

DECISION NOTICE OF THE Cabinet HELD ON Tuesday, 11th November, 2025

Set out below is a summary of the decisions taken at the meeting of Cabinet held on Tuesday, 11 November 2025.

If you have any queries about any matters referred to in this decision sheet please contact Richard Plummer, Committees Manager.

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

Declarations of Interest for this Item:

None

RESOLVED:

That Cabinet:

1. Noted the recommendations of the Housing, Planning and Development Scrutiny Panel Review as agreed by the Overview and Scrutiny Committee attached at Appendix 1.
2. Agreed with the responses to these recommendations as set out in the table attached at Appendix 2

Reasons for decision

Under the agreed protocols, the Overview and Scrutiny Committee (OSC) has responsibility for all overview and scrutiny functions on behalf of the Council, where the OSC can assist the Council and the Cabinet in its budgetary and policy framework through conducting in-depth analysis of local policy issues and can make recommendations for service development or improvement. The Committee may:

- (a) Review or scrutinise decisions made or actions taken in connection with the discharge of any of the Cabinet's or Council's functions.
- (b) Make reports and recommendations to the full Council, the Cabinet or relevant non-Executive Committee in connection with the discharge of any functions.
- (c) Make reports or recommendations on matters affecting the area or its inhabitants.

The Housing, Planning and Development Scrutiny Panel met on 26th September 2024, where it discussed relevant policies that were due for revision. In addition, a number of comments were received related to the length of time that families had to wait for a housing placement. Therefore on this basis, it was agreed that a review would be carried out by the Housing, Planning and Development Scrutiny Panel.

On 18th September 2025, the OSC agreed the review of the Housing, Planning and Development Scrutiny Panel on the Temporary Accommodation Placements Policy and Private Rented Sector Discharge Policy. The OSC agreed to send the recommendations to Cabinet for response. (Appendix 2).

Alternative options considered.

None.

9. DRAFT 2026-27 BUDGET AND 2026-2031 MEDIUM TERM FINANCIAL STRATEGY REPORT

Declarations of interest for this item:

None

RESOLVED:

That Cabinet:

1. Noted the Council's current financial position as set out in this report which builds on the work undertaken since the previous report to Cabinet in July 2025.
2. Noted the proposed new savings, pressures and capital programme changes for 2026/27 – 2030/31 (Appendices 1 to 6).
3. Noted the current estimated budget gap for 2026/27 and the remaining period of the Medium-Term Financial Strategy (MTFS) and the key changes since the last update in July 2025 (Section 13.5).
4. Noted the new risks and uncertainties in Section 15.
5. Noted 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.
6. Approved the launch of consultation on the revenue budget proposals and proposed changes to the capital programme as set out in this report.

Reasons for decision

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 July 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 on 11 February 2026 for recommending to Full Council on 2 March 2026.

Alternative options considered

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 2 March 2026.

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

10. APPROVAL TO TENDER A JCT DESIGN AND BUILD CONTRACT FOR THE KINGS ROAD CAR PARK SITE, N17

Declarations of interest for this item:

None

RESOLVED:

That Cabinet:

1. Approved the initiation of a tender process for the selection of a contractor to deliver the new-build development of nine Council homes at Kings Road Car Park (land to the rear of St James Place), N17 8NP. This approval included the anticipated total scheme cost as detailed in the exempt section of this report.

Reasons for decisions

The Council's Contract Standing Order item 2.01.b) requires Cabinet approval to commence a procurement exercise for proposed contracts valued £500,000 or above.

The site known as Kings Road Car Park (to the rear of St James Place), N17 8NP, was approved by Cabinet in October 2021 for inclusion in the Council's Housing Delivery Programme. A planning application for the proposed redevelopment will be submitted by October 2025; the application is scheduled for determination at December's 2025 Planning Committee.

Financial appraisals, supported by the Council's independent cost consultant, confirm that the scheme is viable and represents value for money.

The proposed development will deliver nine much-needed affordable homes on Council-owned land. The inclusion of larger four-bedroom homes responds directly to a significant gap in the Council's existing housing stock, particularly for larger households currently placed in temporary or high-cost accommodation due to the lack of suitable provision. This scheme not only meets urgent housing needs but also supports long-term financial sustainability by reducing reliance on more expensive housing solutions. Additionally, the development contributes to the Council's strategic target of delivering 3,000 new Council homes by 2031.

