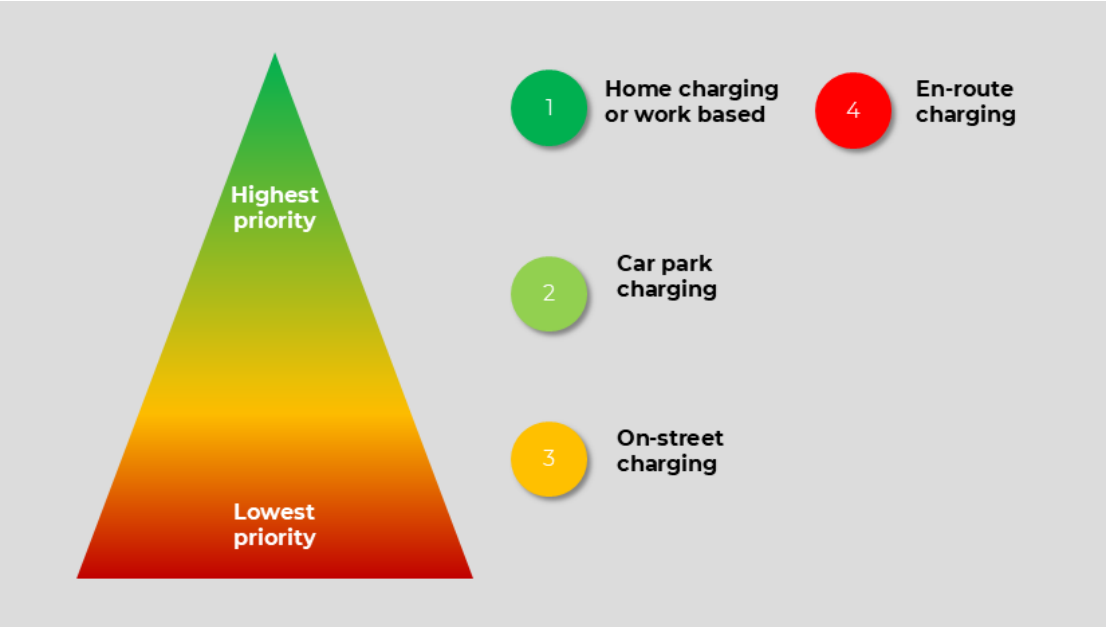
- Assess and understand the driving patterns and operational requirements of the fleet
- Identify suitable models to replace ICEs considering the affordability of EV equivalents
- Identify the required charging infrastructure
- Make the fleet transition phased and encourage sub-contractors to transition to EVs

By following a clear process, we will be able to provide a clear business case for the transition and understand the costs associated with it. This planning will provide an opportunity to identify potential funding avenues available to us for the installation of charging infrastructure where it is needed for the fleet.

8. Charging Hierarchy for Haringey

When considering the requirement for chargepoints in the borough we have assessed where residents currently charge, where resident would prefer to charge and where chargepoints should be installed. In line with this we have developed two hierarchies. The first is a hierarchy of charging; this was informed by the responses to our consultation and outlines the preferences considering where current EV owners currently charge

Figure 8-1 - Charging Preferences Hierarchy



Following the development of the charging preferences hierarchy we then considered how we can support charging preferences and EV uptake through chargepoint provision. To do this we have developed a chargepoint hierarchy. This identifies our areas of focus with regards to the installation of chargepoints led by us. It considers the selection of chargepoint technologies for different types of charging locations and has also taken into account as feedback from residents. The hierarchy identifies the type of chargepoint infrastructure based on length of stay, cost, land availability, and impact on the streetscape.

The hierarchy will be used to help guide decision-making, rather than providing a rigid framework. The eventual choice of technology for each location will be influenced by local, site-specific factors, and funding available. The hierarchy was informed by the responses to our consultation and what our residents identified as barriers and actions they would like to see us take.

Figure 8-2 – Haringey Chargepoint Installation Support Hierarchy

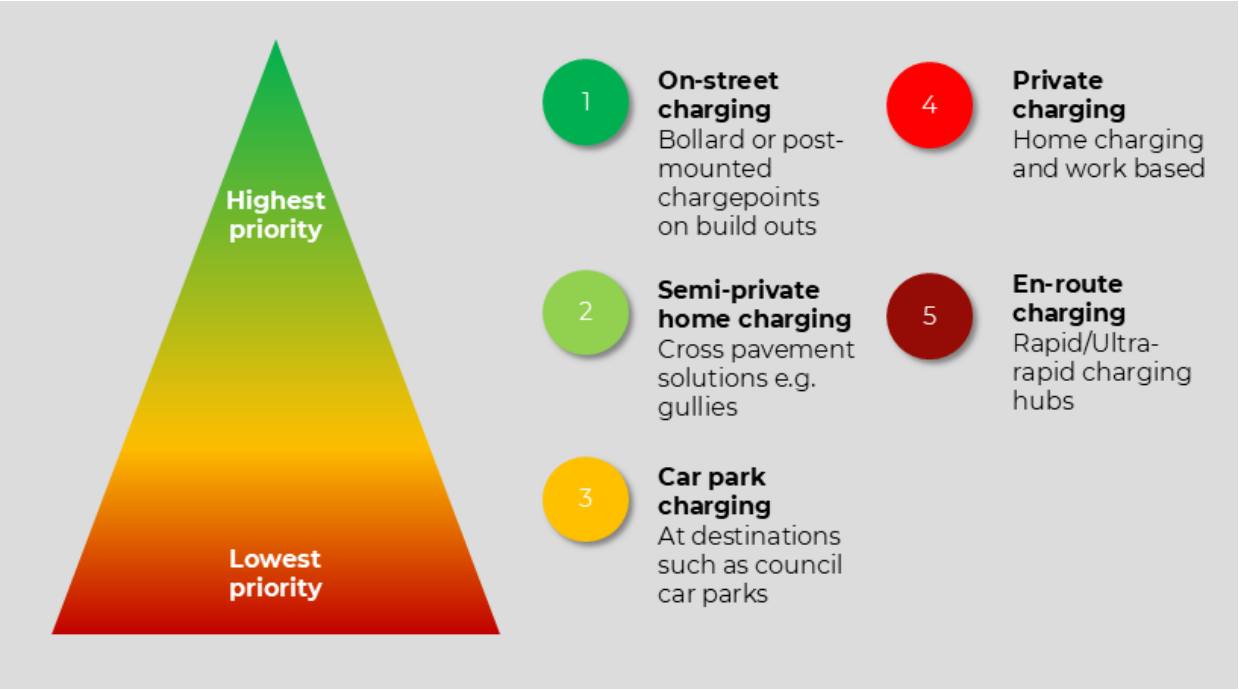


Figure 8-2 outlines our areas of focus when leading on the installation chargepoints with the aim being to support those who cannot install a chargepoint at home to be able to transition to EV. We understand that those without access to off-street parking may feel an additional barrier to transitioning to EV, and we wish to ensure there is support across the borough for different solutions. As part of the charging options we understand that cross pavement solutions may be most appropriate to some of our residents. We want to make these accessible but also ensure that they are appropriately installed and that they limit or eliminate trailing cables.

As identified in Section 3, the solutions are evolving and as innovative chargepoint designs and delivery models develop these will also be considered.

We believe that as a council we have a key role to play in the installation of chargepoints but that this should and will be complemented by the private sector installations.

9. Action Plan

At the core of our strategy development was consideration of the actions we would take to support the transition to EV for our residents. The action plan outlines what we plan to do to support this in four key areas of focus:

- Ensure all drivers have access to a high-quality electric vehicle chargepoint network
- Ensure that the chargepoint network is future proof and innovative
- Transition the council fleet as an example of proactive EV adoption
- Support the adoption of active travel, public transport and e-mobility

The four areas outline above will support us in achieving our vision for the strategy:

"*Haringey's vision for the EV strategy is to support the ambitions for the whole of Haringey to be net zero by 2042. EVs are one component of Haringey's approach to transition towards a net zero borough.*"

Our action plan follows the principals of SMART objectives making our planned actions Specific, Measurable, Achievable, Relevant and Time-bound. To achieve this, we have identified our role within in action in terms of leading on the delivery, supporting on the delivery of the action or supporting external stakeholders to take action. This will allow us to prioritise actions effectively and completing monitoring and evaluation on progress. For each of the four areas of focus we have devised a number of sub-actions.

Table 9-1 - Sub-actions relating to the focus area 'ensure all EV drivers have access to a high-quality electric vehicle chargepoint

Action	Haringey Council Role	Other Stakeholders	Timescale
Ensure all drivers have access to a high-quality electric vehicle chargepoint network			
Conduct a site selection exercise to establish a prioritised list of public EV charging sites in the borough	Lead on delivery	Residents, CPOs, DNOs	Short-term (<2 years)
Research and decide on a procurement framework	Lead on delivery		Short-term (<2 years)
Support forecourts, supermarkets and other private business can install chargepoints	Support external stakeholders on delivery	Residents, Landowners, CPOs	Medium-term (2-5 years)
Work across the borough to ensure the chargepoint network meets residents needs	Support action delivery	Residents, CPOs	Long-term (.>6 years)

Table 9-2 - Sub-actions relating to the focus area 'Ensure that the chargepoint network is future proof and innovative'

Action	Haringey Council Role	Other Stakeholders	Timescale
Ensure that the chargepoint network is future proof and innovative			
Formalise council position on cross pavement solutions through the monitoring and evaluation of trials	Lead on delivery	Residents, CPOs,	Short-term (<2 years)
Promote design principles to ensure EV chargepoints are inclusive and accessible including them in council led specifications	Lead on delivery	Residents, CPOs	Short-term (<2 years)
Review the impact of EV charging bays on parking management	Lead on delivery		Short-term (<2 years)
Support the growth in the charging network to meet the anticipated demand of 962 additional standard	Support action delivery	Residents, Landowners, CPOs	Medium-term (2-5 years)

chargers and 61 rapid chargepoints.			
Include rapid charging where feasible in parklets	Lead on delivery	Residents, CPOs	Medium-term (2-5 years)
Leverage private sector funding to scale up the network	Support external stakeholders on delivery	Residents, Landowners, CPOs	Medium-term (2-5 years)
Multiple chargepoint operators in the borough to ensure tariffs remain competitive	Support external stakeholders on delivery	Landowners, CPOs	Medium-term (2-5 years)
Investigate how we can help taxi and private hire vehicle drivers to transition to EVs	Support action delivery	Drivers, Landowners, CPOs	Medium-term (2-5 years)

Table 9-3 - Sub-actions relating to the focus area 'Transition the council fleet as an example of proactive EV adoption'

Action	Haringey Council Role	Other Stakeholders	Timescale
Transition the council fleet as an example of proactive EV adoption			
Understand the feasibility of fleet transition of larger and non-standard vehicles	Lead on delivery		Short-term (<2 years)
Develop in-depth fleet transition plan	Lead on delivery		Medium-term (2-5 years)
Carry out fleet transition	Lead on delivery		Long-term (>6 years)
Support local businesses, schools and universities to upskill for EV adoption and EV infrastructure installation	Support external stakeholders on delivery	Local businesses, education facilities, Landowners, CPOs	Long-term (>6 years)

Table 9-4 - Sub-actions relating to the focus are 'Support the adoption of active travel, public transport and e-mobility'

Action	Haringey Council Role	Other Stakeholders	Timescale
Support the adoption of active travel, public transport and e-mobility			
Upskill staff on e-mobility, public transport and modal shift	Lead on delivery		Short-term (<2 years)

Consult constituents on main push and pull factors regarding modal shift	Support action delivery		Short-term (<2 years)
Explore avenues and options sustainable commuting, last mile, taxis, car clubs	Support action delivery		Medium-term (2-5 years)

Consultation/Engagement & Communication Plan

Kerbside Strategy & Electric Vehicle Strategy

Consultation Outcome:

To determine if the proposals within both emerging strategies are correct, supported by local people, and to identify possible alternatives before the final versions of the strategies are adopted.

Borough Vision:

Our vision for Haringey in 2035 is a place where all our residents have the opportunity to thrive and enjoy the best possible version of their life; where the quality of life in every part of the borough is comparable to our cleanest, greenest and safest neighbourhoods. To achieve this, the Council's 10-year vision identifies six 'Calls to Action', these are the priorities that our residents, communities and partners have indicated are the foundations of the future that we want to build. It is through securing progress in these fundamental areas that we will create opportunity, a great quality of life and sense of belonging for all.

The proposal to undertake a consultation on both the emerging Kerbside Strategy and emerging Electric Vehicle Strategy will, in respect of Haringey 2035, endeavour to deliver on:

- Call to action 5 – 'tackling inequalities in health and wellbeing'.
- Call to action 6 – 'supporting greener choices'.

In addition, this work is specifically outlined in the Corporate Delivery Plan 2024-2026, under the theme of 'responding to the climate emergency', within the following outcome areas:

Theme	Outcome area	Activity
Responding to the climate emergency	Expanding active travel	Prepare a draft Kerbside Strategy and publish for consultation
	A zero carbon and climate resilient Haringey	Support the development of an electric vehicle (EV) charging infrastructure strategy

Consultation Background:

The Council has been developing both a Kerbside Strategy and Electric Vehicle Strategy; these are intended to accompany the emerging Safe and Sustainable Transport Strategy, as part of an overall hierarchy of sustainable transport policies, helping to govern how the Council approaches matters within these areas. While they share common themes, they are individual policy documents, with their own specific objectives and outcomes.

Prior to finalising the draft documents, the Council carried out a short public engagement – in March 2025 – on specific aspects within both emerging strategies, to help guide their conclusions.

The Consultation:

This proposed consultation is based on two emerging strategies:

Kerbside Strategy:

The Haringey Kerbside Strategy seeks to transform the borough's kerbside spaces into vibrant, multifunctional areas that enhance the quality of life for all residents and visitors.

The strategy aims to address the significant challenges posed by transport emissions, air and noise pollution, and road safety, while promoting sustainable and active travel.

The Council is committed to creating safer, healthier, and more liveable streets in our borough. Haringey's streets face significant challenges, as transport contributes nearly a quarter of the total emissions in the borough, primarily from motor vehicles.

The strategy is built around five kerbside priorities that aim to transform Haringey's streets into vibrant, multifunctional spaces that enhance the quality of life for all residents:

- Priority 1: Kerbside that is inclusive, creates places for people and supports local businesses
- Priority 2: Kerbside that prioritises accessible and active travel
- Priority 3: Kerbside that supports efficient bus operations
- Priority 4: Kerbside that supports a less congested and safer road network
- Priority 5: Kerbside that is clean, green and resilient to climate change

Electric Vehicle Strategy:

Haringey's Electric Vehicle Strategy seems to generate a strategic framework for the Council, to enable development and enhancement to its electric vehicle charging infrastructure.

In light of the UK government commitment to phase out the sale of new petrol and diesel cars and vans, as part of the wider goal to be net zero emission by 2050, it is vital that Haringey has a plan to support its residents and visitors with the transition which has begun and will only continue to grow over the coming years; we need to ensure the growing number of residents with electric vehicles can charge conveniently, and to make electric vehicle ownership accessible to the increasing number of residents thinking about making the change to electric vehicles.

The proposed action plan for the emerging Electric Vehicle Strategy includes the following overarching aims:

- Ensure all drivers have access to a high-quality electric vehicle chargepoint network.
- Ensure that the chargepoint network is future proof and innovative.
- Transition the council fleet as an example of proactive EV adoption.
- Support the adoption of active travel, public transport and e-mobility.

Proposed Consultation Questions:

The following proposed questions have been drafted for the consultation on both emerging strategies. They may be amended prior to the consultation being finalised and launched:

Kerbside Strategy

1. To what extent do you agree with the proposed Priority 1 of the Kerbside Strategy – Kerbside that is inclusive, creates places for people and supports local businesses?

2. To what extent do you agree with the proposed Priority 2 of the Kerbside Strategy – Kerbside that prioritises accessible and active travel?

3. To what extent do you agree with the proposed Priority 3 of the Kerbside Strategy – Kerbside that supports efficient bus operations?

4. To what extent do you agree with the proposed Priority 4 of the Kerbside Strategy – Kerbside that supports a less congested and safer road network?

5. To what extent do you agree with the proposed Priority 5 of the Kerbside Strategy – Kerbside that is clean, green and resilient to climate change?

6. To what extent do you agree with the street functions for the Kerbside Framework of the Kerbside Strategy – Movement, Place and Access?

7. To what extent do you agree on the Modal Priority for the Kerbside Framework of the Kerbside Strategy?

Electric Vehicle Strategy

1. How important do you think it is for the Council to have an Electric Vehicle Strategy?

2. To what extent do you agree with the proposed Action Plan Area 1 of the Electric Vehicle Strategy – Ensure all drivers have access to a high-quality electric vehicle chargepoint network?

3. To what extent do you agree with the proposed Action Plan Area 2 of the Electric Vehicle Strategy – Ensure that the chargepoint network is future proof and innovative?

4. To what extent do you agree with the proposed Action Plan Area 3 of the Electric Vehicle Strategy – Transition the council fleet as an example of proactive EV adoption?

5. To what extent do you agree with the proposed Action Plan Area 4 of the Electric Vehicle Strategy – Support the adoption of active travel, public transport and e-mobility?

6. To what extent do you agree with the proposed charging hierarchy as part of the Electric Vehicle Strategy?

7. Following the Council's recent parking policy changes, the Council has introduced new parking charges for electric vehicles – when parking in both EV charging bays and in short-term pay-to-park bays.

   With regard to payment of these charges, would you prefer to pay for these charges as part of a permit / season ticket or on an individual basis?

8. Are there any other actions/measures – not currently proposed within the Electric Vehicle Strategy – that you would like to see the Council do to enhance our electric

vehicle charging infrastructure and to make it more accessible to residents and visitors?

Target Audience / Consultees:

The target audience/consultees for the proposed public consultation:

- Residents
- Businesses
- Councillors
- Community Groups

Consultation Timeline:

Please see overleaf for provisional timeline – dates are to be finalised.

What Next:

The detail of the consultation will be finalised, and the consultation will be launched.

At the end of the consultation period, all responses will be collated, and summary reports will be made available following the consultation period.

The responses will be fully considered and, if appropriate, changes will be made to the respective draft strategies to produce final versions of the working documents prior to their adoption by the Council, which is anticipated in late 2025.

Consultation Area	Action	June 2025	July 2025	August 2025	September 2025	October 2025	November 2025
Prepare	Finalise consultation questions						
	Develop and finalise online – Commonplace – consultation page						
	Develop and print paper consultation material						
	Finalise in-person dates						
Consultation	Online consultation page – Commonplace - live						
	Paper consultation material distributed						
	Council external communication channels: • Council website • Council social media						
	Council internal communication channels: • Staff newsletter • Intranet • News • Councillor email						
	In person – public meetings / drop in-sessions						
Review	Review consultation responses						
	Complete consultation summary report						
	Finalise final strategy documents for adoption						

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Consultation Report – Drafting the Kerbside Strategy and Electric Vehicle Strategy (2025)

In drafting the Kerbside Strategy and Electric Vehicle Strategy, the Council undertook an initial public consultation on specific aspects of both strategies, seeking views of residents, businesses all stakeholders to identify key learnings to help inform the final drafting.

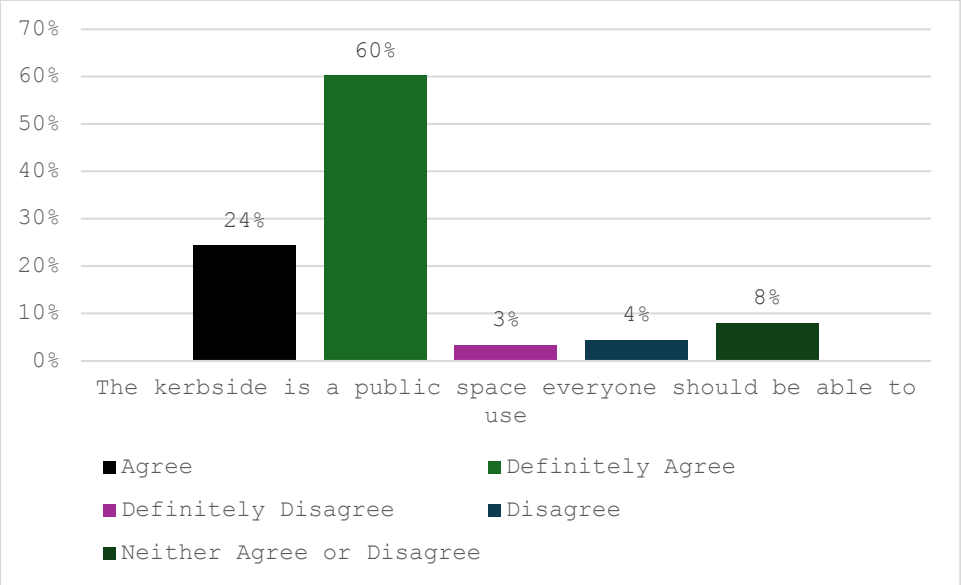
The consultation included both online – a consultation webpage featuring surveys on both draft strategies – and in-person pop-up events. It ran over 4 weeks in March 2025. It was promoted through the Council's communication channels.

Consultation on drafting the Kerbside Strategy

The consultation on drafting the Kerbside Strategy focused on the function of our kerbside spaces and what things should be prioritised at these spaces in Haringey. A total of 319 responses were received.

Question 1

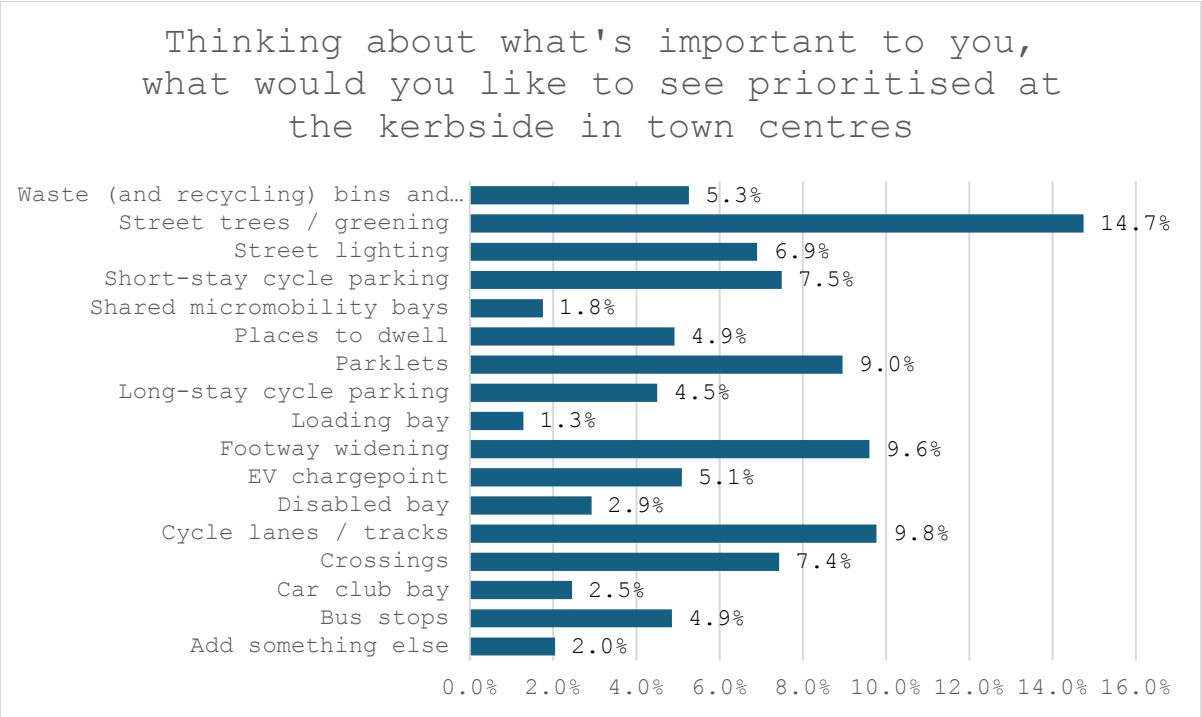
The first survey question asked respondents to rate, to what extent, they agreed or disagreed with the statement - The kerbside is a public space everyone should be able to use.



A strong majority **84%** (60% + 24%) either *agreed* or *definitely agreed* with the statement, indicating broad support for the idea that kerbside spaces should be accessible to everyone. Only **7%** expressed disagreement.

Question 2

The second survey question asked respondents to select, from a list of options, what they would like to see prioritised at the kerbside in town centres in Haringey.



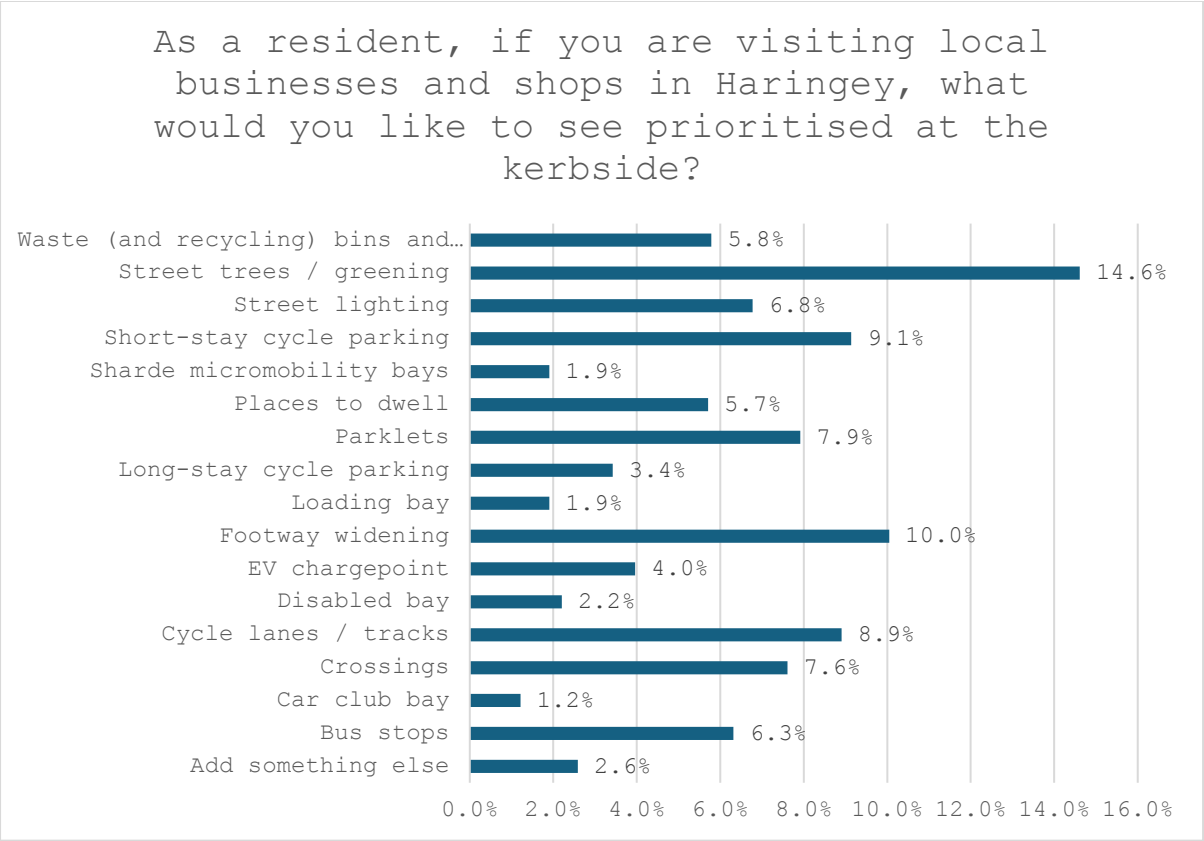
Key insights:

- **Top priority**: **Street trees / greening** (14.7%) — indicating strong public interest in enhancing greenery and environmental quality.
- **Other high priorities**:
  - **Cycle lanes / tracks** (9.8%)
  - **Footway widening** (9.6%)
  - **Parklets** (9.0%)
- **Moderate interest**:
  - **Short-stay cycle parking** (7.5%)
  - **Street lighting** (6.9%)
- **Lower priorities** include:
  - **Loading bays** (1.3%)
  - **Shared micromobility bays** (1.8%)

The results suggest a strong preference for **green infrastructure**, **active travel support**, and **public space enhancements** in town centres.

Question 3

The third survey question asked respondents to select, from a list of options, what they would like to see prioritised when visiting local businesses and shops in Haringey.



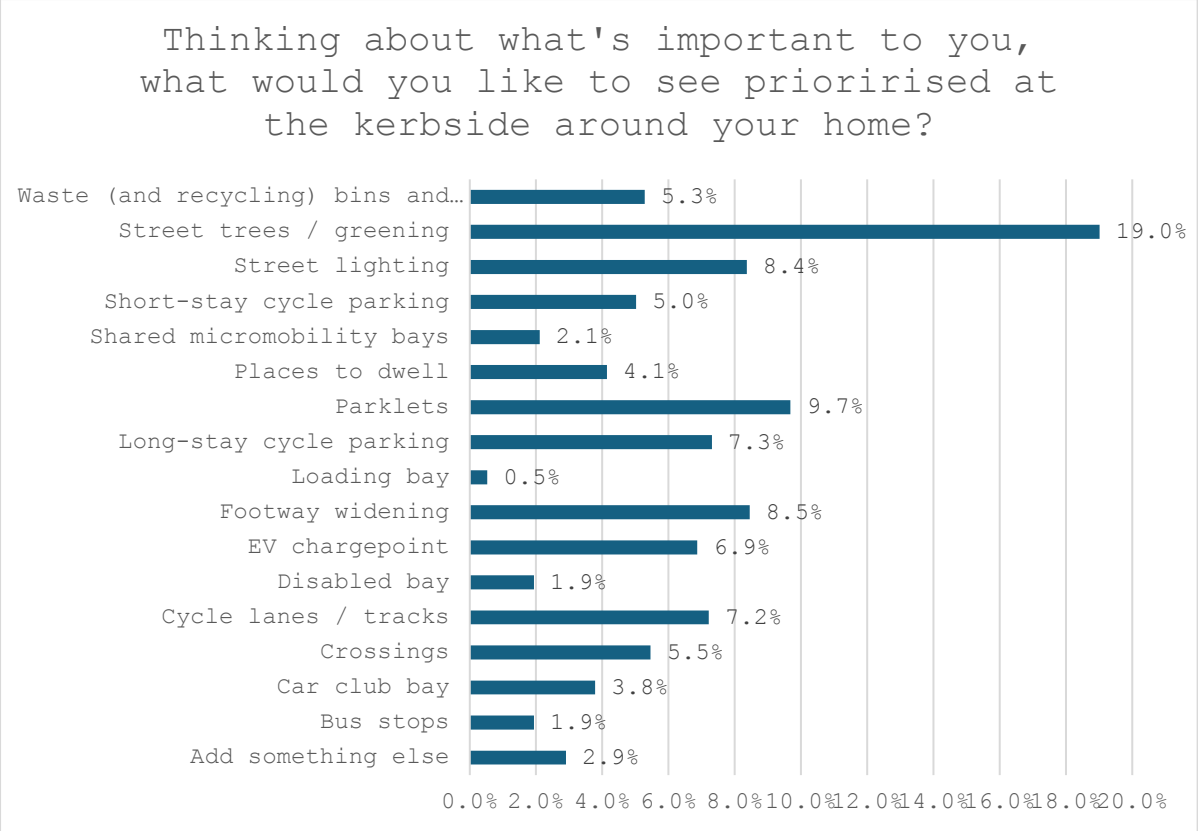
Key insights:

- **Green infrastructure** is the top priority, with **street trees and greening** receiving the highest support (14.6%).
- **Pedestrian and cycling improvements** are also highly valued, including **footway widening** (10.0%) and **short-stay cycle parking** (9.1%).
- **Cycle lanes/tracks** and **street lighting** are also notable priorities.
- Traditional vehicle-related uses like **loading bays** and **car club bays** are among the lower priorities.

This suggests a strong public preference for a more **walkable**, **bike-friendly**, and **environmentally- enhanced** kerbside environment when visiting local businesses and shops.

Question 4

The fourth survey question asked respondents to select, from a list of options, what they would like to see prioritised around their home in Haringey.



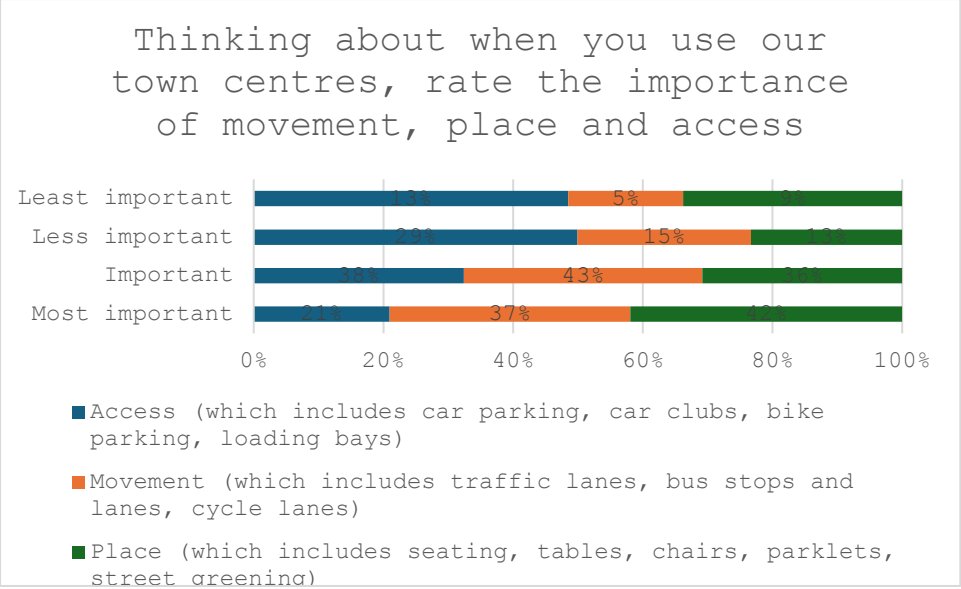
Key insights:

- The **top priority** is clearly **street trees and greening** (19.0%), showing strong support for more greenery in residential areas.
- Other notable priorities include:
  - **Parklets** (9.7%)
  - **Footway widening** (8.5%)
  - **Street lighting** (8.4%)
- Lower priorities include **loading bays**, **shared micromobility bays**, and **bus stops**.

The results suggest a strong preference for **green, walkable, and community-friendly kerbside environments** around the home, with less emphasis on vehicle-related infrastructure.

Question 5

The fifth survey question asked respondents to rate the importance of **Access**, **Movement**, and **Place** when using town centres, across four levels of importance: *Least important*, *Less important*, *Important*, and *Most important*.



Place was rated as the **most important** factor by the highest percentage (42%) of respondents. **Movement** was also highly valued, especially in the "Important" (43%) and "Most Important" (37%) categories. **Access** was considered important but peaks in the "Important" category (38%) and drops in "Most Important" (21%).

The results suggest that while all three elements matter, **creating attractive, usable public spaces (Place)** and **facilitating movement (Movement)** are seen as more critical than providing access **(Access)** for vehicles.

Consultation on drafting the Electric Vehicle Strategy

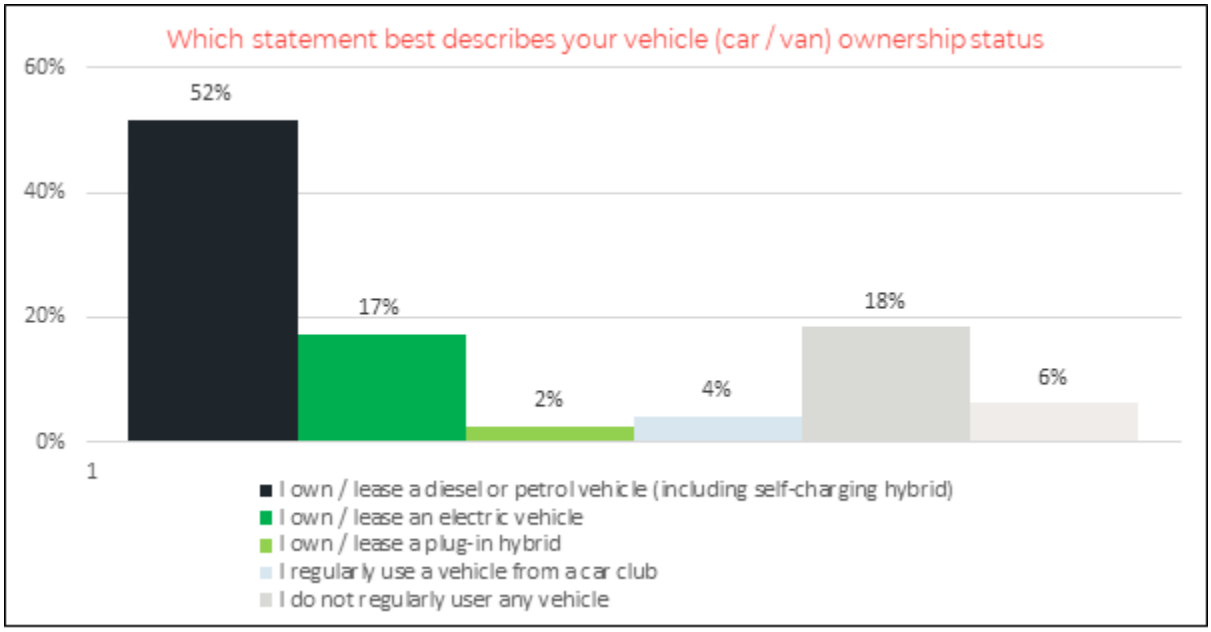
The consultation on drafting the Electric Vehicle Strategy focused on barriers to EV adoption and interventions to those barriers. The survey was open to all residents, regardless of whether they currently use an EV. A total of 376 survey responses were received.

Barriers to EV adoption

To understand barriers to EV adoption/use in Haringey, stakeholder consultation was carried out via a survey with residents. The barriers were grouped as social, technological and economic, and infrastructure barriers.

Question 1

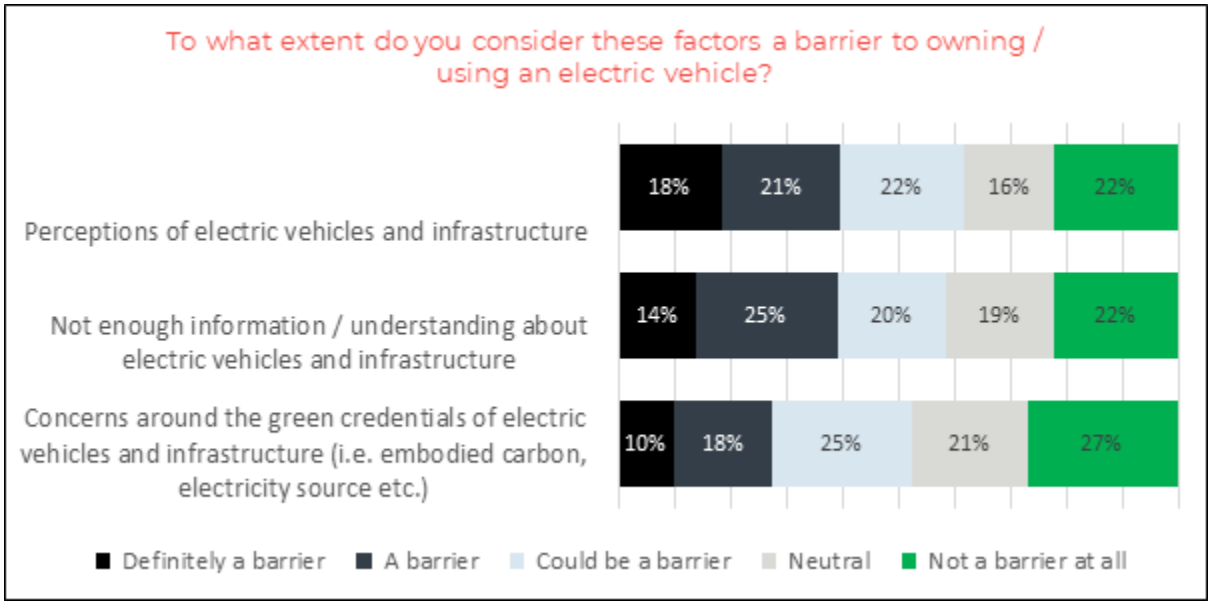
Respondents were initially asked to describe their vehicle ownership status.



About 52% of respondents currently own/lease a diesel or petrol vehicle, 17% own/lease an EV, and 18% do not have a vehicle.

Question 2

Respondents were asked to assess potential social barriers to EVs – “To what extent do you consider these factors a barrier to owning / using an electric vehicle?”.

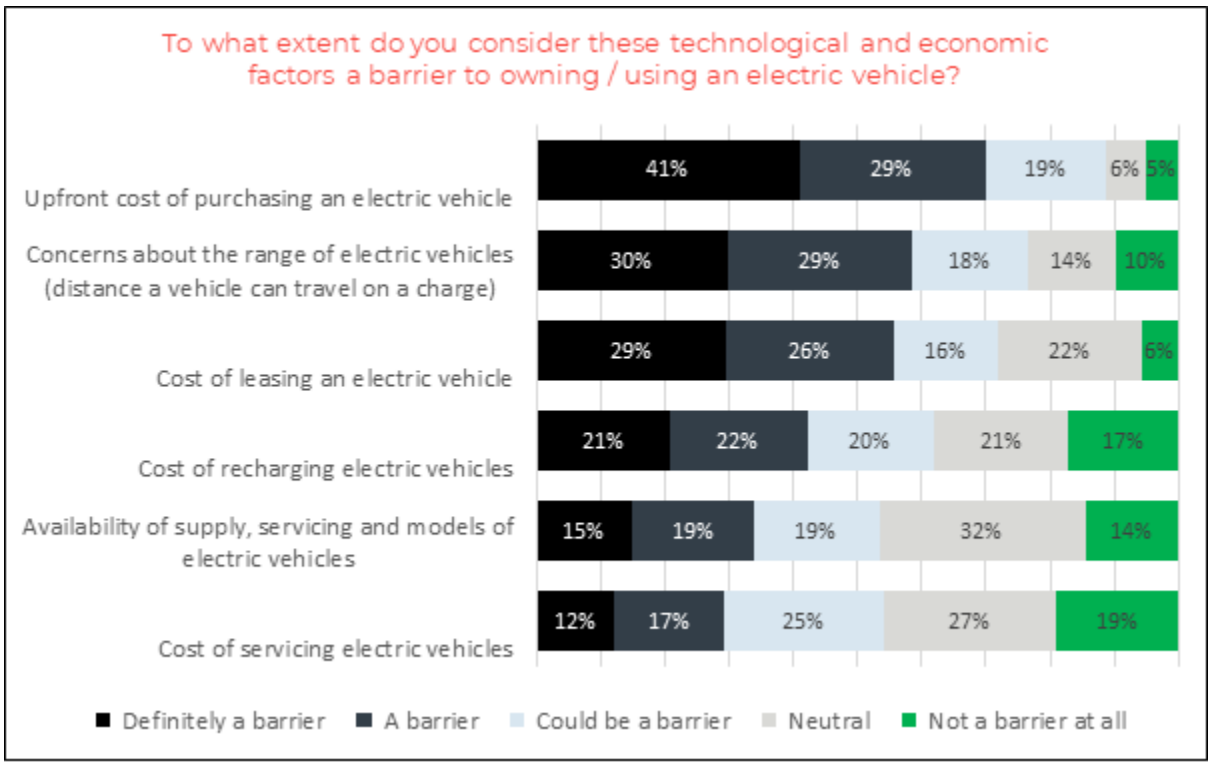


There was a fairly even distribution of survey answers, with no social factor appearing to be significantly more of a barrier than the others. Respondents were slightly less concerned about the green credentials of electric vehicles and infrastructure compared with general perceptions and lack of information.

This suggests that social/perception barriers are not a significant concern in the borough.

Question 3

Respondents were asked to assess potential technological / economic barriers to EVs – "To what extent do you consider these technological and economic factors a barrier to owning / using an electric vehicle?".

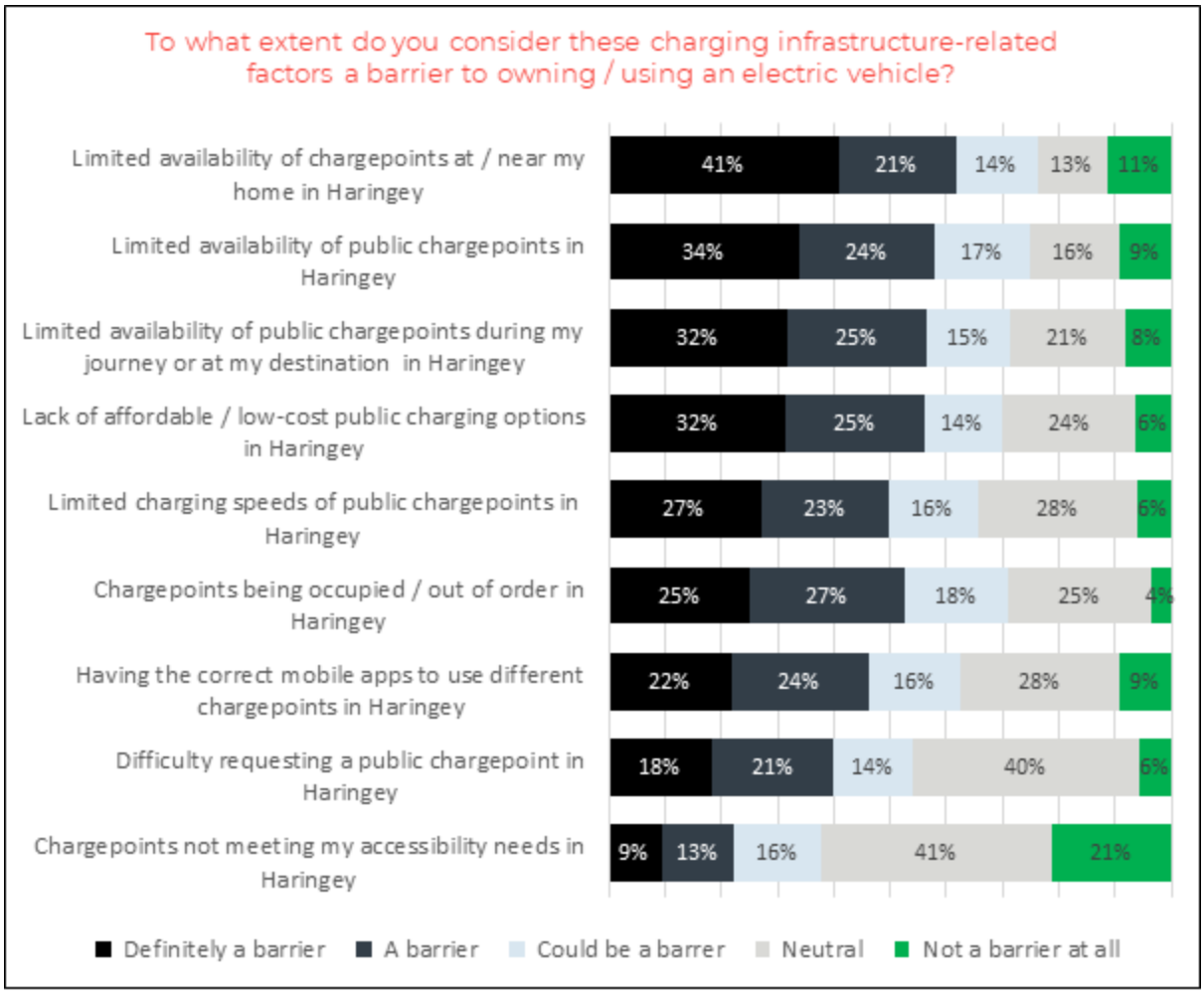


Responses to this question show that the upfront cost of purchasing an electric vehicle was perceived as the biggest barrier. Most respondents also selected the cost of leasing an electric vehicle as 'a barrier'/ 'definitely a barrier'. The cost of recharging was also identified as a barrier by 43% of respondents.

Barriers around availability and cost of servicing an EV appear to be less of a concern.

Question 4

Respondents were asked to assess potential infrastructure related barriers to EVS – "To what extent do you consider these technological and economic factors a barrier to owning / using an electric vehicle?".



Factors related to charging infrastructure appear to be the most common perceived barriers across all the survey questions. Respondents were concerned about the availability of chargepoints, primarily close to their homes, but also at destinations and during the journey.

When considering responses from different vehicle owner groups, those who own a petrol/diesel vehicle were most likely to identify lack of chargepoints as 'definitely a barrier' (41%), compared with 33% of EV users. However, a large share of EV users identified lack of

chargepoints as ‘a barrier’ (36%). Those who do not currently own/lease a vehicle were more likely to be neutral.

Summary of barriers survey responses

The top perceived barriers for residents relating to EVs is the **availability of chargepoints** and the **upfront cost of owning an EV**. The perception of barriers did not vary largely between those who already use an EV and those who use petrol/diesel vehicles, but those who do not currently use a vehicle were more likely to be neutral across the board. Many of those currently using EVs rely on public chargepoints.

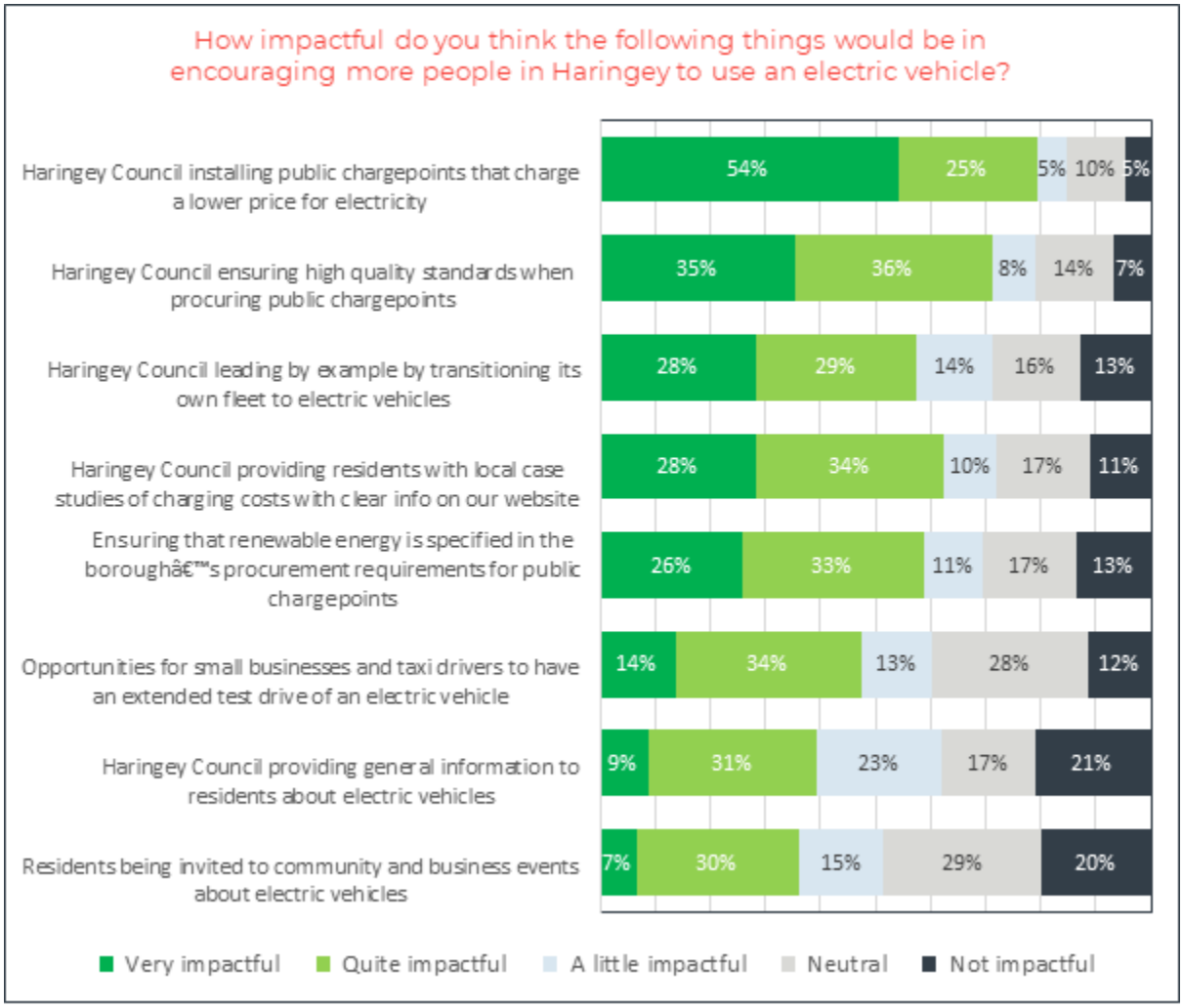
Social perceptions and barriers around maintenance and servicing were less of a concern for respondents.

Feedback on interventions from the survey

As part of the public consultation survey, respondents were asked for their feedback on how impactful different interventions would be on driving EV uptake in Haringey and at alleviating barriers. The interventions focus on actions Haringey Council could take.

Question 5

Respondents were asked to assess the impacts of actions the Council could take to encourage EV use – “How impactful do you think the following things would be in encouraging more people in Haringey to use an electric vehicle?”



The most impactful intervention according to respondents was to install chargepoints that charge a lower price for electricity. This aligns with earlier feedback in the survey that respondents are concerned about availability of costs and chargepoints. Providing clarity on information regarding charging costs was also considered to be impactful.

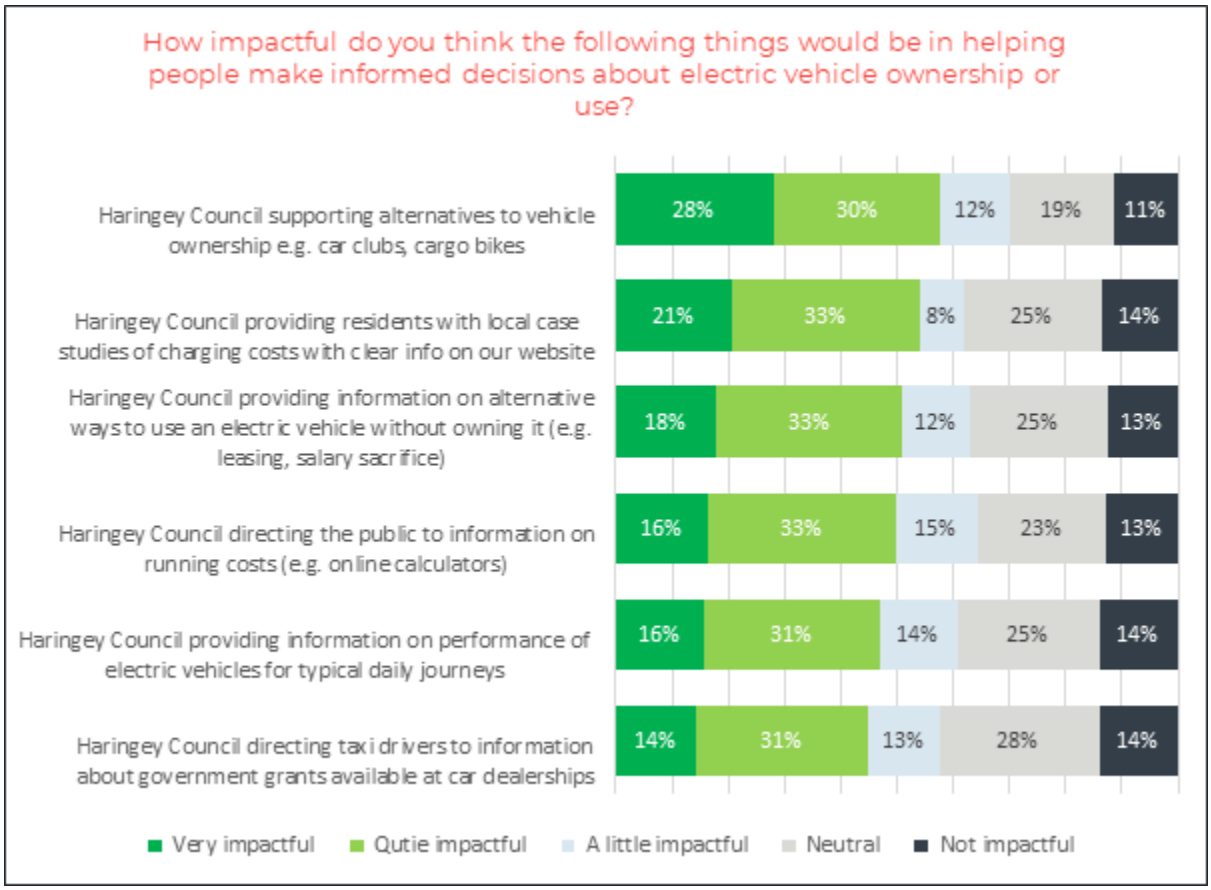
Ensuring that procurement specifies high quality standards from chargepoint operators is also considered to be one of the most impactful interventions.

Many respondents agreed that it would be very impactful for Haringey Council to transition our own fleet to EVs. This is an opportunity to lead by example and demonstrate that EV ownership is feasible. It could also increase the visibility of EVs and improve awareness for residents.

Fewer respondents saw the value in interventions that provide general information about EVs. This aligns with the finding that lack of information was not considered a barrier.

