NOTICE OF MEETING

CABINET

Tuesday, 11th November, 2025, 6.30 pm - George Meehan House, 294 High Road, Wood Green, N22 8JZ (watch the live meeting, 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 23 below. New items of exempt business will be dealt with at Item 31 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 - 18)

To confirm and sign the minutes of the meeting held on 21 October 2025 as a correct record.

7. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

8. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE (PAGES 19 - 68)

To consider the Scrutiny Review: Temporary Accommodation (TA) Placements Policy and Private Rented Sector (PRS) Discharge Policy - Introduced by the Housing, Planning and Development Scrutiny Panel Chair.

To agree the cabinet response to the Scrutiny, Review Temporary Accommodation (TA) Placements Policy and Private Rented Sector (PRS) Discharge Policy - to be introduced by the Cabinet member for Housing and Planning &Deputy Leader.

9. DRAFT 2026-27 BUDGET AND 2026-2031 MEDIUM TERM FINANCIAL STRATEGY REPORT (PAGES 69 - 148)

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

10. APPROVAL TO TENDER A JCT DESIGN AND BUILD CONTRACT FOR THE KINGS ROAD CAR PARK SITE, N17 (PAGES 149 - 160)

Report of the Corporate Director of Finance and Resources (S151 Officer). To be presented by the Cabinet Member for Housing & Planning (Deputy Leader).

11. APPROVAL TO TENDER FOR A WORKS CONTRACTOR TO BUILD 17 HOMES AT TIVERTON ESTATE (PAGES 161 - 208)

Report of the Corporate Director of Finance and Resources (S151 Officer). To be presented by the Cabinet Member for Housing & Planning (Deputy Leader).

12. ADMISSION TO SCHOOLS – PROPOSED ADMISSION ARRANGEMENTS FOR 2027/28 (PAGES 209 - 322)

Report of the Corporate Director of Children's Services (Statutory DCS). To be presented by the Cabinet Member for Children, Schools, and Families

13. LOCAL GOVERNMENT & SOCIAL CARE OMBUDSMAN PUBLIC REPORT (PAGES 323 - 344)

Report of the Corporate Director of Adults, Housing and Health. To be presented by the Cabinet Member for Health, Social Care, and Wellbeing

14. ADULT SOCIAL CARE IMPROVEMENT PLAN (PAGES 345 - 474)

Report of the Corporate Director of Adults, Housing and Health. To be presented by the Cabinet Member for Health, Social Care, and Wellbeing

15. PUBLICATION OF ADULT CARERS STRATEGY (PAGES 475 - 546)

Report of the Corporate Director of Adults, Housing and Health. To be presented by the Cabinet Member for Health, Social Care, and Wellbeing

16. APPROVAL OF A DRAFT HOMELESSNESS STRATEGY FOR CONSULTATION (PAGES 547 - 640)

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

17. FIRE DOORS CONTRACTS (PAGES 641 - 650)

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

18. HOUSING ANNUAL COMPLIANCE ASSURANCE STATEMENT (PAGES 651 - 680)

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

19. PROCUREMENT OF CLIENT FIT OUT ITEMS FOR THE HARINGEY CIVIC CENTRE (PAGES 681 - 694)

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

20. WARDS CORNER ASSET MANAGEMENT PLAN (PAGES 695 - 706)

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

21. MINUTES OF OTHER BODIES (PAGES 707 - 726)

To note the minutes of the following:

Corporate Parenting Advisory Committee:

2 September 2025

Cabinet Member Signings:

15 October 2025 - Award of framework agreements for the provision of short breaks afterschool,holiday and weekend services for disabled children and young people

16 October 2025 - Extensive Voids Phase 1 and Turner Avenue

22. SIGNIFICANT AND DELEGATED ACTIONS (PAGES 727 - 730)

To note the delegated decisions taken by Directors.

23. NEW ITEMS OF URGENT BUSINESS

24. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Committees Manager

Items 25,26,27,28,29 allow for consideration of exempt information in relation to items 9,10,17,19, 20.

TO RESOLVE

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

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

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

25. EXEMPT - APPROVAL TO TENDER A JCT DESIGN AND BUILD CONTRACT FOR THE KINGS ROAD CAR PARK SITE, N17 (PAGES 731 - 738)

Referring to item 9.

26. EXEMPT - APPROVAL TO TENDER FOR A WORKS CONTRACTOR TO BUILD 17 HOMES AT TIVERTON ESTATE (PAGES 739 - 750)

Referring to item 10

27. EXEMPT - FIRE DOORS CONTRACTS (PAGES 751 - 762)

Referring to item 17.

28. EXEMPT - PROCUREMENT OF CLIENT FIT OUT ITEMS FOR THE HARINGEY CIVIC CENTRE (PAGES 763 - 764)

Referring to item 19.

29. EXEMPT - WARDS CORNER ASSET MANAGEMENT PLAN (PAGES 765 - 770)

Referring to item 20

30. EXEMPT - MINUTES (PAGES 771 - 774)

To confirm and sign the exempt minutes of the meeting held on 21 October 2025 as a correct record.

31. NEW ITEMS OF EXEMPT URGENT BUSINESS

Richard Plummer, Committees Manager
Tel – 020 8489 4319
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Fiona Alderman
Director of Legal & Governance (Monitoring Officer)
George Meehan House, 294 High Road, Wood Green, N22 8JZ

Monday, 3 November 2025

Agenda Item 6

MINUTES OF THE MEETING OF THE CABINET HELD ON TUESDAY, 21ST OCTOBER, 2025, 6.30 - 7.36 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

285. FILMING AT MEETINGS

RESOLVED:

The filming at meetings notice was noted.

286. APOLOGIES

There were none.

287. URGENT BUSINESS

There was none.

288. DECLARATIONS OF INTEREST

There were none.

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

There were none

290. MINUTES

The minutes of the meeting 16 September 2025 were discussed.

RESOLVED:

The minutes of the meeting 16 September 2025 were agreed as a true and accurate record of proceedings.

291. DEPUTATIONS/PETITIONS/QUESTIONS

There were none.

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

There were none.

293. FUNDING AFFORDABLE HOUSING THROUGH LONG-TERM INSTITUTIONAL FINANCE

Cabinet agreed to amend the running order of the meeting to take the item ***FUNDING AFFORDABLE HOUSING THROUGH LONG-TERM INSTITUTIONAL FINANCE*** *as the next item*

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

It was explained that the Council's mission was to build a fairer and greener borough, and that the housing crisis in London resulted in more local residents being unable to afford rent, with home ownership becoming increasingly unattainable. It was explained that, to help address this issue, and with financial support from both the Mayor of London and the government, the Council aimed to build thousands of new council homes let at council rents. It also acquired homes from private developments and converted them into council homes. However, it was explained that further housing provision was still required.

It was noted by the Cabinet Member that funding limitations restricted the extent to which councils could build or buy homes independently. External sources of funding were already being used, including grants from the Mayor of London and national government, but these resources remained limited.
Following the delivery of a significant number of homes, the Council sought to secure funding from institutional investors—such as pension funds—to support the development of additional affordable housing in the borough. In the initial phase, this funding was expected to support the construction of hundreds of new affordable homes.

These homes were intended for residents living in temporary accommodation, including bed and breakfasts or private rented housing, who required the stability of secure housing.

The Council aimed to support the development of a fairer borough in Haringey by delivering affordable housing at scale. This funding approach provided additional financial capacity to accelerate the delivery of homes for residents in need.

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

- It was explained that the Limited Liability Partnership (LLP) would have a contractual relationship with Registered Providers (RP) and that the LLP would also have a relationship with the Council – the Council would have a strong

contractual relationship with the LLP.

- It was explained that there were some potential risks to the scheme, but that it was too early to consider what these risks would be at this early stage. However, it was stressed that the Cabinet would receive future updates on the development of the policy. It was stressed that the biggest risk would be not getting the correct deal for Haringey, but that officers would work to ensure that the Council got the best deal.

RESOLVED:

That Cabinet:

1. Approved the strategy for purchase and lease of residential accommodation as outlined in this report.

2. Approved the development and incorporation of a Limited Liability Partnership for the purpose set out in this report.

3. Approved the initiation of a market exercise by the LLP (with the Council's approval as majority member) to select a suitable funder to provide financing on acceptable terms. Such offering will include as part of the transaction a registered provider associated with the funder as part of the same funding submission to the LLP. This will enable application of GLA Grant Funding.

4. Approved that an initial capital budget of up to £5m, funded from the capital programme contingency budget is agreed for the negotiated purchase price of the Residential Housing Units and associated costs within the Council's Capital Programme.

5. Delegated authority is given to the Corporate Director of Finance and Resources to agree individual property purchases.

6. Approved that any potential deal will come back to Cabinet for a decision in advance of the transaction.

Reasons for decision

It was considered that the purchase of homelessness discharge accommodation is necessary for the Council to meet the increasing demand for the provision of temporary accommodation for the Borough and to meet the strategic, and financial objectives of the Council. These are explored in more detail within the main body of the report below.

By initially acquiring the Residential Housing Units for use in this scheme the Council will have the opportunity to drive up the standard of rental property for use for homelessness discharge, and to secure units specifically for the benefit of the Borough.

Alternative options considered

5.1 Do Nothing - If the Council did not acquire Residential Housing Units, it is anticipated that the Council will have a considerable shortfall of homes to meet the growing needs of the Borough and will fail to meet a key part of its medium-term financial strategy (MTFS).

Direct Purchase of the properties by the Council – the Council already has an ambitious acquisitions programme for the purchase of properties. The purchase of the number of properties outlined in this report would add further debt onto the Council's balance sheet, which is already high and above the average for similar authorities. In addition, the Council's strategy for addressing the temporary accommodation crisis is to have a number of different initiatives in place and the proposal set out in this report would support that strategy.

294. ADOPTING A NEW TENANCY MANAGEMENT POLICY

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

It was explained that the Council were committed to ensuring that its 20,000 tenants, leaseholders, and their families lived in safe, well-maintained homes.

The Cabinet Member explained that the Tenancy Management policy was an important next step in the transformation of landlord services, noting that it aligned with broader plans to enhance housing services for tenants and leaseholders and to improve the quality of council homes.

It was noted that the proposed policy outlined the Council's approach to providing an efficient and effective tenancy management service which had tenancy sustainment at its core. It also helped the Council to meet the government's Social Housing Regulator's consumer standards.

The insights and experiences of our residents, particularly through the Tenancy Management Continuous Improvement Group and online consultation, played a key role in shaping this policy. This Group, comprising tenants, ensured ongoing resident engagement and co-creation in housing policies. I expressed my gratitude to the Group for their invaluable input, which helped this policy better reflect the needs of our communities.