The proposed development makes efficient use of an underutilised Council-owned site, providing high-quality, affordable housing. This aligns with the Council's strategic objective to maximise the use of its land assets to meet pressing housing needs.

The proposed development has been designed to address existing issues of anti-social behaviour through improved site layout, natural surveillance, and secure access arrangements. Upgraded refuse storage facilities will support the Council's efforts to reduce fly-tipping in the area, contributing to a cleaner and safer environment. Collectively, these improvements will enhance the overall quality of the public realm and promote a more positive living environment for existing and future residents.

Alternative options considered

One option considered was not proceeding with a competitive tender or developing the site for housing. However, this approach was discounted as it does not align with the Council's strategic objective to deliver a new generation of Council homes.

11. APPROVAL TO TENDER FOR A WORKS CONTRACTOR TO BUILD 17 HOMES AT TIVERTON ESTATE

Declarations of interest for this item:

None

RESOLVED:

That Cabinet:

1. Approved the commencement of procurement exercise in accordance with Contract Standing Order (CSO) 2.01 b), for the selection of a contractor to deliver a new build development of 17 Council Homes at the site shown on the plan at Appendix 1 within Tiverton Estate, for an anticipated total contract and client contingency set out in the exempt Appendix 2 of this report.
2. Approved the procurement of the contract via London Construction Programme (LCP) – Housing Framework.

Reasons for decisions

The site known as open space in front of 24-96 Tiverton Road with the Tiverton Estate, was approved by Cabinet on 21st January 2020 to be included in the Council's Housing Delivery programme. A design and access plan, aimed to supporting a planning application for the redevelopment of the site is being prepared by appointed Architects. The scheme is scheduled to be considered for approval at Planning Committee in Autumn 2025.

Financial appraisals supported by the independent cost consultant demonstrate that the scheme is viable and value for money can be achieved via the procurement route detailed in Section 6.3 of this report.

The site proposal will provide 17 much-needed affordable homes on Council-owned land, including two M4(3) wheelchair homes and family homes, with associated refuse stores, cycle stores, service space, amenity space and landscaping. These 17 homes will contribute to our aspiration to build 3000 Council homes by 2031.

The Council's Contract Standing Order item 2.01.b) requires Cabinet approval to commence a procurement exercise for proposed contracts valued £500k or above.

Alternative options considered

We could choose not to proceed to a competitive tender and develop this site for housing purposes. However, this option was rejected as it does not support the Council's commitment to deliver a new generation of Council homes, with associated public realm improvements.

12. ADMISSION TO SCHOOLS – PROPOSED ADMISSION ARRANGEMENTS FOR 2027/28

Declarations of interest for this item:

None

RESOLVED:

That Cabinet:

1. Agreed to consult on the proposed admission arrangements, including the co-ordinated schemes for admission of children to schools for the academic year 2027/28.
2. Agreed to consult on the proposed fair access protocol which, if agreed at Cabinet in February 2026, would be come into force from 1 March 2026.
3. Agreed to consult with stakeholders on the proposal to reduce the PANs at selected primary and secondary schools across the borough. The list of schools where a reduction is being proposed is provided in paragraph 6.13 below.

4. Noted that following the consultation, a report will be prepared summarising the representations received and a decision on the final admission arrangements for 2027/28 will be taken by Cabinet in February 2026.

Reasons for decision

In common with many London authorities, Haringey has been experiencing a decrease in demand for reception school places for several years. The reasons for Haringey's declining numbers are multifaceted, but include a combination of falling birth rates, changes to welfare benefits, the housing crisis, increases in the cost of living, the withdrawal of the right of entry and freedom of movement from EU nationals (Brexit) and as a result of families leaving London during the Covid-19 pandemic. Many of these factors remain outside the Council's control and are at no fault of the schools or their current leadership.

A report on Managing School Places and Admissions in London published by London Councils in February 2025 provides some wider context and independent analysis of the issue.