Question 6

The respondents were asked how we can help people make informed decisions about EV – *“How impactful do you think the following things would be in helping people make informed decisions about electric vehicle ownership or use?”*



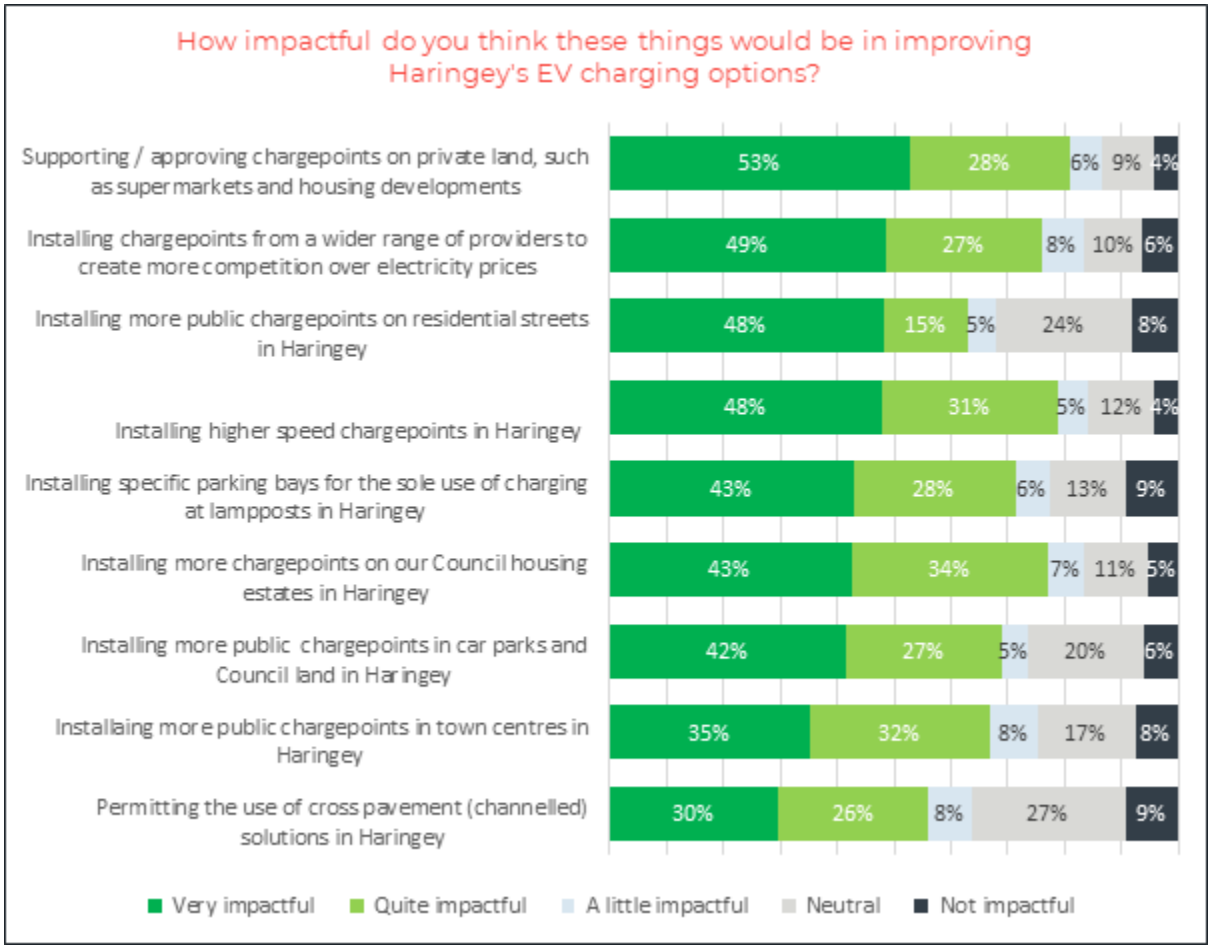
Respondents were generally receptive to all of the options presented in this question, with the option that Haringey provide alternatives options to vehicle ownership receiving the most positive response. The upfront cost of owning an EV was highlighted as one of the main barriers to EV uptake. Providing alternatives, such as car clubs, means that residents can utilise EVs without facing the costs of ownership, long term leasing, or servicing and maintenance.

It is also apparent in this question that the provision of information is considered less impactful at driving uptake.

Question 7

EV infrastructure was highlighted as a barrier to uptake. Respondents were also asked for their views on how different interventions could improve EV charging options in Haringey.

"How impactful do you think these things would be in improving Haringey's EV charging options?"



Respondents were again very responsive to many of the options suggested in this question. Many of the options are associated with where we can install chargepoints. The most popular option was to install chargepoints on private land like supermarkets. Very few respondents felt that the installation of more chargepoints would have no impact.

Respondents also felt that encouraging competitive pricing by installing chargepoints from a range of providers would be impactful, reflecting earlier sentiments that the cost of charging may be a barrier. The option to have specific parking bays for lamppost charging was slightly less popular. This could be due to competition over parking spaces in the borough.

Permitting the use of cross pavement solutions was considered to be the least effective.

Summary of intervention survey responses

The top perceived interventions for residents relating to EV uptake were for those that improve **affordability, accessibility, and convenience**. Top-rated measures included installing **low-cost public chargepoints**, supporting **chargepoints on private land**, and expanding **high-speed and residential street charging**. While information campaigns were seen as less effective, initiatives that offer **alternatives to ownership** – like car clubs –were relatively well supported. Overall, residents favoured **practical, infrastructure-focused solutions** over general awareness efforts.

Report for: **Cabinet 15 July 2025**

Item number: **14**

Title: **Noel Park Project**

Report authorised by : Jahedur Rahman, Director of Housing, email: Jahedur.Rahman@Haringey.gov.

Lead Officer: Christian Carlisle, Assistant Director of Asset Management e mail: christian.carlisle@ Haringey.gov.uk

Ward(s) affected: **Noel Park**

Report for Key/ Non Key Decision: Key Decision

1. Describe the issue under consideration

1.1 This report is to seek approval to vary the contract with Equans Regeneration Ltd (formerly Engie Regeneration Ltd) by increasing the Noel Park project budget from £21.46m to £32.2m, an increase of £10.7m and also to increase the professional fees budget from £847,000 to £1,270,500 being an increase of £423,500 to enable the completion of essential Health & Safety and Decent Homes works to properties within Noel Park and the completion of the project in accordance with CSOs 18.03.3 and 2.01(d).

2. Cabinet Member Introduction

2.1 We want fairer housing across our borough – safe, warm, comfortable, affordable homes for all. We have a major retrofitting and refurbishment plan for council homes across Haringey.

2.2 In the Noel Park conversation area, we're retrofitting hundreds of homes. 103 have already been finished on Farrant Ave, Morley Ave and Moselle Ave with another 131 on Gladstone Ave now getting underway.

2.3 New roofs, windows, doors and other key upgrades are being made to keep homes warm and dry – and to cut the cost of heating them for our residents. Affordable homes shouldn't just have genuinely affordable council rents; they should be affordable to run – these works will help to bring energy bills down.

2.4 We're also fixing up the interiors at the same time in Noel Park, putting in new kitchens and bathrooms – bringing homes up to the Decent Homes standard. This is just one project in our wider mission to get 100% of council homes in Haringey to Decent Homes standard by 2028.

3. Recommendations

That Cabinet:

3.1 Approve a variation of the contract with Equans Regeneration Ltd (formerly Engie Regeneration Ltd) by an increasing the Noel Park project budget from £21.46m to £32.2m, an increase of £10.7m; and also approve an increase in the professional fees budget from £847,000 to £1,270,500, an increase of £423,500, to enable the completion of essential Health & Safety and Decent Homes as part of Noel Park project, with funding allocated from the existing Cabinet approved HRA capital investment programme budget.

4. Reasons for decision

4.1 Cabinet approved the award of a contract to Engie (now Equans Regeneration Ltd) to carry out major works on the Noel Park estate following a full procurement process. On completion of the procurement the Council, through Homes for Haringey, decided to split the project into two Phases:

Phase 1 - 103 tenanted dwellings located on Farrant Avenue, Morley Avenue, Moselle Avenue and on Gladstone Avenue and.

Phase 2 - 131 homes on Gladstone Avenue which are occupied by both tenants and leaseholders

4.2 Phase 1 of the Noel Park project was practically completed at the end of May 2025, with works to 103 properties having been completed. Phase 2 works have commenced on 88 properties and PODs have been installed in 14 properties. However, works have been suspended pending the approval of additional funding by Cabinet to allow the completion of the project.

4.3 Current spend to date for the completion of Phase 1 and works completed to date on Phase 2 is £ 20,263,308, excluding professional fees, against Cabinet approved budget of £21.46 million. An increased project budget is required to enable the completion of essential health & safety and decent homes works and the completion of the project. The increased professional fees are based on the increased scope of the project and additional activities including party wall notices.

Forecast Financial Outturn

Noel Park	Current Cabinet Approved Project Budget	Spend to Date	Forecast Outturn
Total	**£ 21,458,116**	**£ 20,263,307.74***	**£32,200,000***

* Not including professional fees

4.4 This increased budget is required due to:

i) significant enhancement to the original scope of works due to the condition of these period properties and their Pods, which were significantly beyond their designed life span and presenting significant health & safety risks, due to previous under investment, and the need to ensure these homes meet and maintain the Decent Homes standard and comply with statutory and regulatory requirements. In addition, as Noel Park is a conservation area works to the properties require different and often complex construction methods and materials from those originally specified.

ii) the increase in costs due to the extension of time as a result of the impact of the COVID pandemic on the original procurement, contract award and planning process; Brexit and the global material shortages and the subsequent inflation in global material costs and UK labour rates.

4.5 The increased budget will enable the completion of all essential health & safety works to all in scope properties; for the Council tenanted properties to be brought up to the Decent Homes Standard and the overall completion of the project. The enhanced scope of works includes:

External Works	Internal Works
• Rear Pod extension replacement and associated works • External fabric repairs – external brickwork, pointing, window cills, guttering replacement. • External decoration. • Concrete repairs. • Roof replacement. • Window replacement. • External garden staircase replacement. • Front Entrance Door replacement.	• Bathroom replacement • Kitchen replacement • Rewiring of the property • Boiler replacement • Central heating installation works • Fire protection works. • Asbestos removal.

Programme Delivery

4.6 The completion of Noel Project Phase 2 works will be undertaken operating under a contract with a defined scope of works, delivery programme, and contract sum. A period of remobilisation will be undertaken to prepare for the works to recommence, and this will include detailed planning for each individual property and significant resident engagement to prepare residents for the extensive works being undertaken in their homes. In order to ensure Value for Money and effective and efficient project delivery a robust governance and contract management approach has been implemented which includes:

- Monitoring of project progress through the Housing Capital Board.
- A dedicated project team with a dedicated Senior Project Manager, Resident Liaison Officer, a dedicated Equans site project team and dedicate Ridge team to provide assurance and support the administration of contract.

- An extensive verification of all previous and future claims submitted by the contractor by Ridge, our appointed multi-disciplinary consultant, to ensure payment claims are in line with terms of the contract and are reasonable and evidence based.
- Regular analysis of key project risks so that these can be closely monitored and risk mitigation strategies put in place.
- Regular joint Lessons Learnt reviews to identify areas for improvement and ensuring lessons are learnt and weekly reviews of residents' complaints, customer feedback and completed customer satisfaction questionnaire.
- Enhanced communication activities and initiatives aimed at improving the resident experience
- Identifying opportunities for improving the critical path for delivery such as agreeing a reduced lead time with LB Haringey Highways Road closures which are required when Pods are craned into place.

4.7 The funding for the additional project budget including the additional professional fees, will be through the HRA Capital Programme Budget approved by Cabinet as part of the HRA Business Plan.

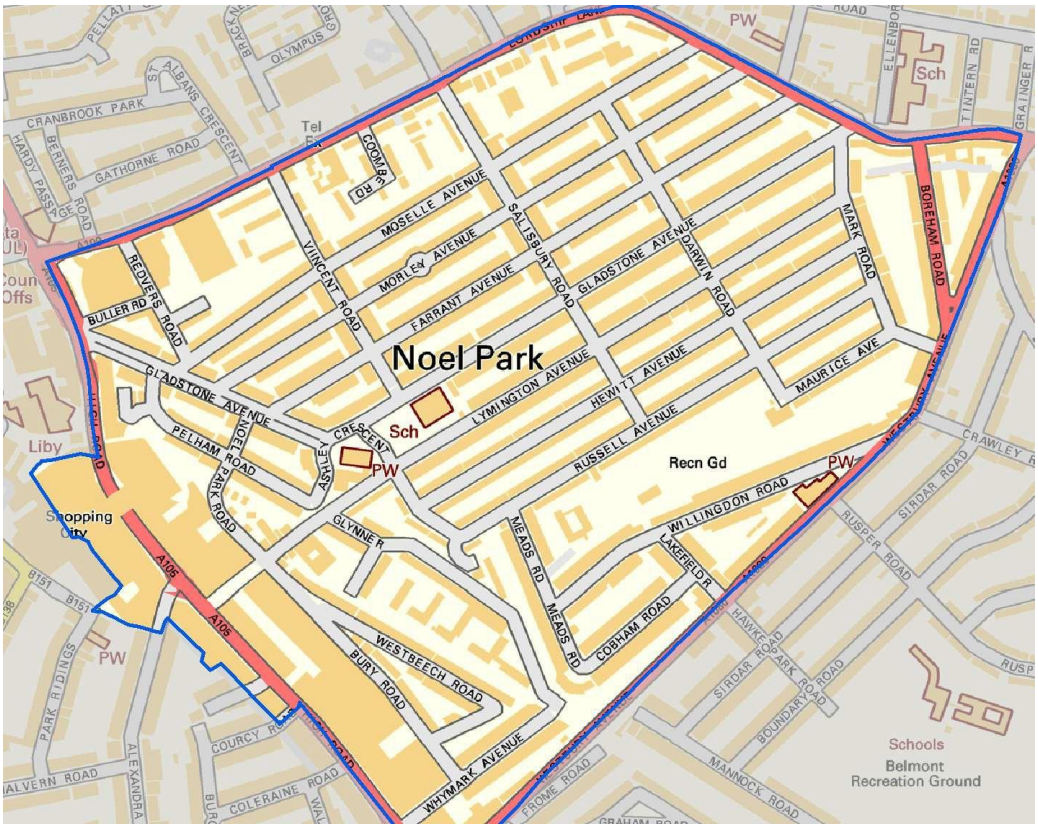
4.8 The need for additional cost to complete these essential works have been anticipated for some time and factored into Asset Management's major works budget spend plans for 2025/26 and 2026/27. This will be no impact on the ability to achieve 100% decency by 2028 and budgets for 2025/26 and 2026/27 have been allocated accordingly.

5.0 Alternative options considered

Option 1 - Halt Project & Reprocure
This option would involve the completion of all works in progress, the suspension of any new works and the procurement of a new contractor to complete the works. This option was discounted due the: timescales required to reprocure the works and obtain new planning permission; the impact on residents (tenants and leaseholders) due to the delay; the potential for increased costs given that a new contractor would be taking over partially completed works; increasing material and labour costs; and potential contractual disputes. In addition, there are likely to be potential claims and significant reputational damage.

Option 2 - Close Down Project
Completion of all Works in Progress. No new Works Orders Issued. Decent Homes & Essential Works added to future programmes. Evaluation of Options for Remaining PODs. This option has been discounted due to the following issues: failure to resolve significant health & safety issues, achieve Decent homes targets; essential works would be delayed and the impact on residents.

6 Background Information



6.1 The Noel Park estate was built at the turn of the 20th century and comprises a mix of terraced houses and purpose-built flats. There are also some post- war infill blocks and houses. The vast majority of the estate falls within a conservation area; some of which is subject to an Article 4 Directive which is a higher level of planning protection. Included in the stock are 242 properties that have a rear bathroom extension, erected in the 1970s. These rear extensions (known as pods) are now well beyond their useful life. Prevalent defects of the pods include structural movement, dampness, condensation and black mould and the presence of asbestos in the wall panels. The life of the pods has expired, and essential holding repairs are being undertaken to keep them wind and watertight and free from Health and Safety risks, whilst awaiting replacement.

6.2 In 2015 Homes for Haringey was commissioned to carry out a detailed options appraisal on Noel Park estate to look at the complex internal layout of many of the historic buildings and the poor condition of the pods to bring the homes up to the Decent Homes Standard. Subsequently investment works were undertaken to a number of properties and included a range of internal and external improvements to homes on the estate including new windows, doors, roofs, kitchens, bathrooms, central heating systems and rewiring. This work was completed in December 2016.

6.3 A subsequent review was undertaken to establish the options for the replacement of the existing Pods with the recommended option, for the Pods to be replaced using modular construction where a 'building' is constructed in a factory setting, under controlled conditions to the same standards as traditional buildings. In addition to the Pod replacement works, the review identified the need for external and internal works to the properties.

6.4 To procure the works a two stage Design and Build tendering process was undertaken to allow the contractor to work closely with the design team to develop the proposed works. This procurement was undertaken with Haringey Council's Procurement team via the London Construction Programme (LCP) framework and processes. The first stage of the tendering process was approved in August 2019. 6 contractors were invited to submit tenders and Engie's (now Equans) were appointed to deliver the design proposal and the construction phase of this project,

6.5 Following the appointment of Engie (now Equans) the decision was taken by Homes for Haringey to split the project into two phases. Phase 1 includes buildings that are only occupied by Council Tenants and Phase 2 will be inclusive of buildings occupied by both leaseholders and council tenants.

6.6 The Council undertook an analysis in February 2020 to compare the costs of a permanent modular built extension against a traditional brick-built extension. This is the primary alternative to the use of a modular solution. It demonstrated that excluding decanting costs, there would be a higher cost to install a traditional brick-built extension as opposed to modular extensions. The choice of traditional brick-built construction would also increase the related costs for all properties as the decant period could be circa 3 months, due to the requirement to decommission the bathrooms.

6.7 In July 2021 Cabinet approved the contract award by Homes for Haringey for Phase 1 & Phase 2 of the project which included the replacement of bathroom pod extensions and internal and external works to enable essential safety works to commence and for properties to be brought up to the Decent Homes Standard. The contract was awarded to Engie (now Equans) with a value of £21,458,116.

Works within a Conservation Area & Planning Approval

6.8 The properties in this project are within The Noel Park Conservation Area, Planning Policy Framework 2012 requirements. Section 12 of the PPF 'Conserving and enhancing the historic environment' directs local planning authorities to identify and assess the particular significance of any heritage asset that may be affected by a proposal. As part of the planning application process a heritage consultant was appointed by Haringey Council to assist in the development of a planning application that fully meets conservation guidelines. The Heritage Consultant provided a Heritage Impact Assessment in support of the Noel Park planning applications and this provided an assessment of the design, and the materials used for the major improvement works. LBH Planners were particularly interested in the new windows

and doors to ensure sympathy with the existing, roofing works and proposed external fabric repairs.

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

7.1 Haringey has developed the Corporate Delivery Plan 2024-2026 which sets out a series of outcomes that the Council is working towards achieving. This includes responding to the borough's housing needs. The plan covers 8 Themes. The key aspects of the Corporate Delivery Plan 2024-2026 are reflected in the delivery of the Noel Park project:

- 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.

7.2 Carbon and Climate Change

7.2.1 A key objective of the Housing Asset Management strategy is to ensure all Council owned homes have a minimum of an EPC B by 2035 in support of the council climate emergency action plan. The scope of works included within the Noel Park project supports this objective.

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

8.1 Finance

The original contract sum is £21.46m; this excludes the sum for professional fees. This report recommends a variation of the contract sum by an additional £10.7m, bringing the total contract cost to £32.2m.

The original professional fee associated with this contract is £0.85m. This report recommends an additional professional fee of £0.42m, bringing the total professional fees to £1.27m.

This represents an additional total project spend of £11.12m. This sum has been provided for in the recently approved capital works programme budget/MTFS.

However, this means that other existing homes requiring maintenance and improvement works is either being deprived of funding to the tune of £16.4m or additional sum borrowed to fund such works – which will also attract revenue cost in the form of interest on borrowing.

It should be noted that a total sum of £26.10m has been spent on Noel Park over a period of 9 years and £22.18m related to Noel Park project.

There is a risk of cost escalation if this contract is not properly managed and monitored.

8.2 Procurement

Strategic Procurement (SP) note that this report relates to the approval to vary the approved spend with Equans Regeneration Limited to enable the completion of essential Health & Safety and Decent Homes works to properties within Noel Park.

This variation is therefore essential for the completion of these works.

The proposed variation is in line with Regulation 72(b)(ii) of the Public Contracts Regulations (PCR 2015).

SP support the recommendation to approve the variation in accordance with CSO 18.03.1 & 18.03.3 & 2.01(d).

8.3 Legal

8.3.1 The Director of Legal and Governance (Monitoring Officer) was consulted in the preparation of this report.

8.3.2 Pursuant to the provisions of the Council's CSOs 18.03.3 and 2.01(d), Cabinet may approve the variation of a contract where the value of the variation is £500,000 or more and the variation sought in the report is more than £500,000 and as such Cabinet has power to approve the recommendation sought in paragraph 3.1 of the report.

8.3.3 The variation sought is also allowed under Regulation 72(b)(ii) of the Public Contracts Regulations 2015 the applicable Regulation when the contract was procured.

8.3.4 The Director of Legal and Governance (Monitoring Officer) sees no legal reasons preventing the approval of the recommendation in the report.

Equality

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

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

The three parts of the duty 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.

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

This decision relates to works as part of the delivery of the Council's Asset Management Strategy for its housing stock and how we will implement the strategy across the Council's housing portfolio.

The Asset Management Strategy aims to improve the quality of housing for Council tenants and leaseholder in Haringey. Residents from Black, Asian and minority ethnic backgrounds, older people, disabled people, women and low-income households are over-represented among current Council tenants. These groups are therefore likely to benefit from the delivery of the Asset Management Strategy. The current cost of living crisis is causing increased levels of fuel poverty and disproportionately impacts those from a low socio-economic background. The measures set out in the Asset Management Strategy to improve energy efficiency and effectively tackle damp, and mould should have a particularly positive effect on those from a low socio-economic background and represent a means of preventing and mitigating future inequalities.

As an organisation carrying out a public function on behalf of a public body, the Contractor 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.

8. Use of Appendices

Appendix A – Cabinet Paper –Noel Park Pods Replacement and Major Works Project Phase 2 (Leasehold and Tenanted Blocks on Gladstone Avenue – July 2021

9. **Local Government (Access to Information Act) 1985**

Report for:	Cabinet July 2021
Title:	Noel Park Pods Replacement and Major Works Project Phase 2 (Leasehold & Tenanted Blocks on Gladstone Avenue)
Report authorised by:	David Joyce, Director of Housing, Regeneration and Planning
Lead Officer:	Robbie Erbmann, 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 requests Cabinet approval for the award of a contract to Engie Regeneration Ltd "Engie", to carry out external major works on Noel Park estate for phase 2.

1.2 The project is being let in two phases as there is a high-cost contribution from leaseholders and further time was needed to consider their representations in advance of the second phase of the contract being awarded. The contract for phase 1 was awarded to Engie and this was approved at the February 2021 Cabinet.

1.3 This report covers the award of the contract for Phase 2 of this project which includes 126 purpose-built dwellings on Gladstone Avenue. These include properties that are owned by leaseholders and dwellings that are occupied by both tenants and leaseholders. The award of this contract will bring the tenanted properties up to the Decent Homes Standard and, for all properties, replace dated pods with new modular extensions.

1.4 This report sets out a recommendation to approve a variation to the original contract award value of £16,342,419 to Engie, to the extended contract sum of £21,458,116, in accordance with Contract standing Order (CSO) 10.2.1 b) the total increase to the original award being £5,116,697 and to the award the Noel Park Phase 2 contract to Engie to the value £10,126,441 in accordance with CSO 9.07.1 d).

1.5 The report also requests Cabinet approval for the issue of a letter of intent to Engie, this will be for an amount up to, but not exceeding £1,012,644. This will enable detailed design work to be undertaken in advance of the contract being finalised.

2. Cabinet Member introduction

2.1 Haringey Council is committed to ensuring that all council homes are at or above the Decent Homes standard. We know that a safe, warm and secure home is the foundation stone of a healthy, happy life.

2.2 When they were first put in place, the “pods” which were added to the rear of hundreds of homes on the Noel Park estate marked a clear improvement in the quality of the residents’ homes. The pods have served their residents well. However, when they were installed, they had a lifecycle which has been exceeded and they now need to be replaced.

2.3 Council tenants and leaseholders living on the Noel Park estate have waited patiently for their homes to be brought up to a decent standard.

2.4 This report sets out the proposed works to bring these homes up to scratch. They include the replacement of the bathrooms, kitchens, windows and roofs. They also includes rewiring and safety works within the homes. The works will benefit all the residents living in the affected properties on the estate. The overall project will contribute to achieving the Borough Plan objectives for housing, by making the homes decent, improving safety, and increasing resident satisfaction.

2.5 I do want to, once again, apologise to leaseholders for the quality of communication and engagement on this project. Since I became Leader, I have worked closely with them to find a way forward – and this is reflected in the proposed offer to leaseholders in this paper.

2.6 This package of proposals strikes the right balance of fairness to leaseholders and fairness to our council tenants, whose rents ultimately fund the Housing Revenue Account. We have capped costs for a number of leaseholders, with no resident leaseholder having to pay more than £25,000 for their modular extension, and we will do the same for non-resident leaseholders who can demonstrate hardship. We are seeking to rebuild trust in the process, with funding in place for an independent surveyor to challenge the scope of works that the Council has identified. And finally, we are providing more certainty for leaseholders – making it clear that the Section 20 notices issued in May represent the upper limit of costs that any leaseholders may be required to pay.

3 Recommendations

3.1 For Cabinet to approve a variation of the original Contract to Engie Regeneration Ltd by increasing the value from £16,342,419 to £21,458,116. This is an increase of £5,116,697 to enable the completion of Phase 2 works in accordance with Contract Standing Order (CSO) 10.2.1 (b).

3.2 For Cabinet to note that of the original contract, £11,331,675 was approved for phase 1 by cabinet in January 2021.

3.3 For Cabinet to approve the award of contract for Phase 2 of the works on the Noel Park Estate to Engie Regeneration Ltd up to the value of £10,286,961, inclusive of fees (£160,520), for the replacement of bathroom pod extensions

in accordance with Contract Standing Order (CSO) 9.07.1 (d). This includes bathroom suites and associated works, renewal of kitchens, roof replacement and repairs, window and door replacement, rewiring, boiler replacement and central heating installation works, fire protection works, brickwork and concrete repairs and external decoration, where required and for works in leaseholder owned properties to be completed in line with work detailed in the section 20 notices.

3.4 For Cabinet to approve the issue of a letter of intent for an amount of up to, but not exceeding, £1,012,644. This represents 10% of the contract sum and will enable detailed design and planning work to be undertaken in advance of the contract being finalised.

3.5 For Cabinet to consider observations made by leaseholders in response to the Section 20 consultation with leaseholders regarding the scope of works and estimated charges, as set out in section 8.

3.6 For Cabinet to consider the results of consultation on the proposed offer to cap service charge payments as set out in section 9, to approve the proposed associated estimated expenditure as set out in the exempt report, and to note that Council officers will exercise discretion in reaching a final settlement where appropriate in individual cases.

4 Reasons for decision

4.1 The properties identified in Noel Park Pods Replacement and Major Works Project Phase 2 need their bathroom pod extensions replaced. This includes bathroom suites and associated works, renewal of kitchens, roof replacement and repairs, window and door replacement, rewiring, boiler replacement and central heating installation works, fire protection works, brickwork and concrete repairs and external decoration. This will enable the essential safety works to be completed for all properties and for the rented, Council owned properties to be brought up to the Decent Homes Standard in line with the Borough Plan objective 3.

4.2 Homes for Haringey requires Cabinet approval for the award of this contract which is deemed to represent value for money. This is following a tender process undertaken with Haringey Council's Procurement team via the London Construction Programme (LCP) Major Works (MW14) framework.

4.3 A compliant tender process was carried out in accordance with the framework terms and conditions which incorporate price and quality. The evaluation process was based on 60% quality and 40% price. The recommended contractor Engie Regeneration Ltd scored the highest in relation to these criteria in the associated Lot 3 (NH3) Housing. Lot 3 enables 8 contractors to review and submit tender proposals ensuring we have value for money across the marketplace.

4.4 At the first stage tender an estimate of £16.1m was submitted by Engie, following further surveys of the properties, adjustments had to made to the

programme (see 7.15 for details). Following the final surveys carried out on site in June 2020 the final contract proposal was put forward at approx. £21.048m. The main increase was the recommendation to replace all the existing main roof coverings to the properties in Gladstone Avenue and the need to remove the AIB asbestos panels prior to lifting the existing pod structure over the property.

4.5 In response to representations by leaseholders about the significant scale of estimated service charges relating to this contract, officers have prepared proposals to cap charges as a basis for a settlement with leaseholders. The detailed rationale for making settlement offers to leaseholders are set out in section 9.

5. Alternative options considered

5.1 An alternative option would be for Homes for Haringey to use third party industry frameworks or a compliant tender process to deliver the construction works on the Noel Park Estate. Homes for Haringey sought support and advice from Haringey's Strategic Procurement team and determined the London Construction Programme (LCP) Major Works framework as being the optimum route to the market. This was due to the LCP framework being leasehold compliant, value for money and offering speed of access to quality-checked contractors.

5.2 The Council undertook an analysis in February 2020 to compare the costs of a permanent modular built extension against a traditional brick-built extension. This is the primary alternative to the use of a modular solution. It demonstrated that excluding decanting costs, it would cost an additional £7,308 per property to install a traditional brick-built extension as opposed to modular extensions. The choice of traditional brick-built construction would also increase the related costs for all properties as the decant period could be circa 3 months, due to the requirement to decommission the bathrooms. The cost of decanting tenants would be borne by the project. However, leaseholders would have to make their own arrangements and non-resident leaseholders may also incur loss of rental income as they would likely be required to vacate rented properties during the period of the works. In such circumstances leaseholders may claim against the landlord for their costs and loss of income. Decanting residents, while necessary in some cases, does also cause disruption to the lives of the residents, especially those with school age children.

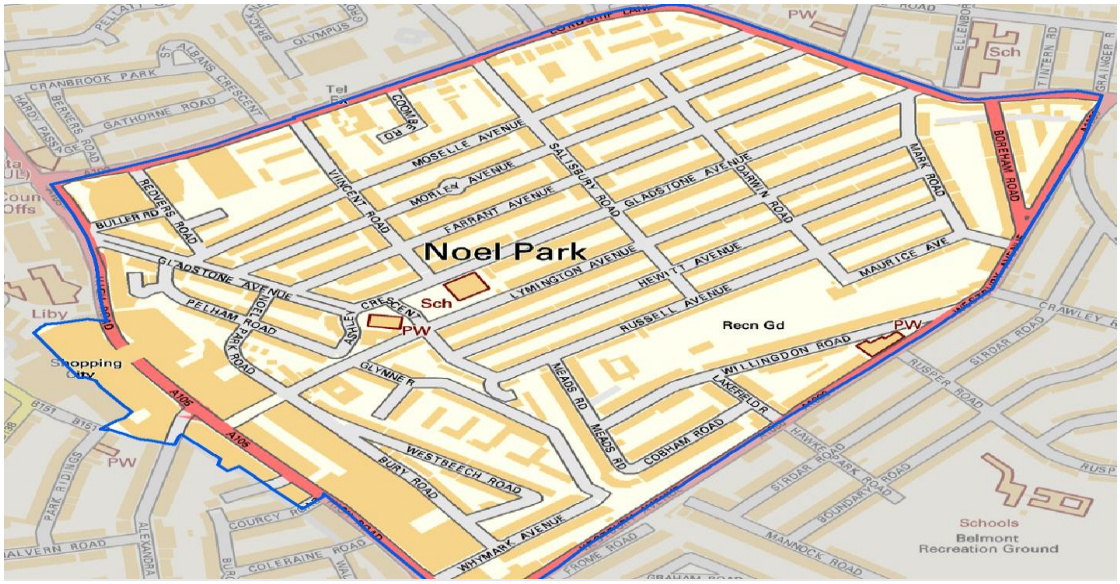
5.3 The pods are now beyond the end of their useful life. If the Council does not undertake the proposed works, it will not be able to deliver the planned capital investment works to bring these properties up to the Decent Homes Standard, in accordance with the Asset Management Strategy 2020-25.

5.4 By committing to effective consultation with the affected leaseholders, this should enable the delivery of phase 2.

5.5 Phase 2 is to be delivered as an addition to phase 1. All mobilisation works undertaken during phase 1 will be utilised for the delivery of phase 2 preventing

additional associated costs. Although, phase 1 and 2 will be delivered by separate contracts, it is recommended that the works are conducted by the same contractor to ensure consistency, value for money and a high standard quality of works.

6 Background information



6.1 The Noel Park estate was built in the late 19th and early 20th century and comprises a mix of terraced houses and purpose-built flats. There are also some post-war infill blocks and houses. The vast majority of the estate falls within a conservation area; some of which is subject to an Article 4 Directive which is a higher level of planning protection. There are currently 1,183 dwellings; 181 of which are leasehold. Included in the stock are 243 properties that have a rear bathroom extension, erected in the 1970s, known as a pod, which are now well beyond their useful life. Prevalent defects of the pods include structural movement, dampness and the presence of asbestos in the wall panels.

6.2 In 2015 Homes for Haringey was commissioned to carry out a detailed options appraisal on the Noel Park estate to look at the complex internal layout of many of the historic buildings and the poor condition of the pods to bring the homes up to the Decent Homes Standard.

6.3 The options appraisal concluded that the estate required significant investment over the next five years to bring homes up to the Decent Homes Standard, address the issues with the pod properties and convert homes to improve space and layout.

6.4 In 2015, Decent Homes funding enabled Homes for Haringey to launch the first phase of improvement on the Noel Park estate. As a result of this we were able to carry out a range of internal and external improvements to homes on the estate. Improvements included new windows, doors, roofs kitchens,

bathrooms, central heating systems and rewiring. This work was completed in December 2016. The work done did not include any work to the pod properties.

6.5 A second phase of external works only, started in October 2016 and completed in July 2017. External works were targeted as residents identified window renewal as a priority.

6.6 Work on the third phase started in August 2017, which included all outstanding internal and external improvement works, that completed in July 2019.

6.7 In April 2018, Ridge and Partners were appointed to provide a consultancy service to manage the delivery of the major works programme for five years. They were commissioned to review existing options appraisal and surveys in relation to the pod dwellings and to explore design options for their replacement.

6.8 Following the review, Ridge put forward a recommendation for the pods to be replaced using modular construction. This is a process in which a building is constructed in a factory setting, under controlled conditions using materials and design to the same standards as traditional buildings.

6.9 The new extensions are to be installed by a crane into their required location within a single day. Respite facilities will be made available for residents use on that day.

6.10 In addition to the pod replacement works, the project includes roof works, window and doors replacement, redecoration and external repairs to the properties. Tenanted dwellings will also benefit from kitchen replacement, rewiring, boiler and central heating works.

6.11 A two stage Design and Build tendering process was recommended for this project, because it allowed the contractor to work closely with the design team to develop the proposed works for this project. At stage one, the contractor was appointed on a fixed price to develop the design of the project, based on an outline scope of works. Following their appointment, the contractor is responsible for developing the design to reach an agreed cost to deliver the works at stage two. This form of tendering is typically applied to complex projects, such as the Noel Park pods. This is because it encourages collaborative working with the contractor from the early stages of a project and allows the Council to benefit from the contractor's knowledge and experience in design and construction.

6.12 In February 2019 a tender process commenced using the London Construction Programme (LCP) Major Works Framework (MW14). 6 contractors were invited to review and submit tenders for the Noel Park major works programme. We received 2 completed tenders to undertake the design and build project to install new modular extensions to the properties in Farrant Avenue, Morley Avenue, Moselle Avenue and Gladstone Avenue. Following a review of the tenders, Engie submitted the Most Economically Advantageous Tender with a total value of £16, 341,419. Which included the three phases:

- Design Phase
- Phase 1 works
- Phase 2 works

The design phase was approved on the 14 August 2019.

6.13 Phase 1 was awarded with a value of £11,331,675 following approval by Cabinet on 19th January 2021.

6.14 Following a review of 47 additional properties in Farrant Avenue, Morley Avenue, Moselle Avenue a new designed modular extension was required to include the kitchen incurring an increased cost. All 47 properties formed part of phase 1 and did not affect any leaseholder properties. The first stage design was reviewed with building control, updates to design had to be made to meet requirements of the conservation. A value for money exercise was conducted on the variation costs for the changes of the design.

6.15 At the first stage tender an estimate of £16.1m was submitted by Engie, following further surveys of the property's, adjustments had to made to the programme.

- Asbestos removal process changed (now make safe, strip and removal).
- Modular units (pods) increase in size second stage tender allowance).
- Enhanced modular bathroom finishes, OT and resident's choice.
- Kitchen modular unit designs.
- Scaffold access for pod removal.
- Ground works for pod removal.
- Additional 96 roof replacements.

Following the final surveys carried out on site in June 2020 the final contract proposal was put forward at approx. £21.048m. The main increase was the recommendation to replace all the existing main roof coverings to the properties in Gladstone Avenue and the need to remove the AIB asbestos panels prior to lifting the existing pod structure over the property.

6.16 The project details for Phase 2 are as follows:

Number of dwellings in project	126
Anticipated start on site	September 2021
Anticipated completion	September 2022
Contractor	Engie Regeneration Ltd

6.17 During Phase 2, four properties have been identified as suitable for the installation of a modular extension increasing the living space within the dwellings. Three properties will receive a first floor modular extension and one property will have a ground floor modular extension; each modular extension will house a new bathroom. Following the installation of the new bathroom the

existing layout will be converted into an extended kitchen space to improve the functionality and comply with the Decent Homes standard.

6.18 The project under construction will be managed by Ridge and Partners and Homes for Haringey.

7. Consultation

7.1 Resident consultation relating to this proposed contract began in 2019 with a well-attended "meet-the-contractor" event on 14th November 2019.

7.2 A further meeting planned for 18th March 2020 was unfortunately cancelled due to COVID-19 restrictions. Three online resident meetings were held in August 2020. A detailed presentation was delivered at the meetings, where the proposed designs, resident choices, the project timetable and the next steps were discussed.

7.3 A project brochure and newsletter were subsequently sent to all residents, including those who were unable to take part in the virtual meetings. These provided details of the proposed designs, a project update as well as key questions and answers raised at the meetings. Consultation pursuant to s105 Housing Act 1985 was conducted with all affected secure tenants in October and November 2020.

7.4 Section 20 Notices were sent to leaseholders in September 2020. The Council and Homes for Haringey have since apologised to all residents for the lack of sufficient communication around this time, given the scale of the estimated charges and the impact on leaseholders. A large number of leaseholder observations and questions were submitted, additional resource and support was required to gather the information requested. Due to the particular circumstances of this project, some observations took Homes for Haringey additional time to respond to. At the end of January 2021, Homes for Haringey published an updated Frequently Asked Questions document answering over 110 questions.

7.5 On 6th February 2021 and 13th May 2021, further online meetings were held specifically for leaseholders to address further questions and concerns. Revised Section 20 Notices were issued on 7th May 2021 following additional condition surveys conducted by Ridge and Partners between January and April 2021. A summary of leaseholder observations follows in the next section.

8 Leasehold implications

8.1 As a result of applications made under the Right to Buy legislation, there are 77 leaseholder owned properties affected by the works described in this report.

8.2 Under the terms of their lease, the lessee is required to make a contribution towards the cost of maintaining in good condition, the main structure, the

common parts and common services of the building. Such contributions are recovered by the freeholder through the lessees' service charge account.

8.3 The Council has a duty to preserve HRA funds by recovering the cost of works from individual leasehold owners where they are liable under the terms of their lease. The total amount liable to be recovered is estimated at £6.4 million. However, officers believe there is a strong rationale for reducing the level of charges in some cases to reflect the particular history and circumstances at Noel Park as well as to avoid further dispute and potential litigation.

8.4 The proposed works will not only enhance the homes of leaseholders but will also optimise the value of their assets.

8.5 **Section 20 Consultation – Observations and Considerations**

8.5.1 Homes for Haringey (HfH) initially issued Section 20 Notices to leaseholders in September 2020. Following representations from leaseholders and a review by the Housing and Regeneration Scrutiny Panel, HfH instructed a programme of bespoke condition surveys of leasehold properties in early 2021, with surveys carried out by Ridge and Partners LLP. The scope of works and cost estimates were then revised to reflect the survey findings. A second set of Section 20 Notices were then issued on 7 May 2021. The 30-day deadline for responses was extended by 2 weeks until 23 June 2021.

8.5.2 This section of the report summarises the leaseholder observations received in response to both sets of Section 20 Notices and indicates how the proposals have been amended to reflect the observations received.

8.5.3 It is important to note that many of the matters raised by leaseholders during the consultation period were in relation to issues outside of the statutory requirements of the Section 20 rules. Nevertheless, the Council and HfH have made considerable efforts to provide answers to the full range of matters raised, with a set of answers to Frequently Asked Questions (FAQs) published and kept updated on the HfH website.

8.5.4 No. of leaseholders responding to September 2020 Notices = 26

8.5.5 No. of leaseholders responding to May 2021 Notices = 56

Observations and Responses:

8.6 Scope of Works

Many leaseholders questioned the scope of works proposed, putting forward a case that certain elements of work are unnecessary at this stage (for example, arguing that the current condition of roofs, windows and/or doors is good or fair and so renewal is not needed now or within the next 5 years).

At this stage HfH is proposing to base the scope of works to each property on the Ridge survey findings. However, the Council is now offering to give leaseholders a further opportunity to challenge the necessity of works prior to commencement through the appointment of an independent and suitably qualified quantity surveyor or other building professional, to be given access to inspect on site alongside the contractor when the final specification of works is being agreed before commencement.

8.7 Alternative Options

Some leaseholders argued that the bathroom "pods" should be replaced with brick-built extensions rather than new modular bathroom extensions or that bathrooms should be re-provided inside the original footprint of the properties.

HfH has published cost comparisons demonstrating that the new modular extensions are better value for money and their quality and longevity is assured under the BOPAS scheme, which is accepted by mortgage lenders.

8.8 Procurement Process

Some leaseholders asked questions about the process of appointing Engie Regeneration Ltd as the contractor under the earlier QLTA procurement, challenging whether the Council and HfH could demonstrate that this process has achieved value for money.

HfH has provided evidence that the procurement process met the legal requirements and resulted in an appropriate appointment based on the assessment of quality and price undertaken.

8.9 Consultation Process

Some leaseholders asserted that the consultation process in this case was not sufficiently extensive to meet the Section 20 requirements and failed to meet the Council's own engagement standards.

HfH apologised for shortcomings in the September 2020 consultation process and issued revised S20 Notices in May 2021, providing an extended consultation period at leaseholders' request and making considerable efforts to provide answers to all questions raised, even where issues went beyond the matters covered by the legislation. Despite COVID restrictions, all affected leaseholders were invited to online meetings to raise their concerns and discuss these issues directly with officers.

8.10 Charging Basis

Some leaseholders queried the lawful basis within the lease for charging them for certain works, such as those without a pod questioning why they should contribute to the costs of replacing their downstairs neighbour's bathroom pod.

The legal basis for charges has been carefully considered in each case and answers provided to clarify where questions arose. The Council's proposed offer to leaseholders includes capping of charges for some leaseholders (as set out in the main report). Beyond the proposed offer, the charging basis is considered fair and fully in line with the terms of the lease in each case.

8.11 Repairs and Maintenance History

Many leaseholders asserted that the Council and HfH have failed to adequately maintain and repair the properties over a long period of time, resulting in escalation of renewal costs at this stage. The assertion is that the freeholder has neglected its legal duty under the lease and should therefore be liable for the costs of bringing the properties up to a good standard of repair.

The Council and HfH have carried out necessary repairs and maintenance to ensure resident safety. We do not agree that either HfH or the Council have neglected their repairing responsibilities.

9 Proposal to cap leaseholder charges.

9.1 This section of the report sets out officer proposals for a settlement offer to leaseholders and the results of consultation on these proposals. There are several distinct circumstances that warrant consideration set out below.

9.2 Firstly, there are several leaseholders who bought under the Right to Buy in the last six years. They were given Section 125 Notices setting out the estimated costs of major works to be carried out. There is a legal requirement to cap charges for relevant works to the estimates provided in the Section 125 Notice where those charges are billed within 5½ years from the date of the Notice.

9.2.1 Officers propose that, given the extended timescale for wider consultation and the phasing of this contract, the Council should cap relevant charges to the Section 125 Notice levels for all the leaseholders who bought under the Right to Buy within the 5½ years prior to the date of this Cabinet decision to award the contract. This is instead of allowing any Section 125 Notice periods to expire prior to the final accounts on the Noel Park contract.

9.3 Secondly, there are 6 resident leaseholders in first floor flats without a pod who are required under the terms of the lease to pay towards the cost of a modular extension in the ground floor flat. It is important to emphasise the distinction between this scenario - where we propose to not collect a contribution towards work which benefits only the other flat, from other circumstances such as lift replacement where leaseholders generally are liable to pay a share of the costs under the terms of the lease. In the case of a lift, for example, even though a particular leaseholder may not personally use the facility, it is part of the common parts benefitting all residents. By contrast, the modular extension is for the exclusive use of the downstairs resident. (Note: one of those without a pod is also in the recent Section 125 category above.)

9.3.1 Officers propose that, in these cases, the Council does not charge first floor owners a proportion of the ground floor pod costs. At the same time, where the ground floor flat is also owned by a leaseholder, their charges would be limited to what is chargeable under the lease, not increased by the reduced charge to the first floor owner. That cost would be borne by the Housing Revenue Account (HRA).

9.4 Thirdly, there are 27 Resident Leaseholders who require new modular extensions. The average cost of the modular extension is c.£55,000, although charges vary due to the formula in the lease for apportioning costs, according to relative property sizes. Concerns have been raised about the financial impact on resident owners, with some at risk of hardship and the loss of their homes. Officers propose that the Council offers to cap the pod replacement charges to a maximum of £25,000 for all these resident leaseholders.

9.5 Fourthly, there are 38 non-resident leaseholders. There is a strong moral case not to offer a cap on costs to owners who are pursuing a profit motive as investors in these properties. However, officers propose that the Council remains open to using its discretion to mitigate any extreme financial hardship. For example, if the charges would result in a non-resident leaseholder being at risk of losing their primary residence elsewhere. Officers propose that the Council offer to cap the pod replacement charges at senior officers' discretion on the basis of extreme hardship.

9.6 In all cases, in order to provide a greater degree of certainty at this stage, the offer will include an absolute ceiling on the final level of charges to be invoiced under this programme, based on the May 2021 estimates (inclusive of any of the proposed caps above, where applicable).

9.7 In every case, the offers above are made only on the basis of a full and final legal settlement, with a written assurance that the owner will not make any further legal claim.

9.8 Officers can also offer the option of the Council buying back individual properties as an alternative to other payment arrangements. The authority for acquisitions of this kind is already delegated to senior officers, within the scope of an acquisition's capital budget approved previously. The charging reductions proposed above would also be reflected in the buyback terms offered in individual cases.

9.9 Officers wrote to all affected leaseholders in early May (with the revised Section 20 Notice) setting out the proposals and inviting comments. There were also online meetings for leaseholders to ask questions and express their views.

9.9.1 In addition to the above arrangements, in order to support leaseholders in challenging the need for works and the cost of works, officers are proposing to fund an <u>independent</u> Quantity Surveyor (or other suitably qualified professional) to be selected by a panel of leaseholders. This QS will act on

the leaseholders' behalf, under their instructions, to scrutinise and challenge the need for works and the cost of works, throughout the contract period.

9.10 The proposed hardship definition below reflects a range of circumstances.

Firstly, we have a number of payment options available to assist in hardship circumstances, so we can consider whether additional options that are usually only offered to residential leaseholders can be applied to non-residents.

9.11 The main criterion is where the non-resident leaseholder has been unable to sell their home due to the major works bill and has left their home for hardship reasons. To demonstrate hardship we will look at whether any of the following five circumstances apply:

9.11.1 They are no longer able to pay for basic necessities (food, educational needs and care, regular housing costs and utilities), and therefore is in financial hardship;

9.11.2 They or a dependent member of their family, is vulnerable and they left their home because it was no longer reasonable for their household to occupy the property;

9.11.3 Their household would otherwise have been forced to live apart;

9.11.4 They needed to care for a dependent family member, and so have had to move out temporarily but intend to return;

9.11.5 Their home was no longer appropriate for their circumstances (e.g. due to family size or disability).

9.12 These are the main reasons – however, there may be other circumstances that we can consider. In all cases, we will require full disclosure of personal and financial circumstances to assist our evaluation and assessment of hardship.

9.13 Finally, to demonstrate transparency in the process, we propose to appoint an independent expert (such as a Citizens Advice manager or debt advice specialist) to participate in the panel of officers responsible for evaluating and assessing hardship claims. The panel will make recommendations in cases of severe hardship, for approval by the Assistant Director of Housing. There will then be the opportunity to appeal to the Director of Housing, Regeneration and Planning whose decision will be final.

9.14 If these proposals are agreed by Cabinet, officers will then write again to leaseholders confirming the offer available and explaining how they can respond individually, to reach a full and final settlement agreement on the pod replacement costs.

9.15 As noted above, leaseholders were consulted during May and June 2021 about the proposed settlement offer to leaseholders. Many leaseholders welcomed the proposed cap for resident leaseholders, whilst some questioned the lack of a similar cap for all non-resident owners on grounds of fairness. Some argued that there should be a more substantial cost reduction for all. The proposed independent surveyor and the hardship definition were welcomed, although some argued for a wider view of hardship. The proposed absolute ceiling to provide maximum cost certainty was largely welcomed. An independent input to the hardship panel was also welcomed.

10 Conservation areas

10.1 The properties in this project are within The Noel Park Conservation Area, Planning Policy Framework 2012 requirements. Section 12 of the PPF 'Conserving and enhancing the historic environment' directs local planning authorities to identify and assess the particular significance of any heritage asset that may be affected by a proposal (including proposals which may affect the setting of that heritage asset). The Project Team is in consultation with Planning and Building Control as part of the formal application and approval process.

11 Contribution to strategic outcomes

11.1 This project will help to achieve the Borough Plan Outcome 3: 'We will work together to drive up the quality of housing for everyone'. This will include contributing to delivering the following objectives: -

- Improve the quality of Haringey's Council housing, including by ensuring that a minimum of 100% of homes meet the Decent Homes Standard by 2025.

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

- Ensure safety in housing of all tenures across the borough, responding to any new regulations as they emerge.

Statutory Officers comments

12 Finance

12.1 The contract variation request of £5.12m is to enable the completion of phase 2 works.

12.2 The total value of the phase 2 contract is £10.29m and this includes a professional fee of £0.16m

12.3 This project is included in Existing Stock Investment Programme budget approved by full council in February 2020.

12.4 The cost of this project, including professional fees, is projected to be spent as shown below.

Financial year	Works	Fees	Total
2021/2022	£6.54m	£0.07m	£6.61m
2022/2023	£3.12m	£0.09m	£3.21m
2023/2024	£0.47m	£0.00m	£0.47m
Total	£10.13m	£0.16m	£10.29m

12.5 The expenditure of £6.61m in 2021/22 will be met from the existing stock capital works programme 2021/22 budget.

12.6 The remaining projected expenditure of £3.68m is covered in the existing stock capital programme 2021/22-26 MTFS.

12.7 Contribution to the cost of the project is expected from leaseholders in this phase.

12.8 Further finance comments are contained in the exempt report.

13 Procurement

13.1 Strategic Procurement can confirm the works were procured through the LCP Major Works Framework (MW14) in compliance to the Council's Contract Standing Order (CSO) 7.01 b) (selecting a provider from a Framework).

13.2 The second stage procurement exercise contemplated three parts:

- Design
- Phase 1 works
- Phase 2 works

Each phase has been subject to separate approval by the Council. The nature of the works is such that there is a high risk the value of the works would vary from the original tender price submitted by bidders, especially in light of recent availability of materials and significant price increases, following Brexit and the impact of Covid-19 which has caused substantial disruption in supply chains through the construction sector.

13.3 Strategic Procurement can confirm the proposed variation recommended in 3.1 is consistent with Regulation 72 (1) b of the Public Contract Regulations 2015.

13.4 Strategic Procurement is not aware of any procurement related reason preventing the Council from agreeing to the recommendations in Section 3.

14 Legal

14.1 The Head of Legal and Governance (Monitoring Officer) has been consulted in the preparation of the report.

14.2 Pursuant to Contract Standing Order 9.07.1(d) contracts valued at £500,000 or more may only be awarded by Cabinet.

14.3 The terms of the Council's standard right to buy lease permit recovery of a proportion of the cost of these works from leaseholders, subject to compliance with the consultation requirements set out in the Landlord and Tenant Act 1985 and the Service Charges (Consultation Requirements) (England) Regulations 2003 ("the provisions").

14.4 As the works are proposed to be carried out by a contractor under a qualifying long term agreement (QLTA), the provisions set out a single-stage process for consultation with leaseholders, setting out the proposed works and likely cost and inviting comments on both the works and the costs (the leaseholders are not entitled to nominate an alternative contractor where the Council proposes that the works be carried out under a QLTA). The leaseholder is to be given a minimum of 30 days to respond. The Council must respond to any observations made within 21 days and Cabinet must have regard to those observations in deciding to award the contract.

14.5 Details of compliance with those provisions are set out in the body of this report together with a summary of the observations and responses at paragraphs 8.6 to 8.12. Legal Services were consulted on and approved the form of the notices served.

14.6 Entry into the QLTA itself was subject to a separate consultation process under the Regulations.

14.7 The variation of the original contract value is in accordance with Regulation 72(1)(b) of the Public Contracts Regulations 2015 as the additional works have become necessary and a change of contractor cannot be made for economic and technical reasons and would cause significant inconvenience and substantial duplication of costs to the Council.

14.8 In accordance with Contract Standing Order 10.02.1(b) Cabinet has authority to approve the variation referred to in 3.1 of the report.

14.9 In accordance with Contract Standing Order 9.07.1(d) Cabinet has authority to approve the award of contract referred to in 3.2 of the report.

14.10 Cabinet has authority to approve the issue of the letter of intent referred to in 3.3 of the report.

14.11 The Head of Legal and Governance (Monitoring Officer) sees no legal reasons preventing Cabinet from approving the recommendations in the report.

15 Equality

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

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

15.2 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.

15.3 This report concerns the decision to approve the award of contract for Phase 2 of the works on the Noel Park Estate to Engie Regeneration Ltd for the replacement of bathroom pod extensions. A separate decision on the leaseholder payment policy, applicable to leaseholders on the Noel Park Estate, is detailed in another report for July 2021 Cabinet and is accompanied by an EQIA.

15.4 The decision will primarily impact residents living in properties managed by Homes for Haringey, a significant number of whom share the protected characteristics. It is notable that BAME people and disabled people are overrepresented relative to the population of Haringey. The award of this contract will bring the tenanted properties up to the Decent Homes Standard and for all properties, will address an on-going potential health and safety risk by removing the asbestos which is present in the pod extensions. Homes for Haringey will also work with tenants and leaseholders to adapt the works where any specific needs are identified, for example in relation to disability. To the extent that the decision may enable properties to be brought up to the Decent Homes Standard it can be expected to have a positive impact in relation to the Council's public sector equality duty.

15.5 This decision will also carry a specific impact for the 77 leaseholder owned properties affected by the works described in this report. It is noted that leaseholders will be subject to charges for the works and that the council is taking measures to mitigate the potential financial impact: including by reducing the level of charges in some cases and by proposing a new leaseholder payment policy (which will go to Cabinet in July). These measures could be expected to mitigate the potential negative financial impact for leaseholders.

15.6 As a body carrying out a public function on behalf of a public authority, the contractor will be required to have due regard for the need to achieve the three aims of the Public Sector Equality Duty, noted above. Arrangements will be in place to monitor the performance of the contractor and ensure that any reasonably possible measures are taken to address any issues that may occur and may have a disproportionate negative impact on any groups who share the protected characteristics

16 Use of appendices

16.1 Appendix A: Part A exempt information.

17 Local Government (Access to Information) Act 1985

17.1 Asset Management Strategy 2020-25
https://www.homesforharingey.org/repairs-and-maintenance/major-works

17.2 In February 2018 Cabinet agreed to appoint Ridge and Partners LLP as multi-disciplinary professional consultants.
Award of contract for multi-disciplinary professional services
http://www.minutes.haringey.gov.uk/documents/s99594/

Appendix A of this report is NOT FOR PUBLICATION by virtue of paragraphs 3 and 5 of Part 1 of Schedule 12A of the Local Government Act 1972. This appendix 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.

Report for: Cabinet; 15 July 2025

Item number: 15

Title: London Borough of Culture 2027 Delivery Arrangements: Creation of a Charitable Company Limited by Guarantee

Report authorised by: Jess Crowe, Corporate Director of Culture, Strategy and Communities

Lead Officer: Yamin Choudury, Director of Culture & Communities

Ward(s) affected: All

Report for Key/ Non Key Decision: Key Decision

1. Describe the issue under consideration

1.1. This report summarises findings of 18+ months of research, development and engagement with both local partners and communities, and wider collaborators with expertise and/or experience of delivering a London Borough of Culture programme.

1.2. This exploration has resulted in the recommendation presented for Cabinet decision, namely the creation of an alternative delivery arrangement for Haringey's London Borough of Culture through means of a Charitable Company Limited by Guarantee. This report sets out how it is envisaged such an arrangement would work, the benefits associated with it, and the governance that will be required to ensure the Council can continue to direct and oversee the project effectively.

2. Cabinet Member Introduction

2.1. It gives me great pleasure to again say how excited I am and we are as a Borough to be hosting the London Borough of Culture in 2027. This provides an opportunity to showcase the rich creativity and culture which is at home here in Haringey, show that our Borough is a home for creatives and artists and enable our young people to see that the creative industry is a place for them to build and have a fulfilling career.

2.2. But like anything that is worth doing, there are risks both financial and reputational, and the longer lead in time compared to other Boroughs who have hosted this prestigious award, has allowed us to take a step back and carry out a detailed review and planning of delivery options.

2.3. Research into previous models used by other boroughs highlighted the need for a bespoke, sustainable, and agile delivery mechanism suited to Haringey's ambitions and context.

2.4. The proposed charitable company limited by guarantee model:

- Provides and sets out the governance arrangements to enable the delivery of London Borough of Culture in Haringey in 2027 aligned with the borough's cultural and community ambitions.
- Supports legacy-building beyond 2028.
- Allows for external partnerships and funding not readily available to a Council-hosted programme.
- Ensures continued Council control through sole membership and board appointment rights, while maintaining appropriate independence and public benefit safeguards.

2.5. The Articles of Association and Master Collaboration Agreement provide the legal and operational framework for effective partnership and governance between the Council and the Charity.

2.6. Finally, the approach also allows flexibility to wind down or repurpose the Charity following programme completion, subject to the outcome of the 2028 evaluation and I am seeking Cabinet's approval to move ahead with the next exciting stage of the delivery of our year-long cultural and creative celebration by agreeing to the creation of charitable company limited by guarantee.

3. Recommendations

Cabinet is asked to:

3.1. Note the research and development that has been conducted since the London Borough of Culture 2027 award in March 2024, as summarised in section 6.

3.2. Approve the implementation of an alternative delivery arrangement, in the form of a Charitable Company Limited by Guarantee, for the delivery of the London Borough of Culture 2027 programme for Haringey.

3.3. Approve the Council as the sole and founding Member of the Charity.

3.4. Approve the adoption of the Articles of Association for the Charity and the Master Collaboration Agreement between the Council and the Charity, set out in Appendices 1 and 2 respectively.

3.5. Delegate the mobilisation, deployment and operations of the Charitable Company Limited by Guarantee to the Corporate Director of Culture, Strategy and Communities.

3.6. Evaluate and assess the realisation of the co-designed objects of the Charitable Company Limited by Guarantee, via regular monitoring through the proposed governance outlined in this report, and to receive a report no later than December 2028 enabling a decision to be made as to whether to retain or close down the CCLG following the completion of all LBoC-related activities.

4. Reasons for decision

4.1. LBH has had the unique benefit of a longer lead in time than previous LBOC boroughs, as this is the first time the GLA has announced two consecutive awards for the biennial programme. This has allowed LBH to scrutinise processes and explore potential new approaches to:

4.1.1. Deliver the LBoC programme successfully
4.1.2. Fulfil the ambitions of the original proposal
4.1.3. Create a sustainable and robust legacy for LBoC for the borough

4.2. Having conducted research into delivery options used by previous LBOC award winners, their approaches are not felt to be viable options for Haringey, for reasons set out in section 6. Over the past 18 months therefore, LBH has worked closely with partners and sector experts to develop the recommendation of creating a Charitable Company Limited by Guarantee ("CCLG") to deliver the LBoC programme.

4.3. A CCLG is a specific not-for-profit organisation, registered with both Companies House and the Charity Commission. Members guarantee a nominal amount of the company's debts, whilst the company has no shareholders or profit distribution.