In response to comments and questions from Councillors Das Neves and Barnes, the following information was shared:

- It was explained that the Council prioritised the safeguarding of vulnerable residents, and that it undertook welfare checks and reviews of likely safeguarding risks. It was additionally explained that one of the most important stages of monitoring a tenancy was when a tenant first moved in, and it was noted that the Council would undertake a series of visits during this period to understand if there were any vulnerabilities and ensure that residents were

successfully safeguarded.

- It was explained that all of the activities that were underway as part of the proposals were part of works that the Council was already undertaking, ensuring that there were no extra costs.

- It was explained that the Council maintained quality dashboards of tenant management, which could be shared with Members upon request,

RESOLVED:

That Cabinet:

1. Approved the adoption of the draft Tenancy Management Policy to come into effect from 4 November 2025.

2. Delegated authority to the Director of Housing in consultation with the Cabinet member for Housing and Planning to make any future modifications to this policy required by changes to legal or regulatory requirements arising in the three-year period before the policy is due for review.

Reasons for decision

This newly drafted clear and accessible policy would outline the Council's approach to tenancy management for Council tenants and for their wider households. It would also help the Council meet the Social Housing Regulator's consumer standards, specifically the Tenancy Standard and the Transparency, Influence and Accountability Standard.

Alternative options considered

The Council could have continued with a range of tenancy policies and updated each one individually instead of introducing one comprehensive policy for this service. This option was rejected because it would not meet the Council's needs or those of its tenants. Introducing this new policy will assist the Council to meet the Social Housing Regulator's Transparency, Influence and Accountability Standard requirement to deliver fair, reasonable, accessible and transparent policies. This option would also not meet our commitment to introduce updated policies in the Housing Strategy 2024 – and the Housing Improvement Plan 2023.

295. ADOPTING A NEW TENANCY STRATEGY

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

It was explained that the housing associations working across Haringey provided excellent services and that there was good opportunities for information sharing between partners. It was stressed that the process of learning was especially important for the Council on its journey to transform the services it provided to Council

tenants and leaseholders andto support housing associations to achieve improvements. It was noted that working with housing associations to improve social housing across the borough was one of the objectives in our Housing Strategy 2024–2029.

It was explained that the proposed Tenancy Strategy was another step on the improvement journey, confirming the Council's approach to tenancy management and our expectations of Registered Providers (RPs) through the language of partnership and collaboration. It was highlighted that the insights and experiences of our residents, particularly through the Tenancy Management Continuous Improvement Group and the input and feedback received from other RPs of social housing in Haringey through the online consultation held, played a key role in facilitating improvement.

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

- It was explained by officers that the Council would re-emphasise the Council's priorities with RPs and was working strengthen the relationship with them.

- It was agreed that any future modification made to the policy by officers would be shared with Members when it occurred.

- It was explained by officers that the performance information of work with RPs were a work in progress. However, it was stressed that the proposed Policy ensured that RPs would work more closely with the Council. It was additionally explained by officers that the Council was working to more standardise KPIs with RPs, however, it was stressed that this was also work in progress.

RESOLVED:

That Cabinet:

1. Approves the adoption of the draft Tenancy Strategy to come into effect from 4 November 2025.

2. Delegate authority to the Director of Housing in consultation with the Cabinet member for Housing and Planning to make any future modifications to this strategy required by changes to legal or regulatory requirements arising in the four-year period before the strategy is due for review.

Reasons for decision:

A Strategy setting out the Council's expectations for Registered Providers (RP's) of Social Housing in the borough is important for providing guidance and support to RP's on a range of issues:

- in letting social housing
- developing housing policies
- and supporting residents to live independently and sustain their tenancies.

Haringey's current Tenancy Strategy ran from 2014 – 2016. A new Tenancy Strategy was required.

Alternative options considered

Do nothing. The Council could not have continued with an out-of-date tenancy strategy. This option was rejected because it would not meet the Council's needs or those of its tenants. Introducing this new strategy will allow the Council to meet its obligations under the Localism Act 2011.

296. APPROVAL OF CONTRACT FOR DEMOLITION OF NORTHOLT AND THE STAPLEFORD WING BLOCK AND APPROVAL FOR CONTRACT FOR PHASE TWO OF THE BROADWATER FARM NEW HOMES PROGRAMME

The Cabinet Member for Placemaking and Local Economy introduced the report.

It was explained by the Cabinet Member that the proposed works represented a major milestone in the plans to transform the Broadwater Farm estate. Through the next phase of the development, the Council would build 139 high-quality new homes, 61 of which were three-bed or above, providing additional family accommodation in the borough. These homes were in addition to the 40 new homes that were already onsite and scheduled for completion. The deconstruction of Northolt and Stapleford blocks was carried out by specialist contractors, with safety measures in place to protect local residents throughout the process.

It was explained that, as part of the development, the 20-metre high Grade II listed mosaic would be re-erected after being carefully removed from the former Tangmere building following its listed status in 2023. Over the previous two years, the mosaic would be restored by specialists and, once installed, would be placed in the heart of the estate overlooking a new public square. It was explained that it would be sited close to its original location, where it had been installed by the community nearly 40 years earlier.

It was explained that the proposed work was developed in consultation with residents, who influenced the project through regular community outreach and engagement. The impacts of the development were mitigated, and this work continued in subsequent years.

In response to comments and questions from Councillors Barnes, the following information was shared:

- It was stressed by officers that the contract was a fixed price and that the contractor had taken on significant risk from this.

- It was explained that any penalties for running over time on the delivery of the contract would be dependent on the reasoning for delays, which the Council would be flexible with any application.

RESOLVED:

That Cabinet:

1. Pursuant to contract standing order (CSO) 2.01.C, approved the appointment of the contractor outlined in the exempt report to undertake phase two of the new build programme to provide a total of 139 Council rented homes and retail/workspaces units at Ground Floor (to shell and core) for a total contract sum as set out in the exempt report.

2. Approved the appropriation of the land edged blue on the plan at Appendix 1 and the land edged blue on the plan at Appendix 2 from housing purposes to planning purposes under Section 122 of the Local Government Act 1972 as it is no longer required for the purpose which it is currently held, and for the purpose of carrying out the second phase works and the demolition works for phases three and four as approved by planning permission reference HGY/2022/0823 and detailed further in this report.

3. Approved the use of the Council's powers under Section 203 of the Housing and Planning Act 2016 to override easements and other third-party rights and interests relating to the land edged blue at Appendix 1 and the land edged blue at Appendix 2 for works approved under planning permission reference HGY/2022/0823.

4. Delegated to the Corporate Director of Culture, Strategy and Communities, in consultation with the Corporate Director of Finance and Resources, authority to make payments of compensation as a result of any valid claims of third-party rights affected by the second phase works and the demolition works for phases three and four of the Broadwater Farm new homes programme and payable as a result of recommendation 3.3, within the existing scheme of delegation.

5. Approved the appropriation of the land edged blue on the plan at Appendix 1 from planning purposes back to housing purposes under Section 122 of the Local Government Act 1972, on completion of the second phase of works.

6. Considered the results of the engagement and consultation carried out in respect of the second phase works set out in 6.37-6.43 of the report.

7. Pursuant to contract standing order (CSO) 2.01.C, approved the appointment of the contractor to undertake demolition works to the Northolt and Stapleford wing blocks as part of the enabling works for future phases of the new build programme (phases 3 and 4).

Reasons for decision

The Council was currently committed to an ambitious programme of estate renewal on the Broadwater Farm estate. Through the programme the council has committed to delivering almost 300 new build homes and the retrofit of existing council homes. This work was supported by extensive engagement and community development. In March 2022, residents overwhelmingly supported the Council's proposals through a resident

ballot. Through these decisions the Council would be delivering on the commitments made to residents through that ballot.

The red lined scheme agreed through the ballot received planning permission in December 2022 and since then the Council has progressed delivery of the scheme.

The new build programme had been divided into four phases for delivery purposes. Phase one (the old Moselle school site) is onsite currently and was approved by Cabinet in October 2024. Phase two is the former Tangmere site and is a subject of this report. Phases three and four are the former Northolt and Stapleford North wing block sites. The demolition of the blocks to facilitate phases 3 and 4 is a subject of this report.

Alternative options considered

The Council could have adopted a different procurement strategy for works on the estate including procuring all new homes works in one package. The Council did initially take this approach for the new homes programme, but it was unsuccessful and the procurement was abandoned.

The Council could have decided not to progress with the regeneration programme. This would have been contrary to existing cabinet decisions following the outcome of the ballot in 2022.

The Council could have combined the new build works and demolition works into one procurement exercise. This option was discounted as the demolition of large panel system buildings is specialist work and the Council needed assurance that contractor was competent to complete the works set out. The new build contractor would have sub-contracted this work which would have added cost to the overall programme.

297. APPROVAL TO DELIVER COUNCIL HOMES AND LET CONSTRUCTION CONTRACT WITHIN SIR FREDERICK MESSER ESTATE BOUNDARY N15

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

The construction contract proposed allowed the Council to proceed with the development of sixty-six new council homes on the land at the junction of Seven Sisters and St Ann’s Road, adjacent to the Sir Frederick Messer Estate. This included seven fully wheelchair-accessible homes, designed to meet the specific needs of households with disabilities.

It was explained that the site was complex, and that reaching this stage involved a challenging process. The Council had considered all views expressed by the local community and made significant design changes to reflect the concerns of nearby residents. The approved scheme supported the development of new community relations within the Sir Frederick Messer Estate through the provision of open landscaped areas, new tree planting, play areas, improved site security, and integration with the existing estate.

It was noted that at the centre of two buildings was a communal courtyard garden, along with private gardens and balconies. The communal garden and play spaces were designed for use by all residents, both existing and new. The scheme reflected a considered design approach that integrated with the existing estate. The buildings were designed according to Passivhaus principles to achieve high levels of energy efficiency. Features included triple-glazed windows, roof-mounted photovoltaic panels, individual air source heat pumps, and high levels of insulation. The combination of the site's context and the application of Passivhaus principles resulted in a scheme that addressed both design quality and sustainability. The sixty-six council homes aimed to achieve Passivhaus certification, contributing to reduced energy use and costs, and helping to protect residents from future energy price increases and the risk of energy poverty.

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

- Reassurance was provided by the Cabinet Member that the development would retain green space and that trees would be retained in the area. It was additionally noted that the site was currently not attractive, and that the proposed site would deliver a better environment. It was stressed by officers that the aim of the Council was to improve the public realm as part of any development, and the Council was assured that the proposals would deliver on this aim.

- It was explained by officers that the contract for development of the site was a fixed price contract, and that the contractor would have accepted a significant proportion of the risk in the delivery of the site.