While recent focus has largely been on reducing primary school capacity, forecast demand for secondary school places is also now declining. Year 7 intake is projected to fall below the notional capacity of 2,628 places by the end of the decade. In response, some reductions in secondary capacity have already been implemented to support the sustainability of the school estate and ensure provision aligns with projected demand.

From 2026, Year 7 capacity will reduce to 2,544 places, helping to manage surplus provision. This revised figure reflects permanent reductions at Heartlands High School (from 240 to 210 in 2025), and planned reductions at Hornsey School for Girls and Park View in 2026, to 135 and 189 places respectively. Further reductions may be necessary to maintain a balanced and efficient secondary school estate.

As previously mentioned, several secondary schools referenced in this report are adjusting their Published Admission Numbers (PAN) to reflect changes in class size models. Some are reducing PANs to move from 27 to 30 pupils per class. These schools have agreed with staff unions to increase class sizes from 27 to 30 pupils, in line with Department for Education (DfE) guidance, which recognises 30 as the standard class size in secondary education. This adjustment supports schools in achieving greater operational and financial efficiency through more flexible staffing and improved resource deployment. This approach also supports schools in aligning their financial and staffing structures with current and projected pupil numbers, while continuing to maintain high standards of educational provision.

The proposals outlined in this report to reduce Published Admission Numbers (PAN), including adjustments to class size models from 27 to 30 pupils per class, are intended to support schools in planning their staffing and educational provision more efficiently by aligning capacity with actual and projected demand. This approach reflects Department for Education (DfE) guidance, which recognises 30 pupils as the standard class size in secondary education and enables schools to realise operational and financial benefits. The consultation process we are seeking to initiate will gather

stakeholder views on these proposals, with a final decision to be presented to Cabinet in February 2026.

Alternative options considered

We are not proposing any changes to the oversubscription criteria for community and voluntary controlled (VC) schools for the 2027/28 academic year. While the School Admissions Code (2021) allows for various mechanisms to influence the allocation of places—such as designated catchment areas, feeder schools, or prioritisation for children eligible for the early years or pupil premium—no alternative option is being considered at this time.

Our aim is to support schools in achieving long-term sustainability and to introduce greater flexibility across the school estate in response to fluctuating population demand. Reducing PANs is one of several strategies available to schools, alongside strengthening partnerships through soft or hard federations and formal agreements such as memorandums of understanding.

Some neighbouring London boroughs have taken more radical steps to address surplus capacity, including school closures and amalgamations. Last year, the Council consulted on the future of three one-form-entry primary schools and subsequently approved their closure from 31 August 2025, with pupils transferring to local schools. These closures do not affect the consultation or determination of admission arrangements for schools governed by the local authority.

13. LOCAL GOVERNMENT & SOCIAL CARE OMBUDSMAN PUBLIC REPORT

Declarations of interest for this item:

None

RESOLVED:

That Cabinet:

1. Noted the findings of the Local Government & Social Care Ombudsman's public report (Ref: 24 014 203) Appendix 1.
2. Approved the Council's response and endorse the action plan set out in Appendix 2.
3. Authorised the Director of Adult Social Care to provide evidence to the Ombudsman of the Council's compliance with the recommendations by 19 November 2025.
4. Agreed to that further assurance updates will be provided to the Adults and Health Scrutiny Panel

Reasons for decision

The decision will ensure that the Council meets its statutory duty under Section 31(2) of the Local Government Act 1974 to formally consider the Ombudsman's public report within three months of publication.

The recommendations also provide assurance that the Council is taking appropriate steps to address the issues identified, provide redress to those affected, and strengthen systems to reduce the risk of recurrence.

Alternative options considered

There are no alternative options. The Council is legally required to formally consider the Ombudsman's report and to respond within the required timeframe. It is not mandatory to follow the Ombudsman's recommendations, but it is recommended that the Council does.