4.4. The CCLG is established to achieve specific charitable 'objects', which are outlined in the CCLG's governing document, the Articles of Association attached as Appendix 1. These objects must align with the requirements set forth in the Charities Acts, as does the general operation of the charity. If it fulfils the criteria for doing so, an organisation that has been set up as a CCLG must apply to the Commission to be registered as a charity and the Commission will confirm this and provide a charity number. Charity registration is public domain evidence that the CCLG is, by legal definition, a public benefit organisation, and that status has a high level of public recognition. The Council will therefore apply to the Commission for charitable status for the CCLG.

4.5. The CCLG, founded solely by LBH, will have independent operational systems, which can be more inclusive, agile and responsive to the immediate needs of the programme, and leans into the expertise and background of the Council's Culture team.

4.6. The CCLG can also reduce the demand on LBH resources by bringing in external support through strategic partnership and sponsorship, which would not all be available to a council-hosted function.

4.7. LBH will retain control of the charity as the sole corporate member, with power to appoint the charity board and may pass company members' resolutions directly as written resolutions. LBH will make appointments in the best public benefit interests of the CCLG and the strategically aligned public benefit interests of LBH and these will include at least two trustees who are not directly connected to LBH, to ensure the CCLG has a means of managing the potential for conflict of interest, within the overall collaborative public benefit interests of LBH and the CCLG.

4.8. External legal counsel has been commissioned to develop and draft the constitutional document for the CCLG – Articles of Association and a Master Collaboration Agreement as a contractual framework to govern the operational

partnership relationship between the CCLG and LBH in the delivery of the programme. The Master Collaboration agreement is key to the success of this model as it dictates the relationship, influence and constitutional control that LBH will have over the CCLG.

4.9. The Master Collaboration Agreement provides a framework for a collaborative working relationship to promote and deliver the LBoC project. It may cover the various means by which and the conditions upon which LBH will support the CCLG, the payments the CCLG will make for services provided by LBH, and provide for effective communication between LBH and the CCLG in the planning and delivery of the project. The framework will allow for more specific detailed agreements on specific areas within the collaborative LBoC project. This agreement is attached at Appendix 2.

4.10. The CCLG will be included as part of the master evaluation of LBoC and provide valuable learning for the Council and the Borough. Dependent on evaluation and monitoring of realisation of the charitable objects, the CCLG could be wound up after the LBoC delivery year, which runs from April 2027 to April 2028, or sustained as a new model of cultural infrastructure, advocacy and support. The CCLG may develop from delivery of the specific programme into a post-programme legacy as a charitable Haringey community organisation and the proposed report to Cabinet in 2028 will enable the Council to take an informed decision at that point.

5. Alternative options considered

5.1. Total restructure of internal delivery model: An alternative approach would be to work with leaders from across the council to redevelop internal infrastructure to include dedicated, allocated resources via a multi and inter-departmental approach. We would explore how the delivery team can better understand and utilise systems to feasibly deliver the programme, and where efficiencies and/or alternatives may be possible.

5.2. LBH would seek to develop a new structure; a multidisciplinary, dedicated team of leaders from across the council - including (not limited to) Culture & Creativity, Project Management, Communications, Business Support, Procurement and Children & Young People. LBH would build out the core team and then bring in additional producers/directors and other professionals/experts from the arts and culture sectors to produce a world-class programme and maximise external funding and investment.

5.3. The long-term ambition would be for LBH to strengthen and expand its network of partners, building on the momentum created by community networks etc. In this model LBH would create an advocacy and partnership board with partners to develop collaboration with funders, external organisations and individuals to facilitate promotion, and delivery of the programme safely and efficiently.

5.4. This would present the following challenges:

5.4.1. Front-loads new, and full financial and resource cost, and risk, to council;
5.4.2. Reduces opportunity to leverage external support, infrastructure and funding;

5.4.3. Systems require scrutiny and adaptation - organisation-wide redevelopment likely not feasible, which may cause multiple systems being needed to do the same thing for different services - time, capacity and workforce issues

5.4.4. Requires council-wide buy in and offering of resources at a time of financial pressure across all services, including statutory ones;

5.4.5. Sustainable legacy models mean a longer period of higher investment.

5.5. Do Nothing: Current framework, capacity, resources and infrastructure would not support the delivery of the ambitions of the programme, and would require significant, if not total, reprofiling of the LBoC programme.

5.6. Outsource to an external partner: Would not deliver the borough-wide ambition and transformation as outlined in the bid, and requires flexibility, capacity and scale that is not available at this time in the borough.

6. Background information

6.1. “Haringey is the world in one borough. A place of creativity, personality, radicalism, diversity and community. To create a fairer, greener Haringey that works for everyone, we need to work with you to make change happen. To do this, we need to change the way we work.” These principles, set out in the Haringey Deal, have heavily informed our approach to LBOC and our thinking on how best to deliver it.

6.2. More widely, culture is critical to London’s economic success: 80% of visitors to the city come for ‘culture and heritage’; one in six jobs in the capital are in the cultural and creative industries; and this sector generates £52bn to the London economy every year.

6.3. Launched in 2017, the Mayor’s London Borough of Culture award, brings Londoners together in recognition of this sector’s importance for London. It puts culture at the heart of local communities, where it belongs, illuminating the character and diversity of London’s boroughs and showing culture is for everyone. Boroughs receive £1.35m to deliver a spectacular year of creative and cultural activities that celebrate local communities and showcase London’s diversity.

6.4. The award will be central to delivering a culturally rich borough as per the Corporate Delivery Plan 2024 - 2026. It is a key enabler for realising strategic ambitions for the Council, as set out in Opportunity Haringey, the borough’s inclusive economy strategy, and the recently agreed Culture Strategy for the borough. Cultural and creative industries make up nearly 20% of all businesses in the borough and one in five jobs are in the cultural sector. The London Growth Plan highlights Tottenham as an internationally significant visitor destination, with opportunities to grow as part of London’s ‘experience economy’ and our residents are highly culturally engaged, exceeding the London average for arts attendance in all arts & culture categories.

6.5. Even more importantly than the economic drivers, however, Haringey is rooted in a rich and dynamic history, shaped by deeply diverse cultural communities. The identity and stories of these communities reveal the borough’s potential and are the key reason as to why it is the future of London and why LBOC is such an important project for Haringey.

6.6. The success of the London Borough of Culture 2027 award signifies Haringey's intent and ambition. This recognition will foster opportunities for all residents to engage in arts and culture. It will attract new inward investment into the borough, which can subsequently be allocated to benefit residents and support the sector. Additionally, it will cultivate new, intergenerational audiences, participants, and creatives while empowering young people to influence their own futures as well as ours.

6.7. The London Borough of Culture 2027 will offer substantial opportunities for our residents. It will enable everyone in the borough to access, engage in, enjoy and be excited by arts & culture locally, create more jobs, generate more income for local businesses, and directly address some of the challenges faced by many in our community.

6.8. It is also a major project for LBH to deliver, with reputational and financial risks. LBH needs to get it right and ensure that it has the capacity and capability to make it the success Haringey needs and wants it to be.

6.9. Current challenges experienced by both the delivery team, and LBH at large given the financial position, strongly suggest that LBoC cannot be treated as business as usual by LBH, and nor can LBH afford to scale up investment in the very significant way that other previous LBoC winning boroughs may have.

6.10. Considering the scale and profile of the LBoC award and programme, some Local Authorities have commissioned delivery to, or with, external cultural partners, to provide the administration, management and delivery of the LBoC programme.

6.11. Previous cultural partners in other boroughs have shared how challenging the programme has been to deliver in this framework, and the additional strain this has caused to the partner organisation, even with additional capacity.

6.12. Where Local Authorities have delivered LBoC internally, either there is generally significantly more cultural infrastructure and resource already existing via the service in the Council, or not no other options due to time restrictions.

6.13. Significant consultation with internal and external partners, stakeholders, previous LBoC winners, sector experts, the GLA and many others, over 18 months has informed the development of the CCLG recommendation, which the Council believes will maximise the direct and long-term opportunities arising from LBoC. The CCLG presents the following opportunities:

- To develop systems that align with Council due diligence and assurance needs, whilst also meeting the needs of the programme;
- To improve project funding and project investment opportunities;
- The financial benefits of being set up as a charitable entity, which can be re-invested into programme and community;
- To reduce risk and exposure (both reputational and financial) of the Council;
- To create a wider case for inward investment into the Borough, with a more diverse group of potential stakeholders.

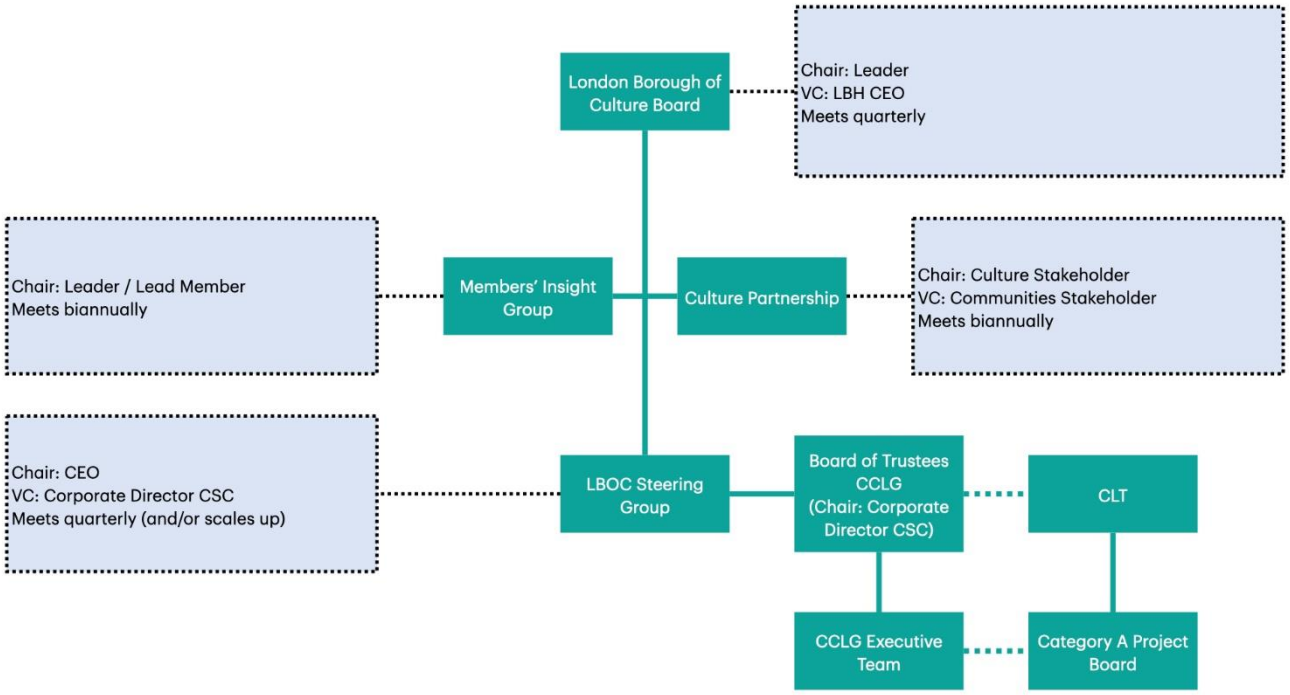
6.14. As summarised in the previous paragraph, a key opportunity presented by the CCLG is its ability to leverage additional external partnerships and resources that would be unlikely to be offered directly to an internal Council programme. The most important of these which has already been critical to the success of our LBoC ambition so far is our partnership with Tottenham Hotspurs, both the Club and the Foundation.

6.15. Tottenham Hotspurs played a critical role as a champion and advocate in the LBoC proposal process and have been extremely supportive of the development of the CCLG recommendation.

6.16. Having already dedicated the use of office-space to the London Borough of Culture delivery team, that will allow the programme to have a base of operations in the East of the borough, Tottenham Hotspurs have shared their ongoing support of London Borough of Culture and the charity through the commitment of capacity building resources and future funding. This is attached at Appendix 3.

6.17. Spurs will also be co-producing the grand finale of London Borough of Culture 2027 in March 2028 Homegrown Haringey; showcasing the phenomenal musical talent that has come from the borough.

6.18. A high-level representation of the governance proposed for the LBoC project and operational and strategic oversight held by LBH over the CCLG is set out in the diagram below. Once the CCLG is in place, the Category A Project Board, which has been managing this set-up phase, will no longer be needed and oversight will be through the LBOC Steering Group, chaired by the Chief Executive, at officer level and the LBOC Board, chaired by the Leader, at member level.



6.19. The governance structure, created by LBH, will give LBH the ability to monitor:

- priorities of the CCLG;

- appropriate delivery methodology;
- the portfolio, programmes, and projects;
- management of risk;
- definition of requirements;
- management of dependencies;
- management of resources;
- management of benefits;
- and assuring delivery quality.

6.20. Ensuring that this governance functions effectively and provides sufficient oversight for LBH is critical because the Council remains the accountable body for the GLA and other funders' grant and other funding streams. The LBH delivery team are working closely with the GLA, who have been supportive of this approach and its objectives.

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

7.1. This proposal supports Theme 7 A Culturally Rich Borough:

7.2. A thriving arts and culture sector supported by the Council's collaborative approach.
7.2.1. Promoting an ambitious culture programme for Haringey.
7.2.2. An engaged and inclusive approach to cultural participation.
7.2.3. A cultural infrastructure to be proud of.

8. Carbon and Climate Change

8.1. In March 2019, Haringey Council declared a Climate Emergency, with the bold ambition of becoming a net-zero council by 2027 and a net-zero borough by 2041.

8.2. We will work in close partnership with the Haringey Climate Forum (HCF) with community groups and activists, to discuss, lobby and promote climate action through cultural events.

8.3. We will improve our knowledge on sector best practice, policies, and targets to reflect LBOC as a significant year of event delivery and a catalyst for a combined environmental and cultural legacy. Use existing resources such as The Arts Green Book for our cultural buildings and studios and build on the £100K GLA-funded Tottenham Creative Spaces Green Grant being distributed to creative businesses and organisations.

8.4. Focus on sustainable event delivery management, including the procurement of technical and production teams, with contracted conditions for waste and energy use.

8.5. Work closely with Communications on embedding event management messaging including best public transport, walking and cycling routes.

8.6. Collaborate with cultural groups and artists working on climate change issues in an exciting and innovative ways to imagine and build real social change and positive environmental impact.

8.7 Work closely with an environmental partner such as Julie's Bicycle to monitor and measure the environmental impact of our programme such as their Creative Climate Tools - ensuring this aligns with LHB net-zero targets.

8.8 Reflect our environmental commitments in our creative programme and ambitions particularly around green spaces, young people, mental health, wellbeing and diverse communities.

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

9.1. Finance

9.1.1. The creation of a Charitable Company Limited by Guarantee (CCLG) to deliver LBoC is expected to contribute financial benefits to the Programme strategically, through maximising funding and investment opportunities, and operationally through designing a bespoke, more agile payments process that is better tailored to the needs of the Programme than the Council’s business-as-usual processes. Nevertheless, and as set out in 6.18-6.20, the design of such a process will still be required to incorporate the necessary assurance and due diligence measures associated with spending public money. These benefits, along with the ability to

leverage external support and infrastructure to aid delivery will aid the Programme in meeting its overall financial objectives.

9.1.2. As per Section 6 above the Council will, via the governance framework retain control of its investment and oversight of all LBoC funding, and in collaboration with the CCLG, develop processes for the financial monitoring of the LBoC programme ensuring that all and any reporting and scrutiny requirements are met, and properly delivered.

9.1.3. The cost of setting up the CCLG will be covered through the LBoC programme budget.

9.2. **Strategic Procurement**

9.2.1. Strategic Procurement has been consulted in the preparation of this report.

9.2.2. Strategic Procurement note the recommendations in section 3 of the report are not procurement related.

9.2.3. Strategic Procurement have no objections to the recommendations of this report.

9.3. **Legal**

9.3.1. The Director of Legal and Governance (Monitoring Officer) was consulted in the preparation of this report.

9.3.2. By virtue of the general power of competence under Section 1 of the Localism Act 2011, the Council has power to do anything that individuals could do which includes setting up a charitable company and as such the recommendations in paragraph 3 of the report are in line with law.

9.3.3. Section 2 of the Local Government Act 2000 gives the Council powers to do anything which is likely to promote the economic, social and/or environmental well-being of the Council's area. Setting up the charitable company would enable the Council to achieve its objective of delivering the London Borough of Culture 2027 and realise all the benefits of hosting the programme and as such the recommendations in paragraph 3 of the report are in line with law.

9.3.4. Further to paragraphs 9.3.2 and 9.3.3 above, the recommendation in paragraph 3.1.5 of the report to delegate the mobilisation, deployment and operations of the Charitable Company Limited by Guarantee to the Corporate Director of Culture, Strategy and Community is in line with law. Cabinet has power under the Local Government Act 2000 to delegate the discharge of any of its functions to an officer (S.9E (Discharge of Functions).

9.3.5. The Director of Legal and Governance (Monitoring Officer) sees no legal reason preventing the approval of the recommendations in the report.

9.4. **Equality**

9.4.1. 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.

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

9.4.3. LBH launched the first Equality, Diversity and Inclusion Report and Action Plan (Sept 2023), marking a significant milestone in an ongoing commitment to building a diverse and inclusive workplace that mirrors Haringey and ensures every voice is heard.

9.4.4. This commitment and action plan has policies and processes that will inform our LBoC planning and delivery. As we develop the LBoC delivery team, we will ensure recruitment will be primarily from the borough, centring the expertise and experience of those who call Haringey home.

9.4.5. Our inclusive, accessible, cross-borough and co-created programme is designed to eliminate barriers to participation for our residents, protected groups and audiences not currently participating in culture as identified through cross-borough consultation with community groups and our baseline borough data outlined in our various strategies.

9.4.5.1. In partnership with other directorates and services we will connect our dynamic diaspora, minority and working-class communities to each other and the borough through nurturing, sharing and platforming the arts and culture which they lead, experience and/or take part in.

9.4.6. The largest and fastest-growing communities that we want to better involve and engage are:

9.4.6.1. Black British, African and African-Caribbean
9.4.6.2. Turkish and Kurdish
9.4.6.3. Latino
9.4.6.4. LGBTQ+
9.4.6.5. D/deaf and Disabled

9.4.7. We have the sixth largest LGBTQ+ community in London, but no LGBTQ+ led spaces, venues and cultural events. We will engage and promote LGBTQ+ representation in Haringey with support from local groups such as Metal & Water

(dance, live performance, production and training) as well as high profile artists who directly represent our community groups who will in turn increase participation from these groups as audiences.

9.4.8. Approximately 10% of the Haringey population aged 16-64 have a disability. We will ensure their participation through a Disability Advisory Group who will feedback on plans alongside existing guidance such as Attitude is Everything's Live Events Access Charter. We will encourage implementation across Haringey venues and organisations participating in LBoC of the Arts Council England access scheme ALL IN, improving the experience of D/deaf, disabled, and neurodivergent people when attending cultural events. We currently only have one dementia friendly venue in Haringey at Jacksons Lane. In the lead-up to 2027 we will promote the Dementia Friendly Venues Charter with Haringey venues to support increased participation in the scheme.

9.4.9. In addition, we aim to go further than purely numerical equality in terms of the protected characteristics of gender and sex, recognising significant historic under-representation, with an ambition of 65% women/non-binary artistic leads.

9.4.10. An audience development plan that focuses primarily on our priority audiences not naturally engaged in art and culture already will begin in 2025 so that when LBoC arrives much of the community will have a sense of agency and route into it, from under the radar hyper local programmes to global stages. This will be underpinned by ensuring budgets and partnerships reflect free activity as the throughline and a mix of free and affordable tickets to events that require box office. A robust plan to make sure these tickets end up in the right hands will be integral to our audience development plan and work with trusted groups and individuals on the ground across the borough best connected to those on the hard edge of inequality as experienced in our part of London.

9.4.11. As part of our evaluation, we will ensure that all recruitment processes are monitored and reviewed to enable the broadest and most effective connections with those who might not immediately feel that LBoC and the opportunities it provides are for them. This will include a robust outreach team that enables conversation and connection from libraries to school playgrounds, sports clubs and in cinemas alongside regular feedback to the senior creative team and advisory boards on how ambitions are landing and adapting processes to ensure targets are met.

9.4.12. The inclusive, co-created approach to the London Borough of Culture 2027 programme is anticipated to have a positive impact across all protected characteristics. By embedding accessibility, representation and equity into its design and delivery, the programme will enable diverse communities across Haringey to participate meaningfully, fostering greater cohesion, opportunity and cultural expression for all residents.

10. Use of Appendices

Appendix 1 Articles – Haringey Culture Collective
Appendix 2 Master Collaboration Agreement – Haringey Culture Collective

Appendix 3 Letter of Support THFC

11. Background papers

N/A

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The Companies Act 2006

Company Limited by Guarantee with no Share Capital

ARTICLES OF ASSOCIATION

of

HARINGEY CULTURE COLLECTIVE *("the Charity")*

1 **Interpretation**

The definitions in Article 20 apply in these Articles.

2 Name

The name of the Charity is Haringey Culture Collective.

3 Registered Office

The Charity's registered office is to be in England and Wales.

4 Objects

The charitable objects of the Charity, are, for the public benefit, to:

4.1 promote the arts, culture, and heritage, particularly (not exclusively) in relation to the area of Haringey and related areas; and particularly (not exclusively) in relation to Haringey's status as the London Borough of Culture 2027;

4.2 advance the education of the public, particularly (not exclusively) in relation to arts, culture, and heritage; and

4.3 relieve the need of people arising through disadvantage, particularly (not exclusively) in relation to the area of Haringey and related areas.

5 Powers

The Charity has the following powers, to be exercised exclusively in promoting the Objects, to:

5.1 consult, and engage and collaborate with the Member, in promoting common charitable purposes, particularly (not exclusively) relating to Haringey being the London Borough of Culture 2027 and the establishment of a community legacy institution dedicated to the Objects;

5.2 consult, and engage and collaborate with, the people, communities, organisations, businesses, and other stakeholders, living, or working in, or resorting to, the London Borough of Haringey and related areas;

5.3 support, promote, develop and undertake events, and projects;

5.4 publish and distribute materials;

5.5 raise funds by any means;

5.6 support charities and other organisations promoting common purposes, including through grants, loans and guarantees;

5.7 undertake any primary purpose trading, establish subsidiary companies, and participate in joint-ventures;

5.8 support, promote, develop and undertake research, making useful results publicly available;

5.9 undertake any campaigning, or political, activity as a reasonable means of promoting the Objects;

5.10 borrow funds, and provide security, including guarantees, in accordance with the regulatory requirements of the Charities Act;

5.11 acquire, by any means, property of any kind, and exercise all rights associated with property;

5.12 dispose of property, on any basis, in accordance with the regulatory requirements of the Charities Act;

5.13 set aside funds as reserves and for designated purposes;

5.14 invest funds in any manner, taking advice from a Financial Expert as reasonably appropriate;

5.15 delegate the management of investments to a Financial Expert, in accordance with a written investment policy, on the basis that:

(a) regular reports are provided to the Trustees;

(b) performance of the investments is regularly reviewed, by the Trustees, with advice as reasonably appropriate;

(c) the delegation may be revoked on reasonable written notice;

(d) the investment policy and the delegation arrangement are reviewed at least annually;

(e) the reasonable scope of the delegated authority and reasonable payment terms are agreed, in advance, in writing;

5.16 use any banking, or investment facilities, including nominee asset holding services;

5.17 maintain any reasonably required insurance;

5.18 provide Indemnity Insurance for the benefit of the Trustees in accordance with, and subject to the conditions in, Section 189 of the Charities Act;

5.19 employ, or engage, any personnel (subject to Article 6.5);

5.20 contract with, or amalgamate with, any other organisation;

5.21 pay the costs of establishing the Charity;

5.22 do anything else reasonably conducive, or incidental, to the promotion of the Objects.

6 Non-profit Distribution and Restrictions on Personal Benefit

6.1 The assets of the Charity must be used only for promoting the Objects, do not belong to the Member and must not be distributed to the Member, except, subject to Article 7, as a collaborative strategic partner, in promoting the Objects, and subject to the general exceptions in Article 6.3.

6.2 Trustees and Connected Persons may not receive any payment, or other material benefit, directly, or indirectly, from the Charity, subject to the general exceptions in Articles 6.3 to 6.6.

6.3 Subject to Article 7, the Member, Trustees, or Connected Persons may:

(a) be paid interest at a reasonable rate on money lent to the Charity;

(b) be paid a reasonable rent, licence fee, or hiring fee for property let, licensed, or hired to the Charity;

(c) as beneficiaries, of the Charity, receive charitable benefits in that capacity, on the same basis as any other members of the beneficial class; and

(d) take part in the normal activities of the Charity on the same basis as members of the public;

(e) indirectly benefit from payment to any company in which the Trustee or Connected Person has no more than a one per cent shareholding.

6.4 A Trustee is entitled to receive:

(a) the benefits of the Indemnity pursuant to Article 17 and Indemnity Insurance provided under Article 5.18;

(b) reimbursement of reasonable expenses actually incurred through acting as a Trustee.

(c) payment to any company in which a Trustee or a Connected Person has no more than a one per cent shareholding.

6.5 No Trustee may be employed by the Charity, except with Commission consent, and any employment of a Connected Person must, be in the best interests of the Charity, in accordance with the Charity's standard employment process, and subject to Article 7.

6.6 No Trustee, Connected Person, or business in which a Trustee or Connected Person has any material interest, may be employed, or engaged, by the Charity except, subject to Article 7, on the basis that:

(a) the appointment is in the best interests of the Charity, in respect of services, or goods, needed by the Charity;

(b) the contract is in writing, provides for reasonable remuneration and the maximum to be paid by the Charity;

(c) no more than a minority of Trustees are subject, or connected to, such a contract in any financial year.

7 Potential Conflict of Interest Management

7.1 A Trustee who becomes subject to any potential, material conflict of interest and/or duty, must:

(a) declare the nature and extent of their interest before discussion begins on the matter;

(b) withdraw from any discussion of that matter after providing any information requested by the Trustees;

(c) not be counted in the quorum for that part of the meeting; and

(d) be absent during the vote and have no vote on the matter.

7.2 Except in relation to any matter arising under Article 6, when any Trustee becomes subject to any potential, material conflict of interest and/or duty, the other Trustees may, if they form a quorum, in the best interests of the Charity, by resolution, passed in the absence of the relevant Trustee authorise the relevant Trustee, notwithstanding the potential conflict, to:

(a) continue to participate in discussions leading to the making of a decision and to vote;

(b) disclose information confidential to the Charity to a third party; or (c) take, or refrain from any other related action. 7.3 A Trustee who obtains (other than through his or her position as Trustee) information that is confidential to a third party, shall not be in breach of their duty to the Charity if they declare the conflict in accordance with Article 7 and then withholds such confidential information from the Charity.

8 Sole Company Membership

8.1 The sole Member of the Charity is the Authority.

8.2 Membership is not transferable.

9 Limited Liability of the Member

The Member's liability, as company member, is limited to a contribution of £1 to the assets of the Charity, if the Charity is wound up while the Member is, or within one year after it ceases to be, a company member.

10 Resolutions of the Member

A resolution, exercising powers of the Member, shall be notified, as a Written Resolution, by an authorised representative of the Member, to the Charity's Secretary, or Chair, or in the absence of either, any Trustee.

11 Trustees of the Charity

11.1 The Charity is governed by a Board of Trustees.

11.2 The Member has power to appoint Trustees, to terms in office in its discretion (noting Commission guidance suggests a maximum continuous term in office of 9 years) and has power to remove Trustees.

11.3 The Member shall appoint Trustees with a view to ensuring the Board of Trustees is comprised of individuals of integrity and commitment, collectively with the skills, knowledge and experience required for the effective and efficient governance of the Charity.

11.4 The minimum number of Trustees shall be 3.

11.5 If the number of Trustees falls below 3, the continuing Trustees(s) have/has power only to engage with the Member for the purpose restoring the minimum number of Trustees.

11.6 The quorum for decisions of the Trustees shall be 2 and to facilitate potential conflict of interest management the Member shall ensure, as far as practicable, that there is an available quorum from Trustees who are not also officers, or employees, of the Member.

11.7 The Member may designate the Chair of Trustees, to a term in office in its discretion. In the absence of such a designation the Trustees, in consultation with the Member, shall appoint one of the Trustees as Chair.

11.8 In relation to appointment and removal decisions for Trustees other than the Chair, the Member shall consult the Chair.

11.9 No person may be appointed as a Trustee if they would be disqualified from acting under the Charities Act, or the Act.

11.10 A Trustee's term of office terminates if they:

(a) are removed from office by the Member, in consultation with the Chair (subject to Article 11.11), for any reason, including insufficient engagement, or lack of capacity;

(b) resign in Writing and at least a quorum of Trustees remains in office;

(c) become disqualified from acting under the Charities Act, or the Act.

11.11 The Chair may be removed from office, as a Trustee and consequently as Chair, by the Member, in consultation with the other Trustees, for any reason including insufficient engagement, or lack of capacity.

11.12 The functioning and composition of the Board of Trustees and the contribution of individual Trustees, including the Chair, may be reviewed annually by the Member, or through arrangements prescribed by the Member, in consultation with the Chair and the Member's CEO.

12 Proceedings of the Board

12.1 The Trustees shall hold at least two Board meetings each year.(Board meetings do not have the status of public meetings).

12.2 A representative of the Member's may be invited to any Board meeting and included in written communications relating to written Board decisions, as an observer and consultant to Board proceedings, on behalf of the Member. They may contribute to Board discussions, but shall not be a participant in Board decisions.

12.3 The Chair may at any time, and two Trustees jointly may at any time, call a meeting of the Trustees, which may be organised by the Secretary.

12.4 At least 7 calendar days' notice of every meeting shall be sent to each Trustee, specifying the place, date, time and scheduled business of the meeting, except that shorter notice may be provided in urgent circumstances.

12.5 A meeting of the Trustees may be held either in person, or by video-communication, or by other electronic means agreed by the Trustees, in which all participants may communicate with all the other participants simultaneously. Trustees will endeavour to arrange at least one in person meeting in each year.

12.6 The Chair or (if the Chair is unavailable another Trustee, chosen by the Trustees) shall preside at each meeting and may exercise a second, casting vote, in the event of deadlock.

12.7 Every issue requiring a decision of the Trustees may be determined, with each Trustee (subject to Article 12.6) having one vote, by:

(a) a simple majority of the votes cast at a quorate meeting; or

(b) by a written resolution agreed by a simple majority of the total number of Trustees 19917338v1

eligible to vote on the matter.

12.8 A written resolution under Article 12.7 may be contained in more than one copy of the document and will be passed on the date of the last required confirmed agreement.

12.9 A technical, or procedural, defect of which the Trustees were unaware at the time does not invalidate Board decisions.

13 Powers of Trustees

13.1 The Trustees may exercise all powers of the Charity.

13.2 The Trustees may appoint a Secretary, to provide administrative support to the Board and invite observers to attend Board meetings.

13.3 The Trustees may delegate any of their functions to executive committees consisting of two or more individuals appointed by them, on the basis that:

(a) a written scope of authority and written procedures, including reporting instructions are provided to the committee;

(b) no expenditure may be incurred on behalf of the Charity, and there is no power to sub-

delegate, except as approved in writing by the Trustees; and

(c) the Trustees may revoke or alter the delegation at any time.

13.4 The Trustees may delegate the management of the affairs of the Charity in accordance with the directions of the Trustees to any individual employee, or engaged consultant, on any appropriate terms and conditions.

13.5 The Trustees may adopt further procedural rules, subject to these Articles, for the effective and efficient management of the Charity. The Chair shall determine procedure subject to the Articles and such rules. 13.6 The Trustees shall endeavour to establish an agreement with the Member, for the effective and efficient operation of the relationship between the Charity and the Member.

14 Records and Accounts of the Charity

14.1 The Trustees must keep minutes of all Board and committee meetings and Board, committee and Member resolutions and records of all professional advice obtained.

14.2 The Trustees must comply with the requirements of the Act and the Charities Act for keeping financial records, the audit or independent examination of accounts, and submitting required information, including annual accounts, reports and returns to the Registrar of Companies and the Commission.

15 Communications within the Charity

Communications, including formal communications, between the Trustees, the Member and the Secretary may be by email, or any other agreed form of communication, using email, or other addresses, provided for the purpose.

17 Indemnity to Trustees and Officers of the Charity

The Charity shall indemnify every Trustee, including any former Trustee, or any other officer of the Charity, against any liability incurred in the proper performance of their duty, including any arising from successfully defended legal proceedings in that capacity, or arising from any matter in which relief from liability is granted by the Court, or the Commission. 18 Dissolution of the Charity

On the dissolution of the Charity, any assets remaining after provision has been made for all its liabilities must be transferred to another organisation, or applied, exclusively in accordance with the Objects, as resolved by the Member, which may include transfer to the Member on restrictive conditions requiring application exclusively in accordance with the Objects.

19 Variation to these Articles

The Member may amend these Articles by special resolution in accordance with the Act, provided the amendments are consistent with the Charities Acts, noting that amendments to Articles 4, 6, 7 and 18 will, or may, require the consent of the Commission.

20 Definitions

In these Articles, the following definitions apply:

"Act" the Companies Acts as defined in Section 2 of the 19917338v1

Companies Act 2006, in so far as they apply to the Charity;

"Articles" these articles of association;

"Board" the board of governance of the Charity, comprising the Trustees;

"Chair" the Trustee designated to act as the chair of the Board under Article 11.6;

"Charities Act" the Charities Act 2011 (as amended, or superseded);

"Commission" the Charity Commission for England and Wales (or any successor institution);

"*Financial Expert"* an individual, corporate body authorised to give investment advice under the Financial Services and Markets Act 2000 as amended, or superseded);

"Indemnity Insurance" insurance against personal liability incurred by any Trustee for an act or omission which is, or is alleged to be, a breach of trust or breach of duty, unless the act, or omission, amounts to a criminal offence, or the Trustee concerned knew that, or was reckless whether, the act, or omission. was a breach of trust or breach of duty;

"Member" Haringey London Borough Council of River Park House,225 High Road, London N22 8HQ;

"Objects" the charitable objects of the Charity as defined in Article 4;

"Secretary" any person appointed to perform the duties of a company secretary of the Charity;

"Trustee(s)" a/the charity trustee(s) for the purposes of the Charities Act and a/the company director(s) of the Charity for the purposes of the Act; "written"/"in writing" the representation or reproduction of writing by any method or combination of methods, including as sent by email, or other electronic means.

SK | STONE KING

HARINGEY CULTURE COLLECTIVE MASTER COLLABORATION AGREEMENT

Date: [*v3 – 01/7*] 2025

Between:

1) **Haringey London Borough Council:** River Park House,225 High Road, London N22 8HQ; ("***the Council***"); and

2) **Haringey Culture Collective:** Registered Charity Number:[ ]; Registered Company Number: [ ]; Registered Office: **[**River Park House,225 High Road, London N22 8HQ] ("***the Charity***")

Background:

(A) Haringey is the London Borough of Culture 2027 ("*the Project*") and to maximise the direct and long-term opportunities arising from the Project, the Council established Haringey Culture Collective, as a collaborative partner for the Project, and as a legacy community charitable foundation related to Haringey.

(B) The purpose of this Master Collaboration Agreement ("*the Agreement*") is to set out the framework terms and conditions upon which the Council and the Charity will collaborate and inter-relate, in relation to the Project, and subsequently, in the promotion of their common and complementary public benefit purposes and to formalise the collaborative arrangements, in relation to the Project, to the date of this Agreement ("*the Agreement Date*").

(C) The Council and the Charity intend to maintain a close collaborative relationship in relation to the Project and subsequently, including through the Council being sole company member of the Charity ("*Member*") and individuals connected with the Council serving among the charity trustees of the Charity ("*Trustees*").

(D) An outline of collaborative support provided by the Council to the Charity, at the Agreement Date, is set out in ***Schedule 1*** and an outline of the content for particular further agreements under this Agreement, from the Agreement Date, is set out as ***Schedule 2***.

It is hereby agreed:

1. Interpretation

In this Agreement the definitions set out in the Heading, Background and ***Schedule 3*** apply.

2. Strategic alignment in relation to the Project and Charity governance

2.1. The Council and the Charity have agreed that their common, public benefit purposes may be beneficially promoted through the Charity further developing, realising and operating the Project, supported by the Council, in particular through:

a. Project Funding and Project Investment, as outlined in Clause 6;

b. provision of premises, as outlined in Clause 7,

c. an intellectual property right licence, as outlined in Clause 8;

d. collaborative personnel provision, as outlined in Clause 9;

e. collaborative provision of Business, Financial, Management and Administrative Services, as outlined in Clause 10;

f. collaborative further Project planning in the refinement and further development of the Project Plan, as outlined in Clause 20, including in relation to maximising community engagement.

2.2. The Council and the Charity shall review their public benefit collaboration at the end of the Project, with a view to further collaboration promoting their common public benefit purposes in relation to Haringey.

2.3. The principal elements of such collaborative strategic alignment, between the Council and the Charity (subject to further Written agreement) are:

a. The Council, being the Member, with constitutional authority, acting in the best public benefit interests of the Charity's objects, to provide the constitutional framework for the appointment of Trustees to the Board and to receive and scrutinize reports on the Project, from the Board.

b. The Council, as Member, in providing for the optimum Board composition, making and supporting Board appointments of Trustees, as reasonably considered appropriate, who are:

- individuals connected to the Council, through holding office as Councillors, or as officers, or otherwise, (as required by Charity Law, in their capacity as charity trustees, exercising personal responsibility and discretion and not acting as representatives of the Council); and

- individuals not connected to the Council with requisite capabilities and expertise,

c. Appropriate reviews of the Project Plan, by the Charity, in consultation with the Council.

d. Reciprocal commitments of the Council and the Charity, hereby given, reasonably to consider and respond to reasonable proposals, made by the other, in relation to the development, realisation and operation of the Project by the Charity and/or the support for the Project by the Council.

e. Communication protocols and a potential Project Steering Committee, as outlined in Clause 20.

3. Potential Conflict of Interest/Loyalty management

3.1. Within the over-arching, public benefit common and coincidence of interest which is the basis of this Agreement, the Council and the Charity shall each ensure that it and relevant individuals are alert to the potential for inter-organisation conflict of interest and/or personal conflict of loyalty to arise and the need for the proper management of any such situation.

3.2. Such proper management shall include:

a. the standing formal disclosure, by Trustees connected to the Council, within the conflict of interest management policies and procedures, respectively, of the Charity and the Council, of their connection to the other organisation;

b. any specific further disclosure of a possible, or actual, material conflict of interest/loyalty, which may, or does, require specific management in accordance with the respective conflict of interest management policies and procedures of the Charity and/or the Council;

c. as appropriate, in accordance with the respective conflict of interest management policies and procedures of the Charity and/or the Council, the non-participation of the relevant individual(s), in relation to decision-making processes, in respect of which a possible, or actual material conflict of interest/loyalty arises.

4. Project-related Support Services from the Council to the Charity

4.1. The Council, as the founder and Member of the Charity and as a continuing supporter of the Charity, in pursuance of the Council's public benefit statutory purposes, provided and procured financial support for the development of the Project and the establishment of the Charity and to the Agreement Date, has provided a range of preferential Support Services to the Charity, including those outlined in ***Schedule 1*****.**

4.2. This Agreement records and as far as applicable formalises, the basis of such Support Services and provides a framework for further such collaborative support, including an outline for the content of appropriate Specific Service Agreements in ***Schedule 2*****.**

4.3. All Support Services will be provided with reasonable care, skill and diligence.

5. Project-related Services from the Charity to the Council

The Charity may, in pursuance of its public benefit charitable objects, provide services to the Council, in connection with the Project, under particular Written service agreements. All such services and applicable terms and conditions will be specifically agreed, in writing and be provided with reasonable care, skill and diligence.

6. Project Funding and Project Investment

6.1. Financial support being provided by the Council, to the Charity, at the Agreement Date, is specified in ***Schedule 1***.

6.2. The Council may provide grant funding to the Charity, on specified Council Written grant conditions.

6.3. The Council may provide preferential and/or standard loans to the Charity, on specified Written terms and conditions, including in relation to interest payments, security arrangements and the repayment of principal.

6.4. The Council may procure grant funding and/or loans, for the benefit of the Charity and/or the Project, on specified third-party Written terms and conditions.

6.5. The Council may invest, co-invest, or procure investment in elements of the Project, on specified Written terms and conditions, including joint-venture terms and conditions.

6.6. The Council may provide guarantees on behalf of the Charity, in relation to the Project.

6.7. The Council may support the Charity in relation to legal and other costs and in relation to funding applications to third-party funders.

7. Premises

7.1. Provision, by the Council to the Charity, of "at will" licence rights in relation to the occupation and use of Council premises by the Charity, as specified in ***Schedule 1***.

7.2. The Council agrees to use reasonable endeavours to support the Charity in securing other appropriate premises occupation and use rights, for the benefit of the Project.

8. Intellectual Property Rights

8.1. The Council as the legal owner of registered/unregistered trade-marks in respect of the Project name and logo and initial Project materials, hereby licences to the Charity the use intellectual property rights in such assets, as specified in ***Schedule 1***, for the purposes of the Project.

8.2. The Council and the Charity intend to agree the terms and conditions of further intellectual property rights in relation to the Project, from the Agreement Date.

9. Project Personnel

9.1. The Council prior to the Agreement Date has provided personnel support, to the Charity, through Support Services.

9.2. The Council may provide further personnel support to the Charity, including on appropriate secondment terms and conditions, without any secondment fees, at cost, or on otherwise preferential secondment fee terms, for a reasonable initial development period, subject to agreed review, based on the Project achieving reasonable independent sustainability;

10. Project Business, Financial, Management and Administration Services

10.1. The Council provide business, financial, management and administration service support to the Charity prior to the Agreement Date.

10.2. The Council may provide further business, financial, management and administration services to the Charity, on appropriate terms and conditions, without any service fees, at cost, or on otherwise preferential secondment fee terms, for a reasonable initial development period, subject to agreed review, based on the Project achieving reasonable independent sustainability.

11. General Payment Provisions

11.1. Subject to contrary Written agreement, invoices (including applicable VAT) in respect of any payments, due to the Council, from the Charity, or vice versa, under this Agreement, in respect of each calendar month of this Agreement's duration, may be issued monthly in arrears. The first such invoice shall include any initial part month and the last such invoice may be in respect of a final part month.

11.2. Subject to contrary Written agreement, such invoices shall be payable within thirty days of receipt.

11.3. A party issuing any invoice shall, promptly, upon reasonable request, provide any information relating to the invoice requested by the party receiving the invoice.

12. Publicity and Freedom of Information

12.1. Any publicity relating to the Project or the Charity to be issued by the Council must be agreed by the Charity, such agreement not to be unreasonably withheld, or delayed.

12.2. Any publicity relating to the founding, or support, or funding, of the Project, or the Charity, by the Council, to be issued by the Charity, must be agreed by the Council, such agreement not to be unreasonably withheld, or delayed.

12.3. The Charity shall promptly comply with any reasonable request by the Council for the Charity's co-operation in relation to any statutory Freedom of Interest request received by the Council, provided that the Charity shall retain full rights not to disclose confidential, or otherwise commercially sensitive, information.

13. Data Protection

13.1. Each party shall ensure that it complies with its obligations in respect of all applicable Data Protection legislation, including the Data Protection Act 2018 and the General Data Protection Regulation and shall adopt and implement an appropriate Data Protection Policy. Such policies may be appropriately aligned, to optimise the benefits of the collaboration.

13.2. Each party shall properly assess the purpose, extent and necessary duration, of any reasonable, collection, holding, processing, sharing and use of Personal Data, particularly in relation to Project activities and Support Services and the permitted lawful basis of such collection, holding, processing, sharing and use.

13.3. Each party shall properly assess the Data Controller or Data Processor status of each in relation to such use, which, unless otherwise agreed in Writing, shall be assumed to be that each party is an independent Data Controller in relation to its own activities.

13.4. Each party shall, as a Data receiving party, ensure that all required privacy notices have been published and issued and as a Data disclosing party shall use reasonable endeavours to ensure the receiving party has complied with such obligations.

13.5. Each party shall ensure all Personal Data in its possession, or control, is

a. held, processed and used exclusively for the intended and permitted purpose;

b. kept secure and confidential through appropriate technical and organisational measures and through restricting access to appropriately authorised and trained personnel;

c. securely transmitted, as required, in relation to the permitted and lawful purpose; and

d. kept for no longer than is necessary for the intended and permitted purposes;

13.6. Each party shall promptly and properly respond to any Data Subject Access Request and reasonably and promptly co-operate with the other in relation to ant such request.

13.7. Each party shall notify the other, within seven days, of any actual, or potential Data breach, or Data-related complaint in relation to Support Services.

13.8. Each party shall reasonably consult and co-operate with the other in appropriately managing any actual, or potential Data Protection breach, or Data-related complaint in relation to the Support Services.

14. Confidentiality

Each party shall ensure that the confidentiality of all confidential information of the other is securely maintained with the same required care and diligence as is properly applicable to its own confidential information.

15. Health and Safety

Each party will, as applicable, reasonably support the other in meeting their respective health and safety obligations.

16. No rights of assignment or sub-contract

Neither party may assign, sub-contract, charge, sub-license, or otherwise dispose of or deal with any of its rights under this Agreement without the Written consent of the other.

17. Term and Termination

17.1. This Agreement reflects and from the Agreement Date, formalises, the collaborative arrangements between the parties, from the establishment of the Charity.

17.2. Either party may terminate this Agreement:

a. by giving at least six months' Written notice to the other, up to 31 December in any year, while the parties acknowledge that the nature of the Project is that it is intended to continue for the long-term;

b. upon any fundamental breach of the Agreement by the other, while the parties acknowledge that the nature of the Project means such a fundamental breach, in the

context of the Project, will inherently be particularly extreme and both parties will use all reasonable endeavours to continue the Project;

c. if the other party is subject to: dissolution; liquidation, or administration, or the appointment of any receiver, administrative receiver, manager or similar officer in respect of the whole, or any part of its assets, or any scheme of arrangement, or composition, with its creditors, or if the other fails to meet its liabilities as they fall due, while the parties acknowledge that the nature of the Project would mean the continuity of the Project through the operation and support, of successor organisations is likely to be appropriate.

18. Remediable Breach Procedure

18.1. If one party reasonably believes the other to be in remediable material breach of this Agreement, it may assert the alleged breach, in full detail, in a Written breach notice to the party considered to be in breach, specifying, reasonably, what is required to remedy the breach and a reasonable timescale for such remedy.

18.2. If a party commits any material breach of this Agreement and is the subject of a remedy notice in respect of such breach under Clause 18.1, it shall remedy the breach as reasonably specified and within the reasonable timescale set out in the remedy notice.

19. Variation and Review

19.1. Any variation to this Agreement shall be in Writing signed on behalf of both parties.

19.2. The parties shall review this Agreement at least once every three years.

20. Project Steering Committee

20.1. The parties agree that the Project is such an important project and of such potential benefit to Haringey, that they must and will use all reasonable endeavours to optimise their collaboration in relation to the Project and to maximise community engagement with the Project and their communication for those purposes, over the long term. This may include a joint Project Steering Committee.

20.2. Accordingly, the parties agree to use all reasonable endeavours to establish and implement appropriate communication protocols, particularly to discuss and further refine and develop the Project Plan, to agree Support Services; to promote the Project and to further develop and consolidate their long-term collaborative relationship, if applicable including in relation to a joint Project Steering Committee.

21. Resolution of issues

21.1. Any issue, in relation to this Agreement, requiring inter-action and/or involving disagreement between the parties shall, as far as possible, be resolved through direct communication between senior representatives of each party.

21.2. Any such issue which is not resolved under Clause 21.1 may lead to either party giving to the other formal Written notice of dispute, specifying the detail of such dispute and the parties shall each procure that a senior authorised representative, without a position in the other party and not involved in relation to the relevant issue under Clause 21.1, shall, as an urgent matter, engage in further discussion and negotiation to seek to resolve the matter.

21.3. Any such issue not resolved under Clause 21.2 may lead to either party issuing a further formal Written notice of a referral to the Centre for Dispute Resolution (www.cedr.com) for resolution in accordance with its standard applicable mediation procedure. Any cost of such referral shall be shared equally between the parties, subject to any contrary determination in the mediation process, or contrary Written agreement.

22. Notices

Any formal notice from one party to the other shall be sent by email, or delivered by hand, to, or for the attention of, the notified principal senior contact of the other party.

In witness authorised representatives have, on the Agreement Date, duly executed this Agreement below:

Signed for and on behalf of
Haringey London Borough Council
acting by:

Signature:

Name:
Position:

Signed
for and on behalf of:
Haringey Culture Collective
acting by:

Signature:

Name:
Position:

Schedule 1

Collaborative Support Services as at the Agreement Date

1. ***Financial Support***
2. ***Premises***
3. ***Project Intellectual Property***
4. ***Personnel***
5. **Business, Financial, Management and Administration**
   - *5.1. Accounts*
   - *5.2. Legal*
   - *5.3. Procurement*
   - *5.4. Secretarial*
   - *5.5. Communications*
   - *5.6. Recruitment, HR & Payroll*
   - *5.7. IT, Website & Telephony*
   - *5.8. Equipment*
   - *5.9. Contract agency*
6. ***Other***

Schedule 2

Outline Content for Specific Agreement

Specific Service Agreement *("SA")* ***under London Borough of Culture 2027 Project Master Collaboration Agreement***

Between:
1) ***the Council;*** *and*
2) ***the Charity.***

Date of Collaboration Agreement:
Date of SA:
Subject to the Specific Provisions of this SA the Provisions of the Collaboration Agreement apply.
1. ***Supplier***
2. ***Recipient***
3. ***Purpose of SA***
4. ***SA Duration/Contract Period***
5. ***Review Date***
6. ***Type of Service***
7. ***Service Specification***
8. ***Supplier Personnel and Resource Allocation***
9. ***Recipient Support Requirements***

10. Payment for Service
11. Payment arrangements
12. Supplier SA Liaison Officer
13. Recipient SA Liaison Office:
14. SA Contract Management Arrangements:
15. Data Protection Requirements
16. Required Records
17. Reporting Arrangements
18. Applicable Policies/Procedures
19. Applicable Regulation
20. Other Specific Terms and Conditions

Signature:
On behalf of the Council
Name:
Position:

Signature:
On behalf of the Charity
Name:
Position:

Schedule 3

Definitions

"Agreement" - this collaboration agreement, as defined in Background Clause A;

"Agreement Date" - the date of the Agreement, as defined in Background Clause A;

"Board" - the governing board of the Charity, comprising the Trustees;

"Charity" - as defined in the Heading;

"Council" - as defined in the Heading;

"Councillor" - a councillor of the Council;

"Member" - the Council in its capacity as the sole company member of the Charity, as defined in Background Clause C;

"Project" – London Borough of Culture 2027 project, as defined in Background Clause A;

"Project Plan" - the strategic development and business plan for the Project, as progressively and collaboratively developed by the Charity and the Council;

"Project Steering Committee" - a potential joint committee for the collaborative discussion and planning of the Project, as it develops, as described in Clause 20;

"Specific Agreement" - a further agreement, under the general provisions of the Agreement providing detail in relation to particular Support Services, as defined in Clause 4.2;

"Support Services" - services provided by the Council to the Charity in support of the Project, under or in relation to the Agreement, as defined in Clause 4;

"Trustees" - charity trustees of the Charity, for Charity Law purposes, who are also the company directors of the Charity, for company law purposes, as referenced in Background Clause C;

“Writing/Written” - includes email, or other electronic forms of writing;

In Clause 13 the following defined terms are as defined under the Data Protection Act 2018: Data; Data Controller; Data Processor; Data Subject Access Request; Personal Data;

RE – London Borough of Culture 2027; Alternative Delivery Arrangement

I am writing to express Tottenham Hotspur's support for Haringey Council's intention to establish a charity as the delivery arm of the London Borough of Culture 2027.

We are incredibly proud to be part of Haringey's vibrant cultural scene which is home to a vast array of artistic and creative talent. The establishment of a charity will ensure we are able to maximise the impact of the London Borough of Culture award as we head towards Euro 2028.

The Club's support for Haringey's Borough of Culture year reflects its commitment to provide life-changing opportunities for young people in Tottenham – creating a sport, leisure and entertainment destination, bringing new visitors to the area and embracing the arts and culture.

Our Stadium sits at the heart of a community rich in diversity and our multi-purpose venue has hosted a range of high-profile sporting and non-sporting events. A host of world-renowned artists have appeared on stage at Tottenham Hotspur Stadium with Beyonce, Lady Gaga, Travis Scott and Wizkid all performing to sold out crowds, helping to drive visitors, tourism, and investment to the area.

Footfall on Tottenham High Road increases by 60% during major events with over 2,500 people employed at Tottenham Hotspur Stadium. Around 65% of event day staff are recruited from within a 5 mile radius of the Stadium. More broadly, an in-depth analysis of the Club's socio-economic impact in 2023 found the Club contributes £900m of gross output to London's economy and £344 in our Triborough area of Haringey, Enfield and Waltham Forest.

The Borough of Culture in 2027 enables us to build further on this success and lay the groundwork for a successful Euro 2028, when our area shall be proud to welcome visitors from across Europe and beyond for a major international football tournament.

We are also proud that several cultural organisations have already made their home in Tottenham with Sarabande Foundation, set up by the late designer Alexander McQueen to support creative and visionary talent, based in our Paxton 17 development. It now provides space to 15 artists and designers helping to inspire a new generation of cultural talent across the local area.

Sarabande has had a transformative impact on our community, helping to create a vibrant arts scene and building on Tottenham's reputation for producing London's very best creative talent.

We believe that the London Borough of Culture award will help propel Tottenham and Haringey to the next level, as a recognised cultural destination, and provide additional once in a lifetime opportunities, to showcase the incredible talent within our community.

We are delighted to have already offered the dedicated the use of office-space to the London Borough of Culture delivery team, which will allow the programme to have a base of operations in the East of Haringey.

We are also very proud to be co-producing the grand finale of London Borough of Culture 2027 in March 2028 *Homegrown Haringey*; showcasing the phenomenal musical talent that has come from the borough.

As an organisation deeply embedded at the very heart of its community for over 140 years, our long-held ambition is for our borough to be an exciting, vibrant place to live and work, and we should be pleased to work with Haringey Council to deliver this ambition.

Yours sincerely

Donna-Maria Cullen
Executive Director, Tottenham Hotspur
Chair of Trustees, Tottenham Hotspur Foundation

Report for: **Cabinet, 15 July 2025**

Item number: 16

Title: **North London Joint Waste Strategy 2025 – 2040 (NLJWS)**

Report authorised by : Barry Francis – Director of Environment and Resident Experience

Lead Officer: Beth Waltzer, Head of Recycling, Waste and Enforcement

Tom Hemming, NLWA and Waste Strategy Manager

Ward(s) affected: **N/A**

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

1. Describe the issue under consideration

1.1 The North London Joint Waste Strategy (JWS or Strategy) is a joint eight-authority strategy that will guide the work of the North London Waste Authority (NLWA) and the seven north London constituent boroughs for the next fifteen years, moving north London towards a low waste 'circular economy' which prioritises waste prevention and resource efficiency. It is a statutory requirement for the authorities to have such a strategy in place.

1.2 It has been prepared over the past three years in collaboration with the public, through an initial listening exercise followed by full public consultation on the draft strategy, with statutory authorities, and with members and officers across the eight authorities.

1.3 In summary, the vision for the Strategy is:

> To manage north Londoners' waste according to the waste hierarchy, prioritising waste reduction then maximising reuse, repair, recycling (and the most climate-friendly means of disposal possible) where reduction is not feasible. This includes providing environmentally-friendly, best-value, resident-focussed services and policies that meet the challenges of the Climate Emergency.

1.4 All eight authorities will be asking their decision-makers to consider approving the JWS through their governance processes between June and September 2025.

1.5 The purpose of this report is to consider approval of the Joint Waste Strategy and delegate approval to any minor changes.

2. Cabinet Member Introduction

2.1 I am proud to present this comprehensive Joint Waste Strategy that places circularity at the heart of our approach to managing resources in north London.

2.2 This Strategy demonstrates our commitment to transforming how we think about waste - moving from a linear 'take-make-dispose' model to a truly circular economy where materials are kept in use for as long as possible. We are already making significant progress: through our Community Fund supporting grassroots repair initiatives, our expanding network of specialist recycling services, our ReUse Shop at King's Road, and our pioneering education programmes at the new EcoPark House. These initiatives show what can be achieved when we treat waste as a valuable resource rather than something to be disposed of.

2.3 Our ambitions go further still. We aim to double the amount of material reused through our Reuse and Recycling Centres, reduce avoidable food waste and recyclable materials in residual waste by 50%, and achieve zero waste to landfill by 2040. These are stretching targets that reflect the urgency of the climate emergency.

2.4 Crucially, central government is finally delivering programmes that will support these goals. The introduction of Extended Producer Responsibility, Deposit Return Schemes, and Simpler Recycling requirements represents a fundamental shift - placing responsibility where it belongs, with those who produce waste, whilst providing the framework we need to create a net zero waste society.

2.5 Reducing waste is not merely about managing what we throw away - it is essential to tackling climate change. The consumption emissions embedded in the products we buy and discard represent a significant part of our carbon footprint. Every tonne of waste prevented, every item repaired rather than replaced, every material kept in circulation contributes directly to reducing these emissions and protecting our environment for future generations.

2.6 This massive piece of work represents years of dedication from NLWA officers working collaboratively with borough officers across north London. Most importantly, it reflects the input of thousands of north London residents who engaged with us through listening exercises and consultations, sharing their priorities and helping shape a strategy that truly serves our communities. Their message was clear: they want to waste less, recycle more, and be part of building a sustainable future for north London.

3. Recommendations

3.1 Cabinet is recommended to:

3.1.1 Approve the draft North London Joint Waste Strategy;

3.1.2 Delegate authority to the Corporate Director of Environment and Resident Experience to agree minor changes to the strategy as appropriate.

4. Reasons for decision

4.1 It is a requirement under section 32 of the Waste and Emissions Act 2003 for waste authorities for a two-tier[1] area to have a joint strategy for the management of municipal waste (household waste and business waste collected by the local authority, and waste which is similar in nature and composition to household waste, as required by the Landfill Directive).

4.2 The most recent JWS covered the period 2004 to 2020. That strategy largely focused on finding a solution for residual waste disposal infrastructure in north London, which has since been agreed upon through a comprehensive options appraisal and formal planning process, and facilities are now under development.

4.3 The development of this strategy over the past 3 years has been timed in relation to both the above process and because of significant legislative changes that have been in development by Government over the last 5 years and which are coming into practice now and in the coming 2 years.

4.4 It is therefore the right time to put an up-to-date strategy in place that has been able to take into account these changes.

4.5 In all, the strategy is necessary to provide the framework within which the eight authorities will make decisions on and deliver essential services over the coming 15 years, facilitating the most cost-effective and environmentally advantageous management of waste.