RESOLVED:

That Cabinet:

1. Approved the appointment of the recommended contractor (A) identified in the exempt part of the report to undertake the new build works to provide a total of sixty-six council homes on the land at the corner of Seven Sisters and St Ann's Road, N15 6NP for a total contract sum of £24,610,387 and approves the on costs and client contingency sum set out in the exempt part of the report. This is in accordance with Contract Standing Order (CSO) 2.01 c).

2. Approved the issuance of a letter of intent to allow Haringey Council to incur expenditure for either 10% of the contract value or £100,000, whichever is the higher figure.

3. Approved the appropriation of land at the corner of Seven Sisters and St Ann's Road shown edged red on the plan titled 'Development Plan' attached at Appendix One, from housing purposes to planning purposes pursuant to section 122 of the Local Government Act 1972.

4. Approved the use of the Council's powers under Section 203 of the Housing and Planning Act 2016 to override easements and other rights of

neighbouring properties infringed upon by the Sir Frederick Messer Estate, N15 6NP development, under planning permission Ref: HGY/2024/3315.

5. Delegated to the Director of Capital Projects and Property, after consultation with the Corporate Director of Finance and Resources and the Cabinet Member for Housing and Planning (Deputy Leader), authority to make payments of compensation for any valid claims of third-party rights affected by the development as a result of recommendation

6. Approved the appropriation of land at corner of Seven Sisters and St Ann's Road, N15 shown edged red in the plan titled 'Development Plan' attached at Appendix One, from planning purposes back to housing purposes under Section 122 of the Local Government Act 1972, after practical completion of the development scheduled for November 2027.

7. Approved the total scheme costs including: on costs, works, interest, contingency and other costs to the value as set out in detail in the exempt part of the report.

8. Considered the engagement and consultation carried out on this proposed scheme set out in section seven of this report.

Reasons for decisions

The site known as Sir Frederick Messer Estate, was approved by Cabinet on 21st January 2020 to be included in the Council housing delivery programme. This scheme was granted planning consent on 28 August 2025 and is ready to progress to construction. This report therefore marks the third, and final, Cabinet decision to develop on this site.

Following a formal tender process, a contractor had been identified to undertake these works.

There are no reasons for the Council to believe that any third-party rights would be infringed by the development. The scheme has received planning permission, and no concerns about the loss of rights were raised during extensive local engagement and consultation with residents. Appropriation of the development site for planning purposes is recommended to clear the path for development. It will allow the Council to use the powers contained in Section 203 Housing & Planning Act 2016 to override easements and other third-party rights that may be infringed by the development and will prevent injunctions that could delay or prevent the Council's proposed development. Section 203 converts the right to seek an injunction into a right to compensation. Under Recommendation 3.6 the site will be appropriated back from planning purposes to housing purposes on completion of the development to enable the Council to use the land for housing and let sixty-six new Council homes.

The proposed development site shown edged red on the plan comprises the area of grassed area in front of Henrietta and Oatfield. The site proposal will provide sixty-six much needed Council homes in two six-storey buildings. In conjunction with the

housing development a number of landscape and amenity improvements are proposed including play facilities, additional trees, planting, seating areas and CCTV.

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

Alternative options considered

It would be possible to not 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. This option would also represent a lost opportunity to gain critical GLA funding to support delivery of news homes.

This opportunity was procured via the LCP Dynamic Purchasing System (DPS) using the JCT Design Build Contract 2016 with amendments, the route recommended by Strategic Procurement for a contract of this value. An alternative option would have been to run a competitive tender via the Council's LCP Major Works Housing Framework. This option was rejected due to a poor response following an expression of Interest process, and a soft-market engagement exercise signifying increased interest from contractors outside of the framework.

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

The Council could decide not to appropriate the land for housing purposes upon practical completion of the building works. This option was rejected because it could prevent the Council from being able to offer up these homes for occupation as social housing thereby not supporting the delivery of much needed affordable homes.

298. APPROVAL TO PROCURE PRINT / POST SERVICES

The Cabinet Member for Finance and Corporate Services introduced the report.

It was explained that, as a council there were some communications with residents that require paper copies which the Council was required to send via post. It was stressed that, through procuring the best value print and mail services, and where appropriate also using digital communication channels, the Council sought to minimise the costs.

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

- It was explained that the Council would seek to reduce the amount of usage of postage, through utilisation of digital means, wherever possible. It was explained that the Council would seek to encourage residents to receive digital communication and billing wherever possible and feasible.

- It was explained that the newsletter was delivered one or two times per annum, and that it was not part of the costs for the Print and Post Service procurement. Cabinet Members did note the community benefit of the delivery of the newsletter.

RESOLVED:

That Cabinet:

1. Approved the commencement of procurement activities pursuant to CSO 2.01(b) to procure a services contract for the provision of Secure Print and Postal Services to support Revenues and Benefits, Housing, Planning and Pensions. The estimated contract cost is contained in the Part B (Exempt) report.

Reasons for decision

The current contract expired in January 2026.

Production of the notices laid out in section 1.2 are an essential service with the Council having a statutory requirement to issue notices for Revenues and Benefits under Local Government Finance Act 1988 & 1992.

£193 million in Council Tax and £84 million for NNDR (Business Rates) has been billed this financial year. All customers that have not opted into e-billing must be issued a respective bill by post, otherwise they do not have to pay.

Alternative Options Considered

Do nothing: This is not an option and would not only place the Council in breach of its statutory obligations but would also result in a significant reduction in income to the Council as Council Tax and Business Rates cannot be collected unless the associated statutory notices have been issued.

Undertake a full procurement: Should be discounted, as procurement through a framework will allow the Council to take advantage of accumulated pricing based on the framework.

299. APPROVAL TO TENDER FOR THE MALLARD PLACE (CHOCOLATE FACTORY PHASE 2) WORKS CONTRACT

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

It was explained that the Council's stated mission was to build a fairer and greener borough. London faced a housing crisis, with increasing numbers of residents unable to afford rents or purchase homes. To help address this situation, and with financial support from both the Mayor of London and the government, the Council committed to building at least 3,000 new council homes at council rents by 2031. The aim was to create more genuinely affordable homes for local people. It was explained that, while delivery numbers were important, the Council also focused on quality. Homes were built to last, with high insulation standards, strong interior and exterior design, and a mix of family and individual units. Homes were designed to be energy efficient and well insulated to ensure they were affordable to run as well as to rent. Mallard Place contributed 150 of the 3,000 new homes.

It was noted by the Cabinet Member that the development had more than two-thirds of the homes were two-bed or larger, providing additional space suitable for families. Fifteen homes were fully designed for wheelchair users. To reduce heating costs, the building included air source heat pumps and more than 75 solar panels on the roof. Floors incorporated noise-proofing measures beyond legal requirements to help maintain quieter living environments and reduce neighbour disputes. All upper-floor flats included private balconies. A shared garden with a children's playground was also provided. The flats were constructed on brownfield land at the former Chocolate Factory site in Wood Green. New trees were planted around the building to enhance the local environment, and nearly 300 secure cycle parking spaces were installed.

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

- Communication of delivery of houses. It was explained that the Council should seek to utilise Haringey People to ensure that residents would be aware of delivery of Council housing.

- It was explained that the Council was undertaking work to ensure that local people were not priced out of housing.

- It was explained by officers that there had been work undertaken with Area 51, and that the Corporate Property team were working with their team to review potential private property to deliver their services. It was stressed that the Council was working to ensure that the facility stays functional to residents.

RESOLVED:

That Cabinet:

1. Approved the tendering of the works contract for Mallard Place (Chocolate Factory Phase 2) within the maximum construction cost contained in the exempt report.

2. Approved the Commencement of the Procurement in accordance with CSO 2.01 b) (Cabinet approve commencing a procurement exercise for proposed Contracts valued at £500,000 or more) to appoint a contractor to undertake works related to Mallard place for a period of up to 3 years commencing July 2026.

3. Approved the primary route to market being the LCP Minor Works Dynamic Purchasing System (DPS), in accordance with CSO 8.01 (use of LCP DPS). In the event the DPS does not generate sufficient interest or an acceptable tender, the procurement will revert to the LCP Major Works Housing Framework (MWH -24 Lot 1.3), in accordance with CSO 7.02 (use of LCP Frameworks).

Reasons for decisions

These approval decisions would 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 the grant funding conditions are set out in the exempt report.

This decision supported the delivery of 150 homes towards the Council's house building target of 3000 Council homes by 2031

Alternative options considered

The Council could decide to not tender the scheme. This option was discounted as it would negatively impact on the Council's target of building more than 3,000 genuinely affordable high-quality council homes by 2031.

The alternative option is to sell the site(s). This isn't the preferred option, and the land value would likely be low. This option would impact the Council's commitment to build 3000 Council homes by 2031 and would also contravene agreement with the GLA.

300. MINUTES OF OTHER BODIES

The minutes of other bodies were noted.

301. SIGNIFICANT AND DELEGATED ACTIONS

The Significant and Delegated Actions list was noted.

302. NEW ITEMS OF URGENT BUSINESS

There were none.

303. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

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

304. EXEMPT - APPROVAL OF CONTRACT FOR DEMOLITION OF NORTHOLT AND THE STAPLEFORD WING BLOCK AND APPROVAL FOR CONTRACT FOR PHASE TWO OF THE BROADWATER FARM NEW HOMES PROGRAMME

The exempt appendix was discussed.

RESOLVED:

The exempt appendix was noted and approved

305. EXEMPT APPROVAL TO DELIVER COUNCIL HOMES AND LET CONSTRUCTION CONTRACT WITHIN SIR FREDERICK MESSER ESTATE BOUNDARY N15

The exempt appendix was discussed.

RESOLVED:

The exempt appendix was noted and approved

306. EXEMPT APPROVAL TO PROCURE PRINT / POST SERVICES

The exempt appendix was discussed.

RESOLVED:

The exempt appendix was noted and approved

307. EXEMPT APPROVAL TO TENDER FOR THE MALLARD PLACE (CHOCOLATE FACTORY PHASE 2) WORKS CONTRACT

The exempt appendix was discussed.

RESOLVED:

The exempt appendix was noted and approved

308. EXEMPT FUNDING AFFORDABLE HOUSING THROUGH LONG-TERM INSTITUTIONAL FINANCE

The exempt appendix was discussed.

RESOLVED:

The exempt appendix was noted and approved

309. EXEMPT - MINUTES

The exempt minutes, of the 16 September 2025, were discussed.

RESOLVED:

The exempt minutes, of the 16 September 2025, were approved as a true and accurate record of proceedings.

310. NEW ITEMS OF EXEMPT URGENT BUSINESS

There was none.

CHAIR: Councillor Peray Ahmet

Signed by Chair ……..

Date ……

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Report for: Cabinet - 11 November 2025

Item Number: 8

Title: Matters Referred to Cabinet by the Overview and Scrutiny Committee: Housing, Planning and Development Scrutiny Review into the Temporary Accommodation Placements Policy and Private Rented Sector Discharge Policy.