14. ADULT SOCIAL CARE IMPROVEMENT PLAN

Declarations of interest for this item:

None

RESOLVED:

That Cabinet:

1. Noted the findings in the CQC Assessment report as set out in Appendix 1 and the summary of findings in Appendix 2.
2. Approved the Improvement Plan as set out in Appendix 3.
3. Noted the establishment of the cross-party, Adult Social Care (ASC) improvement Board (AIB) that serves as the central governance mechanism for overseeing delivery of the ASC Improvement Plan.
4. Noted that the Improvement Plan will be subsequently presented to the Adults and Health Scrutiny Panel, with updates to the Panel going forward to evidence continuous improvement.
5. Noted that the Improvement Plan is live document and will be subject to regular changes and updates. Any significant changes will be approved by the AIB.
6. Noted the progress made to date, as outlined in section 10 of this report.

Reasons for decision

The council has a critical role in supporting support adults —particularly those who are older, disabled, or vulnerable — to live as independently, safely, and well as possible. It is essential that the council provides a good service to our residents and to their carers, and in doing so complies with all regulatory and statutory duties. Residents need to be assured that the council is committed to improving its services, that it has a

clear plan to do so, is holding itself accountable and is accountable to residents, stakeholders and staff.

Alternative options considered

Alternative options include not implementing an Improvement Plan. However, a clear plan is required to ensure and monitor continuous improvement and compliance with statutory responsibilities is essential

15. PUBLICATION OF ADULT CARERS STRATEGY

Declarations of interest for this item:

None

RESOLVED:

That Cabinet:

1. Approved the Haringey Adult Carers Strategy 2025 - 2028 and endorsed the proposed first-phase delivery plan.

Reasons for decision

The Council has a responsibility under Section 2 of the Care Act 2014 to prevent, reduce or delay Carers coming into need of further services, or delaying deterioration wherever possible.

There are also legislative requirements for health and care statutory partners in relation to Carers; further there are relevant interdependencies within the Equality Act protected characteristics, including age, disability, gender and race.

The joined-up approach taken has also framed supporting Carers' resilience, health and wellbeing as a borough responsibility, beyond just health and social care boundaries.

Our CQC report in February 2025 indicated that Carers were often dissatisfied with the level of support they received from the Council. This Strategy is part of our commitment to our improvement journey with Carers who provide unpaid care and support to residents in Haringey. We have listened to not only the CQC feedback but also to feedback across several different methods of engagement and coproduction with Carers across the borough.

16. APPROVAL OF A DRAFT HOMELESSNESS STRATEGY FOR CONSULTATION

Declarations of interest for this item:

None

RESOLVED:

That Cabinet:

1. Approved the Draft Homelessness Strategy attached at Appendix 1 for formal consultation as set out in this report
2. Noted that, following that consultation, officers will bring back to Cabinet a draft new Homelessness Strategy for 2025-2027 for adoption.

Reasons for decision

The Homelessness Act 2002 ("the Act") requires local authorities to carry out a homelessness review and formulate and publish a homelessness strategy informed by that review at least once every five years. The Draft Strategy proposed here for consultation has been developed over the course of more than a year with considerable engagement from a wide range of stakeholders, including people with lived experience of homelessness and organisations working to support them. If the draft is approved by Cabinet, the council will consult as set out in this report before developing an amended, final version of a Homelessness Strategy for adoption in December 2025.

Alternative options considered

Cabinet could decide not to adopt the Draft Strategy proposed here. This is not recommended because to do so would delay the adoption of a strategy that the Council is required by law to have in place. Further, the Council is required to take its Homelessness Strategy into account in the exercise of its functions as a local housing authority, and it requires updating for this purpose.

17. FIRE DOORS CONTRACTS

Declarations of interest for this item:

None

RESOLVED:

That Cabinet:

1. Approved the award to Bidder B of a contract, and associated expenditure, for the provision and replacement of fire rated flat entrance doors, communal doors and riser/service cupboard doors and passive fire safety & decoration works, within the Council's residential housing stock as detailed within the programme schedule.
2. Noted that approval shall be provisional subject to the second stage s20 Leasehold consultation process. The award decision will be implemented where no observations are received. Should observations be received, the award will not be implemented and the decision returned to Cabinet.

Reasons for decision

To comply with fire safety legislation, including the Regulatory Reform (Fire Safety) Order 2005, Fire Safety Act 2021 and the Building Safety Act 2022. To meet Building Regulations (Approved Document B) requirements which sets out the minimum standards for fire rated doors in specific areas of residential properties, which ensures compliance with British Standards for fire resistance for door sets.