4.6 It should also be noted that the strategy does not define or restrict how borough collection services will operate in the future, in response to local circumstances, which will be decisions for individual authorities to make, having regard to the objectives of the Strategy. The council is currently undertaking its own process across street cleansing as well waste collection through the procurement of services for April 2027 onwards.

5. Alternative options considered

5.1 Not proceeding with a joint strategy for the management of waste. However, this would mean non compliance under section 32 of the Waste and Emissions Act 2003 for waste authorities for a two-tier area to have a joint strategy for the management of waste.

[1] Where separate authorities have legal duties for the collection and disposal of waste such as in north London.

6. Background information

6.1 The North London Joint Waste Strategy is the Joint Waste Strategy (JWS) for the North London Waste Authority (NLWA) and the seven north London waste collection authorities; Barnet, Camden, Enfield, Hackney, Haringey, Islington & Waltham Forest. NLWA is the statutory waste disposal authority for the seven north London boroughs. It is governed by 14 members with two councillors from each of the seven boroughs.

6.2 As outlined above, it is a legal requirement for waste authorities for a two-tier area to have a joint strategy for the management of waste. Legislation requires that the constituent boroughs consult on the strategy appropriately and have regard for guidance given by the government. In addition, waste authorities in Greater London must, when formulating policy, act in general conformity with the Mayor of London's municipal waste management strategy (currently the London Environment Strategy).

6.3 There are also significant legislative changes coming into effect in the near future, namely extended producer responsibility for packaging (EPR), a national deposit return scheme, and Simpler Recycling which will standardise collection systems to a great degree across the country. It is important that the Authority and the constituent boroughs have an up-to-date strategy which will consider and set out how all eight partners will respond to these changes.

6.4 The JWS will form the basis of how NLWA and the constituent boroughs manage waste in the future, and work together to deliver essential waste management and disposal services in the best interests of north London's residents. It sets out the eight authorities' aspirations in regard to minimising waste, increasing recycling, reuse and repair, protecting the environment, and moving towards a circular economy, covering all stages of waste management, including collection, transfer, treatment and disposal, in accordance with the waste hierarchy.

6.5 Vision, Aims & Objectives

The JWS vision is to manage north Londoners' waste according to the waste hierarchy, prioritising waste reduction then maximising reuse, repair, recycling and finally the most climate-friendly means of disposal possible where reduction is not feasible. This includes providing environmentally-friendly, best-value, resident-focussed services and policies that meet the challenges of the Climate Emergency.

6.6 Joint aims, objectives and a set of priorities were all derived from the vision outlined above. Together, these form the overarching policy framework which will guide our work over the course of this Strategy. The aims and objectives can be found in section 1.4 of the attached JWS (appendix 1).

6.7 The approach to delivering the aims and objectives is set out in chapters six to ten of the JWS. The actions and activities we will undertake as part of these aims are grouped into four thematic priorities which are summarised below.

Priority 1: supporting the reduction in waste, by promoting prevention, repair and reuse.
Our approach will focus on:

- enabling communities to deliver change on the ground
- providing prevention, reuse and repair opportunities
- engaging and informing residents,
- encouraging behaviour change
- developing and delivering an ambitious education programme
- working in partnership with local organisations and others in the sector

Priority 2: improving and maximising recycling
Our approach will focus on:

- Maximising material collected for recycling, including hard-to-recycle materials and food waste
- Providing the infrastructure we need to effectively manage north London's recycling
- Processing recycling effectively, including as much as possible within the UK
- Engaging and informing residents
- Working with businesses

Priority 3: reducing the environmental impact of disposal, where there is no option to prevent or reuse waste.
Our approach will focus on:

- Managing waste disposal in state of the art new facilities which minimise impacts on air quality and the environment
- Mitigating climate impacts by using waste to produce energy and heat
- Reducing greenhouse gas emissions including through decarbonisation of vehicles and potential use of Carbon Capture and Storage technology
- Avoiding landfill
- Actively monitoring developments in technology and infrastructure which can be applied in north London

Priority 4: delivering collaborative, community-focused services which provide value for money and maximise social value.
Our approach will focus on:

- Ensuring we provide suitable and cost-effective reuse and recycling services which meet the needs of north London's residents
- Working collaboratively with partners and other stakeholders
- Delivering social value and benefits for the local community
- Providing local people with opportunities to train and develop green skills
- Committing to sustainable procurement practices
- Managing our assets effectively to ensure value for money

6.8 Monitoring

NLWA and the constituent boroughs collect and manage north London's waste. This is only a small part of a wider waste management system that is predicated on government policy, the manufacturing and retail sectors, and our residents, businesses and other organisations that generate waste, including their behaviours and use of services. Action has to come from across this spectrum if we are going to jointly meet the challenges that waste services will face in the next fifteen years and achieve our environmental goals.

6.9 The strategy has ambitious environmental goals for north London and will measure and report its progress using the metrics described in the strategy as key performance indicators. Where targets have been set, we aim to meet these by the end of the Strategy period (2040).NLWA will report on progress through its annual reports and published on the NLWA website.

6.10 We will also measure our progress in delivery reports linked to the reporting process for the boroughs' Reduction and Recycling Plans (RRPs), produced in line with the London Environment Strategy. Haringey's RRP was most recently reviewed and approved by Cabinet in September 2023 and is the main strategic waste document at the borough level. It sets out how we will deliver on our own 'Destination 50%' vision, to recycle 50% of household waste by 2030. The development of the JWS is in alignment with the boroughs' RRPs.

A summary of the JWS's reporting metrics is shown in the table below:

Priority	Indicator	Metric	Targets
P1	Avoidable food waste	% of residual	50% reduction
P1	Recyclable material in residual waste	% of residual	50% reduction
P1	Total household waste per capita	Kg / person	No target
P1	Residual household waste per capita	Kg / person	No target
P1	Reused material	% of RRC waste reused	Double % of material reused
P2	Recycling rate	% of household waste by weight which is recycled, reused or composted.	50%
P2	Processing destinations	% within UK	100%
P3	Carbon impact of waste streams	To be developed	

P3	Operational emissions		
P3	Use of landfill	% of waste sent to landfill	0%
P4	We will monitor the activities outlined above through performance indicators to be developed within each individual workstream. These will be detailed in delivery plans and monitoring reports published on a regular basis throughout the Strategy period. Delivery plans will be produced in line with the RRP reporting process and the strategy's annual report will be set out within the NLWA annual report which will track actions and commitments.		

The Government has set a target for the reduction of overall residual waste[2] of 50% by 2042 (based on 2019) levels. There isn't currently a target for household waste or local authority collected waste, but we will aspire to work with the Government to help meet that their overall residual waste reduction target

6.11 Consultation and public engagement

In line with the principles of the Haringey Deal, the strategy development has prioritised seeking the input and views of our local communities. An initial consultation in the form of a 12-week public listening exercise took place in the summer of 2023 which informed the development of the JWS's aims, objectives and priorities. This involved a series of pop-up events, focus groups, and an online questionnaire, and over 2,100 residents were engaged in this process.

6.12 Following on from this, a formal public consultation on the draft strategy was undertaken on behalf of the eight authorities between October 2024 and January 2025. Residents were asked for their views on how NLWA and the constituent boroughs intend to deliver the aims and objectives of the strategy. The targeted outreach approach adopted is detailed in section 3 of the Consultation report (appendix 6 to the Strategy). This included individual conversations in the community, small group conversations and an online survey.

6.13 Over the course of the 12-week consultation period, we received over 1,500 responses including:

- 1,037 via a representative in-person outreach exercise.
- 470 via an online survey with paper copies available in libraries.
- 15% of respondents from Haringey.

6.14 Responses were received from residents across the seven boroughs, community and local environmental groups, and the Greater London Authority, as well as from selected borough scrutiny committees in November 2024 and following this, a revised draft of the strategy has been produced incorporating the responses

[2] This target refers to the total mass of residual waste, which includes business, construction and local authority collected waste but excludes major mineral wastes. The Environmental Targets (Residual Waste) (England) Regulations 2023

6.15 Significantly, the overall trends in responses suggested that respondents have a very positive perception of the vision, aims and priorities. 84% of respondents to the targeted outreach supported the strategy vision, and 85% supported the five aims of the strategy, most respondents thought that all actions were high priority, across all four priority areas. Residents demonstrated they were committed to improving north London's sustainability, and that they had clear ambitions for how to make it happen. A summary of the feedback and how these were reflected in the JWS are set out below.

- Strategy vision - feedback from local environmental campaign groups said that the JWS vision was too long and overly complex, and that the strategy needed a simple vision statement to summarise the ambition of the strategy. Following this feedback, NLWA have included a summarised, overarching vision statement: 'Towards a low waste north London, reducing the impact of waste arisings to meet the challenges of the Climate Emergency'. This change can be found in section 1.3 of the updated JWS.

- Education and Engagement – residents believed that education in schools, campaigns to influence families and instil good waste management habits were important factors. Along with working with communities and providing feedback to encourage active participation with waste reduction, repair, reuse and recycling. Chapter six of the draft strategy (aspiring to reduce waste by promoting prevention, repair and reuse) already demonstrated our commitment to this area, however minor changes have been made to say we will reflect the additional findings of the consultation.

- Recycling - improve recycling by wider range of recyclables, make it easier through labelling, understanding what happens to recycling, better accessibility and communal recycling, consistency and more outlets to recycle small waste electrical and electronic equipment (WEEE), textiles, batteries, bulky waste etc. Section 6.4 of the JWS already included this and says "We have said we will work with partners to make textiles recycling easier for residents". Changes have been made to chapter 7 to make this clearer. and additional commitment made to regularly publish the recycling destinations table to show what happens to north London's recycling.

- Waste reduction target - several groups asked that there is a clear timeframe and trajectory for achieving stated targets. The narrative around waste reduction has been reviewed throughout the strategy and a new paragraph has been added in section 6.9 (monitoring our progress).

- Delivering the strategy - as in the previous theme, several groups asked that there is a clear timeframe and trajectory for achieving stated targets, but some also wanted to know how progress would be

reported. Details have been added in sections 6.8, 6.9, 9.9, and 10.1 to address this.

- Resident Engagement - That we ensure proactive engagement with a wide range of residents is embedded through the delivery of the strategy, with a particular focus on seldom heard residents and groups, to ensure actions meet their needs, experiences and aspirations. Details have been added in sections 5.2, 6.1, 6.4, and 10.3.

6.16 Impact Assessments

While preparing the JWS, we have assessed the impacts that our proposed approach and activities could have on the environment through a comprehensive Strategic Environmental Assessment, and on people with protected characteristics through an Equalities Impact Assessment. Through our Options Appraisal, we have also analysed financial implications of the strategy. Details are contained in the sections below.

7. Contribution to the Corporate Delivery Plan 2024-2026 High level Strategic outcomes?

7.1 The joint waste strategy directly contributes to the 'Responding to the climate emergency' theme of the current Corporate Delivery Plan. In particular it addresses and complements the Plan's Outcome Area: A cleaner, low waste Haringey, which contains activities to increase the level of reuse through working with the community and increase recycling, through delivery of our Reduction and Recycling Plan.

7.2 The strategy will also help to deliver other Outcome Areas:

- A greener Haringey
- A zero carbon and climate resilient Haringey
- Better air quality in Haringey

7.3 The emphasis on consultation through the development of the strategy is in line with the key focus of the Haringey Deal in terms of working in partnership with communities to address residents' priorities.

8. Carbon and Climate Change

8.1 The strategy is clear on the importance of waste management in addressing climate change and the role it will play in achieving the Government's 'net zero' by 2050 target.

8.2 The waste management sector is estimated to have contributed around 4% of greenhouse gas emissions in the UK in 2021[3]. But the emissions of waste disposal are only part of the picture. The carbon released when waste is disposed of is embedded in products or materials when they are designed and produced. The extraction of resources, the manufacturing process,

[3] Department for Business, Energy & Industrial Strategy. Final UK greenhouse gas emissions national statistics: 1990 to 2021

transportation and consumption all have an environmental impact. The ongoing process of making new products and throwing them away therefore drives wider greenhouse gas emissions.

8.3 To reduce these impacts, we want items produced and used to be designed sustainably and have as long a life as possible in a circular economy. This would cut down our consumption of virgin materials and avoid the carbon emissions associated with waste disposal. This is why reducing waste helps tackle the climate emergency, and is the first priority of this Strategy, and why we strongly advocate for government action on the supply chain.

8.4 The actions and commitments set out in this Strategy will aim to reduce our impact on the environment and help respond to the climate emergency. This will include reducing the waste we send to landfill to zero, therefore avoiding one of the most harmful sources of emissions (landfill is a significant source of methane emissions). We will also use our new facilities to harness energy and heat from our waste, reducing the area's reliance on fossil fuels. Our facilities will use the best available technology to minimise our impact on the environment, and we are committed to improving our facilities and exploring the viability of new technologies like carbon capture and storage to help minimise our environmental footprint.

8.5 We also commit to producing new analyses examining the carbon impact of the waste we manage. Together with up-to-date composition analysis, this will demonstrate the true environmental impacts of the waste being produced in north London. Using this analysis, NLWA and the boroughs will prioritise our activities for the greatest environmental benefits, for example by targeting prevention activity at the materials which cause the most harm when disposed of. As recommended in our Strategic Environmental Assessment, carbon analysis will form part of our regular reporting in future, providing holistic insights on the impacts of consumption and waste production in the area and ensuring our services contribute effectively towards net zero carbon targets and the response to the climate emergency.

8.6 We will also seek to influence government and others in the sector to adopt similar reporting and support the development of carbon-based metrics. This would help to ensure that national data and targets capture the true environmental impacts of waste.

9. Statutory Officers comments (Director of Finance (Procurement), Legal and Governance, Equalities)

9.1 Finance

9.1.1 The recommendation of the report is to approve the draft North London Joint Waste Strategy attached to the report. In agreeing this recommendation Cabinet will not be incurring any new expenditure nor agreeing to expend resources.

9.1.2 Should implementation of the joint strategy impact on its constituent boroughs, these effects will be modelled at that time and agreement sought through the established governance arrangements such as the Member Finance Working Group and the cross-borough Directors of Finance Group.

9.2 Procurement

9.2.1 There is no direct expenditure or procurement activity associated with the strategy adoption outside of the existing contracts and arrangements that deliver our services.

9.3 Director of Legal & Governance

9.3.1 The Director of Legal and Governance has been consulted in the preparation of this report.

9.3.2 Section 32 of the Waste and Emissions Trading Act 2003 places a statutory duty on two-tier area waste authorities to produce a joint waste management strategy and to keep the strategy under review. The Act requires that the strategy includes management arrangements for all municipal waste and that the constituent boroughs consult on the strategy appropriately. The strategy must also have regard for government guidance. In addition, the waste authorities for a two-tier area in Greater London must, when formulating policy, have regard to the Mayor of London's municipal waste management strategy (currently the London Environment Strategy).

9.3.4 The Director of Legal sees no legal reasons preventing the adoption of this strategy.

9.4 Equality

9.4.1 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.

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

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

9.4.4 The report recommends approving the draft North London Joint Waste Strategy. An initial Equalities Impact Assessment (EqIA) has been undertaken (see chapter 10.2.2 of the strategy (Appendix 1) and appendix 5 to the strategy) to investigate the implications of the strategy on specific groups of people. The purpose of an EqIA is to ensure that policies and strategies do not discriminate against target groups with protected characteristics, and where possible contribute to improving the lives of local communities. Completing an EqIA is a systematic process that is designed to consider the needs of each target group and assess the impact that a policy or strategy may have on them.

9.4.5 An EqIA assessment was conducted taking into account the available evidence, including consultation responses. The assessment finds that the NLJWS will not cause any potentially significant differential impacts and confirms that the NLWA and constituent Boroughs already have actions and measures in place to mitigate identified impacts to acceptable levels. This includes physical support for bulky waste movements and assisted collections, review of clinical waste collections, considering information accessibility, suitable training of RRC staff and opportunities to buy pre-used household goods. The NLWA will work to improve RRC infrastructure for pedestrians and cyclists, which supports people without a car to access wider services.

9.4.6 It is acknowledged that ongoing monitoring is necessary to ensure that any unexpected differential impacts are controlled when the JWS is implemented. The NLWA boroughs will continue their engagement with communities over the lifetime of the strategy to monitor its impacts and identify if any improvements or changes are required.

10. Use of Appendices

Appendix 1 - Draft North London Joint Waste Strategy

11. Background papers

Additional documents for the Draft North London Joint Waste Strategy, available at the following link:
Our Strategies | NLWA

- Waste Projections
- Options Appraisal Report
- Listening Exercise
- Environmental Report
- Equalities Assessment
- Consultation Report

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North London Joint Waste Strategy 2025 – 2040

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Executive Summary

The north London Joint Waste Strategy forms the approach to managing recycling and waste across the seven boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington, and Waltham Forest. Together with the North London Waste Authority (NLWA), these boroughs serve over two million residents and are committed to delivering environmentally responsible and cost-effective recycling and waste services.

Leaders across north London recognise the need for an ambitious, forward-thinking strategy that tackles the climate emergency, supports thriving communities, and delivers a cleaner, greener future. This Strategy reflects a shared commitment to bold action and collaborative leadership in transforming how waste is managed across the region.

Our vision is to move towards a low waste north London, reducing the impact of waste to meet the challenges of the climate emergency.

NLWA and the seven boroughs must play a leading role in delivering this vision by driving innovation, enabling behaviour change, and investing in infrastructure and services that support waste prevention and circular practices. Success also depends on action across the chain of influence through consistent government support through strong national policy, and meaningful action from businesses to reduce waste at source and support circular practices.

Community engagement has been central to the development of this Strategy and will remain key to its delivery. We listened to thousands of residents over a two-phase process, ensuring the voices of north London's diverse communities were heard and reflected in our approach.

The strategy is built around the waste hierarchy: prioritising prevention, followed by reuse, recycling, and finally, responsible disposal. A series of aims and objectives have underpinned four key priorities for delivery:

1. Supporting the reduction in waste, by promoting prevention, repair and reuse.
2. Improving and maximising recycling.
3. Reducing the environmental impact of disposal, where there is no option to prevent or reuse waste.
4. Delivering collaborative, community-focused services which provide value for money and maximise social value.

Each of these priorities have a set of activities that we aim to deliver over the 15-year lifetime of the Strategy. Our progress towards these will be monitored through regular delivery plans and annual reporting to the eight authorities and the public, ensuring transparency and accountability. Within the context of what is required to achieve our vision, progress will be measured against a series of targets set out in the Strategy.

By working together with communities, businesses, and government, we can build a more sustainable, resilient, and low-waste future for north London. This strategy marks a bold step forward in that journey.

Introduction

The waste world is changing. Responding to the climate emergency is more urgent now than ever before, and the way we all manage and dispose of our waste will be a significant factor in addressing this. Reducing waste at source, and reusing, recycling and repairing materials, are all vital to us playing our part in responding to this challenge. As a whole, the waste sector accounts for one fifth of global methane emissions and four percent of greenhouse gas emissions in the UK. [1,2] Reducing our impact is vital in ensuring our environment is left in a better condition for future generations. Waste management strategies at local and regional level, advocate whole system change with the support of national government and wider industry, and are essential tools to address this.

This Strategy will guide our work for the next fifteen years. Through the aims and activities set out in this document, we will help north London move towards a low waste, sustainable future. By 2040 we want everyone in north London to be producing less waste, with products designed to stay in use for longer and packaged responsibly. Residents will understand the journey of waste and its environmental impacts and will be equipped with the knowledge, skills and services they need to reuse and repair items which might otherwise be thrown away. Businesses will adopt a circular economy approach, keeping resources in use for as long as possible before they become waste. Consumers will make more sustainable choices, with fewer items becoming waste. Where items are not able to be refilled or reused they will be easier to recycle with convenient and accessible services which all our residents and many more businesses will make use of. When waste finally cannot be reused or recycled, we will use it to produce energy and heat to help power north London. With new, state-of-the-art facilities, we will dispose of waste and generate energy in the greenest possible way, limiting emissions and other negative environmental impacts. Our north London community will be engaged with our work, including the next generation who will have access to education and training opportunities at our new facilities. All residents will have access to high quality waste services which deliver positive environmental outcomes as well as wider community benefits.

Our approach to achieve this low waste future is set out in the chapters that follow, these will set the direction for our policy and operations until 2040. Our priority during this period will be to secure the best environmental outcomes. We will achieve this by innovating and leading by example to provide positive initiatives which drive best practice, whether that is funding for community projects, offering pioneering recycling services for difficult materials, or providing green jobs and education opportunities for north London residents. We will work collaboratively with partners and our communities as part of the wider waste system, and we will use our influence to encourage positive changes from businesses. Crucially, we will also need meaningful action from government and so will campaign for policy and legislative change where required.

To have the most positive environmental impact, our first priority is to follow the principles of the waste hierarchy by reducing waste. Where waste is produced we will create opportunities to reuse, repair and recycle more than ever before. Where waste cannot be reused, repaired or recycled we will ensure it is managed in the cleanest, most environmentally friendly way possible with no waste to landfill. Our service offer to residents and businesses is also a key focus, and we will ensure that services deliver benefits for our community while meeting local needs for waste management.

Over recent years government has proposed significant changes to the waste sector. Through that strategy and the Environment Act, government have outlined changes which will affect the operation and funding of the waste system including the introduction of a Deposit Return Scheme

[1] How to cut emissions from waste by as much as 84% | World Economic Forum (weforum.org)
[2] Atmospheric emissions: greenhouse gases by industry and gas - Office for National Statistics

(DRS), expansion of the polluter pays principle through the Extended Producer Responsibility (EPR) scheme, and changes to increase consistency and the materials collected through local authority waste services (Simpler Recycling). The legislative changes proposed will not only impact how waste is managed, but are complex and span across a number of government departments. In many cases, the details of how these changes will be implemented and the impacts they will have remain unclear. While we had hoped for clarity on these positions to enable us to plan with confidence for the long-term, this Joint Waste Strategy has instead been developed against an uncertain background. We have therefore intended to maintain flexibility and a pragmatic approach which will allow us to continue to deliver effective waste services as we adapt to the evolving landscape.

It's important that we work to understand how legislative change will impact the waste we manage, and that the government works with local authorities to ensure the changes can be implemented successfully at a local level. However, to have the best environmental outcomes, there must be widespread, systemic change which can only be led by government at a national level. We hope to see significant progress on waste reduction and other environmental goals during this Strategy. Government has the powers to influence industry and the public to help us deliver on these ambitions. In part two of this Strategy, we will outline our expectations and key actions government should take to support the waste sector and drive progress towards a low waste, circular economy.

There are also now a range of national and regional targets to which local authorities are expected to contribute. We will report on these metrics and aim to achieve our ambitions, however success will depend on there being a system-wide approach across the UK. Manufacturers, businesses, central government and residents all need to help instigate societal changes to increase recycling, reuse and repair, and ultimately to reduce the amount of waste we are all producing in the first place.

What is the north London Joint Waste Strategy?

The North London Joint Waste Strategy is the Joint Waste Strategy for the London boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest and the North London Waste Authority. The Strategy is written on behalf of all eight of these authorities, who will be referred to throughout as 'we', 'NLWA and the constituent boroughs' or 'the eight authorities'. The Strategy period is from 2025 to 2040.

The Strategy sets out the eight authorities' aspirations for all levels of waste management, including collection, transfer, treatment and disposal, in accordance with the waste hierarchy. It sets out how NLWA and the constituent boroughs will help to minimise waste, increase recycling, reuse and repair, protect the environment, and move towards a circular economy. It will form the basis of how NLWA and the constituent boroughs manage waste in the future, and work together to deliver essential waste management and disposal services in the best interests of north London's residents.

The Strategy does not address local environmental quality issues such as litter, street cleansing and fly-tipping as these are managed by individual boroughs. Waste from these sources will be treated and disposed of according to the policies and aims set out in this Strategy, but measures to reduce the incidents of public nuisance are addressed by local plans in each borough.

The Strategy also sets outs the policy and legislative situation - the current and future context for resources and waste management. What we hope to achieve in terms of resources and waste management and current performance, through the services provided to north London residents and communities, is discussed below in the form of the vision, priorities, aims and objectives. The

Strategy also focuses on the longer-term targets and aspirations of NLWA and the constituent boroughs and the general principles by which we will work together to achieve them.

Consequently, the Strategy will be a key reference point for NLWA and the constituent boroughs when considering proposals for waste management during the given period.

Why do we need a new strategy?

The most recent North London Joint Waste Strategy covered the period 2004 to 2020 and was largely concerned with finding a solution for waste disposal infrastructure in north London, which has since been agreed upon.

It is a requirement under section 32 of the Waste and Emissions Act 2003 for waste authorities in a two-tier[3] area to have a joint strategy for the management of waste, the Act requires that the strategy includes management arrangements for all municipal waste and that the constituent boroughs consult on the strategy appropriately. The strategy must also have regard for guidance given by the government.

In addition, waste authorities in Greater London must, when formulating policy, act in general conformity with the Mayor of London's municipal waste management strategy (currently the London Environment Strategy).

There are also significant legislative changes coming in the near future. It is important that NLWA and the constituent boroughs have an up-to-date strategy which will consider and set out how all eight partners will respond to these changes.

Who we are

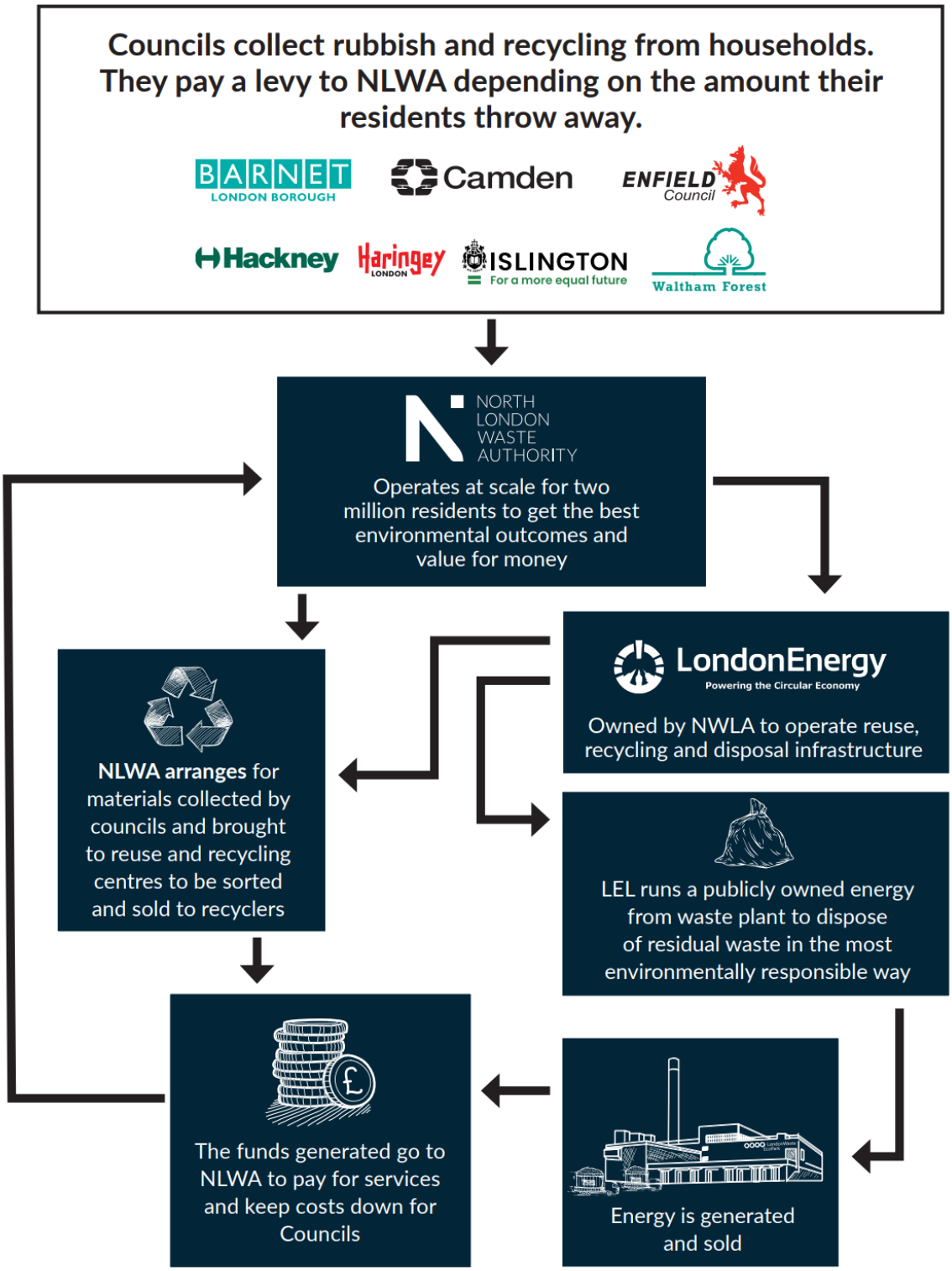
NLWA is the statutory joint waste disposal authority for north London. NLWA is responsible for the recycling, composting and disposal of waste collected by its seven constituent boroughs and covers around 2,000,000 people in some 850,000 households.

In 1986 the government abolished the Greater London Council, and new arrangements were put in place across London including four joint waste disposal authorities such as NLWA. Under these arrangements, the north London boroughs are Waste Collection Authorities with legal duties to collect household waste and to collect commercial waste if requested. NLWA, as the Waste Disposal Authority, has legal duties to treat, manage and dispose of the waste collected by the seven boroughs. The seven constituent boroughs and NLWA work in partnership to tackle the waste challenge in their area, recognising that joint working to plan the collection, treatment and disposal of waste supports efficient service delivery for residents and communities.

Each north London borough is governed by democratically elected councillors using a cabinet system, with an elected council leader and a cabinet member with responsibility for environmental issues including waste. NLWA comprises 14 councillors (Members), two from each of the constituent boroughs. These councillors make decisions on NLWA's policies and services, led by a Chair and vice-Chairs. The organisation is mainly funded by a levy it places on its constituent boroughs for waste services and by specific charges for the management of some types of waste. Amongst some of its responsibilities, NLWA has a statutory obligation to provide a suitable number of Reuse and Recycling Centres (RRCs) for residents, and to have a strategy in place outlining how services will be operated and resources will be managed and conserved in the future.

[3] Where separate authorities have legal duties for the collection and disposal of waste such as in north London.

NLWA, through its wholly owned company LondonEnergy Ltd, manages waste infrastructure across north London including transfer stations for sorting and processing waste, eight public reuse and recycling centres and the energy from waste facility at the Edmonton EcoPark. NLWA is currently building a new energy recovery facility at the Edmonton site (see below for more detail).



Document structure

The structure of this document is as follows:

- Chapter one – introduces our vision for the Strategy, along with our priorities, aims and objectives.

Chapters two to five describe the current and future context for waste management in north London:

- Chapter two – describes the north London area and how we expect local changes to impact on waste produced.
- Chapter three – describes the waste that we currently manage in north London and how this could change over the period of the Strategy.
- Chapter four – describes how the changing legislative and policy context will impact the waste management process.
- Chapter five – describes the engagement which has taken place with our community and the priorities our residents have for this Strategy.

Chapters six to ten set out the approach we will take to deliver the vision, aims and objectives of the Strategy.

- Chapter six – sets out how we will achieve a reduction in household waste including promoting repair and reuse.
- Chapter seven – sets out how we will improve recycling
- Chapter eight – sets out how we will reduce the environmental impact of waste disposal.
- Chapter nine – sets out how we will deliver collaborative, community-focused services.
- Chapter ten – describes the impact we expect to have and how the strategy will be implemented and monitored.

Chapter one: vision and aims

1.1 The need for change

Significant change is required when it comes to producing lower levels of waste in the future. The government needs to move beyond the recent history of delays and uncertainty, and deliver ambitious and system-wide policy action to help drive the nation towards a more circular economy. Only this would bring about the reduction in waste which we hope to see. Government should also consider the right way to assess what works in this area, and how to define and measure success. For instance, while recycling rates can be a useful metric, as a statutory target this does not record or incentivise a reduction in overall waste produced. Local authorities also need powers to act, and the support of central government to achieve our environmental ambitions.

Companies who provide the goods and packaging also have a key responsibility. Businesses need to prevent or reduce waste through product and packaging design and the way they use materials and services. Those who produce waste must take responsibility for the costs and environmental impact. This includes manufacturers of products and packaging, as well as retailers who contribute to the overall consumption patterns. If delivered successfully, extended producer responsibility schemes introduced by government can be one method to ensure that relevant businesses contribute a fair share of costs and have the incentive to change unsustainable business practices. Businesses should also separate their recyclable and biodegradable wastes, including the wastes produced by their customers on their premises, and regard them as a resource which could be reused or remain in use in a more circular model. They need to ensure that the products they produce are easy to reuse and repair, and that it's clear from labelling what can and can't be recycled.

These changes would enable residents to produce less waste in the first place and recycle more, encouraging everyone to consider what we buy, use, and throw away and adopt sustainable consumption habits. Products should be kept for longer or passed on when no longer needed, enabling a more circular economy. We also need a recycling society, where everyone has a good understanding of what can be recycled and what cannot.

1.2 The waste hierarchy

A guiding principle of managing waste and resources is the 'waste hierarchy' which informs the approach taken in this Strategy. This hierarchy is shown below with definitions for each level. The most beneficial method is 'prevention' of waste and the least beneficial 'disposal'. All waste handlers should take reasonable measures to follow the waste hierarchy priority order, giving priority to methods that prevent waste or prepare materials for reuse, recycling or recovery. Disposal is the lowest priority option, but where necessary, should involve recovery of energy. Prevention of waste in the first place is key to reducing waste arisings overall and is the top rung of the waste hierarchy.

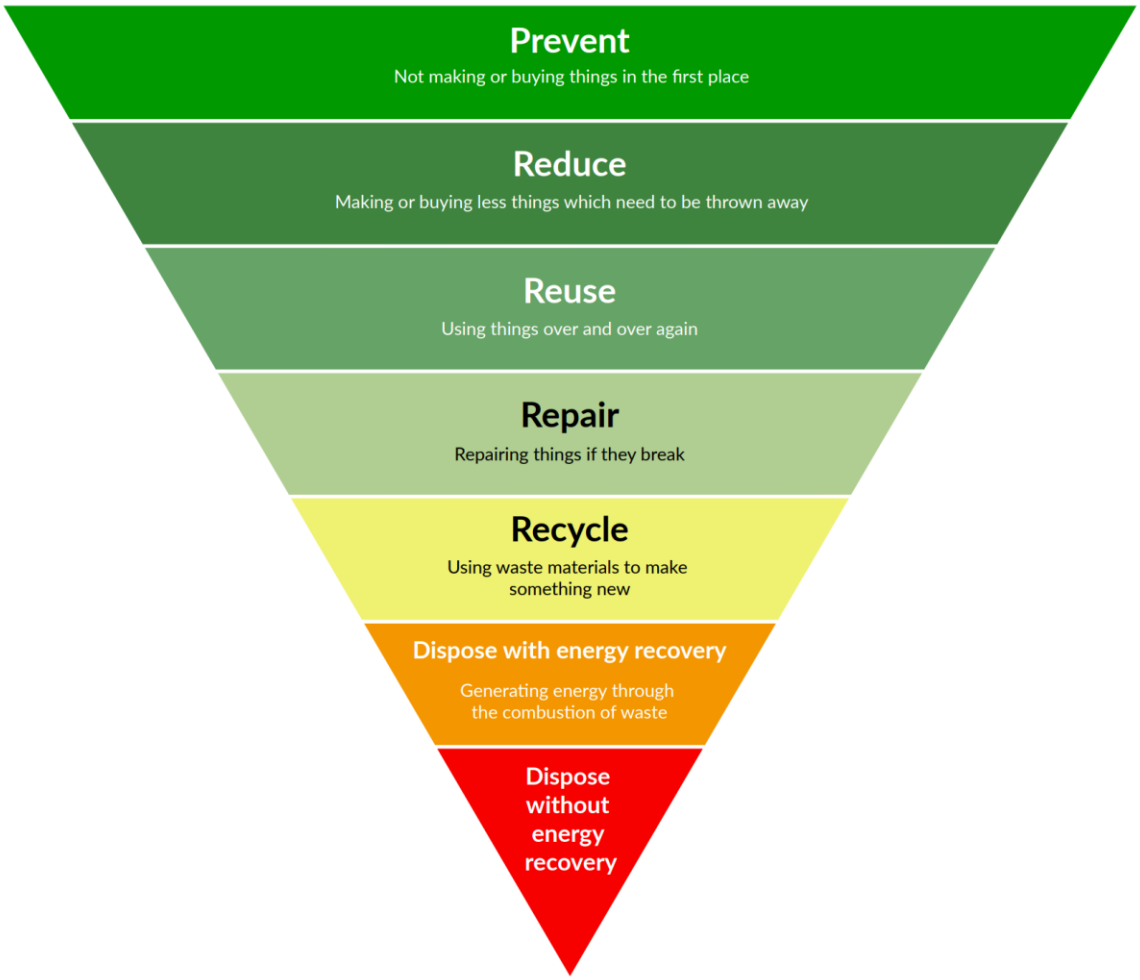
Prevention and reduction will therefore be significant priorities in this Strategy as we aim to move waste up the hierarchy and keep materials in use for longer. NLWA and the constituent boroughs cannot achieve this alone. Government has the powers to legislate and drive changes in behaviour to encourage sustainable consumption, so they must lead efforts to prevent and reduce waste. Businesses also have a key role, and must adapt how products are designed, packaged, used and disposed of so more items can be reused or repaired, and resources stay in use for longer. This would mean fewer items ever becoming waste in the first place, driving key environmental benefits.

Following the hierarchy, our next priority is recycling. Again, success will also rely on leadership from government who can legislate, invest in services and campaign to increase national participation rates and drive behaviour change. Industry should ensure recyclable materials are used wherever

possible, and that waste produced by businesses is also recycled. NLWA and the constituent boroughs will seek to recycle as much of north London's waste as possible, by offering extensive services and engaging with residents to encourage participation.

While recovery and disposal are further down the hierarchy, we must still be properly equipped to manage waste which cannot be prevented, reused or recycled. The waste hierarchy highlights the importance of recovering energy where possible, so that even when waste cannot be recycled it will be used as a resource. This Strategy sets out how we will manage this disposal process while minimising the negative environmental impacts and realising social benefits.

Figure 1. The Waste Hierarchy



1.3 The Strategy vision

'Towards a low waste North London, reducing the impact of waste to meet the challenges of the Climate Emergency'.

In December 2022, NLWA and the constituent boroughs jointly developed a vision for a cleaner, greener and more sustainable future for north London, outlining how our new Strategy will promote waste reduction and prevention in line with moving waste up the waste hierarchy as far as possible.

This includes adopting and promoting the circular economy approach to ensure that waste and resources are managed so that we contribute to mitigating the effects of climate change.

All of the constituent boroughs have declared a climate emergency. This is reflected in the Strategy, which commits to contributing to a cleaner, greener and sustainable future for north London.

The Strategy has a strong emphasis on promoting and supporting the reuse of materials, and working with our partners, we will make north London a place where all materials are valued as reusable resources and that nothing goes to waste.

Where it is not possible to avoid generating waste, we will work to reduce it through reuse and repair, and to boost recycling. Together, we will provide all households with an easy-to-use recycling collection service to increase the types of recyclable materials collected. Our reuse and recycling centres will offer residents further opportunities to recycle a wide range of materials, including specialist services for many difficult to recycle materials. We will continue to explore other initiatives which will maximise public participation in recycling.

We will deliver services in a cost-effective way through our publicly owned company LondonEnergy Limited. Our model of public ownership will ensure that income from energy generation is returned to invest in new projects and for the wider benefit of the north London boroughs and their residents. Our waste management services will comply with environmental protection legislative standards.

We will work in partnership with residents, as everyone in north London has a part to play so that we can achieve our vision. Moving forward, we will continue to work with residents from across the boroughs through education and communication schemes.

NLWA and the seven boroughs cannot achieve this in isolation. Reducing waste is a team effort including the government, manufacturers, retailers and consumers. Government must lead the way through the introduction of legislation and campaigns in collaboration with these other groups. We have responded to all the government's relevant waste consultations to date and will continue to make strong representation concerning waste matters. Although we will strive to do everything we can, we require support from central government to realise the full extent of our ambitions. Consequently, we will initiate a list of asks for government to support us in delivering this strategy.

The vision for the Strategy is:

> **To manage north Londoners' waste according to the waste hierarchy, prioritising waste reduction then maximising reuse, repair, recycling (and the most climate-friendly means of disposal possible) where reduction is not feasible. This includes providing environmentally-friendly, best-value, resident-focussed services and policies that meet the challenges of the Climate Emergency.**

1.4 Aims and objectives

Joint aims, objectives and a set of priorities were all derived from the vision outlined above. Together, these form the overarching policy framework which will guide our work over the course of this Strategy.

The policy aims which we will look to achieve through this Strategy are:

A1. To promote waste prevention and reduction.

A2. To promote sustainable resources and waste management policies in north London and create a more circular economy.

A3. To minimise the overall environmental impacts of resource and waste management, especially the effects on climate change.

A4. To engage residents, community groups and local businesses in the development and implementation of resources and waste management services.

A5. To provide resident-focused, cost-effective, best value services.

These are underpinned by a series of objectives which will support the overall aims. The objectives are:

O1. To explore innovative waste management policies which contribute to meeting the challenges of the climate emergency. This will help to achieve environmental goals including improving air quality and achieving net-zero targets.

O2. To work across our boroughs and with the north London community to minimise the amount of residual wastes arising.

O3. To work across our boroughs and with the north London community to increase reuse and repair.

O4. To work across our boroughs and with the north London community to maximise recycling.

O5. To divert resources and waste from landfill and support more sustainable initiatives for disposing of waste.

O6. To deliver the infrastructure needed to manage north London's waste, and work with the ~~north~~ London community to maximise the benefits of our facilities.

O7. To increase accessibility of our services and information for all members of the community.

O8. To maximise all opportunities for social value benefits from waste and resource management, including employment, skills and wellbeing.

Our approach to delivering these aims and objectives is set out in chapters six to ten. The actions and activities we will undertake are grouped into four thematic priorities which summarise the aims and objectives above.

Priority 1: supporting the reduction in waste, by promoting prevention, repair and reuse.

Priority 2: improving and maximising recycling

Priority 3: reducing the environmental impact of disposal, where there is no option to prevent or reuse waste.

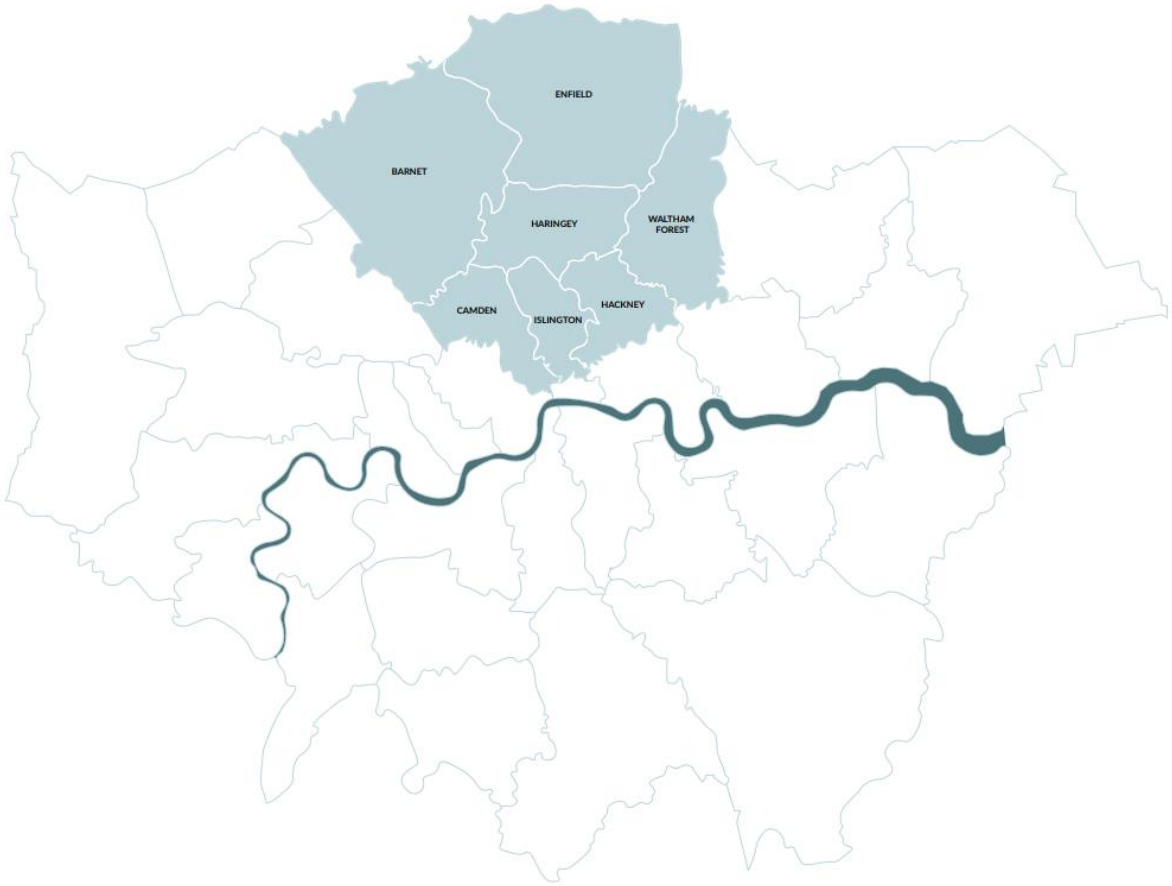
Priority 4: delivering collaborative, community-focused services which provide value for money and maximise social value.

Chapter two: our north London area

2.1 Overview

The north London region covered by this Strategy comprises the seven north London Boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest – the NLWA's constituent boroughs.

Figure 2. The north London area



The seven NLWA boroughs are largely characterised by:

- Some of the country's most densely populated areas
- A highly diverse and mixed population
- A more transient population than the UK average
- Areas with high levels of deprivation, alongside more affluent areas
- A large proportion of homes in flats and shared housing
- Fewer properties with gardens than in more rural areas

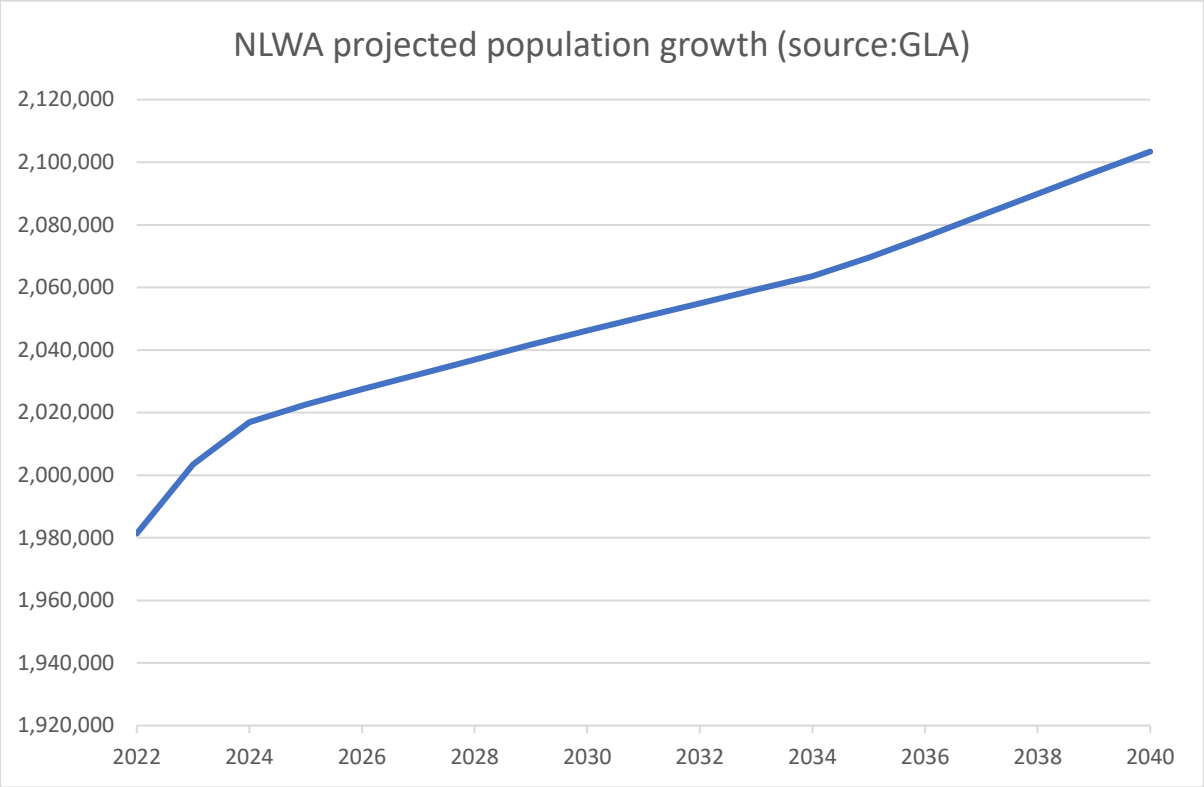
These elements contribute to some challenges delivering waste and recycling services in such highly populated, urban areas.

2.2 Population and demographics

Around 2,000,000 people currently live in the north London area, in around 850,000 households. The north London population is expected to grow by six percent between 2022 and 2040, with some

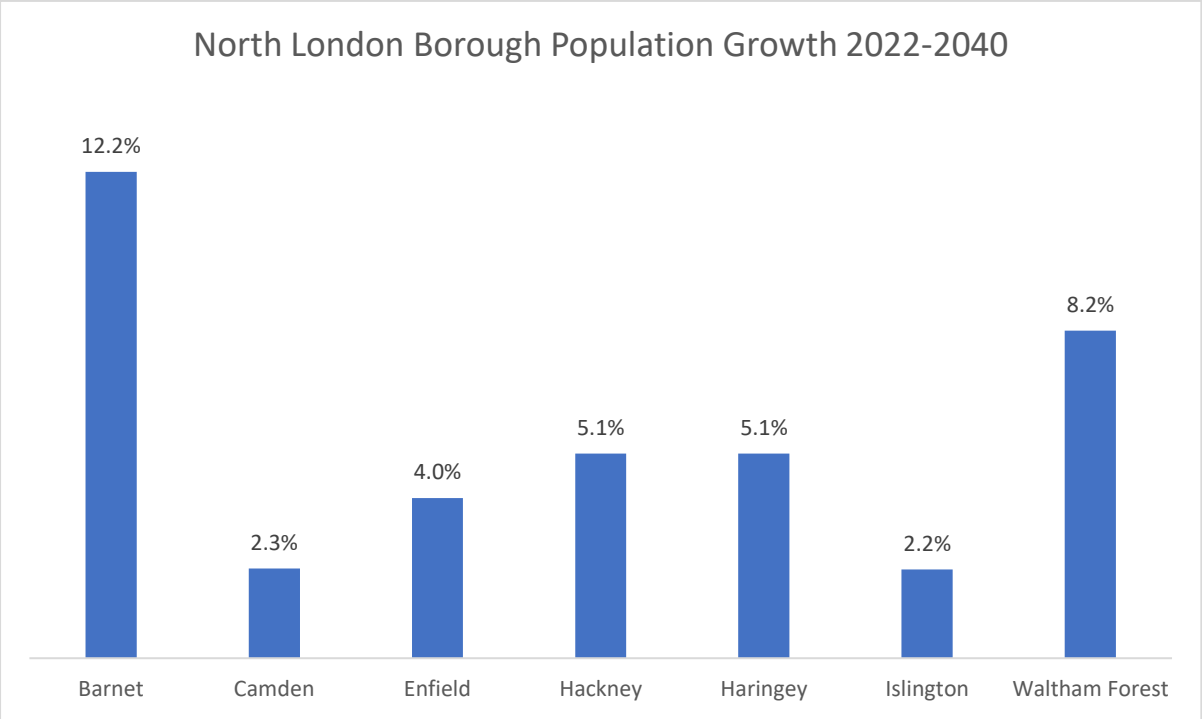
variation by borough.[4] This growth rate is above the projected average for England of around five percent. These projections are shown in figure 3 and 4. Modelling undertaken for this Strategy shows population growth is the most significant factor in driving potential growth of waste tonnage in the future.

Figure 3 – Population growth in north London to 2040 (source: GLA projections)



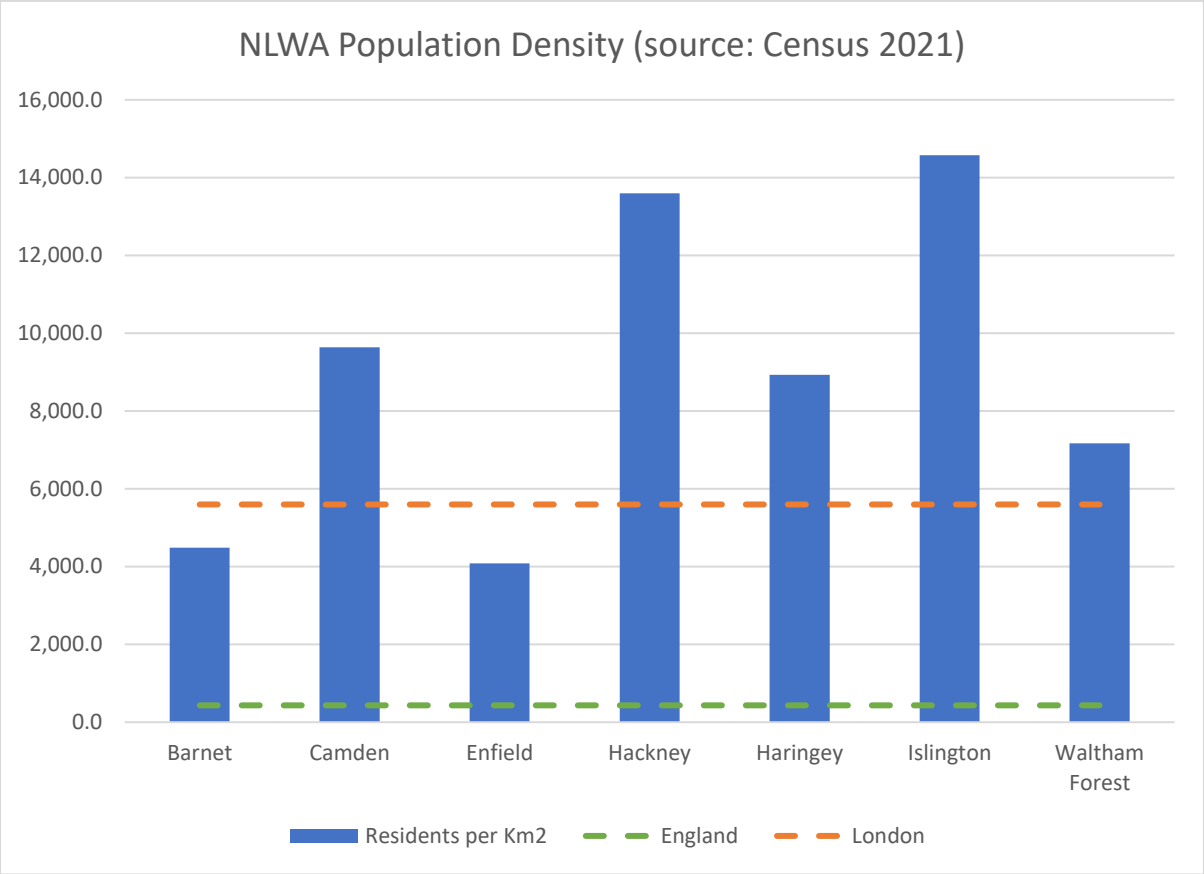
[4] Population and household projections – London Datastore

Figure 4 - Population growth by borough (Source: GLA Projections)



The area is also one of the most densely populated in the UK. As shown in figure 5, each of the north London boroughs has significantly higher population density compared to the rest of England. Five of the seven boroughs are also more densely populated than London overall. Dense urban areas generally tend to achieve lower recycling rates, due in large part to housing stock and lack of garden waste. Limited space for infrastructure can also be a challenge.

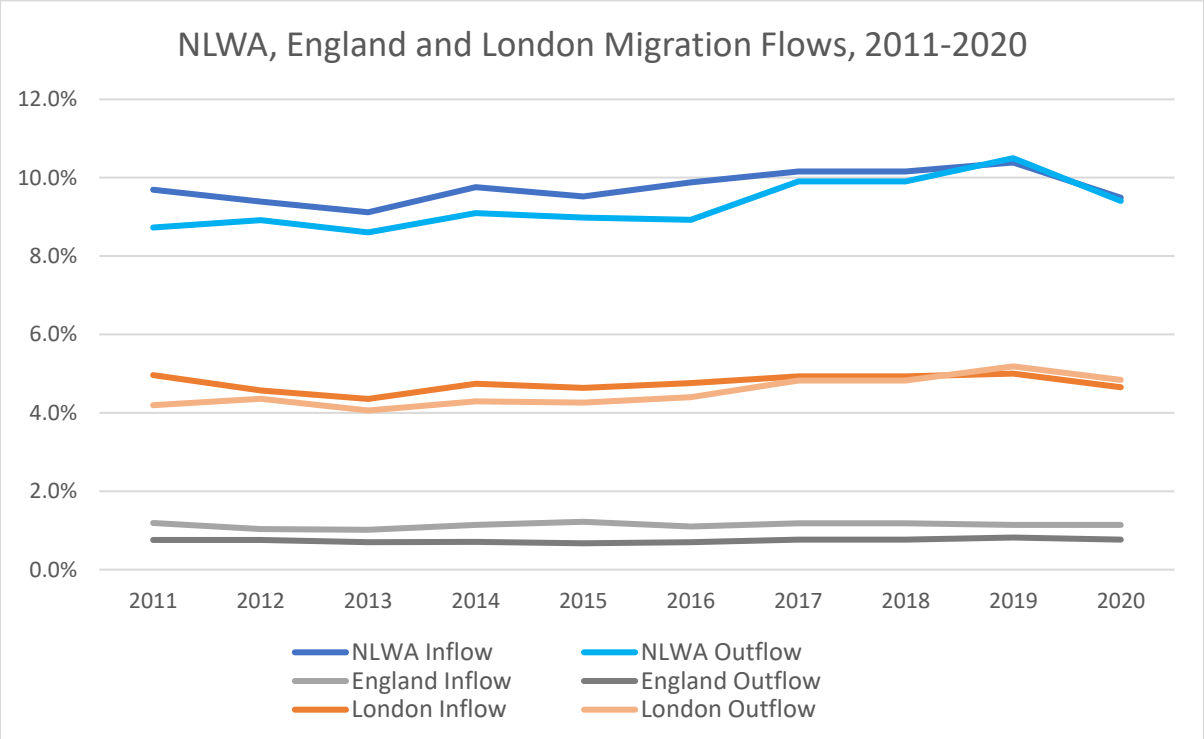
Figure 5 – Population density in north London (source: ONS Census 2021)



The area is characterised by a diverse, mobile, urban population. Compared to the rest of the country and the rest of London, a significantly higher proportion of residents move in and out of north London each year. This includes both international migration and moves within the UK, there are also currently 16 universities within the north London area, creating another transient population. These trends are shown in figure 6 below and have been consistent over the long-term. The data below extends to 2020 – following this, population movement patterns were heavily disrupted by the Covid-19 pandemic, however we can assume the long-term history of a highly mobile population in north London will continue over the course of this Strategy.