Report authorised by: Jahedur Rahman, Director of Housing

Lead Officer/s: Maddie Watkins, Assistant Director for Housing Demand
Darren Fairclough, Head of Lettings and Rehousing

Ward(s) affected: N/A

Non-Key Decision: Non-Key Decision

1. Describe the issue under consideration.

1.1. The report sets out the proposed Cabinet response to the recommendations of the Housing, Planning and Development Scrutiny review into the Temporary Accommodation (TA) Placements Policy and Private Rented Sector (PRS) Discharge Policy which is attached as Appendix 1 to this report.

2. Cabinet Member Introduction

2.1. I would like to thank the members of the Housing, Planning and Development Scrutiny Panel for their hard work on this review, and special thanks to the Council officers and external witnesses who gave up their time and energy to participate in the evidence gathering sessions.

2.2. With around 50% of homelessness temporary accommodation placements being made in areas outside of the Borough, the Council needs to have a fair, consistent and transparent way of making decisions about who will be prioritised for local accommodation that is available. This is currently achieved through the Council's TA Placement Policy and Private Rented Sector Policy, however, both policies are more than 7 years old and overdue for review.

2.3. The average time households have been occupying temporary accommodation as of August 2025 was approximately 6.5 years, and this figure is longer for those requiring larger sized family accommodation. Given the acknowledged impact on families occupying TA, ensuring adequate support for families living in and moving out of TA, particularly where this involves accommodation further from the Borough, is a priority for the Council.

2.4. Many of the Housing, Planning and Development Scrutiny Panel's recommendations can help shape the proposed new TA Placement and Private Rented Sector Policies,

with particular focus on how the impact on families can be minimalised. All recommendations have either been agreed or partially agreed.

2.5. I am keen for Cabinet colleagues to either agree to the recommendations as set out in Appendix 2 so these changes can be considered as part of the policy review work. Some other recommendations whilst helpful, do not fall within the remit of the policies in scope of review and this has been stated as such.

3. Recommendations

That Cabinet:

3.1. Note the recommendations of the Housing, Planning and Development Scrutiny Panel Review as agreed by the Overview and Scrutiny Committee attached at Appendix 1.

3.2. Respond to these recommendations as set out in the table attached at Appendix 2.

4. Reasons for decision

4.1. 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.

4.2. 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.

4.3. 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).

5. Alternative options considered.

None.

6. Background information

6.1. As part of the work planning process for OSC in 2024/25 and 2025/26 an online scrutiny survey, as well as an in-person Scrutiny Café event, were held in order to engage with the local community and resident groups to establish what areas should be focused on throughout a two-year period.

6.2. At the Housing, Planning and Development Scrutiny Panel meeting on 26th September 2024, the Panel received an update on the upcoming housing strategy and policy programme, where during the meeting it was discussed that TA allocations, PRS Discharge policies were due to be revised in the near future. The policies had last been updated in 2016 and 2011 respectively and since this time the level and complexity of demand for local housing has changed significantly.

6.3. As part of all feedback relevant to the Housing, Planning and Development Scrutiny Panel, one of the areas of concern was Temporary Accommodation and lack of available social housing more generally. Specifically, a number of comments received related to the length of time that families had to wait for a housing placement.

6.4. In light of this, it was felt that a review on this subject was timely and provided the Panel with an opportunity to influence the revised policies as they were in development, and to contribute to improved outcomes for residents.

6.5. The OSC agreed the terms of reference for the review on 6th March 2025, with evidence gathering taking place between March and May 2025.

6.6. Various officers in Housing Services were interviewed initially in order to gain a better understanding of the existing policies and which groups were currently prioritised in Haringey. The Cabinet Member for Housing and Planning and a number of external witnesses were also spoken to, including a migrant advocacy group, Shelter, an academic from the Institute for Social Policy, Housing and Equalities Research at Heriot Watt University, and a private housing consultant with links to government.

6.7. At the beginning of the review the initial lines of questioning, which developed over the course of the review but are instructive in terms of what the review set out to ascertain:

i. Who should be prioritised for the different types of TA available?
ii. What criteria should be used to decide where someone falls in the prioritisation?
iii. Who will be protected from certain types of accommodation?
iv. Who should be prioritised for placements into the PRS and who is this not appropriate for?
v. How much choice should/can households feasibly have?
vi. To what extent should the choices made reflect the financial pressures facing the Council?

6.8. The full rationale for the setting up of the review, including the scope, terms of reference, evidence and outcomes can be found in Appendix 1.

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

7.1. This review relates to Theme 5 of the Corporate Delivery Plan – Homes for the Future. Under this theme the high level outcome areas are:

i. Building high-quality, sustainable homes.
ii. Improving social housing and the private rented sector.

iii. Reliable, customer-focused resident housing services.
iv. A reduction in temporary accommodation.
v. Preventing and reducing homelessness and rough sleeping.

8. Carbon and Climate Change

8.1. Under the Haringey Climate Change Action Plan, there are actions such as identifying external funding streams and help the bidding for funding to enable the delivery of EPC B across all existing housing stock, temporary housing, hostels and bed and breakfasts and lobbying national government to revise the minimum EPC rating required at the point of sale/let for all private sector homes to EPC B by 2035. However, the review in itself and the recommendations are not relevant to the Carbon and Climate Change actions.

9. Statutory Officers comments: Procurement, Finance, Legal, Equalities.

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 – (as referred to in Appendix 1 and 2).

Finance

9.2. Finance notes the recommendations and responses provided. Implementation of most of the recommendations in this report would not have additional cost implication. However, if there is additional cost implication, such will go through the governance framework before implementation.

Legal

9.3. The Director of Legal & Governance has been consulted in the drafting of this report and comments as follows.

9.4. Part VII of the Housing Act 1996 imposes on the Council a number of duties to secure accommodation for those seeking assistance as homeless. The main duties are set out in the body of the review.

9.5. In addition, under the same Act the Council has power where appropriate to secure accommodation for the homeless.

9.6. Where accommodation is secured by the Council, it must be suitable; and location is taken into account in determining suitability. On the other hand, the Council is not expected to be able to produce perfectly suitable accommodation at all times for all those accommodated.

9.7. It is open to the Council, if it is unable to find in-borough accommodation for all those for whom it secures accommodation, to use out of borough accommodation. If it does, it must do so according to a rational policy and it must keep under review its Acquisitions Policy to ensure that it is doing what it reasonably can to procure in-borough accommodation.

9.8. Other legal comments are contained in this report, the review and Appendix 2.

9.9. There is no legal reason why Cabinet cannot adopt the recommendations made in this report.

Equality

9.10. 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.

9.11. 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.

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

9.13. The Housing, Planning and Development Scrutiny Panel has considered the Public Sector Equality Duty through evidence gathering and final reporting.

9.14. The review includes a specific recommendation on Equalities Monitoring, where the recommendation is that Cabinet commit to Equalities Monitoring for households in TA, particularly around ethnicity. This should take into account the proportion of ethnic groups in TA, the ethnicity of household who are placed out of borough, and the length of time households are in TA. This is to reflect concerns that there is a national disproportionality around ethnicity and temporary accommodation.

9.15. Due to the nature of the majority of the remaining recommendations from the review, it is likely that this would lead to increased awareness and consideration given to those with protected characteristics in the context of Temporary Accommodation. Any actions taken are likely to positively affect those who share protected characteristics and advance the public sector equality duty in Haringey.

9.16. If any of these recommendations are taken forward, they will be subject to complete equality analysis, including equality impact assessments where appropriate.

10. Use of Appendices

Appendix 1 - Housing, Planning and Development Scrutiny Panel Review into the TA Placements Policy and PRS Discharge Policy.

Appendix 2 - Response to the Recommendations of the Housing, Planning & Development Scrutiny Review into the TA Placements Policy and PRS Discharge Policy.

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Scrutiny Review: Temporary Accommodation (TA) Placements Policy and Private Rented Sector (PRS) Discharge Policy.

A Scrutiny Review by the Housing, Planning & Development Scrutiny Panel
2024/25

Panel Membership	Cllr Alexandra Worrell (Chair)
	Cllr Isidoros Diakides
	Cllr Tammy Hymas
	Cllr Holly Harrison Mullane
	Cllr John Bevan
	Cllr Dawn Barnes
	Cllr Khaled Moyeed
Additional Membership	Cllr George Dunstall

Support Officer: Philip Slawther, Principal Scrutiny Officer
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1. Chair's Foreword

All councils in London, and increasingly across the UK, are grappling with a Temporary Accommodation crisis that is devastating lives and contributing to the immense financial pressures faced by local government. We feel this intensely in Haringey, where approximately 2700 people are currently living in Temporary Accommodation and over 14 thousand people are on the housing register waiting for a permanent placement.

We know that due to severe shortages of appropriate, affordable housing options, and the knock-on effects of the wider housing and homelessness crises, some of those currently living in Temporary Accommodation in Haringey are in situations that do not meet their needs in the way we would ideally want. This is despite genuine well-intentioned best efforts of the Housing Service, who are carrying out their important work in extremely difficult circumstances. The number of people owed a statutory housing duty by the council who are on the waiting list for TA far outstrips the number of homes available in the borough. Although we are heavily constrained by national policy issues, who the Council prioritises for the TA we do have locally, who it considers for placements in the private rented sector, which types and where, are impactful decisions in the council's power.

Because the council is currently looking to update its Temporary Accommodation (TA) Placements Policy and Private Rented Sector (PRS) Discharge Policy, this was felt to be an impactful area that the Housing Scrutiny Panel could look at to try and support positive change. Our initial hope was to be able to advise the Cabinet on how best to prioritise different groups for the different types of TA available, and what criteria to use to inform those decisions. However, we received limited evidence on this from external experts, and our focus shifted in response. We heard compelling evidence about affordability challenges, the disproportionate impacts of inappropriate TA on minoritised groups and/or households with additional vulnerabilities, the standard and quality of TA, the additional considerations needed when considering placing a household out of borough, how best to support those placed in TA, and the national policy changes needed to alleviate the financial pressures on councils.

As such, our recommendations focus more on how the council could make improvements to its approach to TA more broadly, and provide more oversight and support, although several of our asks will be in scope of the new updated policies. We do hope that Officers and Cabinet will consider our findings as part of their wider research and engagement around the new policies, and adopt our recommendations.

I'd like to thank all members of the Housing Scrutiny Panel who contributed to the review for their time and engagement, in addition to Cllr Dunstall for his contribution to the review. I'd also like to sincerely thank the council officers, the Cabinet Member for Housing, and the external experts we spoke to, for sharing their thoughts and expertise and contributing massively to our understanding.