Fire doors and associated building works are a critical part of passive fire protection in buildings; they help prevent and contain fire and smoke. By upgrading fire doors to comply with the current standards for certified installation of the door sets, and carrying out associated fire safety works, we will reduce the risk of fire spread, particularly in high-rise or multi-occupancy housing. We will implement this replacement programme, targeting doors installed during the original construction of the building or replaced during historic planned work that do not meet the required standards that have been updated since the Grenfell tragedy to improve resident safety.

Fire Risk Assessments and regular fire door inspections identify doors that require replacement with compliant door and allows us to prioritise those of greatest risk within our programme. When replacing the non-compliant fire doors in the Council's residential buildings, we can review the Fire Risk Assessment which sets the overall risk rating of the building, which is then likely to be reduced.

Older fire doors lack test certification and evidence of compliance or traceability of performance standards. However, in lower rise buildings (below 18m in height) will be assessed by the Risk Assessor and may be considered as 'notional' 30-minute fire doors. This can be acceptable in certain situations, and such doors will therefore be a lower priority within the programme or replaced if appropriate, during our major works programme. Such doors may be assessed as acceptable under the following circumstances

- Good Condition: They should be solid, heavy, and free from warping or significant gaps.
- Good Fit: There should be a close fit in the frame, with gaps not exceeding 4mm (excluding the gap at the bottom).
- Small Premises: They are often acceptable in small, non-domestic premises and small residential blocks below 18m and where the risk is considered to be low.
- Older Buildings: Where they meet the standards of their era and are suitable as long as the overall building risk is low.

However, in high-rise, (above 18m) and buildings assessed as higher risk, the Council are required to replace and install certified, and tested, fire door sets to demonstrate compliance and to digitally store evidence of certification for the Golden Thread of information as set out in the recommendations of the Hackitt report following the Grenfell Tower fire in 2017.

It is intended to award two contracts, for the delivery of two programmes with a maximum value of up to £12.5m each. It is anticipated that each programme will take

5 years to complete. This award is for the first of those contracts. A second procurement exercise will be undertaken subsequently in 2026, to award the second contract. The reason for two separate contracts is to reduce risk of reliance on one contractor for such a large and specialist technical programme, and to ensure appropriate in-house resources can be allocated over a staggered period to appropriately manage both programmes.

Appropriate management, quality assurance and reviews will be in place, to ensure we can effectively maintain required levels of service and avoid poor performance or contractor failure, and thereby, ensure best value throughout the contract. We will also ensure instruction of work is based on contractor performance throughout the term in accordance with contract conditions and achievement of Key Performance Indicators.

A procurement strategy was chosen to ensure standardised fire rated door sets across our housing stock. This provides consistency of doors installed in the Council's Housing stock which, for which it remains the Responsible and Principal Accountable Person. This approach to provision will improve maintenance efficiency and ensure consistency of information to residents, so that they will have a better understanding of how fire doors operate and are less likely to impede their operation, which will improve their safety. It will also ensure our statutory duties are fulfilled regarding the compliant management of fire doors.

This contract will be subject to determination under a break clause, allowing the Council to withdraw from the contract for reasons including continued and unresolved poor performance, and/or in the event that services can successfully be delivered through in-house expertise and resources.

The programme is fully capital funded and included within the current medium term financial plan. Delivery and associated expenditure will be smoothed across the contract term as much as possible and a more detailed estimated expenditure profile projection is included in the Exempt part of this report and takes into account the need for submission of applications under the Gateway process for the Building Safety Regulator where applicable.

The award of this contract provides a fully inclusive service to survey, measure, manufacture and install, and supply only if required, of new fire door sets and associated works.

The programme covers all fire door types including Flat Entrance Doors and communal doors that include Riser and cupboard Doors, Stairwell and Cross Corridor doors. Whilst approximately half of the 10,000 flat entrance doors identified for replacement, will be covered by this programme, the actual total number of doors that will be replaced will be determined through final inspection and prioritisation. It will also be dependent upon the number of communal doors requiring replacement in the block and the amount of associated building remedial works required.