The high turnover in local population creates unique challenges for waste management in the area. For instance, new residents need to get used to new policies and requirements, while those moving out in a short time may potentially be less engaged with their local community or the services on offer. Figure 6 illustrates that among any area in the country, North London is particularly affected by these challenges.

Figure 6. Inward and outward migration flows (international and within-UK) as a proportion of overall population (source: ONS)

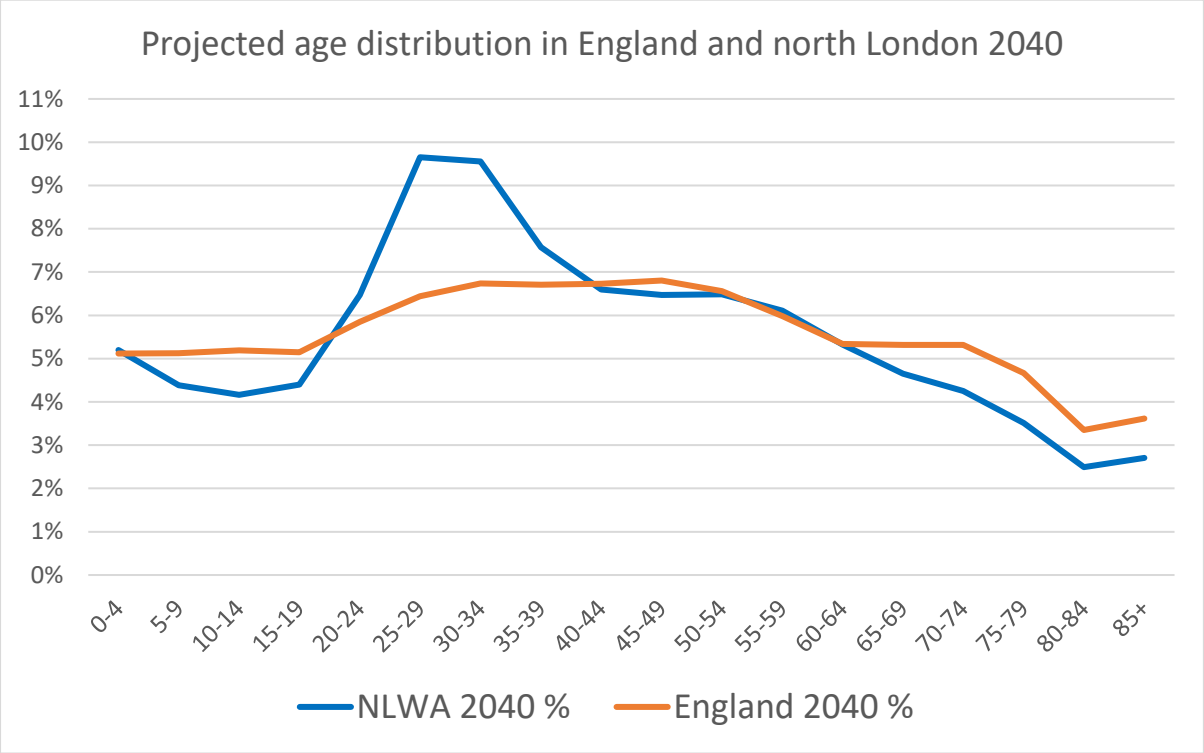


The population of the area is relatively young, with 20 to 40 being the largest age group in north London. This is fairly typical of London as a whole, which has the lowest median age of any region in England at 35. The population of north London is expected to increase overall, with the highest population in the 21-30 and 31-40 age brackets by 2041 for all the boroughs. There is also expected to be an increase in the age brackets of 61-70,71-80 and 81-90. Figure 7 shows this future age distribution compared to England, illustrating the high number of younger, working-age adults and relatively lower proportions of under 18 and over 65 year olds.

ONS statistics on consumer spending show that household expenditure is highest among working age adults.[5] This group will make up an increasing proportion of north London's population during this Strategy, while an expected decrease in numbers of children in the area reflects a trend towards fewer and smaller families, who typically produce less waste on a per-person basis. This indicates that, unless there are significant cultural and behavioural changes, we are likely to see heavier overall consumption patterns in the area as the makeup of the population changes. An increasing population, tending to consume more per-person, could potentially drive growth in overall waste tonnage, including both household and commercial waste. Through this Strategy, we will prepare to manage any potential higher demand, while encouraging sustainable consumption to reduce waste on a per-person basis. This means our services will be equipped for the future, adaptable to the population's needs and aimed towards limiting the environmental impact of north London's waste.

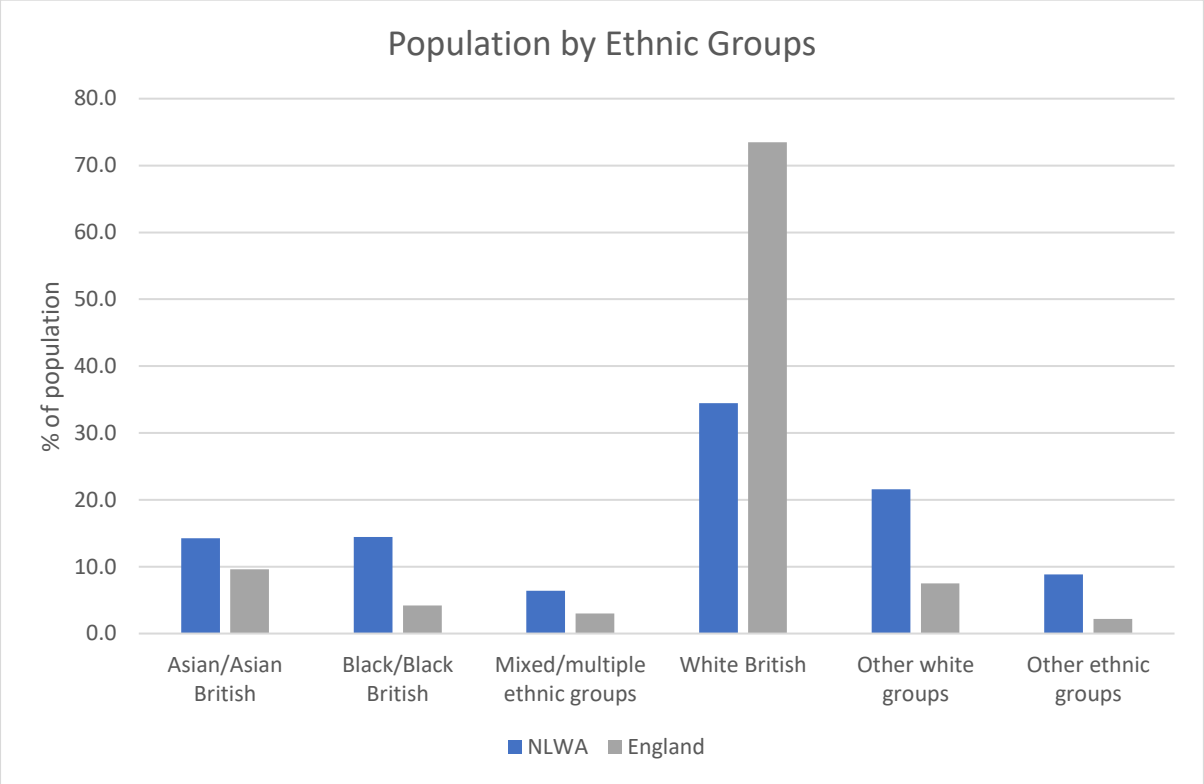
[5] Family spending in the UK - Office for National Statistics (ons.gov.uk)

Figure 7 – Current and future age profile of NLWA population (source: GLA)



The north London population also has a high degree of ethnic diversity and this is expected to increase as less populous ethnic groups grow. Figure 8 shows the current proportions of major ethnic groups in north London compared to London as a whole and England. As shown, significantly fewer north London residents identify as 'White British' than in the rest of England. For this Strategy to be successful, we must have a good understanding of these trends within our population and ensure that our work reaches and reflects the diverse communities within north London. For example, the diverse population means that north London is home to many different religions and cultures. Waste generation can vary significantly around religious and cultural holidays, and it is important we remain aware of this seasonal variation and manage it effectively. We will always look to understand our local context so that we can engage successfully with the population and help to overcome any potential challenges in communications or delivery of services.

Figure 8 – Proportion of ethnic groups (source: ONS Census 2021)



2.3 Deprivation

Indices of Deprivation (IoD) were produced by the Ministry of Housing, Communities and Local Government (MHCLG) as a means of comparing different areas of England by a variety of deprivation measurements. Data is ranked such that the lower the score, the greater the deprivation. The most deprived local authority ranks 1 and the least deprived 317.

Overall, the IoD highlights the relatively high levels of deprivation within north London - the overall ranking for north London is 70 out of 317. Barnet and Camden are the least deprived boroughs with rankings of 184 and 132 respectively, although both do contain significantly deprived areas. The most deprived borough is Hackney with an IoD ranking of 7. There is also a significant amount of local variation within each area. The boroughs in north London have a high degree of local variation and pockets of deprivation at a local level, even alongside more affluent areas.

The indices are made up of seven deprivation elements, relating to income, employment, health and disability, education, barriers to housing and services, living environment and crime. Of these, the rankings for north London are lowest for 'barriers to housing and services' and 'living environment', followed by 'income' and 'crime'. This indicates that it is within these domains which north London experiences the most acute deprivation.

Figure 9 – Index of Multiple Deprivation for north London boroughs (source: MHCLG)

	Income	Employment	Education	Health	Crime	Living environment	Barriers to housing & services	Local Authority Rank
Barnet	137	201	302	297	111	71	20	184
Camden	87	151	274	207	70	22	132	132
Enfield	30	92	141	221	84	53	5	59
Hackney	5	57	214	67	15	14	3	7

Haringey	31	83	184	154	9	17	9	37
Islington	17	63	244	82	13	13	27	28
Waltham Forest	43	111	155	161	46	19	6	45
North London average	50	108	216	170	50	30	29	70

Higher levels of deprivation in local authorities can be associated with lower recycling rates.[6] Some of the most commonly cited reasons for this include lack of storage space in areas with high-density or crowded housing, a more mobile population creating challenges for communication and engagement with services, and households affected by poverty having higher-priority concerns. More deprived areas also tend have less green space and fewer gardens, reducing the amount of organic waste that can be collected and contribute to recycling rates. These are fundamental, structural issues which create additional challenges for waste authorities in more deprived areas.

In planning our policies and services NLWA and the constituent boroughs will remain mindful of these issues and the challenges they can present. Through this Strategy, NLWA and our constituent boroughs will be working actively to engage all of our residents and deliver services that prevent waste and help to deliver a more circular economy in north London. Alongside this, we also hope to see improvements in economic wellbeing for our residents in the more deprived areas of north London, though this will depend on national policymaking and wider economic factors which are beyond our own control.

2.4 Housing

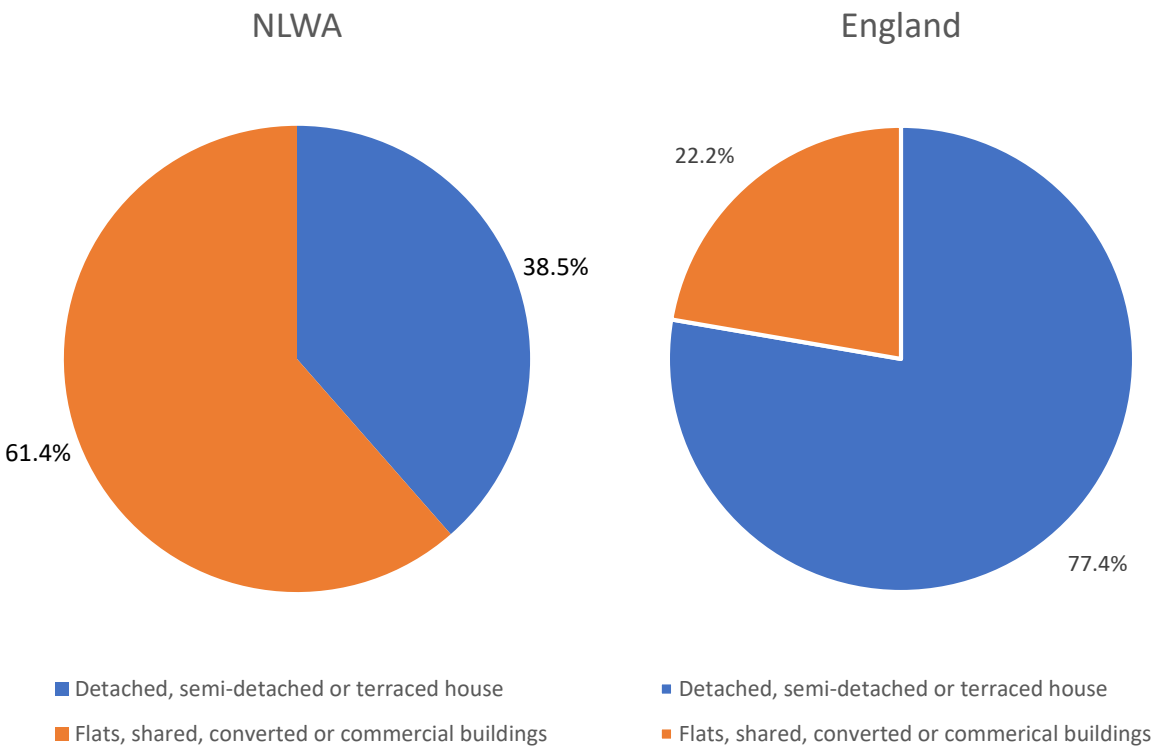
There are also changes taking place to housing demographics in the area, as regeneration schemes and new residential developments encourage more residents to move to north London. Across north London as a whole the predominant land use is residential housing, the majority of which are either flats or shared or converted accommodation.

Figure 10 shows the makeup of north London's housing stock in comparison to England and London. This demonstrates the low number of detached, semi-detached, and terraced houses compared to the picture nationally. In contrast the area has a large proportion of purpose-built flats (42.9%) and converted or shared houses (15.3%). The number of residents living in commercial buildings, including above shops is 1.6% - double the proportion reported nationally.

Flats tend to produce less waste per-household, while there is typically a higher recycling yield from houses with kerbside collections. Lack of internal storage space is a consistent issue which can impact recycling activities, which can mean dense urban environments struggle to increase the amount of material their residents recycle. The high proportion of shared housing shown above also includes significant numbers of houses in multiple occupation (HMOs) i.e. homes where multiple separate households share common facilities. These properties present additional challenges in terms of resident and landlord engagement and service provision.

[6] Analysis of recycling performance and waste arisings in the UK 2012/13; WRAP (2015)

Figure 10. Housing Types in north London and England (source: ONS Census 2021)



North London also has fewer properties with gardens than in the rest of England while gardens across London are also 26% smaller than the national average.[7] This contributes to relatively low quantities of garden waste. In more rural authorities, garden waste can contribute significantly to recycling rates but this does not apply in north London.

All north London boroughs are set to see a substantial increase in house-building following the adoption of the London Plan 2021. The London Plan has identified Opportunity Areas and Housing Action Zones in parts of north London including parts of the Lee Valley. The vast majority of new housing in north London is expected to be in flats, which may support our goal to reduce waste on a per-capita basis, but means we must remain aware of the challenges around collecting high quality and high volumes of recycling from these properties.

2.5 Conclusion

Looking back to the previous Joint Waste Strategy there have been many different trends and developments in north London. Some of these have been helpful for waste management, while others have made delivery more complex. The makeup of the area heavily determines what can be achieved with regards to waste reduction and recycling and this will continue to apply for the period of this Strategy. We must work within the local context, always ensuring we maintain a good understanding of local issues and deliver our environmental ambitions in collaboration with our community.

The area and its population will continue to change over the upcoming period, sometimes presenting new and unpredictable challenges. To ensure that the Strategy matches future changes in demography, NLWA and the constituent boroughs have agreed to continue to share demographic information where it is required for the Strategy's delivery and implementation. In development of

[7] Access to gardens and public green space in Great Britain - Office for National Statistics (ons.gov.uk)

this Strategy, we have produced forecasts and analysed the local area in detail. However, we simply cannot predict all of the complex social, economic and demographic trends that could affect delivery. As a result, our aim is to maintain a flexible approach and remain adaptable to all future developments in north London.

Chapter three: waste in north London

3.1 Waste streams

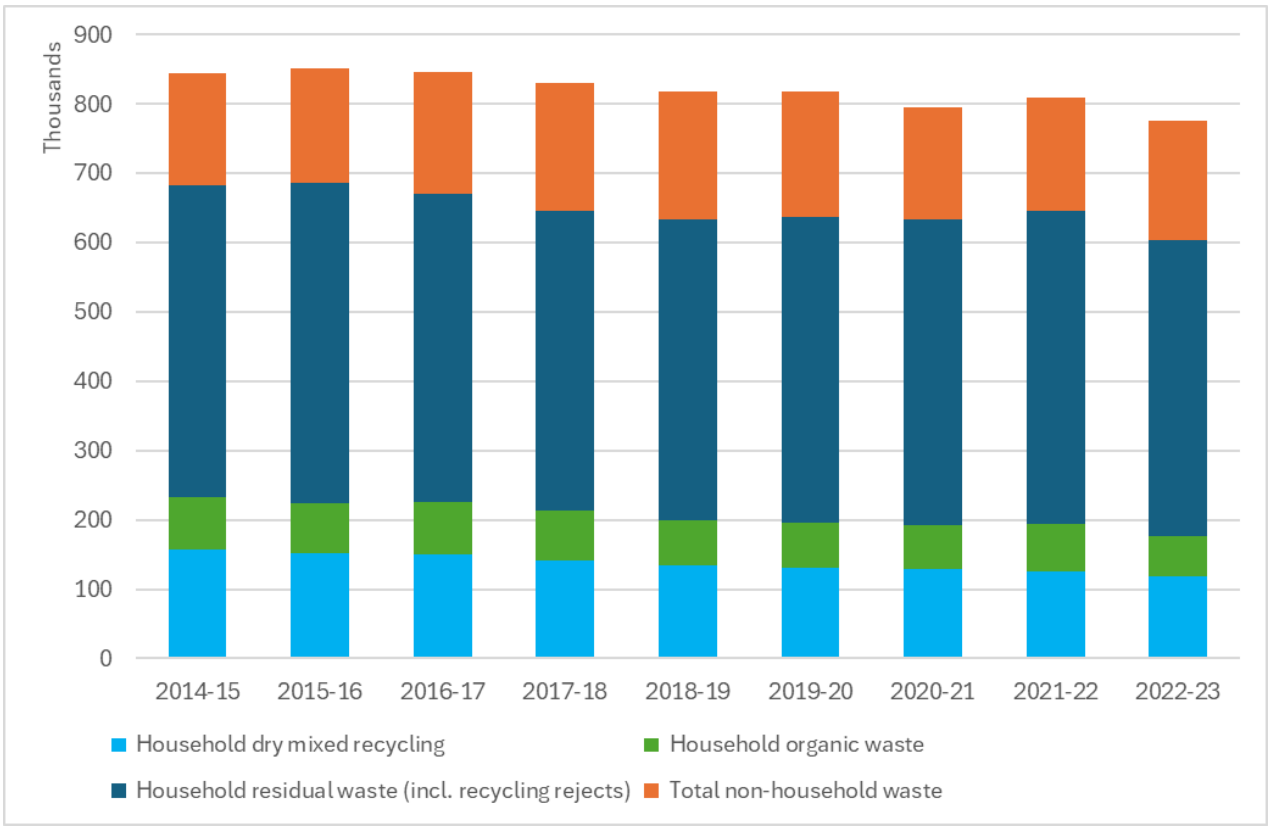
NLWA and the seven boroughs manage both household and non-household waste. All waste collected and managed by both parties which is the sum of household and non-household waste is referred to as Local Authority Collected Waste (LACW). Non-household waste includes waste collected under any commercial arrangements the boroughs have with local businesses to collect their waste, as well as fly-tipped waste collected by the boroughs.

In 2022-23, total LACW for NLWA and the boroughs was over 770,000 tonnes. Of this total, just over 600,000 tonnes was household waste. Figure 11 shows the long-term trend for LACW tonnages in north London after processing and treatment. This means the household residual waste statistics include a small percentage of waste that was initially collected for recycling but was not possible to recycle. These recycling rejects include items contaminated with non-recyclable residues such as food waste or non-recyclable material that has been incorrectly put in the recycling bin. Similarly, household recycling will include a proportion of waste initially collected as residual waste but actually recovered for recycling.

After processing and treatment, 118,195 tonnes of household DMR were sent for recycling or reuse in 2022-23. 58,433 tonnes of household food and garden waste (organic waste) were sent for recycling and composting. In 2022-2023, the percentage of household waste sent for recycling, reuse or composting in north London was 29.2%.

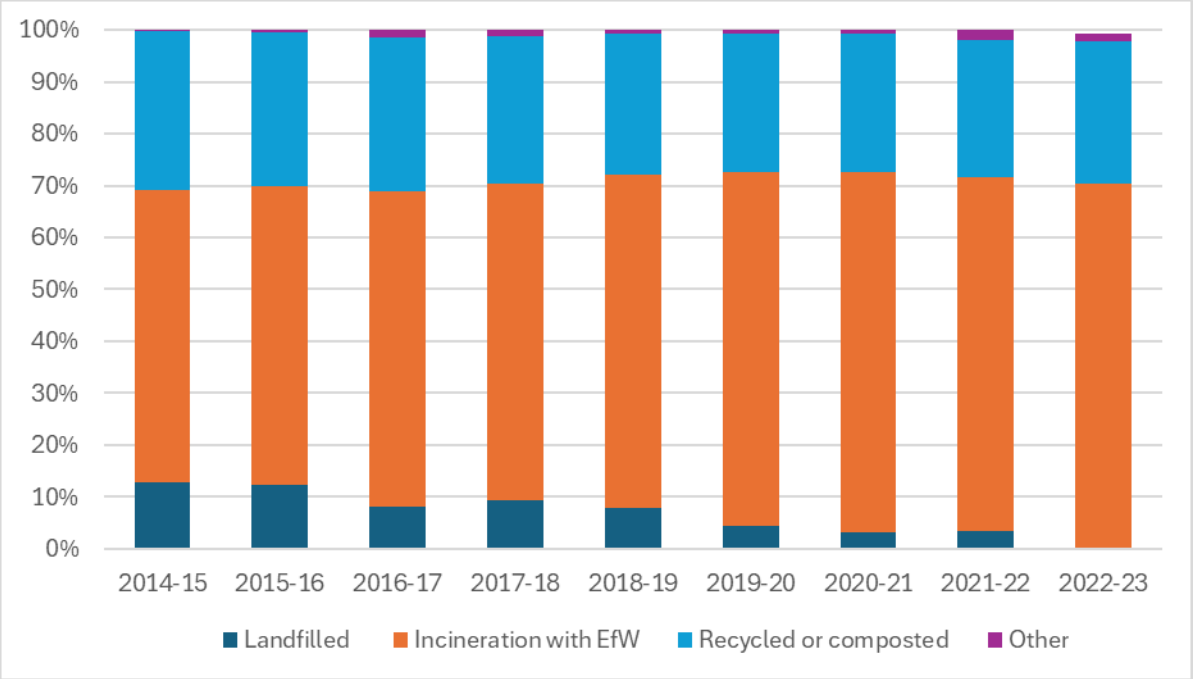
Figure 11 shows total waste processed in north London over the period 2014 to 2023, fluctuating around 800,000 tonnes since 2018-19.

Figure 11. Total Local Authority Collected Waste (LACW) processed 2014-2023



In 2022-23, 176,629 tonnes of waste were sent for recycling or composting. We have used the vast majority of the residual waste to generate energy and heat for north London. Over the years, we have successfully reduced the amount of waste sent to landfill and in 2022-23 this amounted to only 2,069 tonnes or 0.27% of total LACW. Figure 12 below shows this trend over the period 2014 to 2023.

Figure 12. NLWA waste management treatment (source: Defra)

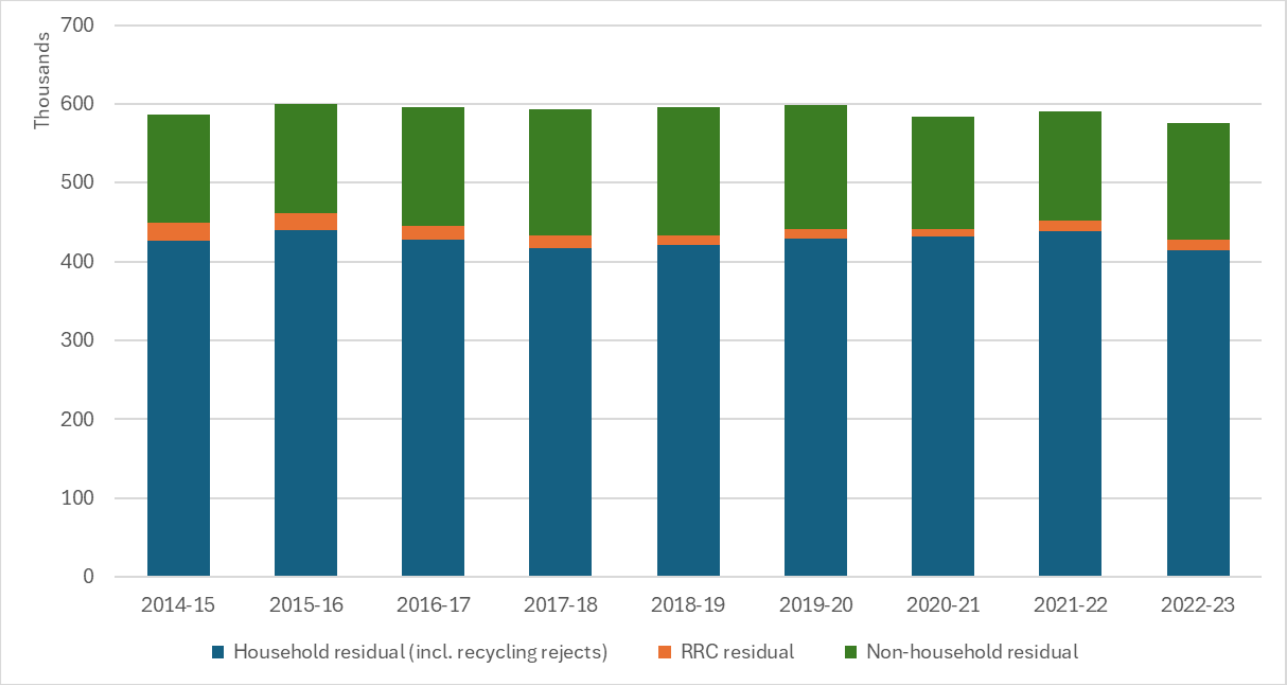


3.1.1 Residual waste

100 percent of north London residents receive a residual waste collection service. The frequency of this service varies by borough according to local requirements. Many north London residents use a communal service, for example those living in flats or shared housing. This limits the impact that changes to kerbside services, such as reducing frequency or limiting capacity, can have on overall residual waste tonnage in the area.

In 2022-23, 576,109 tonnes of residual waste were processed in north London. Figure 13 below shows the total amount of residual waste generated in north London from 2014-15 to 2022-23 including household, non-household and waste collected at RRCs. Total residual tonnage was affected by impacts on businesses and households during the Covid-19 pandemic which began in 2020. Since then, there has been some fluctuation in tonnages, with the increased cost of living potentially causing a slight downturn in household waste.

Figure 13. Residual waste tonnages 2014-2023



It is important to consider total waste tonnage in relation to population size. North London is already one the most densely populated areas in the country, and the population is expected to grow over the period of this Strategy at a faster rate than the rest of the UK. Figures 14 and 15 below show the trends for household waste tonnage on a per-capita basis. We will continue to focus on these population-based metrics as we look to prioritise waste reduction, as this will bring about the greatest environmental benefits.

Figure 14 shows that household residual waste per capita for NLWA and the boroughs has stagnated but shown a reduction in 2022-23 on 2014-15 numbers. The slight upturn from 2021-22 is inflated by the 2021 Census which resulted in a drop in total population reported for north London. It is also thought that Covid-19 had an impact on tonnages based on more people working from home, thus generating more household waste. The lower population figure for 2022-23 contributes to a higher household residual waste per capita for that year compared to previous years (excluding 2021-22) despite a reduction in household residual waste tonnages. Overall, north London household residual waste per capita remains lower than that for England.

Figure 14 Household residual waste per capita, north London and England, 2014-2023

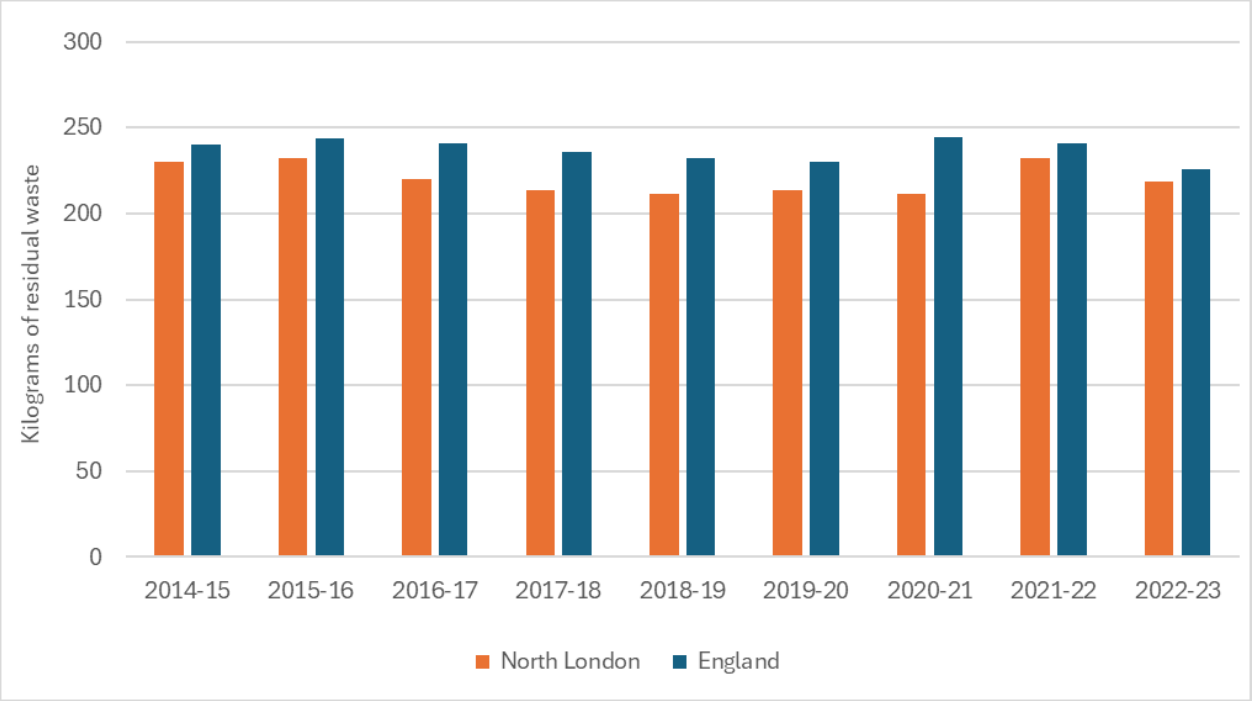


Figure 15 Total household waste per capita, north London and England, 2014-2023

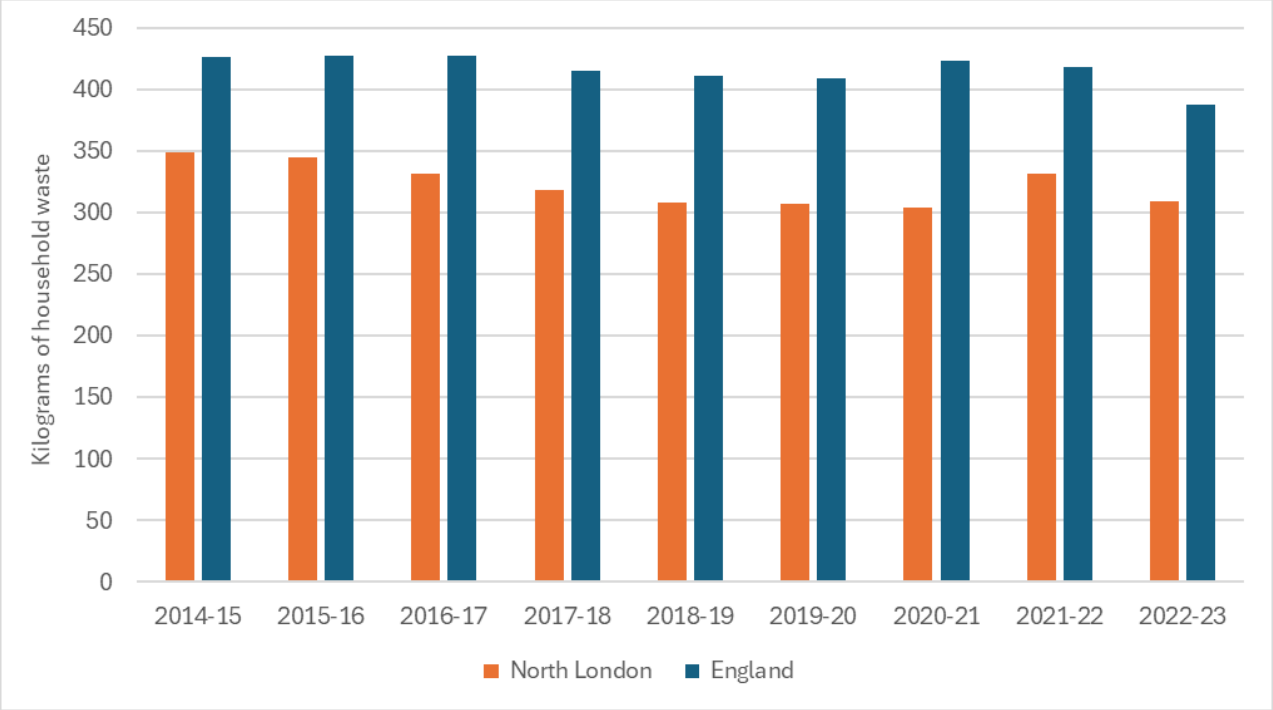


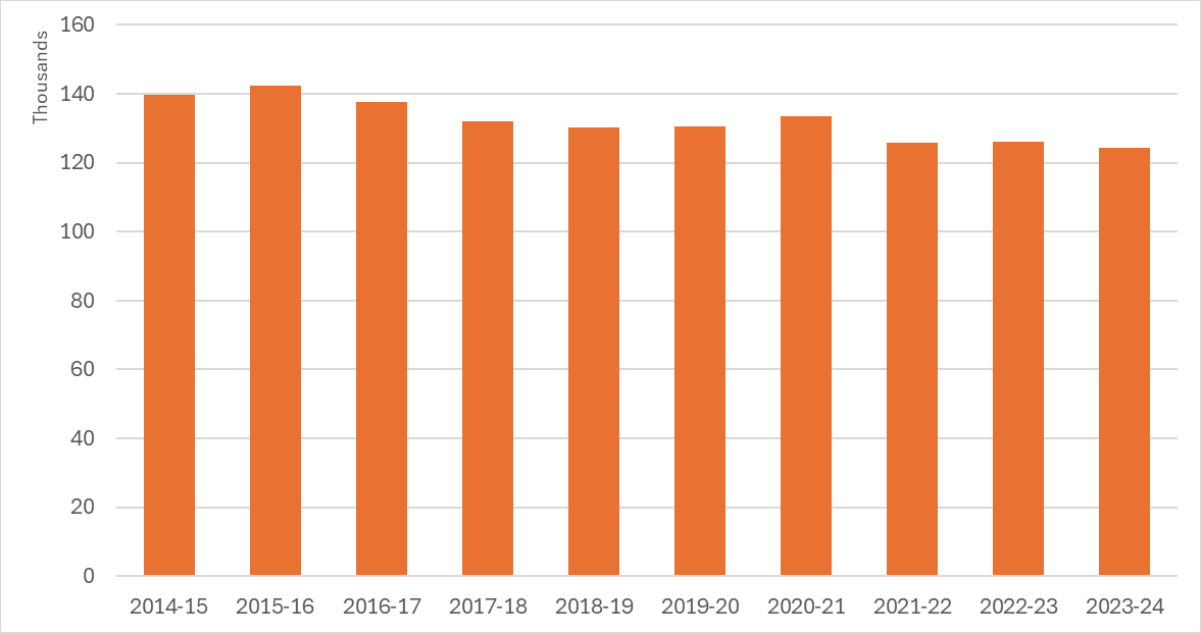
Figure 15 presents total household waste per capita for England and north London since 2014. Total household waste per capita in north London decreased by 45.4kg or 13% between 2014-15 and 2020-21. At a national level, there was only a reduction of 0.69% in the same period. In 2020-21, the north London number was 119.1kg lower than that reported for England. The north London numbers for 2021-22 and 2022-23 are skewed by the 2021 Census, as explained above.

3.1.2 Dry mixed recycling (DMR)

Dry mixed recycling (DMR) includes a variety of recyclable materials that are mixed for collection. Across the north London boroughs, it includes paper, cardboard, plastic, metal and glass. The constituent boroughs collect this through a co-mingled service. Figure 16 shows a reduction in processed household DMR tonnage for north London since 2014. DMR materials are susceptible to economic conditions and are impacted by changing consumer purchasing habits, potentially impacted by cost of living, but also because items traditionally in paper form, such as newspapers, are now more frequently accessed online. More recently, producers are favouring lighter material in response to consumer demand and in preparation for the upcoming changes to packaging legislation.

We will aim for this Strategy to help increase recycling in north London, but this will be within the context of an overall aim towards reducing waste.

Figure 16 Total dry recycling tonnage received by NLWA 2014-2024



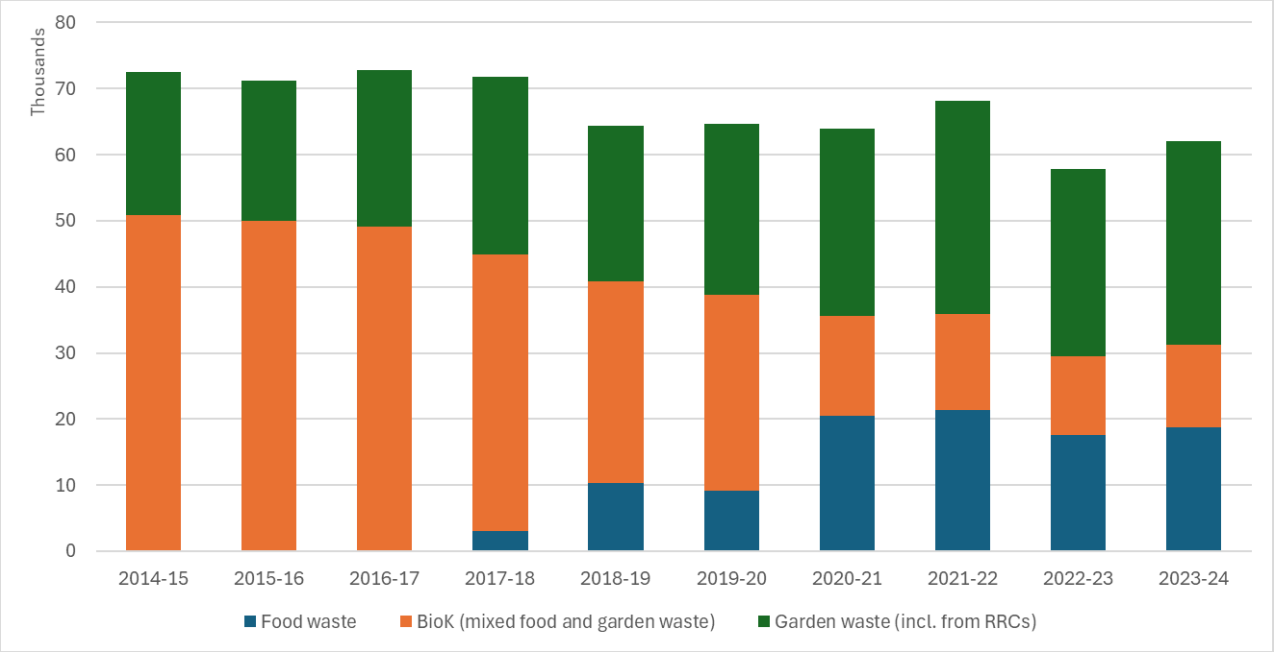
3.1.3 Organic waste

Organic waste, as shown in figure 17, comprises three categories in north London: food waste, garden waste and garden and food waste combined (known as 'BioK').

Garden waste is collected by the constituent boroughs who can opt to charge for this service. Residents are also encouraged to use other methods to dispose of garden waste. Firstly, via home composting garden waste (cuttings, trimmings, plants, branches and other garden waste which can be composted). Alternatively, residents can also take their garden waste to any of north London's RRCs. Some north London boroughs collect food waste and garden waste together. The new Simpler Recycling arrangements allow the constituent boroughs to continue to collect this waste combined. However, figure 17 shows that BioK tonnages in north London have reduced since 2014 with more separate food waste being captured for recycling.

Compared to the national average, north London collects and recycles less organic waste. This can largely be explained by the limited number of properties with gardens in the north London area. This is also a limiting factor on north London's overall recycling rate, as the quantity of garden waste present in other areas is simply not available in north London.

Figure 17 North London organic tonnage 2014-2024



3.1.3a Food waste

Many of the constituent boroughs offer food waste services to suitable properties and during this Strategy period, all boroughs will roll out a food waste collection service to all properties in line with national policy changes.

Figure 17 shows the total tonnage of LACW organic waste (split into food, garden, and combined food and garden 'BioK') collected for north London since 2014. We can expect food waste tonnage to increase in the coming years as more collections are rolled out across the area.

3.1.4 Waste electrical and electronic equipment (WEEE)

Residents delivered 2,502 tonnes of WEEE to our network of RRCs in 2022-23, an increase of 195 tonnes to 2021-22. NLWA also provide a kerbside service for the collection of larger WEEE items. Five of the seven constituent boroughs currently make use of this service. In 2022-2023, this service collected almost 78 tonnes of WEEE, an increase of 26 tonnes on the previous year. A further 26 tonnes was collected via local bring banks, and some of the north London boroughs also provide a collection service for small WEEE items.

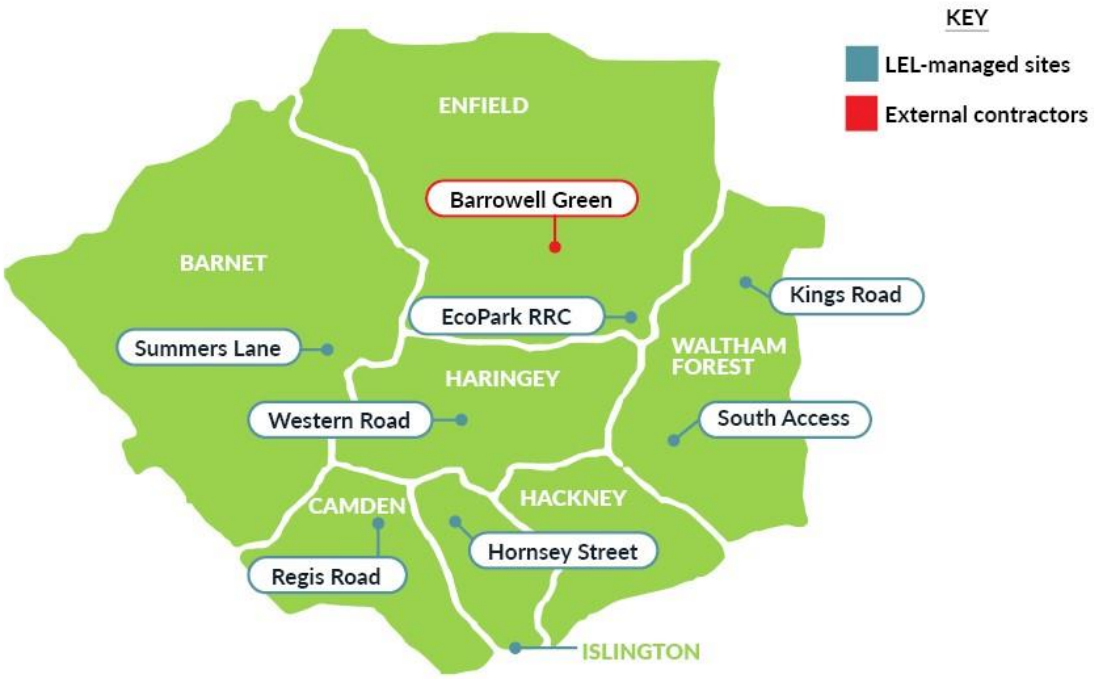
3.1.5 Household collections

As Waste Collection Authorities, the seven north London Boroughs have a statutory duty to provide collection services and street cleaning. Each borough determines the frequency of their household collections depending on their local requirements. If these services change, boroughs undertake significant consultation and communication with their residents. We also undertake trials to understand practical implications and take lessons from new developments and best practice across the sector. The north London boroughs either employ waste management contractors or their own staff to deliver their collection services. Waste collection service contracts are integrated with other collection service contracts where this can be demonstrated to offer best value. As the Waste Disposal Authority, NLWA is required to make arrangements for the final disposal of all household and commercial waste collected by the north London Boroughs.

3.1.6 Reuse and recycling centres

There are currently eight reuse and recycling centres (RRCs) across the north London area. NLWA are responsible for running seven of these (via LondonEnergy Ltd.) including the newly opened facility at the Edmonton EcoPark, while the Barrowell Green site is operated by Enfield Council. These sites are available for residents to use free of charge to deposit a wide range of materials for reuse, recycling or disposal. All north London residents may utilise the sites regardless of which of the boroughs they reside in.

Figure 18. Map of north London Reuse and Recycling Centres



The RRCs take a wide range of items which can be sent for reuse, recycling or disposal including 29 separate waste streams which are accepted at the new Edmonton centre. Items which are reusable are sold at the ReUse Shop at King's Road RRC.

Approximately five percent of our total waste arisings in 2023-24 was processed through the RRCs. NLWA-managed sites dealt with 39,402 tonnes and 72% of all materials were recycled, reused or composted.

3.1.7 Chargeable services

3.1.7a Bulky waste

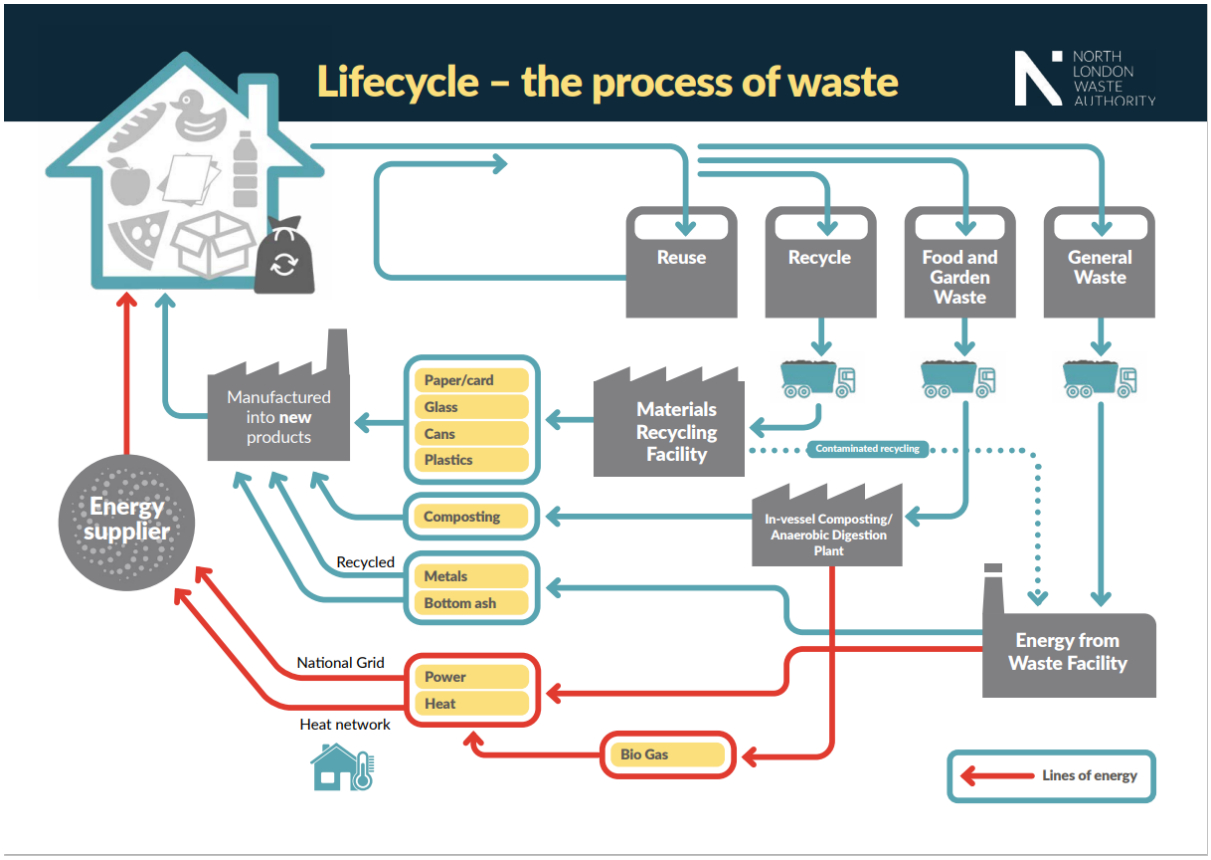
Residents can arrange for the collection of larger items - this is known as a bulky waste collection. Each constituent borough has its own service in place for its residents. Boroughs can opt for this service to be chargeable, often with a minimum collection fee. The types of items that can be collected include domestic furniture, appliances (televisions, fridges, freezers, washing machines) or other large items.

3.1.7b Commercial waste

Commercial waste is managed differently to household waste, as any property/business that is commercially rated must pay for the removal of their waste by a licensed waste carrier. The constituent boroughs will collect this waste for a fee, whereas household waste would be collected as part of the council's service. We would encourage more local businesses to take up this service for the environmental benefits it could bring, as discussed in section 7.9.

3.2 Current operations

Figure 19. Waste collections and processing overview



3.2.1 Collections and processing

Waste and recycling are collected from the homes and businesses of north London by the constituent boroughs or are received at one of the Reuse and Recycling Centres. From there, NLWA manage and process the material, using contractors within the process where appropriate. NLWA ensure that north London has the appropriate infrastructure in place to manage the waste collected by the seven boroughs, to recycle as much of it as possible, and to dispose of the rest in the most suitable way. This section gives an overview of the current system, but our approach and our network of facilities is continually open to review and will evolve to ensure we continue meeting the needs of the north London community.

Waste is taken either to the Edmonton resource recovery facility or a local waste transfer station to be sorted and transferred for recycling, composting, reuse or energy recovery. The use of waste transfer stations brings economic and environmental advantages, ensuring that we can manage waste in the local area as efficiently as possible. Recycling is sent to a materials recycling facility and residual waste is processed at the Edmonton energy from waste facility. We are currently redeveloping the Edmonton EcoPark and building the greenest energy recovery facility in the country to replace the old site, as well as modern recycling facilities.

3.2.2 LondonEnergy Limited

LondonEnergy Limited is a company wholly owned by NLWA, which manages and operates the Edmonton Energy from Waste Facility, seven Reuse and Recycling Centres (including the new RRC at the EcoPark) and three waste transfer stations. NLWA and LEL work closely together to deliver cost effective and environmentally sustainable services. This relationship ensures that NLWA, the constituent boroughs, and north London residents, have the benefits of publicly owned assets with a focus on providing services for the community.

NLWA has a contract with LEL for the disposal of wastes collected by the north London Boroughs. LEL is publicly owned with NLWA as the only shareholder. This means the business operates entirely for the benefit of north London, and not for the profit of external shareholders. The contract has no minimum tonnages that must be delivered for disposal, which frees the north London constituent boroughs to reduce, reuse, recycle and compost as much rubbish as they wish with no financial penalty. The contract, and our relationship with LEL, also allows us flexibility to maximise any opportunities for environmental benefits such as moving towards lower carbon vehicles and operations.

As the sole shareholder of LEL and owner of the Energy from Waste facility, NLWA ensures that the funds generated by energy from the Edmonton EcoPark are reinvested into public services for residents.

3.3 Waste composition

To prepare this Strategy, NLWA and the constituent boroughs have analysed north London's household waste composition. For the analysis of kerbside waste, between three and five samples of waste were selected for analysis. These were based on differing socio-demographic categories. Each sample was formed from the waste presented by a target of 50 selected households. In total, waste samples were taken representing a target of 2,600 households. A total of 17,724kg of residual waste was collected for analysis.

A key finding was that food is the single largest component of our residual waste, making up 32% of the total. Of this food waste, 74% is classified as avoidable, meaning that it was, at some point prior to disposal, edible. 33% of all the discarded food is found to still be in its packaging. This means a significant amount of food which could have been eaten, is instead currently going to waste disposal. This is at a cost to all eight authorities and our residents, and leads to greenhouse gas emissions which could be avoided by preventing that food waste, or recycling it where it is unavoidable.

Paper made up 10% of the residual waste; 23% of this was alternatively recyclable at the kerbside. Plastic items made up 13% of the residual waste; 31.5% of this was alternatively recyclable at the kerbside. In total, 39% of the residual waste at kerbside could have been recycled using existing services.

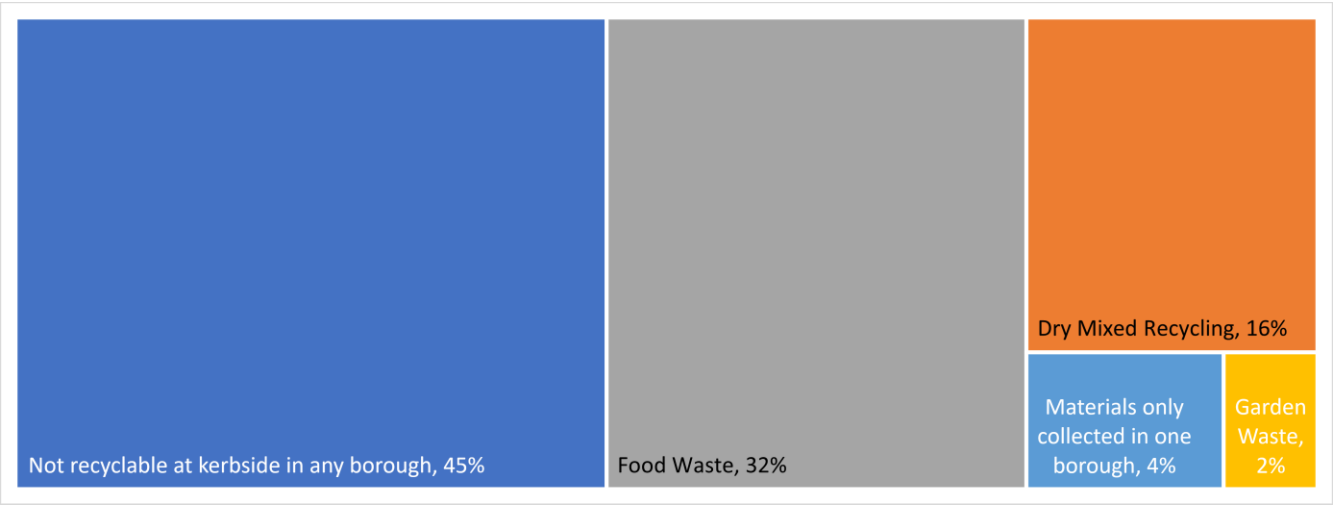
These findings highlight the need for continued waste prevention and engagement with residents to drive behaviour change. Soon, all households in north London will have food waste collections alongside the current dry mixed recycling services. Success in reducing our residual waste will depend on public participation in these services so NLWA and the boroughs will work with the community to promote recycling and to encourage sustainable behaviour, including reductions in food waste.

An average of 1.3kg/hh/wk of total residual waste was due to packaging materials; 18.8% of the total. The upcoming extended producer responsibility scheme, if successful, should incentivise businesses to reduce this waste and help to ensure more of it is captured for recycling so we hope to

see more progress and successful implementation of that scheme over the coming period. On the other hand, relatively little of our residual waste (1.3%) is covered by the upcoming deposit return scheme for drinks containers. This policy is more likely to divert material which is already in our dry mixed recycling. More on the effects of these and other related policies is discussed in chapter three.

Full details of the waste composition analysis will be published in due course and the findings will inform the implementation of this Strategy. Over the course of the Strategy we will also produce new composition analysis at regular intervals, so that all eight authorities can make fully informed policy and service decisions and we can properly assess our progress towards the targets of this Strategy.

Figure 20. Composition of NLWA kerbside residual waste and its recyclability



3.4 Understanding the future of waste in north London

In line with the forecast changes to waste in north London and potential scenarios, NLWA and the constituent boroughs need to understand what the waste they collect and manage might look like in the future. Modelling has been undertaken to inform this strategy, and to help forecast the changes we could see to north London's waste in future. We are dealing with a very uncertain world with a lot of factors outside of our control, so while we don't know which (if any) of these future scenarios we will be working within, we must understand and prepare for the range of possible outcomes. We continue to work through economic uncertainty, while an example like the Covid-19 pandemic demonstrated how sudden events can change normal patterns and have lasting effects at a local, regional, national and international level.

The waste projections analysis considers population growth, local and national policy drivers, economic changes and other relevant factors to look at what could influence the levels of waste that will be generated in north London in the future. These scenarios considered the effects of government policy changes in the Environment Act and the Resources and Waste Strategy (e.g. Simpler Recycling, Deposit Return Scheme and Extended Producer Responsibility). The analysis allows us to understand how these legislative changes could impact on waste in north London, as discussed in Chapter 3. These results provide our best estimate of the impact of known policy changes, but we cannot fully predict the complex effects these changes will have so we will continue to monitor changes to our streams over the coming years. We must also allow for the likely development of additional policies in future, which have not been captured or accounted for in our current models.

Five projections were developed to show the possible range of arisings and recycling rates that we may need to manage in future. This includes high, medium and low waste growth scenarios, as well as additional projections to demonstrate hypothetical 'best practice' and the trajectory of the Mayor's regional targets for recycling. These projections are comparable to those chosen by other authorities that have produced joint waste strategies, and give a broad picture of the likely scenarios which could come into play in the future, ensuring all possible outcomes are covered and given full consideration in this strategy.

None of the scenarios represent a predicted or desired outcome, but collectively illustrate a plausible range which NLWA and the boroughs will plan for in future. The modelling presented here will provide insights to underpin policy and service planning for the period of the Strategy. The five projections are as summarised as follows:

- Projection **A** represents the **High Waste Growth** scenario. This maintains current arisings per household recycling performance and shows the effects of population growth, changes to housing stock and waste increasing in line with national economic growth.
- Projection **B** shows effects of **Consumer Change**. Projected waste growth is moderated by changed buying habits, the potential effects of reductions in public spending and higher cost of living, as well as some impact of policy changes such as Simpler Recycling. This is a moderate tonnage growth scenario.
- Projection **C** is a low tonnage scenario depending on **Resource Efficiency**. In this projection, resource productivity is doubled to keep materials in use for longer, combined with changed buying habits and the full potential impact of government waste reforms.
- Projection **D** models **Maximum Recycling**. Conditions for waste arisings are the same as projection **C** and combined with the effects of the theoretically best possible recycling e.g. through increased participation, and minimum contamination.
- Projection **E** demonstrates the Mayor of London's **Regional Targets** for recycling rates. While this does not represent a practical roadmap to achieving the targets, the projection is included in the model to shows the trajectory that would be required and the potential impacts on waste arisings.