Cllr Alexandra Worrell, Chair Housing, Planning and Development

2. Recommendations

Affordability

1. That Cabinet lobby the government to: a) Change the TA subsidy rates and move them up to match the current market prices. The rates are stuck at January 2011 rates and LAs are incurring significant debts because government hasn't uplifted the rates; b) Move the Local Housing Allowance rates up to the 50th percentile (rather than 30%) and ensure they are up-rated annually.

2. That the Council strengthens its representations to the Mayor of London and the government around the need to agree and enforce a framework of pan-London TA rent levels, in order to prevent London boroughs competing with each other and driving up prices.

3. That the Council makes it its policy to challenge housing associations if and when they refuse to place someone on the grounds of affordability.

Equalities monitoring

4. That Cabinet commit to undertake equalities monitoring for households in temporary accommodation. This monitoring should include the ethnicity of households in temporary accommodation, the ethnicity of households who are placed out of borough and the length of time households are in TA. This is a reflection of concerns that there is a national disproportionality around ethnicity and temporary accommodation. The council should consider its monitoring evidence and whether it needs to address unconscious bias in its own decision-making.

Choice

5. That Cabinet explore ways it can try to build in a degree of choice and agency into the process of determining how and where somebody is placed. The Council also needs to provide clear communications to residents about how long they may be in TA, as well as what the possible options are in relation to being placed out of borough. The Panel supports the idea of there being an offer available to families who are happy to be placed out of borough, and that they are supported through the process.

Domestic Abuse

6. That the policy in relation to how DA survivors should be prioritised should be updated in line with latest best practice, including by removing the stipulation in the PRSO policy that police evidence needs to be provided, and by setting out that survivors may be prioritised either for in-borough/local placements OR a placement further away from the perpetrator, depending on the circumstances of the case and the survivor's wishes.

Out of Borough Placements

7. The Panel understands the rationale in seeking to provide more out of borough accommodation, but requests assurances from Cabinet that the Council will still be doing everything it can to secure in-borough accommodation and that discharging people into the PRS out of the local area will be a last resort. The Panel is concerned about the national knock-on effects from London Boroughs placing large numbers of people in places with comparatively cheaper rent costs.

8. The Panel are concerned with the possible impact on community cohesion if London Boroughs start placing large numbers of people into the PRS outside of London. The Council should ensure that a risk assessment is conducted when placing families out of borough, which takes into account possible community tensions and whether they can effectively be mitigated.

9. The Council should model best practice by communicating with the local authority they are placing a household in, if placing out-of-borough, and request that the household is supported to arrange primary school placements, access to GP surgeries and any other local services that may be of use to them. Haringey should also provide this for any households placed in Haringey by other councils.

Supporting those in TA

10. The Cabinet consider setting up a dedicated fund, that people in TA are eligible for, in order to help them meet the additional costs and difficulties caused by being in TA, particularly when placed away from the borough. The financial support should be tiered to the type of accommodation they have been placed in and whether they have access to cooking and laundry facilities, for example. If someone is placed in a different part of the country, they will require support with relocation costs.

11. In addition to a dedicated fund, there should also be a dedicated TA support officer(s) to provide updates on a person's case, ensure that people receive any financial support through the proposed TA support fund, and also to ensure there is dedicated resource available for those applying for TA to contact. It is suggested that there should be an in-person offer available for residents who may be digitally excluded.

Quality and Inspection regime

12. That the Council ensures there is a robust inspection regime to ensure that accommodation is up to standard. If the number of people being placed out of borough is to increase, then the Council will need processes in place for inspecting accommodation that is outside of the local area. It is anticipated that this will require additional staffing resources.

13. The Council should also maintain a register of reputable landlords and managing agents, and their contact details, that we are willing to work with when discharging people into the PRS. This is linked to the inspection regime above.

3. Background to the Review, Terms of Reference & Membership

3.1 As part of the work planning process for Overview & Scrutiny in 2024/25 & 2025/26, an online scrutiny survey as well as an in-person Scrutiny Café event were held, in order to engage with the local community and resident groups, and to seek their views about which areas Scrutiny should focus its attention on over a two year period. As part of the feedback relevant to the Housing, Planning and Development Panel, one of the areas of most concern was Temporary Accommodation and a lack of available social housing more generally. A number of the comments received related to the length of time that families had to wait for a housing placement.

3.2 At the Housing, Planning & Development Scrutiny Panel meeting on 26th September 2024, the Panel received an update on the upcoming housing strategy and policy programme. During the meeting it was discussed that the Temporary Accommodation (TA) Allocations and Private Rented Sector (PRS) Discharge policies were due to be revised in the near future. The policies had last been updated in 2016 and 2011 respectively. Since 2016 the level of demand and complexity of demand for local housing has changed significantly and a revised policy is needed to determine how different people or groups will be prioritised for Temporary Accommodation. Depending on a specific household's progress through the system, this could be an interim/emergency placement, or a longer term placement made once the main housing duty is accepted. Who the Council prioritises for a longer term placement is an important decision, given the number of people on the waiting list for non-emergency placements far outstrips the number of homes available. In light of this, it was felt that a review on this subject was timely and provided the Panel with an opportunity to influence the revised policies as they were in development, and to contribute to improved outcomes for residents.

3.3 The TA allocation or placement policy sets out how the organisation prioritises different types of households for local housing placements (and by extension which groups are not going to be prioritised). A key consideration for a placement policy is who should be prioritised for a limited supply of in-borough housing, and in what circumstances should a household be placed outside of the local area. The PRS discharge policy relates to how the Council prioritises placing someone in an arrangement with a private sector landlord in order to discharge the Council's homelessness duty to that person. The two policies are currently separate but they could be combined into a single policy. The criteria used to prioritise someone for TA are fairly similar to how to prioritise someone for a PRS placement.

3.4 There are many issues within the Council's use of TA that are of interest and concern, including how long people spend in TA, the quality of the accommodation, and how best to maximise our supply of the least harmful forms of TA. However, in order to make best use of a time-limited scrutiny review and to try to have a tangible impact, given that the policies are due for renewal, it was agreed to keep this review as focused as possible on the TA Placement policy and PRS Discharge policy. The Council has a limited amount of local housing stock for use as TA and the scrutiny panel believes it is

important that the Council prioritises certain groups who may have additional needs, or else have a good reason for being prioritised, to remain within Haringey. It is also notable that demand for social housing far outstrips supply in Haringey and that the majority of people who apply for it, may never get a permanent placement.

3.5 The Overview & Scrutiny Committee agreed the terms of reference for the Scrutiny Review on 6th March 2025. Evidence gathering for the review took place between March and May 2025. Our starting point was to speak to the Housing Service to get a better understanding of the existing policies and which groups were currently prioritised in Haringey. We also spoke to the Cabinet Member for Housing & Planning and a number of external witnesses including; a migrant advocacy group, Shelter, an academic from the Institute for Social Policy, Housing, Equalities Research at Heriot Watt University, and a private housing consultant with links to government.

3.6 A full list of all those who provided evidence is attached as Appendix A.

3.7 At the beginning of the review we had a number of initial lines of questioning that we wanted to explore. These developed as the review progressed. However, they are instructive in terms of what we set out to ascertain with the review:

- Who should be prioritised for the different types of TA available? (Both in terms of its type e.g. Bed and Breakfast (B&B), nightly paid, and its location e.g. in borough, in London, outside of London?)
- What criteria should be used to decide where someone falls in the prioritisation?
- Who will be protected from certain types of accommodation?
- Who should be prioritised for placements into the PRS? Who is this not appropriate for?
- How much choice should/can households feasibly have?
- To what extent should the choices made reflect the financial pressures facing the Council?

Terms of Reference

3.8 To review the TA Allocations Policy and the PRS Discharge Policy and make recommendations for how these could be improved. In particular, the Panel want to understand what criteria should be used to decide when someone is given priority and how can the process of allocating someone a placement be made fairer.

3.9 The Membership of the Panel was as follows:

<u>2024-2025</u>

Councillors Alexandra Worrell, Dawn Barnes, Isidoros Diakides, Holly Harrison-Mullane, Tammy Hymas, Khaled Moyeed and John Bevan.

Cllr Dunstall was also invited to take part in the review, given his professional experience as CEO of local homelessness charity.

<u>2025-26</u>

Councillors Adam Small, Dawn Barnes, Isidoros Diakides, Holly Harrison-Mullane, Lestor Buxton, Khaled Moyeed and John Bevan.

4. Background Information on TA Placements on Discharging People into the PRS in order to discharge the Council's homelessness duty towards them.

4.1. Section 188 of the Housing Act 1996 (Part VII) requires a local authority to provide emergency accommodation where it has reason to believe that a person is eligible for assistance, homeless and in priority need. This covers an interim placement made by the local authority while homelessness enquiries are undertaken. Priority need is one of the key tests which determines whether a person is entitled to emergency or longer term accommodation. A person is classed as having priority need most commonly if they have children or are pregnant, or if they are otherwise vulnerable (for example old age, having a physical or mental disability or having spent time in care) or they are fleeing domestic abuse. A local authority needs to be satisfied that a person has a priority need in order to determine whether they owe that person a main housing duty.

4.2 Emergency accommodation usually needs to be sourced at very short notice and is often nightly paid self-contained accommodation (54% of TA placements in Haringey), a homelessness hotel (which provides kitchen facilities), a commercial hotel or a placement in one of three Council lodges (families only). Commercial hotels are used as a last resort and are seen as the least suitable types of placements as they are usually one room and lack cooking or laundry facilities. In order to comply with the Homelessness (Suitability of Accommodation) Orders of 2003 and 2012, the Council has a six week maximum period for placing a family with children in a setting with shared facilities (e.g. B&Bs). After the six weeks the family should be moved to alternative accommodation that doesn't have shared facilities. Due to the pressures on TA, the Panel were advised that the Council does not always meet this six-week target.

4.3 Section 191 of Housing Act 1996 sets out when a homeless person is considered to have become homeless due to something they have done or failed to do. This is known as being 'intentionally homeless'. Often a decision that someone is intentionally homeless arises when they turn down accommodation they have been offered. In Haringey, applicants are usually only given one offer of suitable interim (S.188) or longer term TA. If the applicant refuses an offer they will be asked to provide reasons. If the Council doesn't not accept their reasons for refusal as being valid, and considers the offer is suitable, applicants will not be offered further accommodation and the Council will discharge its homelessness duty on the basis that they are 'intentionally homeless'.