Alternative options considered

Do nothing: This is not an option due to the Council's statutory health and safety obligation.

Undertake all the work in-house: This option is not currently viable due to the strict requirement of manufacturing the fire door sets and 3rd party certification for the installation of the doors.

Procure a more traditional installer led supply chain. This was not preferred due to the inconsistencies it presents in terms of control over the door supplier, potentially leading to inconsistencies in standards, reliability, maintenance requirements, and safety.

Procure one single supplier for all door replacements. Due to the size of the programme, it was felt that better value and delivery could be achieved through having two contracts running in parallel. However, due to current market availability, we are unable to make the two awards from a single procurement exercise. A second procurement will therefore be undertaken early in 2026.

18. HOUSING ANNUAL COMPLIANCE ASSURANCE STATEMENT

Declarations of interest for this item:

None

RESOLVED:

That Cabinet:

1. Noted the report and the continued improvements being made to provide further assurance in future.

Reasons for decision

The purpose of this report is to provide Cabinet and council tenants and leaseholders with the assurance and confidence that the Housing Service's arrangements for monitoring the 'big six' compliance areas are robust and are subject to ongoing review and improvement.

Alternative options considered

Not applicable.

19. PROCUREMENT OF CLIENT FIT OUT ITEMS FOR THE HARINGEY CIVIC CENTRE

Declarations of interest for this item:

None

RESOLVED:

That Cabinet:

1. Approved the commencement of procurement exercises for the following contract and Framework in accordance with CSO 2.01(b) and CSO 7.01 (commencement of procurement of contracts valued at £500k or above and the setting up of a Framework):
 - a. Contract for the acquisition of Fixtures, Fittings and Equipment (FF&E) for the Civic Centre at a value not exceeding the amount stated in the exempt portion of the report.
 - b. Framework to procure Catering Operators from which the Council can select a café operator concession for the Civic Centre and other council owned assets when opportunities arise for a period of 4 years.
2. Noted that several other FF&E items will fall below the statutory procurement thresholds and will be procured ensuring best value.
3. Note the overall cost for all client fit out items will be within the agreed budget as contained in the 12 November 2024 Cabinet Report titled: Civic Centre Development Project, Construction Main Contract Award.

Reasons for decision

To achieve the completion of client fit out of the Civic Centre and enable effective occupation of the building in 2027. The Council would need to procure the following:

- a) Acquiring Fixtures, Fittings and Equipment (FF&E)
- b) Additional FF&E items below procurement threshold
- c) A catering concession for the cafe in the Welcome space

Following Practical Completion of the building, the Council will be responsible for installing the necessary FF&E within a 12-week period to ensure the Civic Centre is ready for occupation.

The scope of FF&E is extensive and will include, but is not limited to:

- Workstations
- Chairs
- Desks
- Furniture for meeting rooms
- Committee rooms
- Council Chamber
- Storage
- Lockers
- Specialist areas such as the reception, nursing room
- IT containment, for example, non-electrical 'peripheral' items like cable tidies, trays, and monitor arms.

Mindful of the Council's financial challenges and the need to secure best value for the taxpayer, the Civic Centre project has sought to re-use furniture and other items wherever possible and suitable, rather than seeking to purchase all new items. This approach aligns with the Cabinet Member Signing decision dated 3 August 2022, titled 'Award of Contract for Alexandra House and 48 Station Road Furniture Purchasing'.

The programme is also seeking to accommodate several key items from design developed during RIBA stage 3+ as these are considered desirable but have no budget allocation, as detailed in section 4.1b. Despite these constraints, the objective remains to deliver a fully functional fit out within the available budget and supporting the Council's ambition to provide flexible working and meeting spaces for all staff. This will help foster cross-service collaboration and maximise the utility of the Civic Centre as a shared workspace.

While officers have worked diligently to maximise re-use opportunities, it is recognised that the Civic Centre is a flagship Grade II Listed building and a source of civic pride. As such, certain areas will require new furniture to reflect the building's significance and support its continued civic and public use for generations to come. These areas include the Council Chamber, Committee Rooms, Welcome space, Reception and spaces where existing furniture is unavailable or unsuitable. These and other areas are identified for hiring for events to generate income, and the choice and quality of furniture will be an important consideration in this respect.