The complete set of factors applied within each projection are detailed in the table below and discussed further in appendix one.

Projection	Detail
A: High Waste Growth	**GLA population projections:** As the key driver for growth (kg/ person) **Changes in housing stock:** All new properties are assumed to be flats. Future yields adjusted to reflect lower levels of recycling and higher residual waste per person from flats **Economic growth:** All waste streams grow in line with GDP
B: Consumer Change	As Projection A plus allowance for: **Economic growth:** GDP impacts for trade waste only **Reductions in public spending / Cost of Living impacts:** Waste reduction impacts as evidenced by the last recession, lasting approximately 5 years **Changing buying habits:** Increased WEEE arisings & recycling, reduced paper consumption **EPR measures and Consistent Collections**: Food waste collections, effect of packaging EPR on residual and dry recycling streams
C: Resource Efficiency	**GLA population projections:** As the key driver for growth (kg/ person) **Changes in housing stock:** All new properties are assumed to be flats. Future yields adjusted to reflect lower levels of recycling and higher residual waste per person from flats **No changes due to economic growth:** No increase due to GDP

	Doubling resource productivity: Waste reduction measure as materials are used for longer, focus on reuse **Reductions in public spending / Cost of Living impacts:** Waste reduction impacts as evidenced by the last recession, lasting approximately 5 years **Changing buying habits:** Increased WEEE arisings & recycling, reduced paper consumption **Full impacts from DRS & EPR measure:** Effect of packaging EPR and DRS on residual and dry recycling streams
D: Max Recycling	**GLA population projections:** As the key driver for growth (kg/ person) **Changes in housing stock:** All new properties are assumed to be flats. Future yields adjusted to reflect lower levels of recycling and higher residual waste per person from flats **No changes due to economic growth:** No increase due to GDP **Doubling resource productivity:** Waste reduction measure as materials are used for longer, focus on reuse **Reductions in public spending / Cost of Living impacts:** Waste reduction impacts as evidenced by the last recession, lasting approximately 5 years **Changing buying habits:** Increased WEEE arisings & recycling, reduced paper consumption **Full impacts from DRS & EPR measure:** Effect of packaging EPR and DRS on residual and dry recycling streams **Increased recycling performance to best practice urban levels:** Increased recycling performance from reduction of rejected loads, increased participation and increased recycling of trade, street litter and RRCs
E: Regional Targets	**GLA population projections:** As the key driver for growth (kg/ person) **Changes in housing stock:** All new properties are assumed to be flats. Future yields adjusted to reflect lower levels of recycling and higher residual waste per person from flats **No changes due to economic growth:** No increase due to GDP **Doubling resource productivity:** Waste reduction measure as materials are used for longer, focus on reuse **Reductions in public spending / Cost of Living impacts:** Waste reduction impacts as evidenced by the last recession, lasting approximately 5 years **Changing buying habits:** Increased WEEE arisings & recycling, reduced paper consumption **Full impacts from DRS & EPR measure:** Effect of packaging EPR and DRS on residual and dry recycling streams **Mayor of London / GLA Targets delivered:** LACW recycling rate of 50%, Household recycling rate of 45% by 2025, 65% MSW recycling rate target for London by 2030

Figure 21 shows the total waste arisings forecast by the model in each projection. This provides some insight into the total amount of waste that might be generated by the growing population of north London in future. The High Growth scenario (A), has the highest forecast tonnage due to the assumptions around economic growth and lack of any waste minimisation effects. In the Consumer Change scenario (B), the growth in total waste is moderated by the waste minimisation effect of economic uncertainty and varying assumptions on the effect of economic growth compared to scenario A. The Resource Efficicency scenario (C) gives a flat growth profile due to a lack of any GDP-driven growth paired with reductions in public spending and changed buying habits, as well as full impacts of government policy and waste minimisation introduced with a doubling of resource productivity. Projections D and E vary from C only with regards to recycling, so the overall waste arisings shown on the graph are identical.

Figure 21 Projected Waste Arisings to 2050 (Scenarios A-E)

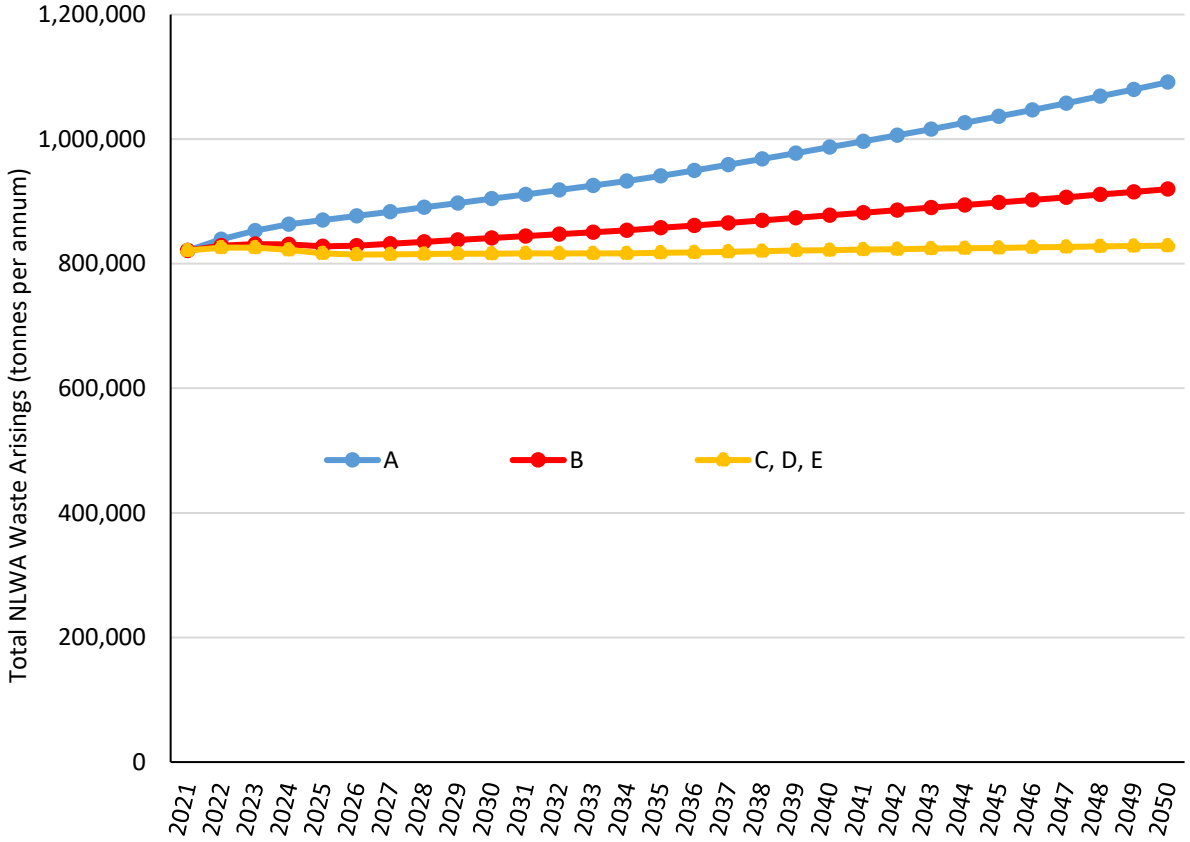
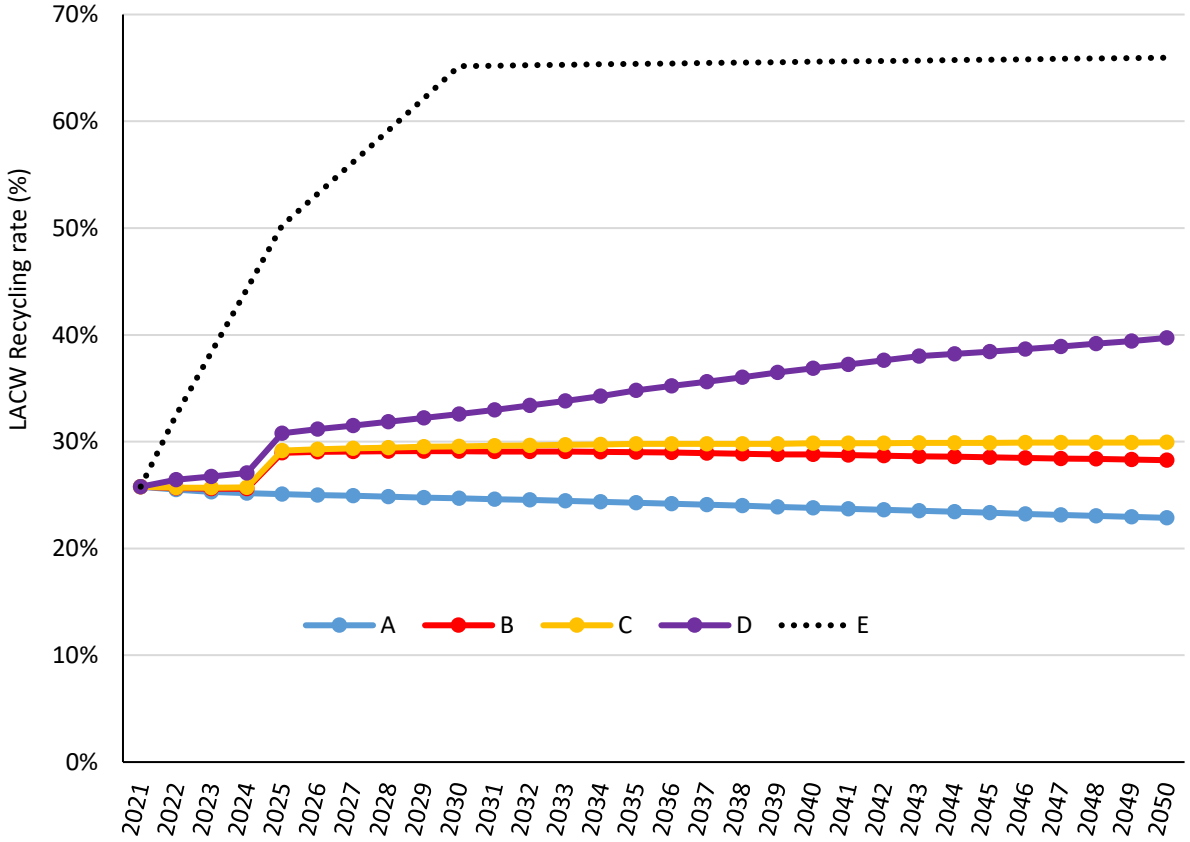


Figure 22 shows the effect of each scenario on recycling rate. The slight drop in the High Growth scenario (A) occurs as the GDP-driven growth assumption also increases tonnage of non-recycled waste. The Consumer Change scenario (B) introduces the positive effects of policy changes, for example new food waste collections in some boroughs, which helps to increase the projected recycling rate. In the Resource Efficiency scenario (C), the full suite of DRS & EPR measures paired with doubling resource productivity and lack of GDP-related growth helps improve the recycling rate. It should be noted that some of the policies included within the model have now been delayed, so in practice the beneficial impacts will not apply until later years. The Maximum Recycling scenario (D) shows the increases of Scenario C, alongside additional effects of decreasing rejected loads, increasing public participation and recycling more trade and RRC waste. Due to the nature of north London's housing stock, particularly the high proportion of flats and the low number of gardens, opportunities to transform the recycling rate are fairly limited. Using best possible assumptions on participation and contamination, this model forecasts a recycling rate of around 40%. The Regional Targets projection (E), simply applies the Mayor of London's targets to all waste streams in order to illustrate the proposed trajectory of the recyling rate if those targets were achieved.

Figure 22 Projected recycling rates to 2050 (Scenarios A-E)

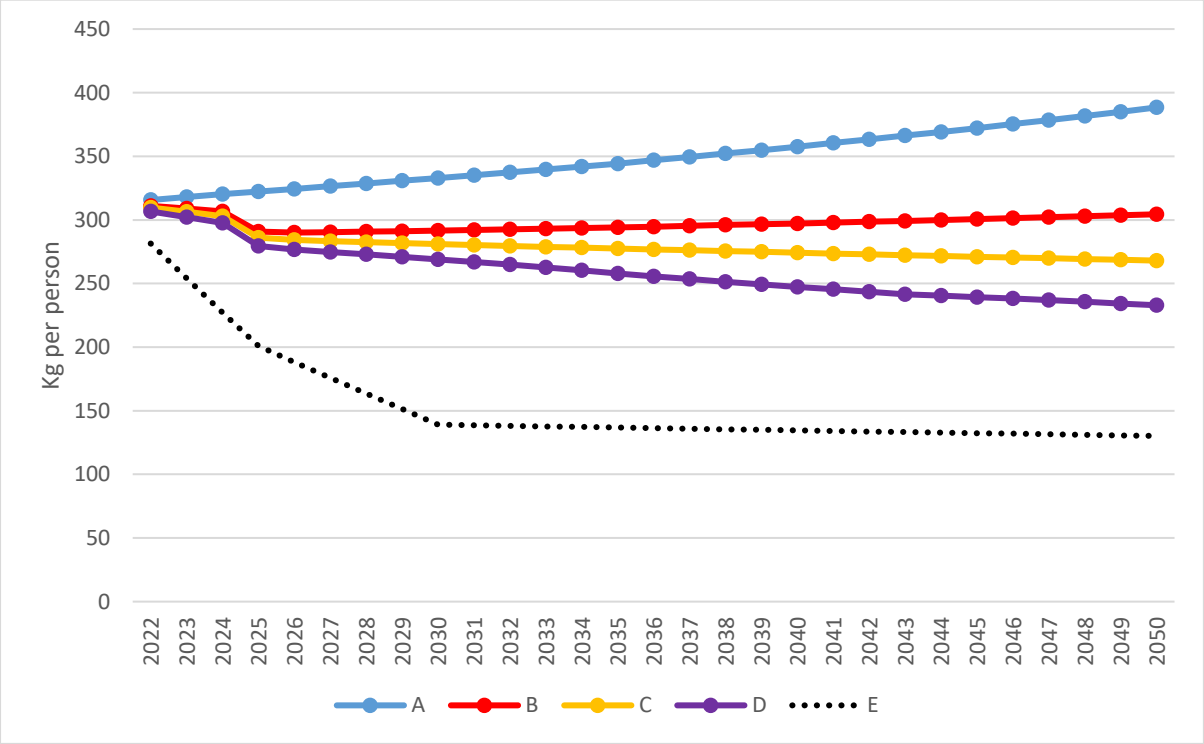


The modelling has shown that population growth is the largest driving factor behind increasing waste tonnage. Over the course of the Strategy, north London's population is projected to grow faster than the national and London average, so it is prudent to assume that this ongoing increase in population may increase the total waste generated. It will be crucial to monitor this on a per-capita basis, so we can understand how waste prevention activities can be effective, even while overall tonnages could increase in line with the growing population. The government also has a national target to achieve 287kg of residual waste per person[8] by 2042.

Taking into account the forecasted arisings and recycling rates, figure 23 shows the residual waste per person in each scenario. Only the high waste growth scenario (A) shows increased waste per capita. In the other scenarios, the positive effects of policy change, changed consumer habits and resource efficiency would help to reduce waste arisings on a per capita basis. This is most pronounced in projection D, where the projected increases to recycling would divert material from residual waste. Again, projection E models the Mayor's recycling target and is included to demonstrate the impact this would have on waste per capita if achieved.

[8] Government definition of residual waste includes all non-household waste, except 'major mineral waste' Estimates of Residual Waste (excluding Major Mineral Wastes) and Municipal Residual Waste in England - GOV.UK (www.gov.uk)

Figure 23 projected residual waste per capita (scenarios A-E)



We will use the analysis we have produced for development of this Strategy to plan and prepare ourselves so that we are able to respond to a changing and unpredictable environment. While none of these projections can perfectly predict the future, we will ensure that our services are resilient enough to cope with a range of different scenarios and unforeseen circumstances. The different scenarios show significant variation in projected tonnage therefore it is important that we prepare, as we will remain obligated to manage the total quantity of waste produced in north London and collected by our constituent boroughs.

For scenarios A and B, the increase in population and consequential increase in waste arisings, will result in increased requirements for waste collections and processing. There is a risk that more staff, facilities and equipment will be required to collect waste. There will also be a requirement for additional capacity for handling and processing this waste, which would place additional demands on disposal infrastructure. NLWA and the boroughs would look to focus policy and activity on reducing waste at source and building relationship with residents and local communities to influence a drop in waste arisings. NLWA and the boroughs would look to work with national Government to help prevent waste. Investment of resources and time would be need for recycling, repair and reuse, in line with the requirements of the waste hierarchy, in order to boost the recycling rate and prevent it from falling far below the targets in this strategy.

For scenarios C, D and E, NLWA and the boroughs to continue to manage similar volumes of waste to those currently being produced. There will still be a need to focus activity which supports greater awareness and consideration of waste generation by individuals, organisations and government. Recycling opportunities for some materials are expected to increase. NLWA and the boroughs will work to reinvigorate the recycling of food, plastics, textiles and more; and embed circular practices and innovation to improve how we live and work. NLWA and the boroughs will look to increase recycling levels by establishing a low carbon, circular economy and build wider resilience for the long-term, reducing energy usage, creating green jobs and building vital skills.

3.5 Modelling alternative collection options

Extensive modelling has also been undertaken to understand what waste collections in the area may look like in the future, and how different options are likely to perform regarding LACW and household recycling rates, costs and carbon emissions as well as a range of qualitative features. This will inform how improvements can continue to be made to recycling and collection services over the period of the strategy.

The full analysis can be seen in the Options Appraisal at appendix two. The alternative options which have been modelled as part of the Options Appraisal are outlined in the table below. A baseline based on 2021-22 has been modelled for each borough to provide a summary of the current collection service operated in each area, and to provide a basis to compare each of the alternative collection options against.

	Baseline 2030	**Option 2**	**Option 3**
	Baseline in 2030 *+ separate food waste collections, DRS/EPR, simpler recycling*	***Twin stream, year: 2021/22*** *+ separate food waste collections, DRS/EPR, simpler recycling*	***Multi stream, year: 2021/22*** *+ separate food waste collections, DRS/EPR, simpler recycling*
Dry recycling	As per current service, based in 2030.	Alternate weekly twin stream collection (1: paper / card, 2: mixed plastic / metal / glass) via 2 wheeled bins.	Weekly multi stream collection (1: paper / card, 2: cans, plastic bottles and pots, tubs and trays, 3: glass) via 3 boxes.
Garden waste	As per current service, based in 2030.	As per current service.	As per current service.
Food waste	Separate food waste collection for all properties, where not already provided, including flats.		
Residual waste	As per current service, based in 2030.	As per current service.	As per current service.

The criteria with which each of the options are assessed was agreed during a workshop with council officers. The agreed criteria are as follows:

- Recycling Performance – as modelled, using agreed assumptions
- Cost – developed through collection costs derived from modelling tools, in addition to cost information from the councils and notional recycling, treatment and disposal costs based on industry data
- Carbon – as modelled through the Mayor of London's Emissions Performance Standard tool
- Operational Flexibility – considers how future proofed the service is in relation to vehicle and container requirements
- Public Acceptability – an assessment of how each option will be / is accepted by the householder, this considers the level of change required by residents and the number of containers required
- Alignment with National Policy Direction – considers how well each option aligns against proposals within the national Resources and Waste Strategy and Simpler Recycling
- Social Value – access to a full recycling service, job creation and any other wellbeing or community benefits
- Deliverability – considers the operational changes and resourcing required to deliver the options

Overall, it was found that each different collection option has its own merits and assessment of a preferred option should consider the relative importance of each of the criteria to the boroughs when planning collection services. While some options might be expected to provide slight increases to recycling performance, this must be weighed against the other criteria such as higher costs, carbon impacts, or other practical considerations. For full discussion of the results please see the report at appendix two.

This modelling was undertaken in consultation with the constituent boroughs but the results presented reflect the results as a single picture for the north London area overall. In practice, all of the boroughs have individual circumstances, so the results cannot necessarily be overlaid onto individual boroughs who will take decisions on collection services in accordance with their local requirements. The analysis will help inform those decisions and enable NLWA and the boroughs to put in place evidence-based policy and services over the Strategy period.

3.6 Conclusion

The data discussed in this chapter gives a picture of the current levels of waste produced in north London, and our approach to managing the various material streams. The historical trends highlight some of the difficulty of achieving a significant reduction in waste tonnages, as trends are fairly stubborn over the long-term. Reduction will require significant change from government, businesses and individuals, as we must aim for sustainable consumption levels and a more circular economy which keeps resources in use for longer before becoming waste.

Our projections show that while population growth and associated housing development (particularly in flats) may result in increased overall waste, the increasing tonnage can also be limited by economic conditions, consumer behaviour and national policy. While we will play our part in minimising waste and increasing recycling, we will also call for action from government, industry and individuals to change nationwide behaviours. Achieving a reduction in waste will depend heavily on central government action, as well as consumer habits changing. We will continue to campaign for the policy and legislative change which will support the transition to a low waste future. Change is also required from industry, as businesses have a key role to play in developing a more circular economy. Growth in waste may also be somewhat moderated by increases in prevention, reduction and recycling activities across the waste streams managed by NLWA and the boroughs. We will therefore continue to prioritise waste prevention activities and services, and will support efforts across society to move towards a future where waste is reduced and recycling, reuse, composting and repair are increased to the highest possible levels.

Our forecasts also highlight the sheer uncertainty in the waste sector at this moment in time and emphasise the need to prepare for many different and complex challenges. Major policy reforms will be implemented in the coming years, we have tried to understand their impacts but will need to adapt as these become the new reality. We can also expect changes in behaviour as businesses and individuals respond, adding to the complex picture for waste generation and management in the coming years. In this context, we must equip ourselves to continue taking action at a local level and be prepared to manage north London's waste effectively in all possible scenarios including those modelled above, but this Strategy must also provide flexibility to respond to new and unexpected outcomes.

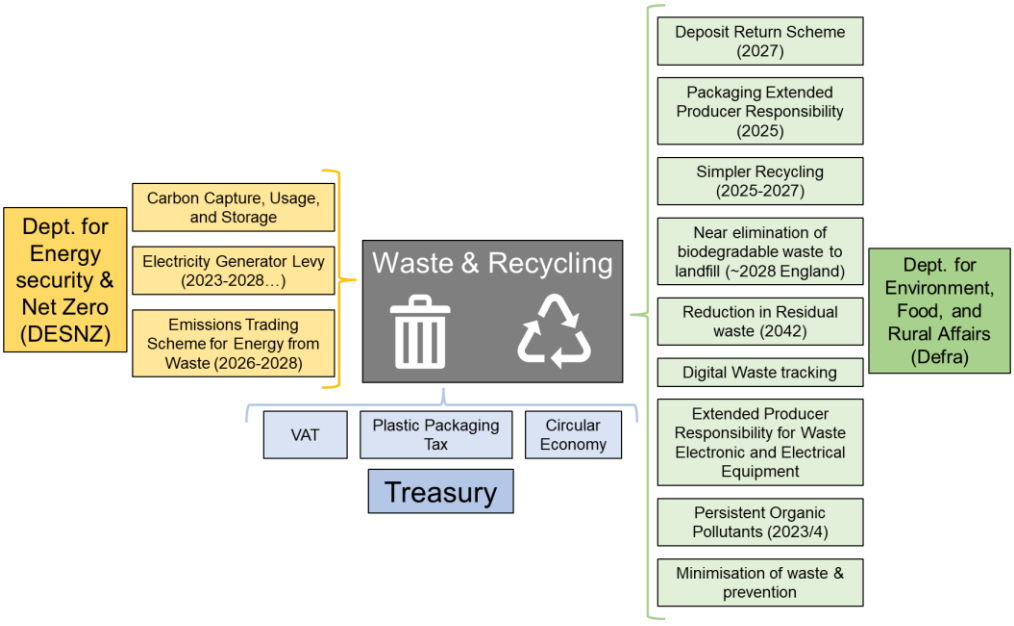
Chapter four: policy and legislative context

We must develop and deliver our own long-term strategy for waste management within the legislative context set out by government and substantial changes have been in development for several years. Progress towards a low waste society, in north London and elsewhere, depends on having a strong legislative framework to guide behaviour. We also need consistent and aligned policymaking across government, real support for local waste management operations, and timely delivery of key commitments. Looking to the future, the new government must deliver on ambitions for a low waste, circular economy and provide local authorities with the clarity and support we need to deliver changes alongside providing our vital local services.

The previous government's Resources and Waste Strategy, published in 2018, set out ambitious aims to become a world leader in resource management and move society towards a circular economy. Since then, few of the commitments have been delivered. Key policies were delayed and watered down, so that rather than transforming the sector and meeting ambitious environmental goals, the proposals look likely to have only a modest impact.

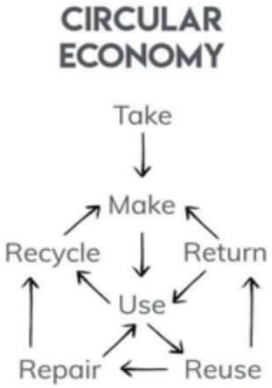
The extensive number of policies governing waste management, and the complex relationships between different government departments, is illustrated below and some of these policies are discussed in greater detail in the appendix of this document. The diagram shows just a snapshot of the complex environment we work within. Relevant policies can originate from different departments of government and often have differing motivations and competing outcomes. Each are also subject to their own set of changes, delays and assumptions which are hard to predict and make planning local services particularly challenging. We must respond effectively to frequent changes in any number of these policy areas while also accounting for regional policies set by the Mayor of London and working with boroughs' policies at a local level. Despite this challenging context and the lack of leadership from recent governments, we are now moving ahead with this new Joint Waste Strategy as we must make plans that enable us to move towards a cleaner, greener and sustainable future for north London. All of the policy and legislation discussed in this chapter and the appendix has been considered during the development of this Strategy, and our plans and policies are in accordance with relevant guidance from government and the Mayor of London.

Figure 24. Some of the government policies and departments influencing waste management



4.1 Policy principles

4.1.1 Circular economy



A guiding principle of national policymaking, and this Strategy, is the aim to move towards a more 'circular economy'. This relates closely to the Waste Hierarchy described in section 1.2 and our efforts to prevent, reuse and recycle waste over disposal.

In a circular economy, we would transition away from a take-make-dispose economy to a more circular system which keeps resources in use for as long as possible. This is achieved through maintaining the maximum value when in use, and then recovering and repurposing material at the end of its life. So rather than making, using and then throwing stuff away in a linear system, a circular economy means finding new ways of making use of materials and keeping value in the system. This is the outcome we would like to see in north London and nationally.

4.1.2 Climate emergency

Climate change is the greatest environmental challenge facing the world and is driven by rising levels of greenhouse gases in the atmosphere (which include gases such as carbon dioxide and methane). This results in global heating, rising sea levels and changing patterns of rainfall. These changes can increase the risk of flooding, heatwaves, droughts, and wildfires. To try and overcome this, the government has committed the UK to achieving 'net zero' by 2050. This means that there will be an equal balance between the amount of greenhouse gas emissions produced and the amount removed from the atmosphere, through planting trees or using technology such as carbon capture.

The waste management sector is estimated to have contributed around 4% of greenhouse gas emissions in the UK in 2021[9]. But the emissions of waste disposal are only part of the picture. The carbon released when waste is disposed of is embedded in products or materials when they are designed and produced. The extraction of resources, the manufacturing process, transportation and consumption also all have an environmental impact. The ongoing process of making new products and throwing them away drives greenhouse gas emissions. To reduce these impacts, we want the items people produce and use to be designed sustainably and have as long a life as possible in a circular economy. This would cut down our consumption of virgin materials and avoid the carbon emissions associated with waste disposal. This is why reducing waste helps tackle the climate emergency and is the first priority of this Strategy.

The actions and commitments set out in this Strategy will aim to reduce our impact on the environment and help respond to the climate emergency. This will include reducing the waste we send to landfill to zero, therefore avoiding one of the most harmful sources of emissions (landfill is a significant source of methane emissions). We will also use our new facilities to harness energy and heat from our waste, reducing the area's need to rely on fossil fuels. Our facilities will use the best available technology to minimise our impact on the environment, and we are committed to improving our facilities and exploring new technologies like carbon capture and storage so they can be implemented as soon as practically possible to help reduce our environmental footprint even further.

[9] Department for Business, Energy & Industrial Strategy. Final UK greenhouse gas emissions national statistics: 1990 to 2021

4.2 What impact will key legislative changes have in north London?

In preparation of this Strategy, we have analysed the effects we expect to see from some of the key legislative changes which have been proposed. It is difficult to predict with any certainty what the impacts of new legislation will be, especially given the uncertain policy environment over recent years. While we await further clarity and progress from government, we must work to understand the potential impacts and ensure we are prepared to continue delivering high quality and cost-effective services in a changing environment.

The introduction of the UK Extended Producer Responsibility (EPR) for packaging system has two core aims: to incentivise better design of packaging (e.g. improving recyclability of packaging products, light-weighting of material or producing refillable packaging), and to shift the cost burden of managing packaging waste away from the taxpayer and onto the producers of the packaging. Once EPR has come into effect from 2025, it is expected that more packaging waste will be able to be recycled, and as a result diverted from the residual waste stream.

A Deposit Return Scheme (DRS) aims to improve overall recycling and resource recovery by placing a redeemable deposit on 'in scope' materials. Again, this should in theory encourage more recycling, reduce litter and reduce the number of drinks containers (subject to being covered by the scheme) in the residual waste stream. There are questions around how the scheme will impact local authorities. Crucially, as these materials will be diverted from local authority collection systems, local performance towards target recycling rates will be affected and revenue from the sale of the materials will be lost. Modelling undertaken for this Strategy has produced an estimate for the tonnage changes associated with EPR and DRS, as shown in figure 26 below.

Simpler Recycling will introduce new requirements for local authority collection services. In terms of impact on north London, the collection of food waste from all households should ideally result in a decrease in organic waste in the residual waste stream, and an increase in the amount captured for recycling. For dry recycling, all households in north London already receive collections for the core set of materials, with only soft plastics being collected in addition, which will add little weight or recycling potential. As a result, Simpler Recycling will change very little for dry recycling collections in north London. However, despite the minimal impact on dry recycling collections as a service, a consistent approach across England may result in greater participation from residents, and therefore has the potential to increase the capture rate of recyclable materials.

As part of the analysis work undertaken to inform the development of this strategy, a series of models were produced to understand the potential outcomes of various collection methods (shown in full in the Options Appraisal at appendix 2). These models incorporate forecasts of the government's key waste reforms (DRS, EPR and Simpler Recycling) with results shown in figure 26. This analysis indicates that recycling tonnage could slightly increase by 1.5%, while residual waste tonnage would be expected to reduce by 2.6%. Although it would be impossible to fully predict the effects of the policy changes, this can be a helpful estimate to understand how our services and waste tonnage could change in future.

Tonnage impact of DRS, EPR and Simpler Recycling on north London's waste:

Waste Reforms Impact	Recycling Tonnage	Residual Tonnage
North London percentage change	+1.5%	-2.6%

The inclusion of Energy from Waste (EfW) into the UK Emissions Trading Scheme (ETS) from 2028 could have a potentially severe impact on cost. As shown earlier in the Strategy, EfW is north London's method for managing residual waste in line with the waste hierarchy and our statutory requirements. As a result, based on 2022 ETS prices, NLWA would face additional costs of £23m p.a., which represents over a quarter of NLWA's total expenditure. Costs could be expected to rise further in future years. Whilst we welcome and encourage greater measures to decrease carbon emissions, it is vital that the government recognises the need to avoid potentially devastating effects on local authority budgets and instead target manufacturers who are responsible for fossil-based products entering the waste stream.

4.3 Regional and local policies

In addition to national legislation, this Strategy will be implemented in the context of local and London-wide policies. The proposals in this Strategy have been developed with consideration of these policies, in order to check that it can be practically implemented and that it complements the wider aims of NLWA, the constituent boroughs and the Mayor of London.

London Plan

All waste policy within London is driven by the London Plan, which was most recently updated in 2021, and runs to 2041. As outlined within the London Plan, this document 'serves as a blueprint for the future development and sustainable, inclusive growth of the city'.

There are three policies within the plan which specifically focus on waste, these include reducing waste and supporting the circular economy (Policy SI 7), ensuring waste capacity and net waste self-sufficiency (Policy SI 8) and safeguarding waste sites (Policy SI 9).

London Environment Strategy

The London Environment Strategy was published by The Mayor of London in 2018, which sets out a range of actions to improve the environment within London. Regarding waste, it includes an aspiration for London to be a 'zero waste city' by 2050 and sets out London-wide targets. The London Environment Strategy gains its force from the powers and responsibilities contained in the GLA Act. As waste authorities, NLWA and the constituent boroughs have a duty to ensure that services and actions we undertake are in general conformity with the Mayor's Strategy. Some of the targets relating to waste include:

- 50% of local authority waste to be reused, recycled or composted by 2025
- 65% of municipal waste and 50% of household waste to be reused, recycled or composted by 2030.

As well as the strategic targets, the Mayor's Strategy also includes specific requirements on elements such as service delivery and carbon performance. NLWA and the constituent boroughs will continue to work in partnership with the Mayor of London to deliver effective waste services and ensure our Strategy remains aligned with the approach for London. We will contribute to the Mayor's London-wide targets by striving to recycle as wide a range of materials as possible and working collaboratively to drive up public participation and trial new initiatives, while also recognising the local challenges which have been presented in the previous chapters.

The Mayor's strategy covers a range of different environmental areas beyond waste, including air quality, green infrastructure and climate change. Our Joint Waste Strategy supports a number of the Mayor's key aims across all of these areas, for example:

- By prioritising prevention, repair and reuse, this Strategy supports the Mayor's aims to make London a zero waste city and to transition to a circular economy.
- Our new facilities at the Edmonton EcoPark provide capacity to ensure London can manage all of the waste it produces.
- Our energy recovery facility makes the most of materials that can no longer be reused or recycled, by using them to generate low carbon energy, helping ensure London has the energy supply it needs while preventing further generation capacity needing to be built.
- The heat we produce using north London's waste will supply thousands of homes connected to a district heat network, reducing reliance on gas boilers and helping London to decarbonise.
- The new energy recovery facility will also use world-class, proven technology to capture and control pollutants and limit impacts of waste on London's air quality.
- We aim to entirely avoid the use of landfill, helping to further reduce the climate impact of our waste management activity.

Reduction and Recycling Plans

In order to help achieve the Mayor's London-wide targets, and as required under proposal 7.2.1b of the London Environment Strategy, all London authorities have developed reduction and recycling plans (RRPs) which include local targets. The plans outline how waste collection authorities' targets will contribute to London-wide reduction and recycling targets and demonstrate 'general conformity' with the LES. All RRPs are structured around four key areas: waste reduction, maximising recycling, reducing environmental impact and maximising local waste sites. In order to set targets and monitor progress within each of the four key areas, each local authority outlines key actions, expected impacts, key milestones and performance against milestones. Our constituent boroughs' RRPs have been a critical input to the development of this Strategy, helping to determine the scope and goals of the activity set out here. We will continue to collaborate with each of the constituent boroughs to support their aims and objectives as set out in RRPs.

Local climate and environmental strategies

In response to the climate emergency, minimising our environmental impact is a key focus of this Strategy. Each borough also has their own local plans and policies in place to address the climate crisis, and this Strategy has been developed to align with these. The approach to waste management which is set out here will therefore support the boroughs to achieve their environmental goals and form an important part of north London's response and adaptation to climate change. Some of the key activities which complement the existing local plans, include:

- Working with the local community to support waste prevention activities, encouraging residents and businesses towards sustainable behaviour and lower consumption of resources.
- Promoting a circular economy by providing opportunities for items to be reused or repaired instead of disposed of. This keeps resources in good use for longer, retaining carbon within the product for longer and reducing the carbon emissions from the disposal of unwanted goods at the end of their life.
- Ensuring we have sufficient infrastructure in north London to manage the waste it produces in the most environmentally-friendly way possible. This means using state-of-the-art technology to limit emissions and maintain air quality, processing waste and recycling locally where possible and minimising use of landfill.

- Using waste as a resource to generate energy and heat for north London. Use of the district heating network supplied by our facilities will help to eliminate the need for individual gas boilers to heat local buildings.
- Decarbonising our assets and operations where possible, including developing plans to install carbon capture and storage when the technology becomes available.
- Providing education, training and employment opportunities which develop green skills in waste management, construction and infrastructure, helping the local workforce to transition to a green economy.

Through these actions, and working in partnership with our boroughs, we will help to deliver environmental benefits for north London in line with local policy and ambition.

North London Waste Plan

The North London Waste Plan (NLWP) sets out the planning framework for waste management in north London until 2036. It identifies existing waste sites and capacity, priority areas for new waste management facilities and sets out policies for determining waste planning applications. The NLWP was prepared jointly by the seven north London boroughs and adopted by each as the planning authorities for the area. NLWA is not responsible for preparing or submitting the NLWP but have been consulted on its development.

The NLWP takes account of the facilities and infrastructure described in this Strategy. Over the course of the Strategy, NLWA and the constituent boroughs may review our spatial requirements for waste management services and this process will comply with the NLWP.

4.4 Conclusion

The discussion above and in the appendix shows the complex backdrop of national and regional policymaking which will affect waste management in north London. All relevant policy and legislation has been accounted for in the development of this Strategy and we are confident that the plans set out in this document are in accordance with guidance from the Secretary of State, as well as regional and local policies.

Our performance and ability to achieve the environmental ambitions we have for north London are heavily influenced by the policy context we are working within, and many elements remain outside of our own control. Where national and regional targets have been set, reaching these will depend on action and support from government. The lack of clarity and commitment on key policies in recent years has hampered the development of our Strategy and unless resolved, risks limiting what can be achieved.

In response to this complexity, we have aimed to develop a Strategy which will remain adaptable to the evolving policy landscape and enable us to navigate through the ongoing uncertainty. While we have ambitious aims for waste management in north London, we also recognise the reality that government policy will shape much of what can be achieved. With this in mind, we will aim not only to react, but also to shape the context around us by developing and campaigning for our own policy positions to support the environmental ambitions in north London.

Chapter five: what do our residents say?

Successfully implementing the Strategy will only be possible if the north London community is fully informed and able to play an active role.

NLWA and the constituent boroughs are keen to ensure the vision and priorities proposed for the new Strategy reflect the needs of north London's communities, are aligned to emerging national and regional plans and policies, and are well placed to address the climate emergency. We therefore offered our residents the opportunity to input into the Strategy development process.

The Strategy document represents years of engagement work with residents, businesses, communities and other key stakeholders from developing the draft vision, the document drafting exercise and final sign off. It is not to be underestimated how many individuals, groups and key stakeholders were engaged as part of the process and their views taken on board, both in formulating the early vision for the Strategy and in pulling together and then finalising the final document.

In the development process, two thorough and full public engagement processes have been conducted to understand the needs of the local communities. First, a public 'listening exercise' was carried out in summer 2023, giving residents a chance to tell us their views on waste and the environment, and to inform the Strategy's aims and objectives.

Our intention was to seek the views of a full range of stakeholders, including residents, elected members, borough officers, business owners, partners and local community organisations. We also recognise that we will not have reached all our residents and that London's population is fluid. Our engagement, therefore, will be ongoing over the lifetime of the Strategy.

5.1 Towards a low waste north London - first public engagement exercise

The early development process for the Strategy included a 'listening exercise', in summer 2023. While not a formal consultation, the key objective was to encourage as many residents as possible, as well as stakeholders already connected with NLWA and constituent boroughs, to engage and provide feedback on the Strategy's emerging vision and priorities. This set the scene for the development of the Strategy.

The exercise was conducted through a 12-week campaign between 6 July 2023 and 27 September 2023. During this period, feedback was gathered via an online (and paper) survey, seven pop up events spread across the seven boroughs and four focus groups (two online and two in person). We also held detailed follow-up conversations with local environmental organisations and interest groups as we developed the proposals within the Strategy.

In the listening exercise we asked for views on:

- The importance of the proposed key priorities for our Strategy
- What local authorities, manufacturers, businesses, central government and residents could do to help achieve these priorities

The listening exercise engaged over 2,000 north London residents, with the majority having contributed via the online survey (1,693). 362 of our respondents provided feedback in person at our pop-up events across north London, with 37 members of the public attending focus groups.

In their feedback, residents told us about their priorities for the Strategy, and the actions that could be taken to help achieve our vision. Waste is a broad issue, and residents clearly understood that meeting our environmental goals for north London will require action from across the system.

Residents told us about the changes they want to see from government, manufacturers/retailers, NLWA and the constituent boroughs, and individuals. All these groups have responsibilities and the ability to influence the waste we produce in north London, and will need to take action if we are all to reach our environmental goals. We have used this input from residents to inform the development of this Strategy and the approach set out in the following chapters.

Resident priorities for the Strategy

Reducing carbon emissions and making environmentally friendly choices were key priorities for residents, even if they came at a cost. Residents also supported recycling more items and reducing the amount of waste produced. More repair and re-use facilities were popular options, and many respondents wanted to see more funding for circular economy initiatives.

Residents believed that legislation should be introduced from government, including banning products that cannot be easily recycled or ensuring that more products are recyclable as well as making manufacturers responsible for the costs of disposal. A deposit return scheme (DRS) for drinks containers was a popular option.

Residents believed manufacturers and retailers could do more to design products to minimise packaging, ensure items lasted and could be repaired. Amongst the most favoured options were actions relating to packaging, including minimising the amount of packaging produced or producing only packaging that is recyclable. A large number of respondents also felt that food should be produced without packaging and that this should be available for a reasonable price. Many respondents felt that the burden was being placed on residents and that businesses were not doing their fair share.

Respondents highlighted they would be willing to change their buying habits to purchase items with less packaging. A high number would also avoid single-use food and drinks containers. Reusing and recycling items was a popular option with more than four fifths of respondents saying they would be prepared to do this. Most respondents also wanted to use food more wisely, including preserving leftovers or by composting food waste.

Respondents wanted NLWA and the constituent boroughs to provide accessible and easy-to-use facilities for recycling, including bins in public areas and recycling centres which do not require the use of a car. Respondents wanted to be able to recycle more materials, including all types of plastic and small electricals (WEEE). They also wanted NLWA and the boroughs to try and influence manufacturers and retailers to ensure that products and packaging can be recycled. Incineration was unpopular amongst a small number of respondents, and many questioned why contaminated waste cannot be cleaned and recycled. Several residents wished to see the recycling bins changed but there was inconsistency amongst responses over how these should be changed. Some wanted more bins for different types of recycling while others wanted to be able to put all items in a single bin.

Significantly, a key take-away is that residents recognise that NLWA and the constituent boroughs cannot achieve the aims and objectives of the Strategy alone, and that achieving the strategy vision has to be part of a wider effort involving all of the partners listed above.

All of these views have been considered during development of this Strategy and our approach to waste management has been informed by the input from our community. This has led to the priority of this Strategy being to reduce waste, which provides the greatest opportunity for environmental benefits. We have also reflected residents' priorities in our aims to maximise recycling and to minimise the environmental impact of our waste disposal. We also aim to provide residents with the services they need to reduce waste and recycle effectively.

The final listening exercise report is included in Appendix three.

5.2 Public consultation

The listening exercise was followed by a full public consultation which was undertaken to better understand the views and needs of north London's communities and residents. The consultation was a continuation of the extensive engagement work which had already taken place with residents, businesses, communities and other key stakeholders on the strategy development work.

The consultation was carried out for eight weeks between 1 November 2024 and 23 January 2025. During this period, feedback was gathered via an online survey (hosted on commonplace) and an outreach engagement exercise conducted in person in north London communities.

The consultation engaged over 3,000 north London residents, with 465 residents responding to the online survey and 1,037 contributed to the outreach engagement exercise, consequently exceeded the reach of the listening exercise. The numbers engaging reflect diverse views across north London's communities, and show robust findings in support of the content.

There was a good level of diversity amongst respondents, in ethnicity, age, gender and in terms of whether individuals had a kerbside or communal collection service. In respect of ethnicity, the consultation respondents reflected the demographics in the 2021 census, ensuring that all sections of the north London community were engaged in the development of the Strategy. The outreach engagement exercise was designed specifically to ensure we reached those sections of the community overlooked or underserved.

Representation was also well balanced across all seven north London boroughs, with a significant number of respondents stating they had not been consulted about local services before, which demonstrates efforts to hear voices that have traditionally been underrepresented. The findings were consequently very robust and reflected diverse views across north London's communities.

Throughout this process, NLWA and the north London boroughs have put every effort into learning from others, and ensured that underserved and overlooked communities are given a strong voice in the process and that their evidence has informed the Strategy.

We asked for respondents' views on the importance of actions from our four priorities:

1. To support the reduction in household waste by promoting prevention, repair and reuse
2. To improve and maximise recycling
3. To reduce the environmental impact of disposal, where there is no option to prevent or reuse waste.
4. To deliver collaborative, community-focussed services which provide value for money and maximise social value.

During the consultation period, the draft Strategy was also sent to the Greater London Authority (GLA) and a Mayoral response was received. The Mayor commended NLWA for the depth and breadth of its early public and stakeholder engagement exercise in the development of the public consultation draft. He supported the aims and objectives of the Strategy as being consistent with the London Environment Strategy (LES), and welcomed the ambition of the Strategy in trying to affect transformative change through a strategic focus on waste reduction as the key metric of success. A full copy of this response and of the final public consultation report can be found in the appendices.

In November 2024, NLWA officers attended four borough scrutiny committees (at Hackney, Camden, Islington and Waltham Forest). There, feedback was received on the draft Strategy and suggestions for changes. These suggestions were taken onboard, and changes were made to the draft document.

Resident priorities for the Strategy based on the public consultation

Significantly, the overall trends in responses suggested that respondents have a very positive perception of the vision, aims and priorities. 84% of respondents to the targeted outreach supported the strategy vision, and 85% supported the five aims of the strategy, most respondents thought that all actions were high priority, across all four priority areas. Residents once again demonstrated they were committed to improving north London's sustainability, and that they had clear ambitions for how to make it happen.

Residents believed that education, engagement and campaigns were important factors, and that NLWA and the Boroughs needed to help residents to change behaviours and reduce consumption, recognising that waste is a reuseable resource and that unnecessary waste is harmful to the environment. It was suggested there should be more work with communities to encourage active participation with waste reduction, repair, reuse and recycling, and campaigns to influence families and teach good waste management habits. Ideas included education on recycling, the circular economy and social value.

Respondents said they wanted NLWA and the constituent boroughs to provide accessible and easy-to-use facilities for recycling (as also highlighted in the listening exercise). They asked that the number of recycling points were increased. There were a number of requested relating to RRCs, including that that comprehensive information was provided, easy access was provided for the elderly and disabled people, longer opening hours were implemented and that NLWA and the Borough consider the lack of pedestrian or cycle access.

There was a notable degree of satisfaction with the current efficiency and reliability of rubbish and recycling service. Respondents however, wanted NLWA and the constituent boroughs to make services easier to use, practice consistency of recycling materials, recycle extra materials including additional food waste collections, more composting, and find better solution for plastic waste. They asked for better labelling for recycling so it was simple to use and understand.

Residents were very supportive of Government action to help reduce and prevent rubbish. This included calls for stronger national legislation, and increased manufacturer and supermarket accountability with stricter regulations and fines for excessive or non-recyclable packaging and adopting more sustainable practices.

As with the listening exercise, all of these views have been considered and used to review and update the draft Strategy. Consequently, the direction of waste management policies will be informed by the input from our community. This has reaffirmed the priority of this Strategy being to reduce waste, to maximise recycling and to minimise the environmental impact of our waste disposal.

The final public consultation report is included in the appendices (Appendix six), alongside the listening exercise final report.

Our engagement with residents and north London communities does not end with the completion of the public consultation. It is a continuous process and we will ensure proactive engagement with a wide range of residents is embedded through the delivery of the Strategy. This engagement will have

a particular focus on reaching overlooked and underserved communities in north London, to ensure our actions meet their needs, experiences and aspirations. We will actively seek to learn from all our communities and ensure we leverage their collective knowledge and experiences to find solutions when it comes to problem solving. We will set out how we will further engage residents in the Strategy's delivery plans.

Part two: our approach

Chapter six: aspiring to reduce waste by promoting prevention, repair and reuse

6.1 Overview

The first priority for this Strategy is to prevent and reduce waste as this will most significantly reduce our impact on the environment, this is in line with the aims of the waste hierarchy. Through our activities on waste prevention, repair and reuse we will promote a circular economy, keeping materials in use and out of the waste stream for as long as possible. By 2040 we would like to see north London become a place where the whole community engages in sustainable behaviour and minimises the waste they produce. There would be fewer single-use and disposable products on the market. More local people would have the skills and tools required to repair items, or have easy access to services that could help prevent them going to waste.

In the 2023 listening exercise, residents told us that reducing the amount of waste produced was a key priority and supporting repair and reuse was a popular option. Many respondents wanted to see action on waste reduction from government and businesses. Residents said that they would support changes aimed to reduce packaging, encourage greater repairability, tackle single use plastics and put greater responsibility on the manufacturers of products. Successfully reducing waste will require more sustainable consumption patterns across society, shifting to a circular economy where fewer items are thrown away and many more are kept in use through reuse, repair or sharing opportunities.

This must be enabled by effective legislation and leadership from government, which would encourage the right behaviour from manufacturers and other businesses who profit from ever-growing consumption. It is government that has the power to incentivise green business practices, move us to a circular economy and enable individuals to produce less waste.

NLWA and the constituent boroughs have progressed significantly since the last Joint Waste Strategy on waste prevention commitments. Resident support has been delivered through campaigns, outreach, financial incentives, direct funding support to local projects, and reuse infrastructure. Through this Strategy we will continue that progression and move towards a low waste north London. We will collaborate with national and regional bodies, draw on collaborative working and collective expert experience of NLWA and the boroughs, along with supporting external local initiatives. This will enable us to test interventions, demonstrate effectiveness and ultimately scale up successful trials.

We aim to enable sustainable behaviours such as reuse, repair and sharing. We want to increase residents' motivation and understanding of the journey of waste and encourage sustainable consumption. By increasing opportunities for residents to repair and reuse items, we can help

prevent items from ever becoming waste and move towards a more circular economy. With this goal, we aim to align communications and engagement activities delivered across NLWA and the boroughs and work in partnership with all organisations to tackle common priorities and amplify waste prevention impacts. Crucially, we also aim to provide policy responses and engage with national and regional strategy development on waste prevention, to represent the collective ambitions of NLWA and the boroughs. This means campaigning for central government action to increase support for the circular economy and for reductions in the manufacture and consumption of single-use and unrecyclable items.

Our approach will focus on the following activities:

- enabling communities to deliver change on the ground
- providing prevention, reuse and repair opportunities
- engaging and informing residents
- encouraging behaviour change
- developing and delivering an ambitious education programme
- working in partnership with local organisations and others in the sector

Further detail on these is found in sections 6.3 – 6.9. As we cannot succeed without leadership and support from government, section 6.2 sets out the policy change and national action we hope to see to enable waste reduction.

6.2 Our asks of government

We want to move to a circular economy and make it easier for residents to participate in it through the information, support, and activities we provide. However, to make this a reality there is an important role for government to play.

We will ask central government to take action which designs out wasteful practices by manufacturers and makes it easier for residents to do the right thing through the consumption and disposal choices they need to make. This includes legislating to reduce waste, for example by banning planned obsolescence and ensuring repairability. We will campaign for design standards which could ensure that more products are easily repaired or reused and fewer products are treated as disposable. We will also call for investment in the infrastructure required to support the repair and reuse sector. Government support for research and development could drive new technology, product design and skills development which would help move us towards a more circular economy while also creating opportunities for green jobs and growth.

We will also call on the government to target businesses in an effective and ambitious way, so that the cost of disposing of waste is fully covered by producers. As well as ensuring that the financial burden of managing waste sits with those who produce it, this will incentivise manufacturers and industry to produce less waste in the first place. This is imperative to reducing waste at source and will be a key step towards achieving our joint goals on waste reduction. Reducing waste would also lead to financial savings on waste services so successful intervention from government would not just benefit our environment, but also reduce pressure on local authority finances.

6.3 Enable communities to deliver change on the ground

We are committed to support organisations tackling waste issues and working with residents at the community level. We intend to continue this approach, enabling local projects to lead by example and deliver their own waste prevention initiatives. This will in turn bring wider benefits to the community and contribute to the local circular economy, as we work with local groups to share

learning, develop skills and provide support to expand projects. We will monitor and evaluate our investments with stakeholders in the not-for-profit sector to ensure that support continues to be provided in the most effective way. As we develop our funding model we will engage further with grassroots community groups to ensure our approach is inclusive and we are reaching the diverse population of north London.

Case study: The North London Community Fund

The North London Community Fund launched in 2017 and has invested over £600,000 in 59 local projects. The fund provides community-based, non-profit making organisations with support to develop new approaches to reduce waste or extend the reach and impact of existing waste prevention activity in the north London area. Support is given to those organisations to promote their work and monitor their approaches with a view to understanding the potential for scaling up or rolling out successful initiatives to other areas or over longer periods of time. We plan to continue working closely with the fund recipients, supporting networking for those who want to learn from and replicate the approaches being delivered.

These activities are in line with the vision and policy framework set out in chapter one and will support aims A1, A2, A3, A4 and objectives O1, O2, O3 and O8.

6.4 Provide prevention, reuse and repair opportunities

We aim to make north London a low waste society by enabling the move to a circular economy. This means minimising the population's demand on resources and maximising the reuse and recovery of resources as much as possible, rather than treating them as waste. NLWA and the constituent boroughs are working to promote high levels of reuse and repair and will seek to maximise opportunities for the community to undertake waste prevention activities. For example, we will enable reuse services which provide a place for residents to buy ethically by purchasing pre-loved items, and prevent them from becoming waste. We will monitor uptake of these services and develop targets and performance metrics where appropriate (see section 6.9).

Where practicable, we will expand these activities and investigate options for development of new local infrastructure, exploring how NLWA and the constituent boroughs can use our influence, buildings, funding, and powers to help third sector and other organisations in the development of the circular economy. In the Strategy delivery plans, we will undertake research to better understand the capabilities, opportunities and motivations of residents around waste prevention behaviours. As part of this, we will seek to understand the challenges residents face when it comes to using waste prevention, repair and reuse services, and what they might like to see happen differently or additionally to address these barriers going forward. We will actively seek to learn from overlooked and under-served community groups to broaden our understanding and approach. Many of the constituent boroughs are already taking steps to encourage reuse in their areas. NLWA will work in partnership with the boroughs to support these initiatives and will develop the reuse offer at RRC sites across north London, ensuring we make effective use of our space, facilities and materials to drive greater reuse and divert waste from disposal.

We want to bring repair back to the high street and facilitate a circular economy in north London with an active waste prevention, repair, and reuse community. We will encourage residents through our communications to utilise local repair businesses and signpost to repair, reuse and zero waste initiatives. Businesses should also seek to avoid waste and reuse resources as much as possible, this can have economic as well as environmental benefits. We will work to promote repair skills

development and sharing and hiring opportunities to help avoid unnecessary purchasing of items that are used infrequently or as a one-off. Our aim is for these initiatives to reach all sections of the community so our work is as inclusive as possible.

Considering all the material streams managed through this Strategy, the ambition is to create hubs for circularity by diverting materials that can be reused or transformed into new products locally. We will ensure that contracts made with off-takers of materials are designed to accommodate local circularity opportunities alongside commercial needs. This includes waste electrical and electronic equipment (WEEE), as we are engaging community groups working on WEEE waste prevention and will aim to collect as much electrical waste as possible for repair and reuse. We will also make compost available for use by the local community. We will work with partners to make textiles recycling easier for residents, and champion messages to encourage our residents to invest in products that last longer, or seek to repair and reuse textiles were possible. The amount of textiles in circulation is currently unsustainable, and we must work with others to address that issue. As per the environmental assessment of this Strategy, utilising our organic material for local horticulture or domestic use will have positive carbon impacts compared to other uses, as well as bringing positive benefits to the community.

> **Case study: Reuse opportunities at our Reuse and Recycling Centres**
> Since 2015 The ReUse shop at King's Road Reuse and Recycling Centre has been saving usable items from going to waste by selling them to local residents at very affordable prices. The shop is stocked entirely with second hand items which people have either brought to one of our eight reuse and recycling centres (RRCs) for disposal or specifically donated to the shop by waste conscious residents. North London residents can also access DIY materials and paint for reuse at several of our RRCs. These services support the circular economy by keeping items in use for as long as possible before they reach the end of their life.

These activities are in line with the vision and policy framework set out in chapter one and will support aims A1, A2, A4, A5 and objectives O1, O2 and O3.

6.5 Engage and inform residents

Through communication campaigns, we reach large numbers of north London residents and can signpost residents to opportunities for reuse and repair, in support of developing a circular economy. Taking into account resident priorities that came from both the listening exercise and the consultation, we will continue to work collaboratively with partners to deliver joint campaigns and to achieve economies of scale in terms of reach and investment. This area of work will also be important in continuing to empower north Londoners with information about the changing landscape of waste generation, management, and policy that dictates our work and gives them a voice in shaping how we tackle it. In line with this, we will set out our communication plans within Strategy delivery plans which will look at raising awareness and maximising understanding of reducing waste, with consideration given to how it will help residents understand how, why and when changes introduced by new legislation will be implemented. Through our campaigns and communications activity, we aim to bring about strong and sustained participation in waste minimisation, reuse and recycling systems. We will focus our resources on waste streams with the highest environmental impact. Food waste will be a significant priority for future campaigns due to the quantity found in north London's residual waste.

Through our existing work with residents and the community (including the delivery of the North London Community Fund), we will prioritise efforts to support grassroot organisations and deliver waste prevention initiatives by sharing learning and resources, developing skills, provide financial support to expand projects, and monitor and evaluate its activities to ensure that support is effective and impactful. To ensure our work in this area has maximum impact, we will co-design the North London Community Fund with residents. We will ensure this is inclusive of all sections of the north London Community, especially those voices traditionally underrepresented.

Providing learning opportunities for north Londoners about the journey of waste and the part we all play in it is an essential role we will fulfil. We will provide informal education through our website and campaigns for wider community. We will always aim to produce materials and resources which are culturally appropriate and suitable for the diverse north London community, including working to overcome cultural and language barriers where necessary. We will also provide places for residents to see waste management in action so that they can understand the approaches taken and ask questions of those delivering them. We will work with partners to establish educational visits at our reuse and recycling centres, energy from waste facility (including Ecopark House) and the materials recovery facility.

These activities are in line with the vision and policy framework set out in chapter one and will support the aims A1, A2, A4 and objectives O2, O3, O4 and O7.

6.6 Work with schools

A large focus of our outreach is and will be working with schools and colleges to embed waste education and minimisation activities and inspire good habits relating to waste. Over the course of this Strategy, we will be expanding our work with schools and higher education establishments in north London to promote waste prevention to the next generation, making use of new space and facilities for teaching at the EcoPark. This reflects the feedback from both the listening exercise and public consultation.