4.4 Section 193 of the Housing Act 1996 covers the main housing duty. A local authority owes this when someone is eligible for assistance, homeless, in priority need and not intentionally homeless. A local authority must provide temporary accommodation to someone owed the main housing duty until it can make an offer of longer term accommodation. A decision under Section

193 is effectively a longer term placement into temporary accommodation, following the interim emergency placement, and once a determination has been made that the local authority owes that household a main housing duty. The majority of longer term placements are also nightly paid accommodation, but it also includes properties leased to the Council by private landlords for provision of TA, as well as general needs Council properties that are being used for TA. There are approximately 2700 people in Temporary accommodation in Haringey and around 14.2k people on the housing register for a permanent placement.[1]

4.5 The main housing duty can only be ended in a number of specified ways as set out in S193. This includes accepting or refusing a 'final offer' of accommodation, typically social housing or private rented accommodation, or refusing an offer of suitable temporary accommodation.

4.6 Under Haringey's existing TA Placements Policy, there is no right of internal review against the suitability of accommodation offered to applicants under S.188 (applicants must seek judicial review through the courts). Where the Council has accepted a main housing duty under S.193 there is a right to request an internal review of the suitability of that accommodation. The person would not necessarily be accommodated during the review, a decision would be made, on an exceptional basis, based on the merits of the review request and personal circumstances of the applicant.

4.7 Section 199 of the Housing Act 1996 covers when an applicant is considered to have a local connection to a local authority area. The Local Authority Agreement gives guidance that this is when someone has lived in an area for six of the last twelve months or three of the last five years, is employed there, or has close family there. A person might also have a local connection for other reasons. If a person does not have a local connection to the area they have applied to, that local authority can refer them to another local authority where they do have a local connection. The Panel notes that in some cases this can lead applicants to being bounced around from one authority to another.

Existing TA Placements Policy

4.8 The current policy effectively groups households into three groups; priority for a placement in borough, priority for a neighbouring borough, no priority for either a placement in Haringey or a neighbouring borough. The policy considers a number of factors for prioritisation: Children with SEND; critical school ages; households with children on the Child Protection Register; severe health where transfer would be disruptive; and care needs where move would result in social care burden. The existing policy sets out that accommodation must provide adequate space and room standards for the household and that it be fit to inhabit. Households in TA are often placed in units with one bedroom less than they would be entitled to on a permanent basis, with the expectation being the living room would double up as a living and sleeping area.

4.9 The current policy allows placements to be made to neighbouring boroughs and

[1] Figures accurate as of June 2025

to outside of London in adjoining counties i.e. Hertfordshire and Essex. As of 31 January 2025, 48% of placements were in Haringey, 51% were in London, and 1% were placed out of London. As part of the evidence the Panel received, it was acknowledged that in order to increase the number of available units of TA, it would be necessary in future to increase the numbers of people who were placed outside of Haringey, and outside of London.

Existing PRS Discharge Policy

4.10 The current PRS Discharge Policy sets out the order in which households will be prioritised for an offer of housing in the private rented sector, based on three priority bands which are determined by the severity with which they experience factors such as: Medical or welfare needs; SEND; safeguarding concerns; domestic abuse/harassment; acute disrepair; those with children living in shared facility accommodation; or under occupation/occupation of a specially adapted property they do not need. The policy also lists severe overcrowding as a factor (priority band two), as well as those where either the landlord has a possession order, or else the landlord wants the property back (priority band two and three respectively).

4.11 The existing PRS policy also sets out the criteria for prioritising placements in the borough and these broadly correspond the criteria used in the TA Placements policy outlined in Paragraph 4.6. In contrast to the TA Placements policy, the existing PRS policy limits PRS placements to Haringey and neighbouring boroughs. Officers from the Housing Service advised the Panel that placing people out of borough may need to be considered when the policy is updated, due to the levels of demand and the limited supply of properties either in Haringey or nearby. The policy also sets out that any property offered has to be affordable, and it clarifies that in reality this means that most cases would have be within the Local Housing Allowance rate, given that most of the households in TA will be in receipt of Housing Benefit. This limits the availability of suitable properties in the private rented sector, particularly in Haringey and across London, where market rents are well above the LHA rate. The Panel supports the Housing Service in their aim of finding ways to support people to take up a PRSO outside of London in the future, provided that the household wants to move out by choice.

Evidence Gathering

5. Affordability

5.1 The Panel received evidence that the need for a property to be affordable is clearly set out in law, and that this applies to both temporary placements and more permanent placements, in order to meet the parameters of what is deemed a suitable offer. A local authority is expected to undertake an assessment of expenditure and income for any given property that may be offered. The Panel received evidence that the latest homelessness code of guidance for local authorities[2] from government set the bar of what is considered affordable quite low. Evidence received from Professor Fitzpatrick, the Director of Institute for Social Policy, Housing and Equalities Research (I-SPHERE) at Herriot Watt University characterised this position as being as long as you weren't going to be destitute then a property could be considered affordable. The Panel was advised that a more equitable approach would be to base the assessment on what a person's residual income was after housing costs had been factored in. The evidence we received set out that there is a net-cost to the Council from every type of accommodation used for TA, other than Haringey owned stock.

5.2 One of the key challenges identified as part of this review is around the nexus between a lack of social housing, rising rent costs (especially in London), and increasing demand on homelessness and temporary accommodation services. The Panel acknowledges the pressures that the Council faces with increased demand, a lack of supply and increased costs. This has a big impact on some of the key themes of this review i.e. in-borough versus out-of-borough placements, affordability, and our ability to offer residents a degree of choice in the process. The discrepancy between Local Housing Allowance rates and average market rents, means that a lot of properties in the private sector are not affordable unless the local authority is willing to subsidise the shortfall. This has a significant impact on the availability of affordable private rented sector housing available to use as TA.

5.3 The Panel spoke to the Managing Director of Morland & Co. Housing consultancy who works with the Scottish and Welsh governments, as well as different local authorities, around social housing and homelessness. During the course of this evidence session, the Panel were advised that in a previous role, Mr Morland worked as a special advisor to the previous Labour government on homelessness. The Panel received evidence that, during the time that the last Labour government was in office, levels of TA went from a then record high of 101k in 2004 to a low of 48k in 2011. The Panel were advised that the two key actions that were instrumental in the achieving this reduction, and which could be taken by the current government are: To uplift the current TA subsidy rates which are currently frozen at January 2011 rates – which results in significant debts to local authorities; and to increase LHA rates up to the 50th percentile,

[2] https://assets.publishing.service.gov.uk/media/67add3246e6c8d18118acd2f/Homelessness_Code_of_Guidance_30_May_2025.pdf

and to ensure that they were uprated annually. At present LHA rates are set at the 30th percentile of local market rates as of April 2024.[3] London Councils have undertaken a piece of analysis that shows the gap in temporary accommodation costs and what was received from the government was around £96m in 2022-23, and that the gap for 2024-25 is estimated at £140m, equating to a 45% increase.[4]

5.4 The latest government figures available online are for the year to March 2024, these figures show that the number of households in TA was 117k (a 12% increase from the previous year) and that there were over 151k children living in TA. An article in the Guardian in April highlighted the fact that the total cost to local authorities for providing TA was over £2 billion and that local authorities were paying up to 60% above market rates for TA due to the demand.[5] A June 2025 report from the Shared Health Foundation found that temporary accommodation had contributed to the deaths of at least 74 children in the last five years, of whom 58 were aged under one.[6] Increasing the subsidy and LHA rates would significantly reduce the debt burden on local authorities from providing TA and also increase the affordability of placements in the PRS.

Recommendation 1

That Cabinet lobby the government to: a) Change the TA subsidy rates and move them up to match current market prices. The rates are stuck at January 2011 rates and LAs are incurring significant debts because government hasn't uplifted the rates; b) Move the Local Housing Allowance rates up to the 50th percentile (rather than 30%) and ensure they are up-rated annually.

Pan-London Framework

5.5 The Inter Borough Accommodation Agreement (IBAA) was introduced in 2011 which was set up to prevent boroughs from out-bidding each other when securing temporary accommodation, in order to strengthen their collective position when dealing with temporary accommodation providers. It included a commitment for councils not to outbid each other by paying landlords higher rent than the borough receiving the placement would offer.

5.6 The Panel received evidence that in light of increasing pressures on temporary

[3] https://www.gov.uk/government/statistics/local-housing-allowance-indicative-rates-for-2024-to-2025/indicative-local-housing-allowance-rates-for-2024-to-2025

[4] https://www.londoncouncils.gov.uk/news-and-press-releases/2025/ps330m-homelessness-overspend-housing-crisis-threatens-bankrupt-london

[5] https://www.theguardian.com/society/2025/apr/27/homelessness-crisis-councils-england-pay-above-market-rent

[6] https://sharedhealthfoundation.org.uk/wp-content/uploads/2025/05/SHF_absolute_scandal_report.pdf

accommodation, a number of boroughs have stopped adhering to the agreed pan-London rates due to the pressure of meeting high demand, and as councils have become increasingly desperate. This problem has also been exacerbated by the Home Office buying up large amounts of longer-term temporary accommodation in recent years to house those seeking asylum, without signing up to the IBAA.

5.7 The Panel believes that there needs to be a renewed pan-London agreement across all 32 London Boroughs which sets a series of updated rates that each authority agrees to adhere to when placing residents in temporary accommodation. This will require a certain amount of mediation and political will, both at the national levels and across London. London Councils has drawn up guidance on affordability in the past.

Recommendation 2

That the Council strengthens its representations to the Mayor of London and the government around the need to agree and enforce a framework of pan-London TA rent levels, in order to prevent London boroughs competing with each other and driving up prices.

5.8 The Panel heard evidence from I-SPHERE that there were concerns that in some instances affordability checks were being used to exclude people who were on benefits from being placed in PRS accommodation or housing association properties. The Council has nomination rights to place people in a housing association property and consequently should have more influence with them that it does with private landlords. I-SPHERE advised that their evidence showed that 39% of larger housing associations in England were rejecting people based on affordability checks, but that this dropped to 13% for smaller housing associations. The Panel are concerned that some of the larger housing associations were becoming less and less interested in operating within the field of social housing and often sought to exclude those on Universal Credit from being a tenant.

5.9 The Panel understands that there are legitimate reasons for a housing association wanting to know whether a tenant is able to afford their rent, and that there may be certain areas where financial viability is more of a concern than others. The Panel were advised by I-SPHERE, that what they were seeing was a distinction by providers about what they did in response to undertaking a financial assessment. Some were making different choices; such as helping with maximizing income, helping people into employment, looking at using Discretionary Housing Payments. Others were using the financial assessment to exclude people. The Panel were advised that councils could challenge a decision by a housing association to refuse to house someone based on affordability. It was also suggested that housing associations were circumspect in advertising that their decisions could be challenged.

5.11 Councils have the right to nominate whoever they want to a provider, and housing associations have the right to have their own policies on who they will accept. The Panel were advised that there is case law that supported the fact that the policy set by a housing association cannot be used to systematically undermine the Council's position. Haringey has 55 registered providers that own stock in Haringey. The Panel were advised that technically each one of these should be providing their allocations policy to the Council, but this often doesn't happen. The Council and registered providers have shared obligations around tenancy standards issued by the Regulator of Social Housing and as social landlords, the Panel feels there should be a more collective approach taken across the sector. The Panel were also advised that local authorities needed to do more in relation to improving poor quality, or non-existent, information around the nominations they put forward to providers.