An additional consideration is the nature of the listed building, which has a smaller floorplate than the purpose-built Annexe. This physical constraint means that some existing desks and other furniture cannot be accommodated within the Civic Centre, making reuse of desks impractical.

The Grade II Listed Council Chamber will require a combination of standard and bespoke furniture, which may necessitate engagement with a specialist manufacturer. As a result, the procurement of FF&E may be split into three separate Lots to accommodate the special requirements. Should the budget assessment for the Council Chamber fall within procurement thresholds, officers may proceed via a Delegated Authority Approval (DAA).

To ensure value for money and operational efficiency, a single set of high-specification chairs will be procured to serve both the Council Chamber and Committee Rooms. These chairs will be relocated between spaces as required, supporting better furniture utilisation, streamlined storage, and simplified maintenance.

In addition, officers will explore opportunities to acquire surplus furniture from other organisations at minimal cost. This would enable further budget flexibility and allow resources to be redirected to unfunded areas of the client fit out.

Officers will adopt a range of procurement approaches for the remaining items, broadly categorised as follows:

- Utilisation of existing contracts and frameworks where appropriate
- Procurement via Delegated Authority Approval (DAA)
- Engagement of community and staff groups to support delivery and ownership.

Utilisation of existing contracts and frameworks where appropriate

Where an existing contract or framework is available and appropriate, we will seek to utilise it. If this is not feasible or successful, procurement will proceed under a Delegated Authority Approval process.

DAA – *Internal plants*

The office areas in the Civic Centre are intended to have significant amount of internal planting to promote biophilia that seeks to connect people with nature within the building enhancing staff wellbeing and support neurodiversity. Procurement of the internal planting as a feature will be managed through Delegated Authority. Consideration will be given to engaging staff volunteer groups to take ownership of its maintenance, promoting a sense of stewardship and encouraging participation in the building's upkeep. This approach supports health and wellbeing and contributes to managing ongoing revenue implications/costs associated with the provision of planting.

Engagement of community and staff groups

The Council is committed to involving the community in bringing the Civic Centre to life, (through the ENLIVEN project). Haringey benefits from a vibrant and diverse creative community, and we aim to harness and exploit this local talent by offering opportunities to showcase skills and promote artistic work.

There is potential within the building to curate art installations, and we propose to encourage participation from local artists. For the initial installations at the time of opening, a brief will be issued inviting proposals through a community competition for designated areas of the building. This initiative is proposed to continue on a rolling basis, perhaps every two years, potentially evolving into a regular programme.

Longer-term curations will be explored, with consideration given to aligning with wider cultural initiatives such as the London Borough of Culture, to ensure sustainability and continued community engagement.

As part of the Civic Centre initiative, the Council is taking opportunities to implement changes to a range of provisions, where feasible opportunities arise. One such opportunity is catering operators.

The Civic Centre includes a small Café concession within the Welcome space on the Ground Floor which will be accessible to staff and the public. Procuring this concession provides the opportunity to set up a new framework from which the Civic Centre and other facilities can procure catering operators.

From initial research, there are circa 16 concessions/caterers currently in operation in council owned assets across the borough, with the potential to expand this to around 35. The feasibility for each potential opportunity will be dealt with case by case. The benefit of establishing the framework will allow a more streamlined and faster procurement when opportunities are identified and underpinned by a robust business case and proposal from a framework approved operator.

An early procurement process is recommended to appoint an operator for the Civic Centre, allowing them to actively contribute to the selection of appropriate kitchen equipment to suit their operations for the Welcome Café. The procurement strategy for the Civic Centre will prioritise opportunities for local suppliers, supporting the local economy and fostering community engagement and the potential for social value.

Alternative options considered

To support the delivery of the Civic Centre client fit out, three options have been considered. They are presented below. Option 3 is the preferred option.

Option 1: Do Nothing

This option is not viable. Without procurement and installation of the client fit-out items the Council will be unable to occupy the building. The Council has a statutory responsibility to undertake all procurement within legal requirements and council's standing orders.