Our new schools programme will increase environmental awareness and develop a ‘waste less, recycle more’ culture within north London schools. The in-depth outreach programme has been co-developed with teachers, for teachers. The overarching goal is to establish a culture of waste prevention within the primary schools that participate in the programme, by putting the knowledge for change in the hands of north Londoners. Boroughs will be working closely with NLWA and participating schools to ensure that they have the right waste and recycling infrastructure to enable successful waste reduction. Waste prevention education will be designed according to the needs of each school, with inclusivity and diversity considered from the project’s inception.

Officers will develop an ambitious educational programme to be delivered at EcoPark House, the new education and community centre owned by NLWA, where visitors can learn more about recycling resources, heat, power, and reducing the impact of their waste. We plan to pursue for the Council for Learning Outside the Classroom (CLOtC) accreditation and aim to become an industry-leading educational facility in north London.

We intend for these programmes to become long-term, recurring activities, in line with our commitment to preserve the planet’s resources for future generations.

These activities are in line with the vision and policy framework set out in chapter one and will support the aims A1, A2, A4 and objective O8.

6.7 Encouraging behaviour change

To effectively prevent waste, we will focus on specific audiences, using behaviour change methodologies to tailor messages and overcome barriers to change. Our approach will involve clear and concise communication strategies aimed at raising awareness and maximising understanding and engagement. We want to ensure that our work reaches and reflects the diverse communities within north London, and we will actively seek to engage our local population to make sure that these campaigns are inclusive and equitable. Again, this reflects the asks of our residents in the listening exercise and the public consultation.

We will work on materials-focused initiatives and collaborate with other London waste disposal authorities to share resources and align approaches. A key focus will be on incorporating a London-wide approach, particularly in priority areas such as food and textiles.

We will explore the integration of practical incentives to complement our work. We will continuously review the most effective mechanisms for incentivisation, including vouchers and discounts on products such as reusable nappies and period products. We will also conduct research to ensure that when interventions are created, they are evidence-based. To ensure the effectiveness of our work, we will work with our diverse communities across north London to help encourage take-up of the schemes and will implement robust measurement and evaluation mechanisms. This will include tracking metrics to assess the impact of our campaigns and initiatives, allowing us to adapt and refine our strategies as needed.

Case study: the reusable nappy fund

The Reusable Nappy Fund Scheme operates across NLWA and all the north London boroughs and provides vouchers of £70 per baby to parents/carers to use against reusable nappies or a nappy laundry service. In 2023-2024, 1131 people signed up to the scheme. There is an assumption that while a person has redeemed a voucher, their baby will continue to use reusable nappies for at least two years; therefore, the benefits of disposable nappy waste are experienced for more than one year. Between 2023 and 2024, it is estimated that 813 tonnes of nappy waste would be avoided if all vouchers were redeemed.

These activities are in line with the vision and policy framework set out in chapter one and will support the aims A1, A4 and objectives O2, O3 and O7.

6.8 Working in partnership

The scale of waste is vast and dealing with the many complex issues created by consumption requires collaboration to find the best solutions. Countless organisations and individuals campaign for structural reforms and work to enable behavioural change. As well as working with local businesses, we will strengthen existing partnerships and build new ones with public sector authorities, environmental groups, campaigners, and grassroots organisations. This will include enhancing our approach to equality, diversity and inclusion by actively seeking to engage with organisations from the many diverse communities in north London. The not-for-profit sector has a crucial role to play in waste reuse, often providing specialist knowledge of particular waste streams and making connections that enable social benefits as well as environmental benefits to arise. Using our networks across north London we will help connect partners and facilitate waste reduction and the move towards a circular economy.

We will work with organisations to amplify existing work and deliver projects together to have a bigger impact. We will also contribute to pan-London and national campaigns and add value through

additional outreach and engagement into our communities. We will aim to partner with organisations of all scales to deliver and raise awareness of waste prevention initiatives in our communities. We will be open to working with anyone who shares our ambition of a circular economy and can make a difference on the ground, and we will actively seek new partnerships to help us design, develop and deliver innovative projects.

These activities are in line with the vision and policy framework set out in chapter one and will support the aims A1, A2 and objectives O2, O7 and O8.

6.9 Monitoring our progress

Waste reduction

The primary goal of this Strategy is waste reduction. The most effective way to limit the environmental impacts of waste management is to produce less waste in the first place. We will help north London to reduce waste through our programme of prevention, repair and reuse activities set out above. Progress on waste reduction will also depend on government leading the way through legislation, businesses changing their production to generate less waste, and individuals adopting more sustainable consumption habits.

The Government has set a target for the reduction of overall residual waste[10] of 50% by 2042 (based on 2019 levels). There isn't currently a target for household waste or local authority collected waste, but we will aspire to work with the Government to help meet their overall residual waste reduction target, lowering waste levels in north London. We will track our overall waste from 2019 (to support the Government target) to understand how we are progressing with this. We will report in delivery plans and in the annual report on household waste per capita as the most appropriate and reliable statistic for a local authority.

To help with our aspiration to reduce waste, we have carried out analysis which shows that food waste makes up a significant proportion of north London's residual waste (32%) with almost a quarter (24%) of the residual waste being avoidable[11] food waste. Reducing this will be a key priority and have a significant impact on the total amount of residual waste generated. Over the course of this Strategy, we will aim to reduce the avoidable food waste found in household residual waste by 50%.

A further 15% of residual waste is made up of other material which could have been collected for recycling using existing household services. We also aim to reduce the amount of these materials in our residual waste stream by 50%. These ambitious reductions will be achieved through policy change and action from industry to reduce waste at source, alongside our prevention activities, behaviour change campaigns and increasing rates of recycling.

Prioritising these two key material streams will help drive an overall reduction in household waste and reduce our environmental impact. Overall progress on waste reduction will be monitored using two headline metrics: total waste per property and residual waste per property. Our reporting will focus on household waste given that this is NLWA and the boroughs' primary responsibility to manage and where we can target most of our interventions. Reporting will be addressed in delivery plans (linked to the RRP reporting process) and on an annual basis tracking actions and

[10] This target refers to the total mass of residual waste, which includes business, construction and local authority collected waste but excludes major mineral wastes. The Environmental Targets (Residual Waste) (England) Regulations 2023

[11] Avoidable food waste is food and drink thrown away that was, at some point prior to disposal, edible. In contrast to inedible items such as banana peel, egg shells etc which can be classified as 'unavoidable'.

commitments. Targets for these overall performance indicators will be considered in future as the effects of our prevention activity, and the government's upcoming waste reforms, become better understood.

Indicator	Metric	Targets
Avoidable food waste	% of residual	50% reduction
Recyclable material in residual waste	% of residual	50% reduction
Total waste per capita	Kg / capita	
Residual household waste per capita	Kg / capita	

Reuse

Where possible we aim to reuse as much material as possible, helping to enable a circular economy and bring greater environmental benefits than recycling or disposal.

A wide range of reuse activity occurs in north London, for example through our RRC network, items resold in the charity sector, and shared or repaired by residents. As set out above, we will work to enable and facilitate that activity through partnerships with others working towards the circular economy and the practical support we provide for local initiatives. Measures which fully encompass all of this activity in the community are not currently available so we will aim to improve our data on reuse to build a better picture of the activity in north London. We also call on government to support with development of new metrics which would enable reuse to be properly accounted for in national statistics and prioritised over recycling, in line with the waste hierarchy.

To monitor our progress on this Strategy, more limited but useful indicators are available. In 2023/24 over 1,000 tonnes of material brought to our reuse and recycling centres (RRCs) was directed to reuse, approximately 2.5% of the total material collected. This was predominantly through our ReUse Shop, partnerships with off-takers or use of materials by the community. Our ambition will be to double the quantity of material reused as a percentage of waste received at RRCs.

As we progress with this Strategy, we will review these metrics with a view to setting more specific targets or strengthening our data where possible. In line with feedback received during the public consultation, we will set indicators of progress along the route annually and in delivery plans (linked to the RRP reporting process), taking stock to see if we are meeting proposed targets.

Indicator	Metric	Targets
Reused material	% of RRC waste reused	Double % of material reused

Chapter seven: improving and maximising recycling

7.1 Overview

If waste cannot be prevented in the first place, or items are unable to be reused or repaired, the next best option is to recycle. By 2040, we want any waste which cannot be prevented to be managed in the most effective and environmentally-friendly way. Recycling has the benefits of diverting material away from the residual waste and avoiding the use of virgin material in manufacture of new products. To achieve these benefits, the government must provide leadership, using legislation and policy reforms to drive change across industry and providing the resources we need to ensure that we can always implement reforms effectively at a local level. Success should be measured using meaningful targets that capture the true environmental impacts of waste and drive us towards overall waste reduction.

Manufacturers and other businesses also have a key responsibility to make sure that their products are easily recyclable. North London's businesses can engage with our service to ensure that they are reducing their environmental impacts by recycling as much as possible and managing their waste locally.

We also require residents to play their part by engaging with their local services and recycling their waste wherever possible, including recycling food and preventing this from entering the residual waste. NLWA and the boroughs will work to enable and facilitate this, engaging with residents to drive participation and collecting and processing a wide range of materials, including through new and innovative schemes. NLWA and the constituent boroughs aim to recycle as much of north London's waste as possible and contribute to the targets set out in the Mayor's London Environmental Strategy. Our plans to achieve this are set out in the following sections.

In the 2023 listening exercise and the 2024 public consultation, there was broad consensus that north London residents are keen to recycle more. This chapter sets out our approach to enable this, focusing on the following activities:

- Maximising material collected for recycling, including hard-to-recycle materials and food waste
- Providing the infrastructure we need to effectively manage north London's recycling
- Processing recycling effectively, including as much as possible within the UK
- Engaging and informing residents
- Working with businesses

Further detail on each of these is found in sections 7.3 – 7.10. Section 7.2 sets out the action and support we need from government to improve recycling in north London.

7.2 Our asks of government

Our goals for recycling must be supported by action from government. We ask that local authorities are given the powers and resources needed to work with the public and businesses to ensure they recycle and dispose of waste appropriately. And that the wider sector is supported and action taken to grow the processing capacity we need to handle all recycling within the UK.

Ambitious measures should be introduced which ensure the cost of recycling is placed firmly on those who produce it, and which encourage the use of recycled rather than virgin materials within products and packaging. In the short term, this includes implementing the packaging Extended Producer Responsibility (EPR) scheme as soon as possible, with fair and transparent payments to

local authorities which reflect the true cost of dealing with packaging waste. In the longer term, we will seek the expansion of the EPR scheme to include other waste streams.

We will call for further action to support recycling participation among the public. The proposed deposit return scheme is a good starting point but does not go far enough. We will recommend the introduction of a genuinely comprehensive scheme which includes glass, HDPE and cartons. The government should ensure that messaging to the public is clear and consistent. National campaigns should support behaviour change to increase the uptake of recycling services, as well as prioritising reduction and reuse. We will also seek legislation to ensure that producers are required to adequately label packaging as recyclable, which would also support these measures.

With the introduction of compulsory food waste collection, the government must support a step change in food recycling participation. As an urban and densely populated area, we will call for action to support the specific challenges north London faces in this respect, including barriers relating to infrastructure and behaviour change.

We also want government to improve the metrics and reporting methods which are used to measure performance and track waste management nationally. We will campaign for a move away from proportional targets such as recycling rate to focus on waste reduction, as this better reflects the quantity of waste arising and its impact across the country. Using these metrics, we could more effectively measure and incentivise a reduction of overall waste, which would bring about the most significant environmental benefits. We will also seek improvements to data collection, monitoring and reporting methods including development or replacement of outdated information systems.

7.3 Recycling collections

North London residents receive either a kerbside or communal recycling service. Generally, the boroughs all collect recycling material together in one container or sack, this is often referred to as a ‘comingled collection’ or ‘mixed dry recycling’. While some local authorities provide their residents with a mixture of bags and boxes to separate out key recyclable materials (referred to as a ‘multi-stream’ collection). The options appraisal undertaken for this Strategy (see appendix 2) explores the potential impacts of the boroughs using commingled, twin-stream or multi-stream collection methods. All of the north London boroughs currently provide comingled collections, due to the high density of housing and limited storage space for multiple containers. As described in chapter two, these local characteristics mean there are challenges for recycling collections in north London. We must recognise these and work to engage residents, always ensuring that our services meet the unique needs of our area and community.

Residents told us in our listening exercise and the public consultation that they value having accessible, consistent and easy-to-use recycling services and want to be able to recycle a wide range of materials. So, we will maintain clear, effective and efficient collection methods to enhance levels of recycling and ensure that as full a range of recyclables as possible are collected from residents. In north London, the boroughs each already collect the core materials which government will mandate through the Simpler Recycling reforms, putting our services ahead of many authorities around the country. This range of materials will be expanded to include food for all households and plastic films. We will also explore the viability of adding extra materials to recycling collections at kerbside subject to infrastructure and market constraints.

Through these changes and plans set out within this Strategy we aspire to achieve a 50% household waste recycling rate by 2030, in line with the Mayor’s Environment Strategy and our previous Joint Waste Strategy. While modelling undertaken for this Strategy indicates that this will be challenging

to achieve (see appendix 1 and 2), we will maintain the stretching target in order to continue driving improvements to local recycling services. Progress will need to be supported by ambitious government policy as service changes alone cannot drive such major transformation. It remains uncertain exactly what will be achieved in the context of the upcoming waste reforms, we will therefore continually monitor and review key targets to ensure they remain relevant as the policy landscape evolves. We will always maintain our aspiration to recycle as much waste as possible where it cannot be entirely prevented.

We will regularly review services so that they meet the needs of residents and help to achieve our environmental goals, and specific actions will be set out in Reduction and Recycling Plans over the course of this Strategy. Our ability to deliver on our ambitions and continue improving recycling in north London must also be supported by government policy and adequate funding provision.

These activities are in line with the vision and policy framework set out in chapter one and will support aims A2, A5 and objectives O1, O2, O4 and O7.

7.4 Specialist recycling

We are committed to leading the way for recycling innovation and continue to expand the range of materials we collect. North London has one of the most extensive ranges of recycling services available, enabling residents to manage their waste more sustainably and helping to support the circular economy.

Through this Strategy, we will respond to our residents' priority to recycle more materials by innovating and exploring new initiatives we can offer to increase our recycling services. These specialist recycling opportunities will enable us to manage materials more efficiently, support the circular economy and help us tackle the climate emergency. NLWA's size and partnerships within the industry enable us to test market solutions for some of the most difficult to recycle materials. This supports our objectives to maximise recycling and minimise residual waste, and aligns with our residents' feedback in both the listening exercise and the public consultation that they would like to recycle more materials.

These activities are in line with the vision and policy framework set out in Chapter one and will support aims A2, A5 and objectives O1, O2 and O4.

7.5 Recycling processing

NLWA manages a contract to process the recycling collected by the seven constituent boroughs. After recycling is collected, it is sent to a material recycling facility. There it is cleaned and separated further, before being sent further afield to be processed into something new. From 2023-24 NLWA are now managing all seven boroughs' recycling after Enfield Council's mixed dry recycling became part of the existing contract.

During the period covered by this Strategy, NLWA will secure a new contract for recycling services. Due to NLWA's position as the country's second largest waste disposal authority, this is likely to be the single largest local authority recycling contract to be let in this period. This procurement will give us the opportunity to work with contractors to improve services and performance, for example by extending the range of materials we can offer, working to drive down contamination and minimise rejected materials. NLWA will ensure that we take this opportunity to use our position and influence, driving positive change in the sector as well as securing the best available services for north London. We will ensure that our new contract allows us to meet our residents' priorities to have accessible and easy-to-use services which enable them to recycle a wide range of materials, while also securing social benefits such as the London Living Wage for our contractors' employees. The eight authorities

will also consider joint procurement options where these can provide better value for money on services and help remove barriers to recycling.

We will work with our contractors to improve the range of materials accepted as part of the general dry mixed recycling service offered by our constituent boroughs to north London residents. Where appropriate, we will also explore the potential to include additional materials and will assess our infrastructure to ensure we can recycle new products coming onto the market. We will also explore options for pre-sorting of residual waste to enable north London to meet the recycling ambitions within this strategy. Although currently, the technology required for pre-sorting at the scale required for NLWA operations is not available, we will continue to monitor developments and consider options if and when they become feasible (this is discussed further in section 8.10).

These activities are in line with the vision and policy framework set out in chapter one and will support aims A2, A3 and objectives O1 and O4.

7.6 Local infrastructure

We will continue to ensure that north London has the infrastructure it needs to manage the waste produced in the area. Residents told us their priorities are to reduce our emissions and environmental impacts. We will support that goal by managing waste locally, where we can ensure it is treated with the highest environmental standards. Avoiding export of waste is part of London's policy to achieve self-sufficiency in waste management by 2026 as stipulated by the Mayor of London. This has the benefit of reducing transport emissions and maintains the responsibility and oversight for our waste within north London, where we can ensure it is treated with the highest environmental standards. Local facilities also provide opportunities for local employment and training and the social value this brings.

Current infrastructure and operations are set out in chapter three. This includes a range of sites including the EcoPark at Edmonton and waste transfer stations around the north London area. These transfer stations enable local sorting and processing, minimising road miles and enabling operational flexibility.

We are redeveloping the Edmonton EcoPark as part of a major investment in infrastructure for the circular economy. The development has delivered state-of-the-art reuse and recycling facilities for our residents and boroughs. This includes a brand-new public reuse and recycling centre allowing our residents and businesses to bring their waste directly to the EcoPark for the first time. Our new recycling facilities have capacity to manage 135,000 tonnes of recyclable materials every year – including wood, plastics and metal.

We will keep our facilities under review as local requirements evolve in future, particularly in response to changes in policy or patterns of waste production. For example, as we progress towards a circular economy, this may require additional local capacity for handling or storing material for recycling or reuse. NLWA and the boroughs will proactively review our network, making sure it meets the latest requirements and helps us to deliver positive environmental outcomes.

These activities are in line with the vision and policy framework set out in chapter one and will support aims A2, A3, A5 and objective O8.

7.7 Processing destinations

We recognise the importance of dealing with our waste and materials as close as possible to the point where they are collected (the Proximity Principle). NLWA have been working with our contractors to reduce the amount of recycling processed overseas, with an aspiration of 100% UK

destinations by 2030. Achieving this requires a successful market for materials within the UK and so will depend on government and wider industry. Where our recycling cannot be managed in the UK, it is sent to destinations with high environmental standards. The table below details the end destinations for dry mixed recycling from north London collections:

Figure 25. Recycling destinations

Material	Baseline March 2020			2021-22			2022-23			Q1-Q3 2023-24		
	UK	Europe	Far East	UK	Europe	Far East	UK	Europe	Far East	UK	Europe	Far East
Cardboard			100%	20%	11%	69%	7%	86%	7%	8%	64%	28%
Mixed paper	43%	19%	38%	44%	56%		31%	69%		44%	56%	
Glass	68%	32%		79%	21%		74%	26%		100%		
Aluminium cans	100%			100%			100%			100%		
Steel cans	100%			100%			100%			100%		
Plastic bottles	100%			100%			100%			100%		
Other plastics	100%			100%			100%			100%		

In line with asks of our residents in the public consultation, we will regularly publish this table to show what happens to north London's recycling. Our commitment to UK destinations promotes environmental aims, as this ensures recycling traceability and reduces the associated transport emissions of our waste. Our position challenges contractors to provide UK processing capacity which in turn brings benefits to other waste authorities. We will continue to use our influence in this way to drive best practice across the sector and secure better environmental outcomes for waste management in the UK. This will include working to develop solutions where there is limited processing capacity in the UK, encouraging government and others in the sector to provide and invest in new facilities. ***These activities are in line with the vision and policy framework set out in chapter one and will support aim A3 and objectives O1 and O5.***

7.8 Food waste collections

Food waste makes up around a third of north London's residual waste. Most respondents to our listening exercise wanted to use food more wisely, including preserving leftovers or by composting food waste and we will enable them to do so. Reducing this will be a vital step in our goal of overall waste reduction and needs significant focus from government, businesses and residents as well as from NLWA and the boroughs. Our programme of engagement and prevention activities outlined in chapter 6 above will aim to reduce food waste and where food is thrown away, we will aim to collect as much as possible for recycling.

Weekly food waste collections will be provided by the constituent boroughs to all properties in north London, in line with the latest government proposals for Simpler Recycling. This should result in an increased quantity of food being collected for composting and a reduction of food in the residual waste. NLWA will ensure we have the capacity and infrastructure to manage the new streams of

food waste associated with these changes. We have invested significant capital funding in preparing for this change, developing our new facilities so that new food waste collections can be processed effectively.

As set out in chapter one, north London has some significant challenges for recycling collections due to the dense population and significant proportion of residents living in flats or other properties without a typical kerbside collection service. To help address this, NLWA and the boroughs have worked together to launch innovative trials to provide food waste collections for flats above shops. We have spoken to residents on doorsteps, created communications materials and produced a monitoring approach to measure the service uptake and behaviour change. Learnings from the trials will inform service delivery over the course of this Strategy and help ensure our new services reach all properties, even those with significant challenges for food recycling.

We will also undertake a programme of communications and resident engagement to ensure that the new recycling service acts as a driver for behaviour change and is taken up by the community. Where food waste services already exist across north London, participation from residents is fairly low. As we look to change this and embed food waste recycling services, we need national and London-wide campaigns to help normalise new and more sustainable behaviours, and support for our local initiatives which will tailor messaging for the population and requirements of north London. We will work with partners across the sector to deliver successful campaigns.

As the waste stream making up the largest volume of our residual waste, engagement on food waste, and delivery of the new services will be a high priority for NLWA and the boroughs. To successfully reduce the food in our residual waste, we will need everyone to work together and adopt these changes and help make the new collection services successful.

These activities are in line with the vision and policy framework set out in chapter one and will support aims A1, A4, A5 and objectives O2, O4 and O7.

7.9 Engage and inform

Our aim is to maximise public participation in recycling. We will do this by working with residents to ensure there is clear information on what can and cannot be recycled and use our outreach with community groups to help raise awareness of recycling initiatives. We will continue to work through a significant programme of communications campaigns and waste education to encourage all of our residents to recycle effectively, including recent arrivals to the area who may not have previously received environmental information or engaged with our services. This can help increase materials capture and tackle contamination, improving overall recycling performance. This addresses requests made both in the listening exercise and public consultation, to focus efforts in this area.

Where appropriate, we will use London wide messaging and branding in our local activities, working with ReLondon and other partners to support the Mayor's aim to deliver a consistent message across London and increase recycling. As London's largest waste authority, we will take a leading role in partnerships and ensure that campaigns are suitable for the population of north London. Our communications programme will aim to reach and reflect our varied population with an inclusive approach that is culturally appropriate for the many diverse communities in the area.

We will also provide internal education for staff, contractors, NLWA and borough members, and other stakeholders to enable them to understand recycling methods and better equip them to be consistent with this messaging. Our engagement work will be focused on the waste streams with the highest environmental impact, examples include food waste, textiles, and waste electrical equipment.

These activities are in line with the vision and policy framework set out in chapter one and will support aim A4 and objectives O4 and O7.

7.10 Businesses and commercial waste

Local businesses have a key role to play in achieving a circular economy in north London. NLWA and the constituent boroughs' primary responsibilities are to collect and manage household waste, but this is estimated to be only around half of north London's total waste. Across the UK in 2020, commercial and industrial waste amounted to over 40 million tonnes, compared to 27 million tonnes of household waste.[12] This means that if we are to collectively address the climate emergency and reduce our impacts on the environment, action is needed to minimise commercial waste and manage it more responsibly. Many respondents to our listening exercise and the public consultation felt that businesses could do more. Just like residents, businesses should seek to minimise waste, reusing resources wherever possible. Where it cannot be avoided, as much commercial waste as possible should be recycled and the remainder must be disposed of with minimum impact on the environment.

NLWA and the constituent boroughs have the infrastructure and expertise to support businesses to reduce and manage their waste. Using our services and facilities will ensure that waste produced in north London is managed locally, reducing the environmental impact of transporting waste. We can also ensure that a full range of materials are recycled, and where waste needs to be disposed of, using our new EcoPark facilities will ensure this is handled with the best available technology to limit impacts on the environment. This will also allow us to divert any business waste which might otherwise be going to landfill, and ensure we efficiently recover energy and heat which can be used for north London's homes and businesses.

Where the constituent boroughs offer commercial collections, NLWA will support them to develop and deliver these services including through communications activity and joint working. Government could support these local services and secure better environmental outcomes by restricting commercial waste operators, to limit emissions from multiple vehicles serving the same local areas and encouraging take-up of services with the highest environmental standards.

Throughout this Strategy period, we will look to build more partnerships with local businesses especially where we can support and encourage more circular business models. As we progress towards a circular economy, greater reuse of materials, sharing of resources and green skills development can all help bring economic as well as environmental benefits to local businesses. Where commercial waste must be disposed of, businesses in north London should make use of our facilities to ensure their waste is managed locally and responsibly. The environmental benefits of this approach are clear, so we encourage businesses in the area to engage with us to understand how our services can support them to reduce waste and contribute to our environmental ambitions for north London.

These activities are in line with the vision and policy framework set out in chapter one and will support aims A1, A2, A4 and objectives O2, O4 and O8.

7.11 Monitoring our progress

While waste reduction must be the priority if we are to respond effectively to the climate crisis, recycling also has an important role to play in this strategy. In terms of measuring performance, it is important to note that reporting on the proportion of waste we recycle simply does not account for

[12] UK statistics on waste - GOV.UK (www.gov.uk)

the total quantity of waste being produced and disposed of, which is the key environmental issue to tackle. We will therefore prioritise monitoring progress through the waste per capita and reduction metrics set out in chapter 6 and hope to see others across government and the waste sector focus on similar metrics in future.

However, we will also continue to work towards improving our recycling rate and contributing to the Mayor of London's targets for 50% of London's household waste to be reused, recycled or composted by 2030. Our previous Joint Waste Strategy also set a target of 50% household recycling. Across London, waste authorities have not yet met this ambitious target so that will remain the long-term aspiration we are working towards through this Strategy.

We must also recognise the national trend of stagnating recycling rates as overall waste production and residual waste has increased. This is likely to continue as legislative changes take recyclable materials out of local authority managed waste and encourage producers to move to lighter materials. In this context, improvements in the recycling rate will depend not only on the steps we can take locally, but also on the effects of government interventions and changes from others in the system such as manufacturers and consumers.

As set out in section 7.5 above, we also have an ambition to process all of our recycling within the UK and will report progress on this target throughout the strategy period.

To meet our goals and support our wider local ambitions, we will need to see progress from government on the policy asks set out in this document to help drive up recycling rates, and we will review our metrics and targets in light of developing policy changes.

Indicator	Metric	Targets
Recycling rate	% of household waste by weight which is recycled, reused or composted.	50%
Processing destinations	% within UK	100%

Chapter eight: Reducing the environmental impact of disposal, where there is no option to prevent or reuse waste

8.1 Overview

Environmental impacts, including climate change, greenhouse gas emissions and air quality, are key priorities in north London. We want any waste which cannot be prevented, reused or recycled to be managed in the most effective and environmentally friendly way. While some waste must be disposed of, it is our ambition to do this using the cleanest, most advanced methods which minimise effects on the environment. We will set out in this chapter our approach to waste disposal, including how we will use north London's residual waste as a valuable resource for heat and energy. Our actions on this will take account of the air quality policies within the London Environment Strategy.

We have a continuing commitment to tackling the Climate Emergency and achieving carbon goals by 2040, including moving away from fossil fuels where possible. This chapter demonstrates our ambitious plans for reduction of greenhouse gas emissions, including through carbon capture and storage and the development of our new facilities. This redevelopment is the most significant public sector investment in waste facilities London has seen for a generation and we're proud to be setting a benchmark for other waste authorities. It is our chance to build the greenest waste hub of its kind in the country.

In the 2023 listening exercise and the 2024 public consultation, there was broad consensus that north London residents are keen to reduce carbon emissions, make environmentally friendly choices and recycle more. This chapter sets out our approach to enable this, focusing on the following activities:

- Managing waste disposal in state of the art new facilities which minimise impacts on air quality and the environment
- Mitigating climate impacts by using waste to produce energy and heat
- Reducing greenhouse gas emissions including through decarbonisation of vehicles and potential use of Carbon Capture and Storage technology
- Avoiding landfill
- Actively monitoring developments in technology and infrastructure which can be applied in north London

Further detail on each of these is found in sections 8.3 to 8.9. Section 8.2 sets out the action and support we need from government to help us to continue reducing our environmental impact and address the climate emergency.

8.2 Our asks of government

It is imperative that we all reduce our carbon emissions in response to the climate emergency, and the waste disposal industry is no exception. To effectively reduce the carbon impact of waste disposal, government should legislate to reduce plastic and other fossil-based content in the waste stream. As described in the environmental report of this Strategy, it is this material which has the highest carbon impact when used to generate energy. Government has the powers needed to drive change in this area. Instead, the government has consulted on the UK Emissions Trading Scheme (ETS) being expanded to include energy from waste facilities. This would hugely increase the cost of managing north London's waste and add significant financial uncertainty to NLWA and the constituent boroughs' long-term plans. If these plans go ahead, the government must ensure the financial impact on local authorities is factored into wider local government funding arrangements.

The only way to ensure the ETS achieves the intended goals and reduces emissions is by linking it to product designers and manufacturers to ensure they bear the cost of unnecessary, unrecyclable items - not only packaging. Businesses must be held responsible for emissions associated with plastic or fossil fuel derived products which they place on the market and be pushed to question design and materials, which in turn might have an impact on waste volume and composition. Unless the government approaches ETS with whole systems thinking and targets producers, these carbon costs will act more like a tax which will be passed onto already-stretched local authorities and ultimately taxpayers.

NLWA and the constituent boroughs are keenly aware of our role in combatting the climate crisis and are building the Energy Recovery Facility ready for adaptation to Carbon Capture and Storage. This will strengthen our efforts to tackle the climate emergency and support the UK's overall effort to achieve Net Zero. As a dispersed emitter, there are significant challenges accompanying these ambitions, and government should provide additional support to facilitate carbon capture and storage for our sector.

Success should be measured using meaningful targets that capture the true environmental impacts of waste. This means moving away from proportional targets such as recycling rate and focusing on waste reduction, to better reflect the quantity of waste arising and its impact across the country. The government should also consider evolving to a carbon-based metric for measuring waste, which would further improve councils' understanding of the environmental impact of waste in their areas. Using these metrics, we could more effectively measure and incentivise a reduction of overall waste and its most harmful impacts, which would bring about the most significant environmental benefits.

8.3 Improving our disposal infrastructure

Residents have told us their priority is to reduce carbon emissions, and all eight authorities are committed to tackling the climate emergency. This Strategy supports that by focusing first on waste prevention, and promoting repair and reuse as set out in chapter six. We also aim to maximise recycling, but when waste must eventually be disposed of, it is vital that we do this in the most environmentally sensitive way possible.

For waste that isn't recycled, there is not currently a route for disposal which involves lower greenhouse gas emissions than a modern, efficient, energy recovery facility associated with a district heat network. We are redeveloping the Edmonton EcoPark and building the greenest energy recovery facility (ERF) in the country so we can manage all of north London's waste using the latest and best technology to control pollutants and limit our environmental impacts. In line with the waste hierarchy, the new facilities will enable us to recover energy from any waste which must be disposed of and prevent rubbish going to landfill where it would cause the most environmental damage. Managing all of our waste within north London also means that road miles are reduced, minimising an otherwise significant source of emissions.

The new facilities will use best practice in emissions controls and displace carbon-intensive processes and virgin fossil fuels, lowering the net carbon impact of waste disposal in north London. By diverting waste from landfill, which is the worst option for the environment, the ERF will reduce the carbon impact of north London's non-recyclable waste. The facility will be in line with the Mayor of London's environmental strategies, ensuring we make an effective contribution to meeting the Mayor's of London's Emissions Performance Standard and complying with the Mayor's Carbon Intensity Floor (CIF). When the facility eventually supplies 60MWth of heat to district heating, it will comply with the proposed revised CIF of 300g CO2/kWh. For future developments, we will ensure that new infrastructure meets the requirements of Biodiversity Net Gain, in line with the latest

legislation. We're proud that our plans also align with the recommendations for managing waste set out in the Climate Change Committee's 6th Carbon Budget.

Overall, the new facilities will be beneficial in terms of greenhouse gas emissions compared to alternative residual waste disposal options, such as landfill or transporting waste elsewhere. This is an integral part of our progress to tackle the climate emergency, supporting our priority to reduce the environmental impact of waste disposal and our residents' desire to limit carbon emissions.

Case study: low carbon buildings at the Edmonton EcoPark

Throughout the building stage at the EcoPark, we are following a Carbon Management Strategy to ensure we reduce embodied carbon as much as possible in delivery of the new facilities. Our contractors have a 10% reduction in embodied carbon target which has seen multiple innovations occur onsite including the award winning ultra-low carbon concrete trial and use of electric-powered tower lights and a hybrid mobile tower crane instead of traditional operation using diesel generators and engines during construction. These initiatives have delivered carbon savings, reduced air and noise pollution and saved the need to purchase diesel. Ground-source heat pumps and over two thousand solar panels will be installed at the site, providing enough renewable energy for EcoPark House to be entirely off-grid. By maximising our opportunities to generate and use renewable energy at our facilities, we will lower the emissions from our infrastructure and operations.

These activities are in line with the vision and policy framework set out in chapter one and will support aims A3, A5 and objectives O1, O5, O6, and O8.

8.4 Providing energy and heat for north London

Disposing of waste with energy recovery uses north London's waste as a resource for society by generating energy in the form of heat and power. Using waste to produce energy is in accordance with the waste hierarchy and ensures a lower environmental impact than landfill or other methods of disposal without energy recovery. NLWA and the boroughs will work together to expand and maximise the benefits of this energy supply for the local area.

The district heating network enabled by the EcoPark will be one of the largest in London, supplying hot water and heating for up to 60,000 local homes and businesses. For those homes and businesses connected to the heat network, that means no gas boilers and reduced reliance on fossil fuels. The area served by the heat network is illustrated in figure 26 below.

We will also supply electricity powered by the waste we manage at the new facilities, reducing local demand on the electricity grid. This is a key element of climate change mitigation in north London, helping to address our residents' priority for reduced emissions, and the reason why the heat and energy generated at the EcoPark feature in the Mayor's plans for the future energy mix in London.

Supplying heat and energy locally makes the most efficient use of the energy recovery facility and ensures that we maximise the benefits of the new facilities for north London. We will continue to explore new ways to make use of the heat and energy generated at the EcoPark for the benefit of the constituent boroughs and our residents, especially where this can support our collective goals to decarbonise and address the climate emergency.

Figure 26. the heat network powered by the Edmonton EcoPark

These activities are in line with the vision and policy framework set out in chapter one and will support aim A3 and objectives O1, O5 and O6.

8.5 Air quality and other environmental impacts

Climate change, pollution and the impact of waste on the environment are major challenges which NLWA and the constituent boroughs are committed to tackling. Air quality describes the condition of our air, it can be negatively impacted by pollutants including sulphur dioxide and nitrogen oxide. We recognise that some residents raised this in both the listening exercise and the public consultation. The new energy recovery facility will use world-class, proven technology to capture and control pollutants. Studies of modern energy recovery facilities show their pollution control systems are highly effective at removal of ultrafine particles. As recommended by the Strategic Environmental Assessment of this Strategy, the new facilities will follow international best practice in controlling and monitoring pollutants.

The existing Energy from Waste facility already operates under a strict Environmental Permit issued by the Environment Agency. Our existing plant operates well within the rigorous limits, operating at 40% below limits for nitrogen oxide (NOx) emissions set by the Industrial Emissions Directive (IED). Our new ERF will perform even better, at 60% below IED limits. It will be one of the cleanest and safest facilities in the country, using advanced and proven technology to capture and clean emissions.

Our ERF will be the first energy recovery facility of its kind in the UK to benefit from Selective Catalytic Reduction, which is a world-class technology for controlling emissions of nitrogen dioxide. This process converts nitrogen oxide into water and nitrogen (a harmless gas that makes up 78% of the Earth's atmosphere). Following the example of advanced Scandinavian ERFs, it will also be the first energy recovery facility in the UK to have a combined dry/wet scrubber. This provides an extra stage to the cleaning process, to give a 'final polish' to the gas before it's released from the stack. A liquid is sprayed to neutralise gases and make doubly sure that particulates are captured.

Even at the peak levels, particulate matter from the ERF will make up only 0.52% of local air quality concentrations. This is 400 times lower than the level set by the UK air quality objective. The ERF will operate at almost 1000 times lower than safe limits for particulate concentration recommended by the World Health Organisation.

The ERF is subject to 24/7 monitoring, continuous monthly emission reporting, quarterly reporting and sampling of air and water emissions, bi-annual gas emissions reports and comprehensive annual reports. LondonEnergy uses robust and accepted methods to calculate its energy usage and associated Greenhouse Gas (GHG) emissions. Ongoing monitoring is available to view on LondonEnergy Ltd's website.

8.5a Water

Steam powers the turbines at the EFW to produce electricity. The water released to the sewers is monitored by tight parameters. Samples are taken quarterly and sent to an accredited lab for testing while surface water emissions are also checked quarterly.

8.5b Ash

Ash remains after the waste has been treated. Recycling potential is maximised by sending this to a dedicated facility. The ash is monitored closely, and samples are taken twice a month and sent to an accredited lab for checking. The lab reports show whether the ash can be reused in the construction industry.

The majority of the incinerator 'bottom' ash produced at the end of the process is recycled into aggregate substitutes by a sub-contractor, thereby reducing the extraction of aggregates elsewhere. In addition, scrap metals are recovered from the ash following the combustion process and are recycled.

These activities are in line with the vision and policy framework set out in chapter one and will support aim A3 and objectives O1 and O6.

8.6 Carbon capture and storage

To improve the facility's environmental benefit further, NLWA is currently investigating the use of carbon capture and storage. Carbon capture and storage are technologies that process and capture CO_2 to prevent its release into the atmosphere from an activity such as the burning of waste to generate heat and power. The introduction of carbon capture and storage in due course would further reduce the carbon impact of the facility to a level where it could be carbon negative.

This is a major technical undertaking involving engineering, planning, financing, collaboration, and project management. Subject to further planning, we currently aim to install carbon capture at the EcoPark on the site of the current energy-from-waste facility after it has been decommissioned and dismantled.

NLWA has also joined the Carbon Capture and Storage Association which is the lead UK and European trade association aiming to accelerate commercial deployment. NLWA is a partner too in the Bacton Thames Net Zero (BTNZ) Cooperation Agreement, which is exploring the feasibility of transporting to, and storing carbon dioxide from Southeast England and the Thames Estuary in, the Hewett depleted gas field in the North Sea.

Our commitment to this project reflects our residents' desire to reduce emissions and supports the goals of NLWA and the constituent boroughs to decarbonise and tackle the climate emergency.

These activities are in line with the vision and policy framework set out in chapter one and will support aim A3 and objectives O1, O5 and O6.

8.7 Vehicles

Alternative models and fuels for refuse collection vehicles are coming into the market which will help to reduce the impact that the waste management sector has on the environment. These fuels are cleaner and have a lower environmental impact in comparison to diesel. Our focus on waste prevention and reuse should also have the effect of lowering vehicle emissions as less waste will need to be transported by road and collection vehicles will take longer to fill so can undertake more efficient rounds.

Many of the north London constituent boroughs are already working to electrify their fleets, as one of many steps towards achieving net zero carbon. Many of the smaller street cleansing vehicles and vans in Camden are now fully electric; Islington now buys exclusively electric with the aim of full electrification by 2030; Hackney's vehicles run on hydrotreated vegetable oil, delivering a 92% carbon saving from tailpipe emissions; and in 2022 Enfield Council received delivery of their first fully electric refuse trucks to reduce the Council's carbon footprint.

Over the course of this strategy NLWA and the constituent boroughs will continue this progress and look to electric or alternative fuels for our fleets as a means of reducing our overall carbon impact. In line with the environmental assessment of this Strategy, we will consider efficient collection frequencies, operational logistics and the changing climate when reviewing services. This approach supports our residents' priority to decarbonise and our goals to minimise environmental impacts.

These activities are in line with the vision and policy framework set out in chapter one and will support aims A2, A3 and objective O1.

8.8 Avoiding landfill

Recovering energy from waste at the ERF prevents residual waste from going to landfill. Disposing of waste in landfill does not allow either the material or energy content to be recovered, so it is widely recognised to be the most problematic and undesirable method of disposal.

We are proud of our achievements in reducing waste sent to landfill, and will continue to go further than the national and regional targets oblige us to. To this end we will reduce disposal to landfill to zero by 2040, meaning no waste from our boroughs will be sent directly to landfill. This will be powered by the development and launch of our new state-of-the-art facilities at the Edmonton EcoPark, which enable us to generate energy and heat from all of the residual waste produced in north London and move permanently away from the most harmful means of disposing waste.

Achieving this will reduce the release of methane gas which results from residual waste disposal at landfill. Methane, on a weight basis, has 25 times the global warming potential of carbon dioxide. Our approach will thereby reduce the environmental impact of NLWA's waste management operations and help to combat climate change, supporting national and regional policy goals as well as our commitments to tackling the climate emergency and our residents' priority to reduce emissions.

These activities are in line with the vision and policy framework set out in chapter one and will support aims A2, A3 and objective O1.

8.9 Future treatment technologies

NLWA and constituent boroughs are constantly mindful of changing infrastructure and technology in the waste world, and are consistently scanning the horizon for improvements which will change the way our waste is managed.

When looking for an infrastructure solution at the NLHPP site, NLWA carried out an examination of available waste treatment technologies as alternatives to landfill, including the available thermal waste treatment technologies, pre-sorting of residual black bag waste, and the range of non-thermal treatment technologies. The purpose of this exercise was to confirm whether other forms of treatment may have emerged that are capable of processing residual waste at scale in a proven, safe, reliable, and environmentally responsible manner. This assessment particularly considered recent large scale technology performance and failure.

The review concluded that the only technology proven at the scale of operation required for north London is an energy recovery facility employing advanced moving grate technology. This technology has a long-established track record in managing waste at the scale required in north London, in a safe, environmentally responsible, and reliable manner. We have also undertaken analysis on a range of pre-treatment facilities or technologies which could potentially be options to be included at the EcoPark facility in the future. This included looking at the extraction of metals from the residual waste stream and facilities which have been designed to extract rigid plastics, though at the current time there is not much data available to give comprehensive information on recovery rates due to challenging market conditions. The use of anaerobic digestion for the pre-treatment of the organic fraction of residual waste to recover energy was also considered, although evidence suggests current technology performs poorly and needs to improve to make this a viable solution.

NLWA will continue to monitor developments and advancements in this area. We will explore additional infrastructure for the pre-treatment of waste, including regularly investigating any improvements in artificial intelligence and robotics that will improve the process. We will maintain a watching brief on emerging sorting technologies to try and decarbonise the waste stream if it proves viable.

These activities are in line with the vision and policy framework set out in chapter one and will support aims A2, A3 and objectives O1 and O6.

8.10 Monitoring our progress

Greenhouse gas emissions

Our constituent boroughs have declared a climate emergency, and have each committed to be carbon neutral between 2030 and 2050. This strategy supports those ambitions and sets out a number of actions to reduce the greenhouse gas emissions associated with waste management in north London.

We commit to producing new analysis examining the carbon impact of the waste we manage. Together with up-to-date composition analysis, this will demonstrate the true environmental impacts of the waste being produced in north London. Using this analysis, NLWA and the boroughs will prioritise our activities for the greatest environmental benefits, for example by targeting prevention activity at the materials which cause the most harm when disposed of. As recommended in our Strategic Environmental Assessment, carbon analysis will form part of our regular reporting in future, providing holistic insights on the impacts of consumption and waste production in the area and ensuring our services contribute effectively towards net zero carbon targets and the response to the climate emergency.

We will also seek to influence government and others in the sector to adopt similar reporting and support the development of carbon-based metrics. This would help to ensure that national data and targets capture the true environmental impacts of the waste we manage. Government has an important role to play in securing high-quality data, standardising reporting across the sector, and setting targets which secure environmental benefits and focus on tackling the climate emergency.

Indicator	Metric	Targets
Carbon impact of waste streams	To be developed	
Operational emissions		

Waste processing

During this Strategy period, we will aim to reach zero landfill for the waste collected by local authorities in north London. This puts us significantly ahead of the national target of 10% by 2035 and means that we will entirely avoid the most environmentally damaging means of waste disposal. When the waste produced in north London must be disposed of, it will always be used as a resource for energy and heat. This will mean we avoid the harms of landfill, help to reduce reliance on fossil fuels and support our boroughs with their responses to the climate crisis.

Indicator	Metric	Targets
Use of landfill	% of waste sent to landfill	0%

Chapter nine: delivering collaborative, community-focused services which provide value for money and maximise social value

9.1 Overview

It is a key priority for all eight authorities to provide waste services which meet the needs of our local community. We will continue to deliver these services in accordance with statutory requirements and the highest environmental standards. As well as managing their waste effectively, our services will offer valuable social benefits for residents in north London, and we will always work to ensure we deliver value for money.

This chapter sets out how we will manage and deliver these services, including our network of Reuse and Recycling Centres and other assets. It also describes how we will work with the local community to maximise the social benefits of our work. Our commitment to social value will be embedded in all of our activities, and we will look to deliver this through our work with schools, the voluntary sector and other community partnerships. High-quality, green jobs will be available for local people at our facilities, and young people in the community will have the opportunity for apprenticeships, training and skills development to help equip them for a sustainable future. Partnerships with local businesses, schools and the voluntary sector will help bring further benefits to north London.

Our services will continue to be run for the benefit of the north London community. All of our residents will have access to the waste services they need. We will deliver these services in collaboration with partners, the voluntary sector and the community and we will manage our assets and investments according to the highest standards to ensure we deliver value for money for residents.

We will be collaborating with key partners across London and the wider sector and will aim to have an increasing influence on the national policy debate. Our unique characteristics and expertise mean we can provide trusted advice and thought leadership on waste and related issues. Our strategic engagement with government and other partners will help secure the best outcomes for north London.

Our approach will focus on the following activities:

- Ensuring we provide suitable and cost-effective reuse and recycling services which meet the needs of north London's residents
- Working collaboratively with partners and other stakeholders
- Delivering social value and benefits for the local community
- Providing local people with opportunities to train and develop green skills
- Committing to sustainable procurement practices
- Managing our assets effectively to ensure value for money

Further detail on each of these is found in sections 9.3 – 9.7. Section 9.2 sets out our request that government takes a collaborative approach with local authorities when designing and implementing policy. This will help us ensure that any changes meet the needs of north London and can be delivered effectively in the area, including through fair and transparent funding settlements.

9.2 Our asks of government

To ensure that we can provide effective waste management which meet our environmental ambitions and deliver benefits for our community, central government must provide adequate funding for our services. Local government waste and environmental services are currently working against an extremely challenging financial situation. The Local Government Association estimates

that local authorities' core funding per person fell by 26% in real terms during the 2010s and forecasts suggest a £6.2 billion pound funding gap in the years 2024-2026.[13] Maintaining high quality waste services and achieving our environmental ambitions in this context will rely on fair funding in future local government finance settlements. NLWA and the constituent boroughs could also be supported to improve recycling infrastructure by offering additional Recycling Improvement Funds.

We also ask that government works closely and consistently with local authorities when proposing changes in the waste arena, so that these are realistic and reflect that local authorities need to input to arrangements impacted by local circumstances. It is vital to recognise that local authorities may need to adapt proposals as local circumstances change. In collaboration with partners such as the Mayor, ReLondon and London Councils, we will campaign for policy that works for north London and the wider region.

9.3 Reuse and recycling services

NLWA and the constituent boroughs will continually review the services we provide, including our network of reuse and recycling centres (RRCs), so that we meet the needs of our community and provide good value for residents. We will assess local requirements and ensure our services remain cost-effective and fit for purpose. We will implement any changes considering our environmental ambitions and the goals set out in this Strategy. For example as set out in chapter six, we will aim to use the RRC network to encourage greater reuse and repair to avoid unnecessary disposal.

Residents told us in our listening exercise and the public consultation that they value having accessible and easy-to-use facilities for recycling, including sites which do not require use of a car. In response to this, our priority will be to ensure that all residents have access to the services they need to reduce their waste, recycle more and dispose of items responsibly where necessary. This will include working to improve infrastructure for pedestrians, and cyclists, the elderly and disabled, design and spatial evaluations and assessments of opening hours and locations of our RRCs. We will also ensure that comprehensive information is provided to assist residents to use sites. We have already opened a new flagship RRC at the Edmonton EcoPark and improved pedestrian and cyclist access at the Hornsey Street and South Access Road sites. We will continue to develop and adapt our services over the course of this Strategy. We will also ensure that staff are trained and equipped to help all visitors access our services including those who are disabled, pregnant, have health conditions or otherwise may require extra support.

We will also continue to lead by example by trialling new and innovative recycling schemes, providing north London residents with a wide range of specialist services to support a circular economy and divert waste from disposal (see section 7.4).

These activities are in line with the vision and policy framework set out in chapter one and will support aims A2, A4, A5 and objectives O1, O3, O4, O5 and O7

9.4 Collaboration and influence

All eight authorities are committed to collaborative working, delivering services alongside our partners and community to help improve performance on waste reduction, reuse and recycling. The eight authorities will work jointly where we can to deliver the best possible services across north London, and ensure we provide value for money. Continuation of this joint working, and development of new partnerships, will be important in successfully delivering the aims and objectives of the strategy.

[13] Waste reforms briefing | Local Government Association

To support implementation, NLWA will develop a Public Affairs Strategy in consultation with the constituent boroughs with the aim of building working relationships with relevant regional and national decision makers. Our location and remit gives us the unique ability to call out the specific waste challenges faced by London - an ultra-urban environment - and provide invaluable insight into the experience of local authorities. As an impartial statutory body, NLWA will seek to become a trusted voice for politicians, offering expert advice and realistic solutions to waste prevention and achieving a circular economy.

We recognise the strength and efficiencies offered by influencing with others, and as part of the new Public Affairs Strategy we will also work with partners across the waste and voluntary sectors to influence central and regional government policy, in pursuit of our vision of sustainable waste and resource management. This will include working with key partners across London such as the Mayor, London Councils, ReLondon and other waste authorities, to secure the best outcomes in managing London's waste and resources.

We aim to establish more informal partnership working with national, regional and local organisations that have common goals to reduce waste, increase reuse and repair, and improve recycling. We will work in partnership with the commercial and charitable sectors such as the waste industry, supermarkets, housing trusts and furniture reuse forums, to promote waste reduction, reuse and recycling.

These activities are in line with the vision and policy framework set out in chapter one and will support aims A2, A4 and A5.

9.5 Social value

Increasingly, public sector organisations are taking account of the wider social impacts of their policies. Organisations which make a conscious effort to ensure that these effects are positive can be seen as adding social value by contributing to the long-term wellbeing and resilience of their residents, communities and society. Social value is defined through the Public Services Act (2013) and requires all public sector organisations and their suppliers to look beyond the financial cost of a contract to consider how the services they commission and procure can improve the economic, social and environmental wellbeing of an area.

NLWA and the constituent boroughs take social value into account through our policy and spending decisions to deliver benefits for the communities we serve. Each of the boroughs has commitments to deliver social value, including through their contracts and supply chain. These commitments are set out in individual procurement or social value policies for each borough.

Over the course of this Strategy, we will continue these programmes and look to maximise social value from all of our activity and services. This will include providing apprenticeship and training opportunities, educational activities, community grants and volunteering time. We will also encourage our partners and contractors to use local resources and offer local employment wherever possible, so we will champion opportunities for local employment and businesses through our activities. We will regularly assess social value outcomes and identify areas of improvement.

In addition to the above, NLWA and the seven boroughs commit to pay their staff the London living wage. The London Living Wage is an hourly rate of pay which is higher than what is required by law. It is calculated independently to reflect the high cost of living in the capital, giving a worker in London and their family enough to afford the essentials and to save. Our strong position on this helps ensure that our partners and contractors, LondonEnergy and Biffa, also pay their employees the London Living Wage. We will continue to use our influence to secure these wider benefits, both for north London and the waste sector in general.

Case study: the North London Heat and Power Project social value programme

We have ensured that the North London Heat and Power Project (NLHPP) has brought social and economic benefits to the local community and we will continue to take this approach with future projects. The NLWA project team work closely with our partners to ensure that the contractual commitments are met and that the programme is delivered in a way that recognises emerging needs of the boroughs. A Social Value Governance Board, which comprises of council officers from the seven NLWA boroughs, Acciona, and NLWA, ensures that the opportunities enabled by the NLHPP are reaching the local communities, including jobs and apprenticeships, training placements, and opportunities for local businesses. A Community Liaison Group with representatives from wards surrounding the Edmonton EcoPark enables us to hear from local community groups and share information on opportunities that are available to local people. EcoPark House also provides a new visitor centre and community space for local residents, as well as a waterfront home to Edmonton Sea Cadets.

These activities are in line with the vision and policy framework set out in chapter one and will support aims A4, A5 and objectives O6 and O8.

9.6 Green skills

The Office of National Statistics have defined green jobs as 'employment in an activity that contributes to protecting or restoring the environment, including those that mitigate or adapt to climate change.' Our work to minimise waste, and to dispose of it in as environmentally-friendly way as possible is an important part of the local response to climate change. As described above, we aim to limit the impacts of our waste and to use it as a resource for energy and heat, which reduces the area's reliance on fossil fuel and diverts waste from the most harmful disposal methods.

Our work with schools and the local community helps to build awareness of green jobs available in north London and in the waste sector more widely, while our programme of apprenticeships and training helps to equip north London residents with the skills required to work in this area. Our focus on social value therefore has the joint benefits of creating good quality green job opportunities in the north London area while also ensuring that members of the local community develop skills which can apply to a range of other roles with an environmental focus, for example within waste management, construction or other related sectors. This will help strengthen the local workforce and support the local economy, while also ensuring that local people develop the capability to access green jobs in the future.

These activities are in line with the vision and policy framework set out in chapter one and will support aim A4 and objectives O6 and O8.

9.7 Sustainable procurement

To lead by example in adopting reuse practices and waste prevention, and to meet our climate goals, the north London boroughs have developed and adopted procurement policies which value

sustainability and environmental benefits. These make commitments, for example, to use our contracts and commissioning processes to reduce emissions, avoid single-use plastics and maximise social value. Using our purchasing power in this way helps drive environmental benefits and progress towards a circular economy. By committing to maximise local economic, environmental and social benefits, we will also align with the Mayor of London's Responsible Procurement Policy and support delivery of the accompanying Good Work Standard.

In line with this approach, NLWA will also adopt a sustainable procurement policy to complement the boroughs' existing activity. This will help ensure all the authorities are following best practice and using our influence through procurement and commissioning to encourage waste reduction and support the circular economy. By actively engaging with suppliers, we will drive improvement and deliver social value for the local community as described in section 8.4 above. We will also engage with partners across London and the waste sector, where this can help support the move to a low waste, circular economy.

These activities are in line with the vision and policy framework set out in chapter one and will support aims A1, A2, A4 and objective O2.

9.8 Asset management

NLWA and the constituent boroughs own and manage a large portfolio of infrastructure assets and facilities to meet the waste management needs of north London. As set out in chapter eight above, we are investing in the creation of major new high-quality infrastructure assets including the North London Heat and Power Project, comprising of an energy recovery facility, a resource recovery facility, and EcoPark House, enabling efficient recycling and management of waste. This means that we have reached a new position of greater responsibility after investing substantially in major new high-quality assets worth approximately £1.5 billion.

To maximise the life of our assets and safeguard their functions and value, we will develop and implement best-in-class asset management practices. NLWA will produce an Asset Management Strategy to define the required frameworks, approaches, and appropriate governance arrangements to establish long-term responsible stewardship. The Asset Management Strategy will support delivery of this Joint Waste Strategy and align with the aims and priorities set out in this document. This will include steps to assess, review and address legacy assets, facilities and land that do not or will no longer fulfil the functions for which they were procured or are misaligned with this Joint Waste Strategy.

Our intention is to follow the international asset management standard (ISO 55001) – learning the lessons from asset ownership over time and continually improving our approach to achieve our joint objectives for north London. Effective asset management practice over the long term will underpin the successful use, operation, and maintenance of our facilities, enabling us to safeguard their functions, maximise their life and minimise their ongoing costs while also maximising opportunities and investments for the benefit of our community.

These activities are in line with the vision and policy framework set out in chapter one and will support aim A5 and objectives O6 and O8.

9.9 Monitoring our progress

We will monitor the activities outlined above through performance indicators to be developed within each individual workstream. These will be detailed in delivery plans and monitoring reports published on a regular basis throughout the Strategy period. Delivery plans will be produced in line

with the RRP reporting process and the strategy's annual report will be set out within the NLWA annual report which will track actions and commitments.

Chapter ten: impact and monitoring

This Strategy has set out how we aspire to reduce waste in north London, improve our recycling, and limit the environmental impact of waste disposal while we continue to ensure our services are delivered for the benefit of north London's residents. The actions we take to manage waste over the next fifteen years will play a key role in north London's response to the climate emergency. We are ambitious about what we can achieve, but clear that we can't reach our goals alone. While NLWA and the constituent boroughs collect and manage north London's waste, this is only a small part of a wider system that also includes government, businesses and residents. Action is needed from all of these groups if we are going to jointly meet the challenges that waste services will face in the next fifteen years and achieve our environmental goals.

10.1 Monitoring our performance

We have ambitious environmental goals for north London and will measure and report our progress delivering this Strategy using the metrics described in the chapters above as key performance indicators. Where targets have been set, we aim to meet these by the end of the Strategy period (2040) and will report on progress through annual reports (within the NLWA Annual Report) presented to the Authority and published on the NLWA website. We will also measure our progress in delivery plans linked to the RRP reporting process. A summary of these reporting metrics is shown in the table below:

Indicator	Metric	Targets
Avoidable food waste	% of residual	50% reduction
Recyclable material in residual waste	% of residual	50% reduction
Total household waste per capita	Kg / person	
Residual household waste per capita	Kg / person	
Reused material	% of RRC waste reused	Double % of material reused
Recycling rate	% of household waste by weight which is recycled, reused or composted.	50%
Processing destinations	% within UK	100%
Carbon impact of waste streams	To be developed	
Operational emissions		
Use of landfill	% of waste sent to landfill	0%

To help develop this Strategy, we have analysed the current composition of north London's waste (see section 3.3). This analysis informs our targets for the Strategy period and highlights some of the changes we need to see in order to achieve our environmental ambitions for north London. To enable improved reporting in future and to enhance our understanding of the waste being produced in north London, we commit to undertake similar analysis on a regular basis. We will produce updated waste composition analysis as necessary to understand the impact of policy and service changes and the progress of this Strategy. This will also allow us to develop and analyse further measures such as individual material capture rates, which can provide greater insights than the current focus on recycling as a percentage of total waste.

As we continue to monitor and engage with the government's development of new policies and fully understand their potential implications, we will review the metrics above to ensure they remain appropriate. We will place the targets for this Strategy in the context of the new policy environment when this becomes clearer.