5.12 In Haringey, approximately 50% of social housing is council owned, which equates to around 14000 properties. The other 50% is owned by housing associations, of that around 8000 is owned by the largest five providers. The Panel believes that the Council should ensure it has a clear nominations agreement with each of the large providers and that they should be pushed to do more to support residents who may fail affordability checks, such as income maximisation and use of DHPs. The Panel also believes that the Council should be doing more to challenge housing associations when they refuse to place a resident on the ground of affordability.

5.13 As part of the process of providing comments on this report prior to its publication, officers from the Housing service have advised that nominations to registered providers, that the Council has an agreement in place with, fell under the Allocations policy, rather than TA Placements or the PRSO Allocations policy.

Recommendation 3

That the Council makes it its policy to challenge housing associations if and when they refuse to place someone on the grounds of affordability

6. Equalities Monitoring

6.1 The Panel received evidence that there was significant national research that showed that people from minoritised communities are more likely to spend longer in TA, are more likely to be moved out of borough, and are less likely to be housed at the end of the statutory homelessness period. In relation to increased likelihood of out of borough placements the Panel heard that social housing allocation systems may unintentionally discriminate against minoritised ethnic communities who understand less about how these systems work and have less knowledge of their housing rights. Consequently, they may be more susceptible to being placed out of borough. We received evidence that Shelter will often advise clients to accept a placement and then seek to challenge it once they have moved in, rather than risk being made intentionally homeless by the local authority.

6.2 One of the research programmes currently being undertaken by I-SPHERE is a statistical examination of Homelessness and Black and Minoritised Ethnic Communities in the UK, with the aim of supporting a step change in knowledge and capacity. They published a statistical report on the state of the nation in November 2022 and the final programme report is currently being drafted. Some of the key findings of the report are summarised below. [7]

- There is overwhelming statistical evidence that people from Black and minoritised ethnic communities, taken as a whole, experience disproportionate levels of homelessness in the UK
- In England, the very highest levels of homelessness risk is experienced by people from Black and Mixed ethnic backgrounds. These groups seem particularly exposed to statutory homelessness. Black people are three and a half times as likely to experience this as White British people. Asian people in England, on the other hand, are at highly disproportionate risk of more hidden aspects of homelessness, such as overcrowding or doubling up with other households.
- The disproportionate risks of experiencing homelessness faced by Black and Mixed Ethnicity households are substantially heightened in London over other parts of the UK.
- Experience of discrimination, harassment or abuse on grounds of race or ethnicity in housing is associated with elevated risks of homelessness. This is particularly true amongst Black people with experience of homelessness, 32% of whom report discrimination from a social or private landlord.
- The heightened risks of homelessness faced by (some) Black and minoritised ethnic communities cannot be fully explained by socio economic, demographic and other factors. Rather, ethnicity-related variables increased the relative risks of homelessness (including ethnic

[7] Homelessness Amongst Black and Minoritised Ethnic Communities State of the Nation Report 2.pdf

and racial background, having a migration background, and experience of discrimination).

6.3 The research above paints a stark picture that people from minoritised communities are disproportionally affected by homelessness and are less likely to be housed at the end of the statutory homeless period. Many of the reasons for this are structural i.e. homelessness is often not the fault of individuals but instead systems that have enabled homelessness to persist. The report identifies that the drivers of homelessness are wide and varied: They include a lack of affordable homes, poverty, an over reliance on insecure private tenancies as well as temporary accommodation, through to social issues stemming from a lack of timely, equitable support for mental health difficulties, family breakdown and domestic abuse. it is recognised that tackling the structural drivers of homelessness and the disproportionality underpinning it would require huge policy shifts at the national level. Local councils have limited ability to offset the drivers listed above, given the lack of funding available to local government across the sector. However, the Panel believes that the Council should be undertaking equalities monitoring for the people in TA so that it can track these trends and demonstrate an awareness of the disproportionality, and take any necessary action in response. There may be explanatory factors in some cases, such as bigger households or unfamiliarity with the system. Being able to demonstrate that any bias is unintentional, being aware of the factors behind any disproportionality, and acting accordingly, is seen by the Panel as a necessary measure.

Recommendation 4

That Cabinet commit to undertake equalities monitoring for households in temporary accommodation. This monitoring should include the ethnicity of households in temporary accommodation, the ethnicity of households who are placed out of borough and the length of time households are in TA. This is a reflection of concerns that there is a national disproportionality around ethnicity and temporary accommodation. The council should consider its monitoring evidence and whether it needs to address unconscious bias in its own decision-making.

7. Choice

7.1 In examining the existing Placements policy and PRS Discharge policy, one thing that stood out to the Panel was the lack of choice or agency that residents have when being placed either in TA or in the private rented sector. There is no right of internal review against the suitability of accommodation offered to applicants for in interim placement under Section 188. The number of people applying for this who have the means to pursue a challenge through the courts is presumably quite low. Officers have advised that there is support available through legal aid, however awareness of the availability of legal advice is likely to be a barrier to this, as is the well published delays in the court system from a backlog of cases.

7.2 Under both policies the Council will make one offer of a suitable placement and if that is rejected the applicant could be made intentionally homeless. The Panel understands the financial pressures and sheer scale of demand on the Council from temporary accommodation, and housing more generally. Without a step change in policy and a commitment from government to properly fund the building of new social housing at scale, these problems will continue. The Panel acknowledge the Council's key commitment to building 3000+ new homes at social rent, but significant additional resources would be required to build enough homes to house the 14k households on the housing waiting list.

7.3 There is a general perception that those that are given an offer of a longer term TA placement are the lucky ones, as there are plenty of other households who may never receive an offer. That being said, the Panel believes that there must be some way to make the process less demeaning. One way to do so would be to look at ways to bring a degree of choice or agency into the process. Evidence received from Prof. Fitzpatrick was that their research showed that nationally, the issue of intentionality and the discharging of the housing duty had almost become weaponised and that often people felt coerced. Evidence received from Shelter supported this.

7.4 When the Panel put its assertion about choice to officers, they acknowledged that choice was an important aspect and that it was something that could be built into the policy, however it was commented that this choice would have to be framed in realistic terms. Officers set out that, at present households being offered temporary accommodation and particularly emergency accommodation were likely to have very limited choice as it would often be the case that the Council had only one property available to offer them. It was acknowledged that there was greater scope for choice when moving people into the PRS. Officers also stressed the need for the Council to be able to discharge its homelessness duty following a refusal of suitable accommodation. Officers advised the Panel that if the Council moved towards a position of seeking to provide more out-of-borough accommodation (as part of a wider drive to provide more accommodation in total), then the opportunity for people to exercise some choice and control was in everybody's interest. However, it was also the case that households who were willing and able to move to settled accommodation outside of London were likely to be in a position to exercise the most choice.

7.5 Officers suggested that the development of a new policy was an opportunity to

develop an additional option, that sat alongside the policy, which basically offered to provide accommodation to a person in TA that was outside of the local area on voluntary basis. It was suggested that this would afford some opportunity for choice and control over what that offer might look like, in terms of size, location and type of accommodation. There would also be an opportunity to provide a basic offer of support, such as getting in touch with another local authority about school placements. The Panel supports giving people an option to move out of borough on a voluntary basis and acknowledged there may be reasons why someone would be happy to do so, such as more space, family ties to a local area or access to good SEND provision. The Panel is keen that a package of support is developed to assist those who would be willing to move out of the local area in order to ensure that families are able to make this work. Particularly in instances were there may be a language barrier, or the process of registering for local services may be unfamiliar to them.

7.6 The Panel also believes that separate to the provision of choice, the Council also needs to be clear with residents about what the process is, the likely outcomes when you have been through the process, and the timescales involved. It is suggested that their needs be clear communication with residents that just because you are in TA and waiting for a permanent housing settlement, you may not ever actually receive a permanent placement, and if you do it could take years. The Council simply doesn't have the capacity to house everyone that is facing homelessness as well as those that are on its housing waiting list. Anecdotally, Edinburgh City Council recently suspended their allocation of general needs housing entirely, in order to allocate all of its available housing stock to homeless housing, due to the pressures in TA and homelessness targets set by the Scottish Government. [8]

Recommendation 5

That Cabinet explore ways it can try to build in a degree of choice and agency into the process of determining how and where somebody is placed. The Council also needs to provide clear communications to residents about how long they may be in TA, as well as what the possible options are in relation to being placed out of borough. The Panel supports the idea of there being an offer available to families who are happy to be placed out of borough, and that they are supported through the process

[8] https://www.scottishhousingnews.com/articles/edinburghs-suspension-of-housing-allocations-a-bold-step-to-tackle-homelessness#:~:text=The%20City%20of%20Edinburgh%20Council,properties%20for%20people%20experiencing%20homelessness

8. Domestic Abuse

8.1 The existing TA Placements policy does not specifically mention domestic abuse (DA) as a relevant factor when considering an offer of temporary accommodation. Safeguarding and the welfare of the children is referred to, along with special circumstances. Similarly, the existing policy makes no mention of prioritising those fleeing DA for either an in-borough or out-of-borough placement. The existing PRSO policy does list those fleeing domestic abuse as a circumstance that would qualify that household as being given Priority Band 1 for an offer in the private rented sector. The policy also stipulates that clear evidence from police or Hearthstone or the Anti-Social Behavior team is required. The Panel believes that this is not in-line with best practice in relation to domestic abuse and that the need to provide evidence could place victims at increased risk. It is recognised that fleeing domestic abuse is a relevant consideration when determining priority need for emergency or longer-term accommodation, under Section 189 of the Housing Act 1996. Therefore, domestic abuse is a factor indirectly, but the Panel believes this should be made explicit in the revised TA Placements policy.

8.2 The Panel received evidence from Praxis, a migrant and refugee advocacy advice service. As part of the evidence they provided, Praxis commented that many of the people they worked with could be fleeing domestic abuse, trafficking or modern slavery. Many also had complex needs and a lot had experienced trauma. Praxis highlighted the extreme vulnerability of migrant women and their increased likelihood to be fleeing domestic abuse. The Panel were advised that placing them in accommodation out of London put them at increased risk as it made them even more isolated, and this made it more likely that they would return to the perpetrator. It was suggested that migrants tended to rely heavily on small pockets of community, particularly if they did not have any family here. This made asking them to relocate to a completely different city more challenging and increased the likelihood of them returning to London. Praxis also advised that migrants should be allocated TA rather than a PRSO due to the complexity and unfamiliarity of being placed in private rented sector accommodation. Shelter gave evidence that they were seeing high rates of return to Shelter's advice service and increased levels of families presenting as homeless again, from families placed out of borough in a PRSO, who were not given adequate resettlement support. Shelter echoed the evidence given by Praxis, in that they considered this particularly problematic for those fleeing domestic abuse due to the risk of them returning to the perpetrator.