Option 2: Full Tender Process for All Items

While compliant, this approach presents significant risks:

- Time and cost intensive, potentially delaying project delivery.
- Excludes smaller or local suppliers, undermining social value objectives and local economic benefits.
- Market disinterest in smaller or specialist items.
- Resource intensive, requiring multiple tender processes.
- High risk of not meeting the occupation timeline.

Option 3: Mixed Tendering Approach (Tenders and Request for Quotation RFQs) (Preferred Option)

This approach is proportionate and flexible, offering the following benefits:

- Enables participation from smaller, suitable suppliers, including local businesses.
- Encourages staff and community involvement, enhancing ownership and engagement.
- Makes best use of Council resources, reducing unnecessary expenditure.
- Allows for phased procurement and adaptability to changes in programme or priorities.
- Maximises social value and supports fairer competition.
- Potential to waive internal restrictions (e.g. two-year balance sheet requirement) where appropriate.
- Supports legacy initiatives such as planting and community arts.
- Allows for iterative procurement beyond occupation, prioritised to suit operational needs.

20. WARDS CORNER ASSET MANAGEMENT PLAN

Declarations of interest for this item:

None

RESOLVED:

That Cabinet:

1. Noted that the Compulsory Purchase Order granted in March 2020 would expire through effluxion of time on 12th December 2025.
2. Agreed that the Director of Capital Projects and Property in consultation with the Corporate Director of Finance and Resources and the Director of Placemaking and Community Development prepares the Wards Corner Property Strategy, having regard to LBH's strategic ambitions for the South Tottenham area.
3. Agreed that the Director of Capital Projects and Property in consultation with the Corporate Director of Finance and Resources prepares the Wards Corner Asset Management Plan
4. Agreed to co-operate with Places for London in respect of its future long term plans for its holdings within the wider site.

Reasons for Decision

In July 2022 Cabinet resolved to acquire 36 Wards Corner property interests comprising a mix of freehold and leasehold land, commercial property and residential assets from Grainger PLC ("Grainger") under an option agreement contained within the development agreement between LBH and Grainger. Grainger had notified LBH that its plans for the comprehensive development of the whole Wards Corner site were unviable and this agreement allowed Grainger to terminate its involvement on grounds of lack of development viability. LBH undertook its own analysis which confirmed this lack of viability.

LBH also undertook analysis on alternative schemes that would comprise only the property interests under its control and those that could be acquired under the London Borough of Haringey (Wards Corner Regeneration Project) Compulsory Purchase Order 2016 (CPO) (so, excluding the properties owned by Places for London ("Places")). The modelling of both the more comprehensive and more conservative alternative variants generated significant losses from development activity.

The Wards Corner scheme was removed from LBH's Capital Programme in March 2024. At that time it was deemed that a comprehensive redevelopment was not financially viable and it should be removed until more detailed plans come forward that might prove viable.

LBH undertook revised development viability studies via its specialist advisor BNP Paribas ("BNP") in early 2025. This updated analysis pointed to potentially greater losses upon redevelopment than at the time of the LBH acquisition of the Grainger interests.

The Wards Corner Asset Management Plan will enable estate management activity to be focussed upon maximising long term income from the LBH commercial assets on West Green Road and Seven Sisters Road, whilst also encouraging, through tenant incentives where necessary, work to be carried out to assist in improving the appearance of this important entrance point to the borough and removing some of the blight that impacts on Seven Sisters as an important town centre and transport hub.

In respect of the Suffield Road and High Road residential properties, this Asset Management Plan will also enable LBH to incorporate these assets within its Housing Delivery Programme, to refurbish to provide temporary accommodation or to generate capital receipts from disposal (or a mixture of each of these outcomes).

LBH is working closely with Places in respect of both parties' desired outcome for the future of the Wards Corner site. The recently constructed and opened Seven Sisters Market is an example of such co-operation. This market facility will continue to operate under its current lease while long term plans are being formulated in respect of the buildings owned by Places.

Alternative Options Considered

The alternative option is to continue to lease the commercial properties on a short term basis and to keep the currently vacant residential units unoccupied. This strategy, pending a future comprehensive redevelopment that might never become viable, will serve to deny LBH the ability to maximise revenue streams/capital receipts and remove some of the blight that affects Seven Sisters as an important gateway site.