10.2 Impact assessments

While preparing this Strategy, we have assessed the impacts that our proposed approach and activities could have on the environment, and on people with protected characteristics. Through our Options Appraisal, we have also analysed financial impacts.

10.2.1 Environment

The Strategy's impact on the environment has been assessed through a Strategic Environmental Assessment (SEA). All central and local government plans, policies and strategies that have potential to have a significant effect on the environment are required to be assessed regarding how they contribute to sustainable development. This is carried out via the completion of an SEA. The requirements for an SEA are defined in the 'Environmental Assessment of Plans and Programmes (SEA) Regulations 2004'.

The SEA involves a review of key central and local government plans and strategies that have the potential to influence the management of waste, as a basis for considering the suitability of the Strategy. The assessment also considers the local environmental, social, and economic context of north London with relevance to waste management services and their impacts to establish an environmental 'baseline'. From this assessment, the key sustainability issues identified for the Strategy include:

- Mitigating climate change by reducing the carbon impact of resources and waste management
- Adapting to climate change, e.g. potential weather related and flooding issues
- Effective waste management and climate change benefits
- Changing waste streams after Covid-19 and as part of lifestyle changes and government policy
- Landfill diversion, reuse, repair and prevention, energy recovery from waste, recycling and composting
- Reducing fly-tipping and litter
- Reducing local air pollution and improving water quality
- Supporting the circular economy
- Providing services for a growing, aging and transient population and for those with long term health problems and disabilities
- Addressing environmental impacts including harm to human health and natural environment
- Managing the impact of food waste and garden waste

The Strategy has been reviewed in relation to these issues, with the key parts of assessed against a wide range of SEA Objectives which are measured using SEA Criteria to ensure an appropriate strategy is developed. During the development of the Strategy, feedback from the SEA process informed the drafting of specific content and proposals. The actions and mitigations proposed in the Environmental Report have been incorporated into the Strategy to ensure we achieve a sustainable and environmentally beneficial approach for waste management in north London

The SEA has been subject to consultation as per the regulatory requirements and the Environmental Report presented at appendix four represents the version following this stage of the process.

10.2.2 Equalities

An Equalities Impact Assessment (EqIA) has been undertaken to investigate the implications of the north London Joint Waste Strategy on specific groups of people. The purpose of an EqIA is to ensure that policies and strategies do not discriminate against target groups with protected characteristics, and where possible contribute to improving the lives of local communities. Completing an EqIA is a systematic process that is designed to consider the needs of each target group and assess the impact that a policy or strategy may have on them.

For assessment purposes, the following protected characteristics have been considered:

- Race
- Physical & mental disability
- Gender reassignment
- Sex
- Sexual Orientation
- Religion or Belief
- Age
- Marriage & civil partnership
- People who are pregnant or subject to maternity legislation

The following are not protected characteristics by law, but will be considered in this equalities assessment:

- Socio-economic

It is recognised that many of these protected characteristics may overlap and have similar needs and/or be subject to similar prejudices. The target groups are based on the Equality Act (2010), the aligning Public Sector Equality Duty (2011) and those adopted in regional guidance written by Transport for London (TfL), Greater London Authority and other functional bodies. The identified groups are also reflected in the available EqIA guidance of the London boroughs within the strategy area. They are considered suitable to reflect the diverse population within the seven London boroughs.

Consultation with the public and relevant stakeholders was required for the EqIA. Consultation supports and strengthens value judgement and builds consensus, whilst helping to avoid assumptions and potential prejudice through providing evidence and information. The findings of the assessment are presented at appendix 5.

10.2.3 Financial

The Options Appraisal analysis presented in appendix 2 contains an analysis of ‘whole system costs’ for the relevant options of waste collections and disposal assessed. This analysis illustrates the total

annualised collection costs including vehicles, containers, staffing, running, standing and overheads costs, as well as any revenues received by the councils (e.g. income associated with charged garden waste collections) and the notional treatment and disposal costs of managing the collected waste. This analysis serves as the financial assessment for the Strategy. It should be noted that these figures are not provided as budget setting costs and a further business case would be required to explore the implications on the Waste Levy of any service changes. Any additional costs related to the activity outlined in this Strategy will be assessed in detail on a case-by-case basis, as we plan the implementation of any new programmes and projects. These financial assessments will be subject to the usual scrutiny and budget-setting requirements of NLWA and the seven boroughs.

10.3 Governance and review

This Strategy provides the strategic framework for waste management operations in north London from 2025 to 2040. To ensure we deliver on the intentions set out in this document, we will also publish regular delivery plans to track the actions and commitments we will undertake in the shorter term. Each authority will be responsible for publication of their own plans, and for the constituent boroughs, this function may be served by the existing Reduction and Recycling Plans. NLWA will aim to produce a delivery plan to accompany this Strategy approximately every two to three years, providing detail on the programmes of work which will be carried out in each period to support the longer-term aims of the Strategy. We will also undertake periodic reviews of the Strategy, report on progress and make updates if required.

Joint working between NLWA and the constituent boroughs will be crucial to the success of this Strategy, as will our collaboration with the Mayor of London. Our governance arrangements and regular engagement between officers will ensure we work in close partnership to successfully deliver waste services for north London. Feedback from the public consultation suggested residents wanted us to continue to engage with them even more than we have already. In line with this commitment, we will engage residents on an ongoing basis to seek feedback from the community and codesign new initiatives with them. We will ensure our engagement is inclusive of all sections of the north London Community, especially those voices overlooked or under-served. We will actively seek to learn from communities we do not typically engage with to broaden our understanding and approach. We will leverage their collective knowledge and experiences to find solutions when it comes to problem solving and continuously foster a collaborative and supportive relationship with our residents. We will set out the ways in which we will engage residents in the Strategy's delivery plans.

Reporting on the Strategy will be to the North London Waste Authority, which is made up of fourteen councillors, two from each of the seven north London boroughs. It is these fourteen councillors that make decisions relating to the disposal of north London's waste and hold NLWA accountable for meeting its responsibilities. Our progress towards achieving the aims of the Strategy will be presented to the Authority, and the public, on an annual basis and in delivery plans which will be aligned to the RRP process.

Appendix: an overview of relevant policy and legislation

Statutory duties and powers

NLWA is established as a statutory joint waste disposal authority under Schedule 1 to the Waste Regulation and Disposal (authorities) Order 1985, while each of the constituent boroughs are defined as waste collection authorities under the Environmental Protection Act 1990. The Environmental Protection Act also sets out each authority's functions. The boroughs, as collection authorities, have a statutory duty to provide refuse collection, street cleansing and a wide variety of other waste collection services, including recycling collections. NLWA's duties are as follows:

- To make arrangements for the disposal of waste collected by the constituent boroughs.
- To make arrangements for places to be provided at which residents may deposit their household waste and for the disposal of waste so deposited;
- To make arrangements for the storage and disposal of abandoned vehicles in accordance with section 3 (8) of the Refuse Disposal (Amenity) Act 1978 (Removal of abandoned vehicles)

NLWA's work goes beyond these disposal duties, with a focus on preventing and reducing waste arising in the first place and recycling as much as possible. This is enabled by the same Act, which provides NLWA with certain powers to manage and dispose of waste, including:

- To make arrangements to recycle, use, sell or otherwise dispose of deposited waste or anything produced from such waste including for the purpose of producing heat or electricity or both.
- To take steps to minimise the generation of controlled waste of any description, generated in its area.

As well as the Environmental Protection Act 1990, we are governed by multiple other pieces of legislation. This includes the Waste & Emissions Trading Act 2003 which requires us to prepare a joint municipal waste management strategy, and the Local Government Act 1972 which gives powers to carry out activities considered appropriate to our statutory functions, including acquiring and disposing of land.

The North London Heat and Power Generating Station Order

In 2017, following two rounds of public consultation and an examination by the Planning Inspectorate, the Secretary of State for Business, Energy and Industrial Strategy granted consent for NLWA to build a replacement energy recovery facility and associated development at the Edmonton EcoPark.

The examination began in February 2016 and was concluded in August 2016. The examination included:

- visits to the proposed site by the Examining Authority;
- issue-specific hearings, during which the Examining Authority asked NLWA and other interested parties questions about the application;
- open hearings, during which anyone who registered a relevant representation was invited to attend and make a verbal representation to the Examining Authority; and
- extensive written communication between NLWA and the Examining Authority, which enabled the Examining Authority to request further information and documentation in support of the application.

The Development Consent Order authorised the development of the North London Heat and Power Project and provides the legislative framework for us to construct, operate and maintain the new energy from waste facility. This has allowed us to deliver the most significant public sector investment in waste facilities London has seen for a generation, building the greenest energy recovery facility in the country using modern technology to improve our environmental impacts, and providing flagship reuse and recycling services for residents at the new EcoPark.

Government strategies and policy changes

Resources and Waste Strategy, 2018

"Our Waste, Our Resources: A Strategy for England" (2018), is focused on improving recycling quality and increasing recycling rates from households and businesses. It includes substantial reforms to municipal waste collection and management services, for example, requiring the separate collection of food waste from households. It also puts a greater responsibility on producers of goods and packaging to play their part in dealing with the products at the end of their life. New measures proposed include Extended Producer Responsibility for packaging materials (EPR)[14] and the introduction of a deposit return scheme (DRS) for single use drinks containers, and an initiative to improve recycling rates by ensuring a consistent set of dry recyclable materials is collected from all households and businesses (Simpler Recycling).

Each of the measures mentioned above will impact on the services delivered in north London and how they are funded going forward, these effects are explored in more detail in section 4.2 above. While we had hoped that the policies in the Resources and Waste Strategy would be transformative for the sector, so far they have delivered little due to a combination of delays and reduced ambition. It is essential the government provides certainty on the detail of these changes and moves forward with delivery and legislation. Without the necessary action from government, we cannot effectively plan the local services which will be required in order to meet all of our environmental ambitions.

Within the Resources and Waste Strategy, the previous government acknowledged the need to set clear expectations and give local authorities the confidence to invest in waste infrastructure and promote recycling. In recognition of the financial pressures on local authorities, there is also a pledge for additional resource to meet new costs associated with these policies. It is vital that these commitments are delivered to provide the certainty and support we need to plan and deliver our own strategy.

Targets included at the time in the Resources and Waste Strategy were:

- 50% of household waste reused, recycled or composted by 2025.
- 65% of municipal waste (which includes waste from businesses that is similar to household waste, comprising materials like food, paper, plastic etc.) reused, recycled or composted by 2035.
- That no more than 10% of municipal waste in England should be sent to landfill by 2035.
- That avoidable waste of all kinds is eliminated by 2050.

These targets are ambitious and local authorities would need a clear roadmap with clarity on how they can be delivered in order to realistically contribute. The sector has been expecting significant change and progress from new policies, which now appear unlikely to have a transformative impact

[14] The National Strategy also raises the potential for further producer responsibility measures including for textile wastes (e.g. to help tackle 'fast fashion' impacts), bulky waste (e.g. mattresses, carpets) and other waste streams.

on waste reduction or recycling. Authorities in London and other densely populated urban areas generally have lower recycling rates because of high numbers of flats and houses in multiple occupation (HMOs). Authorities with low numbers of flats and high levels of garden waste can more easily achieve and exceed the targets. In addition, national policies will result in less recyclable waste being presented to local authorities to manage, with it instead being returned to producers through take-back schemes such as a Deposit Return Scheme. This could impact the recycling performance that local authorities are able to report.

Targets are best placed when their aim is to reduce overall waste, rather than focusing on increasing the recycling rate, which does nothing to reduce the amount of total waste being produced. With this in mind, we would encourage the government's to move away from weight-based targets and refocus on measuring waste higher up the hierarchy. This will be a focus for our own activity under this Strategy.

Environment Act, 2021

The Environment Act is a key piece of government legislation which addresses environmental issues such as air and water quality, wildlife and climate. The Act will also be the primary legislation for a number of the key waste management measures in the government's Resources and Waste Strategy.

Through the Environment Act, government committed to a national waste reduction target, aiming for no more than 287kg of residual waste per person by 2042, a 50% reduction from the 2019 levels. This target includes all residual waste produced in England except for major mineral waste, so is not directly comparable to the household waste which NLWA and the constituent boroughs primarily handle. Nevertheless, we support the focus on waste reduction as a driver for national policy and local services, and this Strategy has been developed with waste reduction as the first priority.

Extended producer responsibility (EPR) for packaging

EPR for packaging is a policy which requires producers to be responsible for the packaging they place on the market at the end of its life. It is intended to promote packaging design with greater recyclability. The packaging EPR system was announced in the Resources & Waste Strategy for England with the intention for legislation to be in force in 2023. That date was postponed to 2024 and now, at the time of writing this strategy, the scheme is intended to be implemented from 2025.

The EPR system will require packaging producers to pay for the full net costs of collecting, handling, recycling and disposing of packaging waste, shifting the burden of costs away from the taxpayer and local authorities. However, at the time of writing, payment estimates have not yet been provided and major uncertainties remain over the details of the scheme.

To ensure the EPR legislation fully supports better waste management, the funding should be sent back to local authorities to reimburse the actual costs of waste disposal. The legislation should also have safeguards that support local authorities to use the funding for waste management ahead of other priorities. The EPR approach should also be applied to other waste streams which are difficult to recycle or have significant environmental impact such as textiles or mattresses.

Deposit Return Scheme (DRS) for drinks containers

A DRS is a policy tool which involves consumers paying a deposit for an item (added to the retail price at point of purchase) which is then redeemed when the packaging is returned to a designated point. Through the Resources and Waste Strategy, the government announced that a DRS for England, Scotland, Wales and Northern Ireland will be introduced from 2023. This has now been repeatedly delayed and at the time of writing is officially slated for 2027. The lack of firm

commitment and progress from Government has so far prevented industry and local authorities from preparing for the implementation of the scheme as await further clarity.

The aim of the DRS is to boost recycling, reduce littering and improve the quality of material collected for recycling. These long-term benefits are clear, as can be seen from the schemes which are successfully operating in countries such as Norway, Switzerland, and Germany, so we urge that implementation is not delayed any further in England.

The DRS system implemented for England will apply to all single-use plastic and metal drinks containers (excepting HDPE containers, which are primarily used for milk bottles). Despite originally proposing to include glass bottles in the scheme, the government later announced that these will be excluded in England. This significant change in policy added to uncertainty over the scheme and created difficulties for implementation across the UK.

The containers which remain in-scope will in most cases be diverted from local authority waste streams, resulting in less material collected from households for recycling and a subsequent reduction in revenue. The scheme may also leave local authorities with poorer quality material for recycling, further reducing income as well as driving up costs for contamination. It is important these points are recognised in relation to future recycling targets and funding settlements.

Simpler Recycling

Within the Resources and Waste Strategy for England 2018, there were proposals to increase the consistency of how local authority kerbside collections are managed, it is envisaged that this will help drive England to achieve a 65% municipal recycling rate by 2035. These reforms, now known as 'Simpler Recycling' (previously 'Consistent Collections'), will mandate minimum and more standardised recycling services across England. This includes a set list of dry mixed recycling materials which must be included in recycling collections, though collections can continue to be commingled. Local authorities must all offer collections of:

Glass:

- glass packaging including bottles and jars

Metal:

- steel and aluminium tins and cans
- steel and aluminium aerosols
- aluminium foil
- aluminium food trays
- steel and aluminium jars and bottle lids
- aluminium tubes

Plastic:

- plastic bottles made of polyethylene terephthalate (PET, including amorphous, recycled PET), polypropylene (PP) and high-density polyethylene (HDPE)
- pots, tubs and trays made of PET (including amorphous, recycled and crystalline PET), PP (including expanded PP) and polyethylene (PE)
- PE and PP plastic tubes larger than 50mm x 50mm
- cartons for food, drink and other liquids, including aseptic and chilled cartons

All paper and card *except*:

- paper and card that contains glitter or foil
- paper that is laminated
- stickers and sticky paper
- padded lined envelopes
- paperback and hardback books
- wallpaper

From March 2027, authorities will also be required to collect plastic film as part of the dry recycling service. All of the above materials are already collected by the north London boroughs and recycled so these changes will have limited impact on NLWA operations. Only plastic film will be a new service which the boroughs will put in place by 2027.

A significant change being made under Simpler Recycling is that all local authorities will need to provide food waste collections for all properties by 2026. Most north London boroughs currently offer food waste collections, but in some cases a new service will be introduced or the existing service extended to all properties. This includes flats and flats above shops, some of which are not currently provided with a food waste collection. We will work with our boroughs to implement these changes and increase the quantity of food waste which is collected. Removing food from the residual waste is an important aspiration, our latest waste composition analysis shows food makes up around a third of our residual waste. These changes must also be fully supported by Government, meeting the commitment in the Resources and Waste Strategy to fund the costs of implementation and on-going service delivery.

Emissions Trading Scheme (ETS)

The UK ETS was initiated in January 2021, replacing the EU scheme. In July 2023, the Department for Energy Security and Net Zero (DESNZ) announced it was taking forward proposals to include Energy from Waste (EfW) and incineration plants in the UK Emissions Trading Scheme (ETS) from 2028. This will result in additional costs for operators of incinerators and EfW facilities and will raise the costs of waste disposal for local authorities who have statutory obligations to dispose of waste and little control over the carbon content.

It's important for the climate that we all reduce our carbon emissions, and the waste disposal industry is no exception. But as waste authorities we are limited in what we can achieve – ultimately the most effective way to reduce the carbon emissions generated by waste disposal is to create less waste in the first place. Government policy needs to target product designers and manufacturers to ensure the focus is on preventing waste at its source and building a circular economy.

25-Year Environment Plan, 2018

In its 25 Year Environment Plan (Jan 2018), the government set out its ambition to improve the environment within a generation. This included adopting policies within Government Strategies to use resources from nature more sustainably and efficiently, and managing pressures on the environment by minimising waste. This plan led to the development of the Maximising Resources, Minimising Waste (Waste Prevention programme for England).

Waste Prevention Programme for England

In July 2023, the government released an update to the Waste Prevention Programme for England, "Maximising Resources, Minimising Waste". Waste prevention activity reduces the amount of waste which is generated; the government's view on how this can be achieved is set out within three areas (designing out waste, systems and services, data and information) across seven key waste sectors. Some key policies which are outlined within the plan include revising the waste hierarchy guidance

by 2024, removing fees to have bulky domestic furniture collected from households by 2025, and developing best practice guidance on reuse for local authorities with consideration of how this can be reported. Waste prevention should be a key priority for future policy and we would welcome further progress on these plans, as well as a stronger focus from government on moving waste up the waste hierarchy towards reduction and reuse rather than recycling and disposal.

Clean Growth Strategy

The Clean Growth Strategy was published in 2017 and aimed to increase national income while reducing greenhouse gas emissions in order to meet the UK's 2050 net zero goal. The Strategy highlights that the UK waste sector has contributed to significant falls in carbon, with the large reduction in waste being sent to landfill resulting in lower greenhouse gas emissions. 13.2% of the UK's energy was generated from 'renewable sources and waste' in 2021[15].

[15] https://www.ons.gov.uk/economy/environmentalaccounts/datasets/ukenvironmentalaccountsenergyconsumptionfromrenewableandwastesources

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Report for: Cabinet, 15 July 2025

Item number: 17

Title: Review of the Direct Labour Organisation Repairs and Voids delivery model

Report authorised by : Jahedur Rahman, Director of Housing

Lead Officer: Scott Kay, Assistant Director for Repairs & Compliance

Ward(s) affected: All

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

1. Describe the issue under consideration

1.1. Cabinet is asked to approve the exploration of alternative options in relation to how the responsive repairs and voids service within Housing is delivered. This is based on the findings of a high-level review recently undertaken.

1.2. The review identified that for the repairs service there are high costs compared to the wider industry and low productivity. On this basis, the review concluded that Housing should undertake further investigations to establish how the repairs and voids services are best delivered to ensure better value for money, sustainable costs, and higher levels of customer satisfaction.

1.3. Housing would therefore like to explore how the current repairs and voids service provided to our tenants and leaseholders could be improved through reviewing alternative delivery models, to ensure value for money and an improved level of service and customer satisfaction.

1.4. Due to the need for impartiality and expertise in this area, it is likely the review will be undertaken by independent sector experts who will be appointed through a suitable selection and award process. The award process will confirm timescales and associated costs and identify and ensure there is a suitable budget in place and be subject to spending panel approval and an appropriate award report.

2. Cabinet Member Introduction

2.1. This report brings an opportunity for Haringey to consider how we provide our repairs and voids services to residents and the impact that this can have, for our tenants, leaseholders, and the Council itself.

2.2. Housing services have undertaken a range of work to improve services for residents through the Housing Improvement Plan, where there has been

improved performance for the repairs service from the impact of the work carried out. Although we are seeing the outcomes of these improvements, it is important to continue to reevaluate how we deliver our services to ensure we are equipped to deliver the best service we can for residents.

2.3. The information contained within this report outlines the need to deliver a responsive and high-quality repairs service that is cost efficient, which is also echoed by the Consumer Standard requirements set by the Regulator of Social Housing.

2.4. Despite the fact there may be mitigating factors for the difference in cost, the variance between Haringey's repairs and voids service and the wider industry indicates a need to review how we deliver these services to ensure that it is sustainable and delivers value for money.

2.5. It is my recommendation that the Council approve an options appraisal to be completed for different delivery models of the repairs and voids service, so that the scope for improvement is not limited and we can ensure the delivery of a high-quality repairs and voids service that is cost-efficient and offers value for money.

3. Recommendations

3.1. It is recommended that Cabinet:

a) Approve an options appraisal on the Direct Labour Organisation (DLO) of Haringey's Repairs & Voids Service and consider alternative delivery model options.

b) Note that the options appraisal will consider performance management and cost control arrangements currently in place and provide recommendations for further enhancements or revisions, and/or where such arrangements should be realigned as part of any alternative delivery model options proposed.

4. Reasons for decision

4.1. When considering the findings of the high-level review, it is evident that there are further improvements needed to the Council's repairs service for both responsive repairs and voids in order to provide a good value service for our tenants and leaseholders.

4.2. The review identified that the cost of the repairs service for both repairs and voids is high when compared to the wider industry costs. On average it would be expected to see an average repairs job value of between £140 and £170, however Haringey's average repairs job value is between £305 and £337. The same applies for voids, in that the average void refurbishment job value for the wider industry is £3,000 to £3,500 and Haringey's average void job value is between £8,297 and £9,068.

4.3. There are considerations however that could explain part of the difference in these costs, for example where Haringey's specification may be of a higher standard than of the average registered provider, as this was not factored into the review.

4.4. In relation to productivity, the review identified that the average number of repairs per operative per day is very low when compared to the wider industry. The average figure for Haringey is around 1.35 jobs per operative per day, where we would typically expect to see at least 2 repairs per day as a minimum and a figure of 3 to 3.5 repairs per day as an industry standard. This is caveated by the size and nature of the repairs, and will vary depending on trades, e.g. the number of electrical repairs per day, would be far higher than roofing repairs.

4.5. The average value figures set out in 4.2, are however above the industry average even when taking variables into account, and over time this will have a significant and unsustainable financial impact.

4.6. As of April 2024, the Council is now subject to the new Consumer Standards introduced by the Regulator of Social Housing, where there are 4 standards: Safety & Quality, Tenancy, Neighbourhood & Community, and Transparency, Influence & Accountability.

4.7. As part of the Safety & Quality Standard, there are many requirements of landlords that relate to repairs services. Some of the most relevant requirements to the issues being considered in this paper are outlined below:

- Registered providers must provide an effective, efficient, and timely repairs, maintenance and planned improvements service for the homes and communal areas for which they are responsible.
- Registered providers must set timescales for the completion of repairs, maintenance and planned improvements, clearly communicate them to tenants and take appropriate steps to deliver to them.
- Registered providers must ensure that the delivery of repairs, maintenance and planned improvements to homes and communal areas is informed by the needs or tenants and provides value for money.

4.8. As part of the introduction of the Consumer Standards, a new inspection regime has been introduced which will grade registered providers based on how well they comply with the standards varying from C1 (where a provider is delivering the consumer standards overall) to C4 (where there are very serious failings).

4.9. The Transparency, Influence and Accountability Standard requires all registered providers to generate and report tenant satisfaction measures (TSMs) as specified by the Regulator. The TSMs are a core set of performance measures against which all providers must publish their performance. This is to provide tenants with greater transparency about their landlord's performance and informs the Regulator about how a landlord in complying with the Consumer Standards. Some of the TSMs relevant to the repairs service are:

- Overall satisfaction
- Satisfaction with repairs

- Satisfaction with time taken to complete most recent repair
- Satisfaction that the home is well maintained
- Satisfaction that the home is safe
- Satisfaction that the landlord keeps communal areas clean and well maintained

4.10. Out of the 12 TSMs that are obtained from tenant perception surveys, 50% are impacted in some capacity by our repairs service whether this is within tenants' and leaseholders' homes or the communal areas surrounding them. The perception of our repairs service and how it performs has a significant impact on satisfaction and therefore how we comply as a landlord to the Consumer Standards.

4.11. This difference in cost when compared to the wider industry may be unsustainable, however when coupled with the obligations we have to our residents and the Regulator of Social Housing, it is integral that we explore alternative options to ensure that we can provide the best service for our residents that is more cost effective.

5. Alternative options considered

5.1. Do nothing:
This is not an option given that the current level of productivity and cost is not comparable with the sector and our mock inspection has found that our Repairs Service is not delivering a consistent standard.

5.2. Develop a new Target Operating Model (TOM) with the Direct Labour Organisation (DLO) at its core:
Whilst this is comparable to the option being proposed as it would require a similar review, and only exploring options with the DLO would significantly limit the Council's scope for improvement and this option should be considered with other options so that the focus is predominantly based on improvement.

5.3. All options require investment in both external expertise and core system development and are subject to contractual changes, either during the review or when consulting on, or implementing any recommendations.

6. Background information

6.1. The Council deliver responsive repairs and works to void properties via an in-house direct labour organisation (DLO) delivery model. The DLO has been directly managed by Haringey Council since it transferred back into the Council from the Arms at Length Management Organisation (ALMO) Homes for Haringey in 2022.

6.2. Whilst the Council have seen improvement to the repairs service, the Council raised questions around if the DLO is delivering value for money and performing against the sector standard Key Performance Indicators (KPIs).

6.3. When performance is considered alongside the new Consumer Standards set by the Regulator of Social Housing as of April 2024, particularly around Value for Money, it was important to assess the current position of the responsive repairs and voids services. Therefore, a high-level review was initiated.

6.4. This review was to include an assessment of the current delivery model, with a brief to include the following:

a) To review the existing cost data the Council has.
b) To understand the average repair cost the Council are paying and undertake a review of the existing overheads and to understand how this impacts the model.
c) To review the costs and productivity against several responsive repairs and voids contracts from other local authorities.
d) To provide a high-level overview of how the Council's costs compare against the wider market.

6.6. The following data was collated to support the review to provide a complete and accurate assessment:

a) The total number of directly employed staff.
b) The structure of the team, number of operatives to supervisors and managers and the split.
c) High level detail around the repairs undertaken per operative per day.
d) The year-to-date KPI figures up to September / October 2024, including void times.
e) High level figures in relation to the following:
    i. SAP Repairs
    ii. SAP Voids
    iii. Service Connect Repairs
    iv. Service Connect Voids
    v. Invoiced Jobs Volume and Average
    vi. Business Overheads

6.7. The review was completed in March 2025.

6.8. The review identified that for the repairs service there are high costs compared to the wider industry and comparably low productivity and on this basis, we concluded that a further analysis and options appraisal should be undertaken to establish how the repairs and voids services are best delivered to ensure better value for money, sustainable costs, and higher levels of customer satisfaction.

7. Contribution to the Corporate Delivery Plan 2024-2026 high level strategic outcomes

7.1. This initiative will help to deliver the 'Homes for the future' theme of the Corporate Delivery Plan where everyone should have a safe, sustainable, stable, and affordable home and aims to improve the quality of our social housing and landlord services.

8. Carbon and Climate Change

Not applicable

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

Finance

An options appraisal as recommended above, might lead to models that will have significant financial implication on the HRA.

These will be assessed as part of the options appraisal and reported accordingly.

The cost of the options appraisal is not known yet, but it is anticipated that this can be contained within the existing service budget.

Procurement

9.1. 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.

Director of Legal & Governance

9.2. The Director of Legal and Governance has been consulted in the drafting of this report and comments as follows.

9.3. No legal issues arise from the recommendations that are not dealt with in the body of the report.

9.4. Legal comment will be required in relation to implementation of the outcome of the options appraisal proposed.

9.5. There is no legal reason why Cabinet cannot adopt the recommendations made in this report.

Equality

9.6. 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.

9.7. 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.

9.8. The report recommends an options appraisal on the Direct Labour Organisation (DLO) of Haringey's Repairs & Voids Service and the potential impacts for people with protected characteristics with regards to the three aspects of the PSED would be subject to any findings and recommendations.

9.9. The results of the investigation and options appraisal undertaken with the agreement of Cabinet would consider the equality impacts for both our residents and staff. The challenges associated with the possibility of outsourcing such a significant contract will also be considered, such as the Transfer of Undertakings (Protection of Employment) Regulations (TUPE) transfer of staff.

9.10. Any options that are considered will also ensure that the Council upholds its Public Sector Equality Duty (PSED) under the Equality Act 2010.

10. Use of Appendices

N/A

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Report for: Cabinet – 15 July 2025

Item number: 18

Title: Extension to the Street Lighting Term Contract

Report Authorised by: Barry Francis, Corporate Director of Environment and Resident Experience

Lead Officer: Peter Boddy, Highways Infrastructure Manager
Peter.boddy@haringey.gov.uk

Ward(s) affected: All

Report for Key/ Non-Key Decision: Key Decision

1. Describe the issue under consideration.

1.1 This report seeks an approval to extend the Council's Street Lighting Term Maintenance Contract in accordance with CSO's 18.02 & 18.02.2 & 2.01(d)

1.2 On 9 July 2019, Cabinet considered tenders for the maintenance of the Council's street lighting and agreed to award the contract to Marlborough Highways Ltd. The contract was initially awarded for a minimum 4-year period commencing 1 October 2019 and ending on 30 September 2023.

1.3 However, there was also a provision within the contract for extensions of 2 + 2 years, subject to a review of the performance of the contractor over the initial period of the contract.

1.4 In January 2023, the Cabinet approved an extension of the contract to Marlborough Highways Ltd to September 2025. Further extension beyond this date would need to be via a separate Cabinet decision.

1.5 This report provides feedback on the contractor's performance and discusses other considerations relating to the extension of the contract.

1.6 An extension of the Street Lighting Term Maintenance Contract is therefore sought to the end of June 2027. This will allow the street lighting term contract to align with the current Highways Maintenance and Minor Works Term Contract expiration period

2. Cabinet Member Introduction

2.1 Haringey is one of London's best-connected boroughs and the highway network is used by our residents, businesses, and people from across London and beyond

2.2 Maintaining and improving our street lighting, plays a key part in ensuring the safe movement of all road users. Street lighting reduces accident risk by improving visibility for pedestrians and drivers. Well-lit streets also deter crime making them safer for everyone.

2.3 This report recommends the extension of the Street Lighting Term Maintenance Contract to continue to ensure the ongoing cost-effective delivery of the Council's planned and reactive street lighting works. This extension will also allow the Council to align the expiry of this contract with the wider Highways Contract to allow the Council to pursue greater efficiencies when retendering those services.

3. Recommendations

Cabinet is asked to approve

3.1 The extension of the existing Street Lighting Term Maintenance Contract awarded to Marlborough Highways Ltd for the maintenance of the Council's Street lighting assets for a period from 1st October 2025 to 30th June 2027 at an estimated total value of around £2.8m over the extension period.

4. Background

4.1 The Council awarded a street lighting contract in 2019 to Marlborough Highways Ltd. This tender process was in accordance with Contract Procedure Rules (CSO) 9.01.1 (Contracts to be let following an appropriate advertisement), including an OJEU Notice published for a competitive tender (using Open Procedure) to identify suitable economic operators for the delivery of the Council's Street Lighting Term Maintenance Contract.

4.2 The contract was for a minimum initial 4-year period commencing on 1 October 2019, but with provision for further extensions of 2 + 2 years, subject to satisfactory performance.

4.3 In accordance with the contract, the contractor undertakes the general maintenance and repair of the street lighting and illuminated assets that are owned and operated by Haringey Council. In addition to routine maintenance work, there are a range of other activities included in the contract such as

lighting improvement works, and lighting related support works for traffic and safety schemes.

4.4 Marlborough Highways carried out, on the borough highway network, a rollout of conversion to LED lighting in conjunction with the introduction of operational control through a central management system (CMS) by Urbis Schreder. This work is being expanded to the borough's parks and the housing estate road network when any new lighting improvement works are carried out by the contractor.

5. Performance of the current contractor and benefits of extending the contract

5.1 Officers review monthly the performance of the contractor for the key performance indicators (KPIs) that were included in the contract covering; timely delivery of the works, quality of services provided, accuracy of invoicing, and health and safety. In addition, the contractor has proactively worked with officers to respond to demanding changes in its workload due to many issues with the introduction of the CMS in the borough.

5.2 While the contractor has been able to exceed and meet some of the KPI targets, several targets relating to service delivery were adversely affected by issues with the CMS and the resulting extra demands this has placed on the contractor and its resources. The contractor has had to attend sites on several occasions to replace faulty Urbis nodes (mobile network devices embedded into lanterns for remote control) that weren't compatible with the CMS and its software upgrades. Ongoing upgrades in the CMS software has resulted in many existing 3G Nodes being replaced with more modern 4G Nodes. The 4G Nodes are being provided by the manufacturer, as required and at their cost, to ensure that the lanterns are responsive to the necessary and ongoing software changes. This work has substantially increased the resources required by the contractor to meet the demands, as some existing 3G Nodes on lanterns become faulty. The contractor, Urbis and Council officers have worked together to try to minimise these disruptions to the public resulting from the CMS teething issues with 3G Nodes. The contractor has been able to maintain a competent management and workforce framework and has been able to respond to additional workloads arising from increased investments such as lighting improvements in parks and greenspaces.

5.3 The contractor has provided valuable technical support in the rollout of the CMS. It is estimated that, to date, approximately 45 % of the 3G Nodes have been replaced with 4G Nodes. The replacement is ongoing as we become aware of any new faults through monitoring. Currently 1% of the lighting stock would generally be faulty/or failed, at any one time, which is the current percentage figure we currently have which could be due to several factors and not just CMS.

5.4 The CMS results in real-time feedback on the status of all street lighting assets that allows enhanced management of maintenance activities. This

allows the Council to review and extend the supporting key performance indicators.

5.5 The contractor is now an Independent Connection Provider (ICP), which allows it to perform a range of tasks related to electrical connections, disconnections and modifications to existing ones. With this additional resource, in the contract, this will allow works to be programmed without reliance on the 3rd party of United Kingdom Power Networks (UKPN).

5.6 The contractor has offered to install and remove the festive lighting at the end of each year at its own cost to be paid by the Council, and therefore without its overhead and profit element of the price.

5.7 Marlborough Highways was also awarded the term contract for highway maintenance and minor highway improvement works and this resulted in the benefits of operational synergy derived from joint operating arrangements, including shared depot facilities within the borough.

5.8 There will be no changes to the schedule of rates because of this extension, other than those allowed for in the contract. The extension to the contract value is estimated to be up to and around a total value of £2.8m over this period.

6 Options Considered

6.1 The Council could have considered retendering the contract to test the market. However, besides the significant cost of the procurement exercise, there is a limited value in such an option having regard to the following factors:

- Potential disruption to the current synergy benefit of delivery of both street lighting and highway works contracts through a single contractor operating from the same depot within the borough.
- Relative competitiveness of the initial tender – the tender evaluations revealed at that tendered time that overall, in a combination of price and quality, the successful contractor achieved an overall margin of 4% over the nearest competitor. In terms of pricing, the contract secured a price margin of 7.5%.
- Current uncertainties within the market may lead to contractors as perceiving greater risks when tendering. This would likely be reflected in inflated prices received in any new tendering round.
- The current strategy is for the highways and street lighting contracts to be let in parallel timelines and therefore a percentage reduction option for award of both contracts may be afforded. A tendered short contract of two years for lighting is unlikely to attract competitive pricing.

7 Contribution to strategic outcomes

7.1 The Highways and Parking Service will continue to commission street lighting services during the extended contract period, as determined through the Highways and Street Lighting 5-year Delivery Plan approved by Cabinet on 22nd April 2025.

7.2 In particular, this will help deliver the Council's Local Plan and Corporate Delivery Plan objectives of:

a) investing in LED street and parks lighting to make Haringey a better and safer place to live,

b) improve street lighting and safety, especially around public transport at night,

c) encouraging greater use of the well-lit network by cycling and walking to improve the health and wellbeing of all residents and visitors.

8 Statutory Officers' comments.

Finance

8.1 The recommendation of the report is to extend the current street lighting term contract from its 6-years, by a further 2 years, which would make this an 8-year contract. As this is a term contract, there is no obligation to incur expenditure (subject to any minimum spend levels).

8.2 The anticipated contract value will now be up to around £22.5m. This level of spend will be funded through existing capital and revenue budgets which may be subject to change. The extension will be on the existing terms and conditions and with no increase in rates (other than those allowed for under the contract).

Procurement

8.3 Strategic Procurement note that this report relates to the approval of an extension with Marlborough Highways Ltd for the provision of street lighting maintenance services for the Council.

8.4 This marks the final extension to the contract which will commence from 1st October 2025 to 30th June 2027. It is noted by SP that not all KPI's were met due to the reasons given in paragraph 5.2 above.

8.5 SP acknowledges the benefit of delivering both street lighting and highway works contracts through a single contractor, however there is a risk that this extension does not represent value for money as current benchmarking rates/fees from the market have not been illustrated.

8.6 SP's recommendation to approve the extension is solely based on the risk of service disruption due to the limited time left for the contract to expire. SP supports the recommendation to approve the extension in accordance with CSO's 18.02.1 & 18.02.2 & 2.01(d).

Legal

8.6 The Director of Legal and Governance (Monitoring Officer) has been consulted in the preparation of this report.

8.7 The extension which this report relates to is permitted under the Council's Contract Standing Orders 18.02.2 and 2.01(d) and Regulation 72(1)(a) of the Public Contracts Regulations 2015 under which the contract was procured.

8.8 Further to paragraph 8.7 above, pursuant to Contract Standing Orders 18.02.2 and 2.01(d), Cabinet has authority to approve the variation and/or extension of a contract where the value of the variation and/or extension is £500,000 or more and as such the recommendations in paragraph 3 of the report is in line with the Council's CSO.

8.9 The Director of Legal and Governance (Monitoring Officer) confirms there are no legal reasons preventing Cabinet from approving the recommendations in the report.

Equality

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

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

8.11 The three parts of the duty 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.

8.12 The decision is to extend a contract for term services in relation to street lighting assets. The terms and conditions of this contract require suppliers to comply with Council duties in any works they undertake. Equalities formed a key element of the quality assessment process of the tender award to make sure that the successful tenderer would meet the requirements of the Council.

8.13 Equality is a key issue considered when undertaking the design of all schemes/works carried out under this contract.

8.14 Improvements to street lighting that will be delivered through this contract extension will benefit all Haringey residents and visitors, with some vulnerable groups, such as the elderly and those with disabilities benefitting particularly.

9 Use of Appendices

None

10 Local Government (Access to Information) Act 1985

Award of Highway and Street Lighting Term Contracts, Cabinet Meeting - 9 July 2019.
Proposed extension to Street Lighting Contract, Cabinet Meeting – January 2023.
Highways and Street Lighting 5-year Delivery Plan, Cabinet - 22 April 2025.

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MINUTES OF THE CABINET MEMBER SIGNING HELD ON THURSDAY, 29 MAY 2025, 3:30PM - 3:45PM

PRESENT: Councillor Zena Brabazon, Cabinet Member for Children, Schools & Families Economy

In attendance: Pauline Simpson, Strategic Commissioner, Priti Gaberria, Head of Children's Commissioning and Nazyer Choudhury, Principal Committee Co-Ordinator

1. FILMING AT MEETINGS

The Cabinet Member referred to the filming at meetings notice and this information was noted.

2. APOLOGIES FOR ABSENCE

There were none.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. URGENT BUSINESS

There was no urgent business.

5. DEPUTATIONS / PETITIONS / QUESTIONS

There were none.

6. APPROVAL TO COMMISSION INDEPENDENT FOSTERING AGENCIES VIA A DYNAMIC PURCHASING SYSTEM FOR CHILDREN SERVICES

The report sought authority to undertake a procurement exercise to commission Independent Fostering Agencies (IFA) placements for children looked after via Dynamic Purchasing System (DPS) ensuring compliance with the Public Contract Regulations 2015.

The Council had a statutory duty under Section 22G of the Children Act 1989 to provide sufficient local accommodation for looked after children. This required local authorities to take steps that secured, so far as reasonably practicable, sufficient accommodation within the authority's area which met the needs of children that the local authority was looking after.

The Council currently spot purchases foster care provision from a range of IFAs due to insufficient capacity within in- house foster carers. Setting up the Council's own

Dynamic Purchasing System (DPS) would support in budling a long-term arrangement with providers, focusing on developing closer relationships. This would assist Haringey in managing the market, controlling costs and working in partnership to increase the number of foster placements within the Borough to support children looked after.

In 2023/2024, 123 children looked after were placed with IFAs and £5.8 million was spent on this provision.

As of Feb 2025, 87 children looked after were placed in IFA placements

In FY 2024/2025, £5.1 million was spent on independent fostering.

A new DPS would be established and the estimated spend up to 4 years term was estimated at £22.5 million. This figure included an annual inflation of 4%.

The new DPS would enable the Council to commission fostering placements for children and young people from IFAs until such time as the Procurement Act 2023 (Commencement and Transitional and Savings Arrangement Regulations 2024) permit, currently not being less than 4 years.

The Cabinet Member RESOLVED

1. To approve the estimated spend of up to £22.5 million on Independent Fostering Agencies over a period of 4 years via the DPS which is inclusive of annual inflation of 4%.

2. To approve the commissioning fostering placements from Independent Fostering Agencies for Children looked after via the corporate DPS pursuant to Regulation 34 of the Public Contracts Regulations 2015.

3. Where contracts valued at £500,000 or more that require approval by the Cabinet Member as per Contract Standing Order (CSO) 9.07.1 d) or modified as per CSO 10.02.1 b) (variations and extensions to contracts of £500,000) or more; to delegate authority to the Director of Children's Services in consultation with the Lead member for Children's, Schools and families to award, vary or extend any individual call offs or block contract arrangements under the DPS to successful providers up to £1 million per award or any individual variation and extension.

Reasons for decision

Services would be commissioned through Haringey's DPS and be aligned to the procurement regulations, ensuring compliance and flexibility in developing the provider market.

The Council had a statutory requirement to provide accommodation for children who were in its care and to improve outcomes and actively promote the life chances of

children they look after. It was the responsibility of local authorities to act as the best possible parent for each child they looked after.

Haringey's Looked After Children's Sufficiency 2022- 2026, as part of this strategy, the Council aimed to place the majority of looked after children in high-quality, cost effective, local, family-based placements. Commissioning Independent Fostering Agencies supported the Council in achieving this goal.

Alternative options considered

Do nothing: This option was discounted: The Council had a statutory duty under section 22G of the Children Act 1989 to take steps that secured sufficient accommodation within its area for children in their care.

Doing nothing would mean continuing to spot purchasing without a framework in place which would mean a lack of purchasing control and the element of competition to drive cost efficiencies to secure better value for money. This would not be compliant with procurement regulations.

Deliver in house: The Council already had its own in house fostering service and other arrangements such as kinship network. This would not meet the sufficiency requirements for all children looked after.

7. APPROVAL TO COMMISSION RESIDENTIAL CHILDREN'S HOMES PLACEMENTS VIA A DYNAMIC PURCHASING SYSTEM (DPS) FOR CHILDREN IN CARE

The report sought authority to undertake a procurement exercise to commission Children's Residential Home Placements for children looked after via Dynamic Purchasing System (DPS) ensuring compliance with the Public Contracts Regulations 2015.

The Council had a statutory duty to ensure there is a range of local homes available, sufficient to meet the needs of the children in the care of the local authority.

The Council currently spot purchased children's residential home placements. Setting up the Council's own DPS would support in budling a long-term arrangement with providers with a major focus on developing closer relationships with registered Children's Homes in Haringey.

In 2023/2024, £8.5 million was spent on registered children's homes placements for children looked after. This included providers registered for residential family centres and secure accommodation. Compared to FY 2022/2023, this is a decrease of £370,000 due to the initiatives in place to step down children looked after from residential care with reunification back home or into foster care according to their needs.

In FY 2024/2025, £9 million was spent on children's homes placements. This included providers registered for residential family centres and secure accommodation. As of Jan 2025, 26 children looked after were placed in children's residential homes.

The estimated spend up to 4 years term is £39.7m (annual costs of £9m). This figure included an estimated annual inflation of 4%.

The new DPS would enable the Council to commission Children's Residential Home placements until such time as the Procurement Act 2023 (Commencement and Transitional and Savings Arrangement Regulations 2024) permits, currently not being less than 4 years.

The estimated annual expenditure on providers registered to care for children looked after with emotional and/or behavioural difficulties and learning disabilities was estimated at £6.9 million and would enable the Council to deliver its statutory duty and ensure good quality homes which represented value for money.

The Cabinet Member RESOLVED

1. The estimated, spend of up to £39.7 million (annual costs of £9m) on children's residential placements over a period of up to 4 years which includes an estimated annual inflation of 4%.

2. The commissioning of Children's Residential Homes for Children Looked After via the corporate DPS pursuant to Regulation 34 of the Public Contracts Regulations 2015.

3. Where contracts valued at £500,000 or more that require approval by Cabinet as per Contract Standing Order (CSO) 9.07.1 d) or modified as per CSO 10.02.1 b) (variations and extensions to contracts of £500,000 or more; to delegate authority to the Director of Children Services in consultation with the Lead member for Children's, Schools and families to award, vary or extend any individual call offs or block contract arrangements under the DPS to successful providers up to £2 million per award or any individual variation and extension.

Reasons for decision

Approval to procure residential children's homes placements via the DPS would ensure compliance with Public Contracts Regulations 2015. Haringey's Looked After Children's Sufficiency 2022- 2026, set out actions to improve the availability, quality, and impact of placements as well as how best parents and carers, children and young people and whole families could have access to the support they needed to prevent breakdowns in relationships, support important family attachments and enable children and young people to remain at home with consistent care, wherever possible.

In addition, the Children Acts 1989 and the Children and Young Person Act 2008 placed a sufficiency duty on local authorities to secure accommodation for children in their care, stating "the Local Authority must take steps to secure, as far as is reasonably practicable, sufficient accommodation within the Authority's area boundaries which meets the needs of children that the local authority is looking after

and whose circumstances are such that it would be consistent with their welfare for them to be provided with accommodation that is in the local authority's area".

Services would be commissioned through Haringey's DPS system and be aligned to the new procurement regulations, ensuring compliance and flexibility in developing the provider market.

Alternative options considered

Do nothing: This option was discounted: This would mean continuing to spot purchasing without a framework which was not compliant with Procurement regulations.

Do nothing: The Council had a statutory duty under section 22G of the Children Act 1989 to take steps that secured sufficient accommodation within its area.

Deliver in house: The Council already has its own registered Children's Home Residential since November 2022 which could accommodate up to 6 children in care. This would not meet the sufficiency requirements of children looked after.

CABINET MEMBER: Councillor Zena Brabazon

Signed by Cabinet Member ……..

Date ……30 May 2025……

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MINUTES OF THE MEETING Cabinet Member Signing HELD ON Tuesday, 10th June, 2025, 2.10 - 2.25 pm

PRESENT:

Councillors: Lucia das Neves

ALSO ATTENDING:

8. APOLOGIES FOR ABSENCE

There were none.

9. DECLARATIONS OF INTEREST

There were none.

10. URGENT BUSINESS

There was none.

11. DEPUTATIONS / PETITIONS / QUESTIONS

There were none.

12. AWARD OF CONTRACT FOR THE PROVISION OF POSITIVE BEHAVIOUR SUPPORT SERVICE - CARE AND SUPPORT FOR PERSON B

The Adult Social Care Commissioning Manager introduced the report. The rationale for the report was outlined.

The proposed provider of Organisation A was explained and it was additionally explained that the request was to procure an initial period of five years at an estimated cost of £3.8m, with an option to extend for a further period or periods of up to five years

The Cabinet Member expressed concerns with the number of potential providers and the size of market. Officers explained that there had been extensive work to identify suppliers, but stressed that, due to the complexity of the case, there was a low number of suppliers.

The Cabinet Member noted the high level of need in the case.

RESOLVED:

That the Cabinet Member for Health, Social Care and Wellbeing:

1. Approved, in accordance with Contract Standing Order 16.1 and 0.08, the award of a Service Agreement to the successful Service Provider (identified in the exempt appendix of this report) for the Provision of Positive Behaviour Support (PBS) Service – bespoke care and support provision for Person B. The service agreement would run for an initial period of five (5) years at an estimated cost of £3.8m with a target commencement date of 1st July 2025, with an option to extend for a further period or periods of up to five (5) years. The estimated total cost of service would be £7.6m for ten (10) years (if fully extended).

2. Noted that the cost of the service was jointly funded by the Council and North Central London Integrated Care Board (NCL ICB) under section 117. The indicative split was Haringey Adult Social Care 23% and NCL ICB 77%, while transition costs were fully funded by NCL ICB.

Reasons for decision

The decision to award a Service Agreement to the successful Service Provider was based on the conclusion of a competitive procurement process. The proposed recommendation to award the Service Agreement was made according to the outcome of the Most Economically Advantageous Tender, as detailed in section 6 of this report.

Positive behaviour support (PBS) was a person-centred framework for providing long-term support to people with a learning disability, and/or autism, including those with mental health conditions, who had, or were at risk of developing, behaviours that challenge. It was a blend of person-centred values and behavioural science and used evidence to inform decision-making.

The PBS Framework brought several benefits: Services were based on a PBS approach to improve life outcomes of vulnerable service users who presented ‘challenging behaviours’ to live in a community setting. Providers’ performance was judged according to the extent to which the agreed outcomes were met and the extent to which an individual’s independence was maintained with stable or decreased care and support needs. The Service Provider, in partnership with the Council, was expected to measure and record achievement of individual outcomes and meet the requirements of the Council’s Performance Monitoring Tool.

The Service Provider was required to ensure that all staff engaged in the delivery of the Services to Person B were rewarded fairly without unreasonable deductions from pay and were paid hourly rates no less than the London Living Wage (LLW), which

coincided with the Council's commitment to LLW. The Positive Behaviour Support model gave the flexibility to step down Person B's package of care over time.

Alternative options considered

Do nothing – This would have entailed Person B remaining in hospital without a clear target date for discharge, continuing to be in a hospital setting isolated from the wider community, unable to interact with others or have opportunities to become as independent as possible and choose the life they wished to lead.

This would not have helped Haringey Council and NCL ICB to deliver the requirements of the NHS long-term plan for people with learning disability and/or autism to be discharged from hospital or prevented from being admitted to an inpatient setting. It would have resulted in reduced patient choice and would not have delivered the outcomes for patients as set out in Building the Right Support. The Local Authority would not have fulfilled its duty of care as required.

Continue to search nationally for a community provision already established – Despite a 2-year search by HLDP (Haringey Learning Disability Partnership) and NCL ICB, there was not a currently existing provision nationally which could meet this person's needs. There was a high risk posed to the community (and Haringey, and whole system reputation) if Person B was placed in a service which could not meet needs, and high risk (reactive re-admission costs in event of breakdown), and huge detrimental impact on the person and prospects for community living in the future.
- Such an approach had a negative impact on morale
- Making people "fit" into pre-existing services did not produce positive outcomes
- High risk of breakdown as not tailored to individual needs
- It was also resource intensive
- Commanded extensive human costs in terms of time

Acquire and adapt individual accommodation – Bespoke Community provision: This would have provided a highly personalised and adapted housing and support solution. Initial investment in adaptations would have reduced long-term dependence on higher-than-necessary staffing requirements.

This option would have met the ambitions of the NHS Long Term Plan and would have delivered improved outcomes for individuals as set out in Building the Right Support.

It would have been necessary to source a detached ground floor 3/4 bedroom property to ensure enough room for staff and space for a sensory/quiet room. The property needed to be detached to reduce noise transfer. This would have required the tendering for a robust care provider who had infrastructure in the designated location for property purchase or was willing to set up a sustainable service in the area

where the property was purchased. Amplius (formerly known as Grand Union Housing) was already onboard, so searches took place within the home counties, but accommodation was sought in areas where a Community Learning Disability Team would support the placement. Therefore, specific areas such as Hertfordshire and Essex were excluded.

All areas were considered, due to the limited pool of detached bungalows which might have come onto the open market; furthermore, not all of these were suitable for adaptation. So, it was essential to consider a larger geographical area to find the most suitable accommodation within budget. As far as practically possible, it was sought within easily commutable distance for family to visit from Haringey.

New build property – Person B required a robust environment with specialist adaptation. An older home was built with plaster and lathe, making the home structurally stronger than the drywall construction of modern homes. These older materials also provided a better sound barrier and insulation.

This would have provided a personalised housing with care solution through use of self-contained accommodation and individual service funds for commissioning the support arrangements. It would have provided a highly personalised housing and care solution and would have met the ambitions of the NHS Long Term Plan and Building the Right Support. However, sourcing an alternative suitable site was likely to be problematic owing to affordable land shortages, especially in areas close to London.

13. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

To exclude the press and public be from the remainder of the meeting as it contains exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 3, namely information relating to the financial or business affairs of any particular person (including the authority holding that information)

14. AWARD OF CONTRACT FOR THE PROVISION OF POSITIVE BEHAVIOUR SUPPORT SERVICE - CARE AND SUPPORT FOR PERSON B - EXEMPT APPENDIX

The exempt information was discussed.

RESOLVED:

The exempt information was noted

CHAIR:

Signed by Chair ……..

Date ……

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MINUTES OF THE MEETING Cabinet Member Signing HELD ON Tuesday, 10th June, 2025, 2.30 - 3.00 pm

PRESENT:

Cabinet Member: Councillor Sarah Williams

ALSO ATTENDING:

Chris Liasi – Principal Committee Co-ordinator, Christian Carlisle - AD Asset Management, Peter De-Bique - Head of Major Works

8. FILMING AT MEETINGS

The Cabinet Member referred to the filming at meetings notice and this information was noted.

9. APOLOGIES FOR ABSENCE

There were none.

10. DECLARATIONS OF INTEREST

There were no declarations of interest.

11. URGENT BUSINESS

There were no urgent business.

12. DEPUTATIONS/PETITIONS/QUESTIONS

There were none.

13. BOROUGH WIDE KITCHEN & BATHROOM MODERNISATION & ASSOCIATED WORKS (2025-2027)

This report sought the Cabinet Member for Housing and Planning's approval for awarding a contract to Contractor 'L' to carry out internal modernisation works on approximately 300 dwellings across the borough, subject to validation surveys. Additional addresses were expected to be added in the contract's second year. The agreement was structured as a two-year Measured Term Contract (MTC) with a maximum value of £4.8 million.

The contract had initially been awarded to Contractor ‘D’ and received Cabinet Member Signing on 25 July 2024. However, Contractor ‘D’ issued a Termination of Contract notice on 10 March 2025, in accordance with Contract Clause 7.1, with the termination effective from 9 June 2025. As a result, the report proposed awarding the contract to the second-placed bidder, Contractor ‘L’, to maintain continuity of the modernisation programme and prevent further delays.

In addition, the report requested the Cabinet Member’s approval for issuing a Letter of Intent to the approved contractor, for an amount up to £480,000—representing 10% of the contract value. This would allow the contractor to secure their supply chain and support timely mobilisation of the programme.

Recommendations:

2.1 Pursuant to the council’s contract Standing Order (CSO) 2.01. c and in accordance with Statement of Principles CSO 0.08., for the Cabinet Member for Housing and Planning to approve the award of a Measured Term Contract to the preferred contractor identified in exempt Appendix A for the renewal of kitchens, bathrooms and associated works to borough wide dwellings. This will be for the maximum sum of £4.8m for the period of 2 years, with the option of a time and value extension of one year.

2.2 For Cabinet Member for Housing and Planning to approve the issue of a letter of intent for approval for the issue of a letter of intent to the approved contractor. This will be for an amount up to £480,000 which represents 10% of the contract sum.

2.3 For Cabinet Member for Housing and Planning to approve the professional fees of £443,302 that represents 9.24% of the contract sum.

2.4 For Cabinet Member Housing and Planning to note and approve the total project costs set out in the exempt part of the report.

Reasons for decision

3.1 One of the key objectives of the Housing Asset Management Strategy is to bring all of the Council’s Housing stock up to the Decent Homes Standard by 2028. The Decent Homes Standard is a minimum standard regulatory requirement for all social housing landlords and was established to ‘bring health benefits to tenants and reduce health inequalities’ (Decent Homes Guidance 2006). This work is key in helping the Council maintain a principal strategy, by providing modern facilities with the modernisation of kitchens and bathrooms for our residents.

3.2 Cabinet Member approval is required to award a Measured Term Contract (MTC) for internal modernisation works to circa 300 dwellings boroughwide over a period of two years, with further addresses being added in the second year of the contract. The contract will enable essential internal works such as the renewal of kitchens, bathrooms and associated works to progress. This is following a tendering exercise via the Adam Procure Dynamic

Purchasing System (DPS) under the Minor Work Category. The procurement process was fully overseen and managed by Haringey Council's Procurement team. The contract will be carried out over two years with an option to extend for one further year.

3.3 The evaluation process was carried out in accordance with the Invitation to Tender requirements and was based on 60% price and 30% quality and 10% social value.

3.4 Based on the tender evaluation the original recommendation was that the tender was awarded to Contractor 'D'. Due to the termination of the contract by the first placed bidder, the recommendation of this report is that the contract is awarded to the second placed bidder Contractor 'L'. The details of the tender evaluation are outlined in appendix A, the exempt part of this report.

3.5 Properties within this scheme will include homes that have been identified as requiring modernisation of facilities due to old age, inadequate space or layout and, are subject to a detailed validation survey. The project will enable works to commence and contribute to properties being brought up to the Decent Homes Standard whilst also alleviating the pressure on repairs maintenance and servicing costs.

Alternative options considered

4.1 An alternative option would be to re-tender this project on the DPS framework. However, this may result in a less favourable financial outcome for the Council and further delays to the completion of Decent Homes work.

4.2 The option of not undertaking this work was also considered. However, it would result in Haringey not achieving the agreed objectives within the Asset Management Strategy 2023-28 of achieving 100% homes meeting the Decent Homes Standard by 2028. It would also result in increased repairs costs and potential resident dissatisfaction, due to under investment in the homes of our residents.

14. EXCLUSION OF THE PRESS AND PUBLIC

That the press and public be excluded from the remainder of the meeting as item 9 contains exempt information as defined under paragraph 3, 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).

15. EXEMPT - BOROUGH WIDE KITCHEN & BATHROOM MODERNISATION & ASSOCIATED WORKS (2025-2027)

The Cabinet Member considered the exempt information.

CABINET MEMBER:

Signed by CABINET MEMBER ……..

Date ……

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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