8.3 The Panel believes that the policies should recognise a person fleeing domestic abuse as a category for prioritision for either a TA placement or a PRSO. The policies should also reflect that the decision as to whether they are placed either in borough or out-of-borough should be determined by that person's individual circumstances, and they should be prioritised for a placement accordingly. In some cases, the person might want to be close to support networks, but in some instances, those support networks might be elsewhere, or else the person might actively want to move away. An individual assessment would need to be taken, based on their situation and the extent to which they are at risk. The Panel also believes that vulnerable residents, including those fleeing domestic abuse, should not be placed in accommodation that is reliant on shared facilities

outside of the accommodation like external laundry facilities.

Recommendation 6

That the policy in relation to how domestic abuse survivors should be prioritised should be updated in line with latest best practice, including by removing the stipulation in the PRSO policy that police evidence needs to be provided, and by setting out that survivors may be prioritised either for in-borough/local placements OR a placement further away from the perpetrator, depending on the circumstances of the case and the survivor's wishes.

9. Out of Borough Placements

9.1 The Panel received evidence regarding the 2015 Supreme Court ruling Nzolameso vs Westminster City Council, which looked at whether it was lawful for a local housing authority to accommodate a homeless person a long way away from the authority's own area, where that person had been living. As part of its ruling, the Court reasserted that Section 208 of the Housing Act 1996 required Councils to provide accommodation within their own district, so far as was reasonably practicable, when discharging their homelessness duties. In the ruling, Westminster Council were found to have failed to fulfil their obligations, under the Act, in finding accommodation in or near the borough. The decision taken by the local authority to end their main housing duty to the appellant was quashed. [9]

9.2 The Panel received evidence from Mr Morland that the ruling effectively stated that the local authority had a duty to provide TA in the borough in which the application was made. If it did not have any TA in that borough, it should look to its immediate neighbouring boroughs and then the next neighbouring boroughs and the next ones, in a ripple out effect. The Panel were advised that the Court was not keen on councils arbitrarily placing people far away from their home borough (with certain exceptions for things like domestic violence). Crucially, Mr Morland stated that the Court was also clear that the law had always been that once a person had been placed out of borough, the local authority should be looking to bring that person back into the borough as soon as possible.

9.3 Prof. Fitzpatrick advised the Panel that, in effect, the law operated in splendid isolation from policy and practice. The legislative framework required authorities to provide homes for people in a variety of circumstances and that the authorities should be doing everything possible to place people in or near their home borough. However, the pressures on the housing market meant that local authorities are unable to find homes for people, especially in London and the southeast, and when they did find homes, they were not affordable. In the evidence we received, it was suggested that there was the option of using discretionary housing payments for people who were claiming benefits, in order to support them remaining in London. It was also suggested that there may be discretionary funds available in Adults and Children's to help with specific cases involving particular welfare needs or disabilities. It was also suggested that there was the option of local authorities creating their own support fund for keeping people in the local area, by creating a dedicated budget in the General Fund.

9.4 The Panel is cognisant of the financial pressures facing the Council and that Temporary Accommodation is one of the three main demand led drivers of the Council's in-year overspend budget position. The high levels of demand for temporary accommodation contributes directly to the overspend position. The reality of the situation is that the Council simply can't afford to provide homes in the borough for everyone in TA, even if those homes existed in the first place.

[9] https://www.supremecourt.uk/cases/uksc-2014-0275

The creation of a dedicated budget to support people in TA to remain in and around Haringey is not considered to be feasible by the Panel in the current climate. Furthermore, moving funding from somewhere else would simply underfund another service area that is facing its own pressures. Use of discretionary housing payments or discretionary funds in Adults and Children's may be an option in specific cases, but use of it is not felt to be something that could fundamentally alter the overall pressures facing the Council in this area.

9.5 In their submission to the Panel Shelter commented that they strongly supported the stipulation that local authorities should be doing everything they could to keep people in borough. We received evidence about the difficulties involved with families having to regularly move around with interim placements and difficulties with people being moved from one local authority to another. It was commented that the number of moves a family went through has a direct impact on the family's physical, emotional and mental wellbeing and also increased the likelihood of records being lost. Shelter advised that they would like to see the number of moves households had to make kept to a minimum, in order to minimise the disruption on that family. One key area of concern was around schools, with parents being unwilling to put their children in schools close by as they didn't know how long they were going to be there. Being placed out of borough and into another part of London impacts travel costs to work and school. Shelter provided an example of a parent having to pay £23 each way on travel costs to school, which resulted in that child regularly missing school.

9.6 In the evidence given to the Panel by officers and by the Cabinet Member, it was noted that the administration were looking to acquire more accommodation, through the HCBS, as part of the invest to save 2025/26 budget proposal in Housing Demand. It was stated that this accommodation would not necessarily be in-borough. There was also a recognition that the Council needed to look at what it could to do to properly support people as part of a move, both financially but also follow-up sustainment support. Officers advised that the new PRS discharge policy could remove the stipulation about in what circumstances people will be offered an in-borough vs out of borough placement and instead just focus on assessing the suitability of an offer. It was acknowledged by the Housing Service that increasing the number of people placed outside of the local area would have an impact on our inspection regime and that it would require back-office systems to be in place to support it.

9.7 When it comes to placing people out of borough, the Panel are concerned generally about it becoming a race to the bottom, and that more and more local authorities will start placing people in places like Middlesborough and Stoke, where housing costs are significantly cheaper. The Panel notes that when a London local authority discharges its housing duty by placing a household in a town or city far from London, it will be paying that landlord London rates and that has a knock on effect, pushing up rents in that area so that the local authority where the placement is made can no longer afford to place residents within its own local area. The potential for this problem to exacerbate an already strained temporary accommodation system seems self-evident.

9.8 The Panel received evidence around the impact on community cohesion from London boroughs moving people into accommodation in towns and cities far from London, where accommodation was much cheaper. Shelter raised concerns about groups being placed into communities that may be hostile to them and where there aren't the jobs, places of worship or school placements available, in that location to support them. An example was provided to the Panel of an East London borough leasing a converted warehouse in Brentwood for 80 households in TA to live in, this was done with very little communication with the local authority in Brentwood. The influx of 80 households in a short space of time, with very little support, had a significant impact on local services. Local authorities have a duty to notify the relevant local housing authority when placing them in another borough. The Panel is concerned that this isn't always happening and the associated impact on communities and local services is only going to increase if more authorities start placing people out of the local area. The Panel would like to see the government do more to ensure better communication between different local housing authorities and the need ensure that the services exist to accommodate them there.

Recommendation 7

The Panel understands the rationale in seeking to provide more out of borough accommodation, but requests assurances from Cabinet that the Council will still be doing everything it can to secure in-borough accommodation and that discharging people into the PRS out of the local area will be a last resort. The Panel is concerned about the national knock-on effects from London Boroughs placing large numbers of people in places with comparatively cheaper rent costs.

Recommendation 8

The Panel are concerned with the possible impact on community cohesion if London Boroughs start placing large numbers of people into the PRS outside of London. The Council should ensure that a risk assessment is conducted when placing families out of borough, which takes into account possible community tensions and whether they can effectively be mitigated.

Recommendation 9

The Council should model best practice by communicating with the local authority they are placing a household in, if placing out-of-borough, and request that the household is supported to arrange primary school placements, access to GP surgeries and any other local services that may be of use to them. Haringey should also provide this for any households placed in Haringey by other councils.

10. Supporting those in TA

10.1 The Panel believes that there are additional financial and administrative burdens that arise out of being placed in TA, especially when a household is placed far away from their existing support networks and the children have to travel further to get to school. The Panel would like to see additional support available to those living in TA, in terms of a dedicated pot of money that people can apply to in order to assist with the additional costs incurred, particularly from being placed out of borough. In addition, there also needs to be a dedicated officer resource in place to support people in TA who would be responsible for ensuring people are able to access financial support through the proposed TA support fund, and to be able to provide people with an update on the status of their case. The Panel believes this should be a dedicated resource and should go above the usual support that any household in crisis would receive.

10.2 Shelter advised that one of the key areas in which they would like to see improvements was around additional support to people in TA. It was suggested that some boroughs were able to provide access to community kitchens, free laundry provision in different sites across the borough, and food vouchers. Haringey provides food vouchers to people placed in hotel accommodation where there is no cooking facilities. Shelter gave evidence that there was a need for dedicated TA support within the Council, not least to be able to provide updates to families on their application. Shelter stated that one of the main drivers for households contacting Shelter is people who don't know what is happening with their case and so they are unable to make a decision about their future. In relation to placements into interim accommodation, Shelter advised that they were seeing a lot of cases where parents did not know whether to relocate their children to schools close by, as they had no idea how long they were going to be in that accommodation.

10.3 Shelter gave evidence that there needed to be more resettlement support for people who were being placed out of borough, or those who were taking up a placement in the private rented sector. The issues around where to place people in TA or PRS were felt to be broadly the same, and they key issue is around support and a household's ability to settle into their new placement. It was suggested that wrap around support was needed, particularly for PRS placements, as people were giving up their right to a secure social housing tenancy. It was also suggested that there was a need for more in-person support for certain cohorts, such as the digitally excluded and those just transitioning from NRPF. Shelter gave evidence that they deliver housing awareness workshops for local authorities, and that the main thing most families wanted was security of tenure and being able to avoid having to move around a lot to different placements, given the disruption this involved. Shelter set out that they would like to see longer term tenancies (up to five years) provided for families discharged into the PRS.

10.4 Praxis gave evidence to the Panel that the transition from NRPF to being entitled to mainstream support, including housing, was a difficult transition for many households that they supported. They were often evicted from Home

Office accommodation at short notice and were required to open a bank account, apply for benefits, apply for housing support, usually with very little understanding of how these systems worked in the UK. It was commented that applying for housing support could be one of the more challenging parts as key documents were often not translated, there was a general lack of interpreters and many were not appropriately advised on their rights, which could lead them refusing an offer of accommodation and being made intentionally homeless. As an example of good practice, Praxis cited Wandsworth, who had developed good working links between social services and the housing team, so that people in Section 17 housing (discretionary housing for families with children who have NRPF - provided while the family waits for an immigration appeal decision from the Home Office) had an officer who managed their transition from social services to the housing service, and those in Section 17 accommodation were prioritised for TA by the housing service.

10.5 Praxis commented that having a migration and resettlement team was important in order to manage the homelessness journey for refugee and asylum seeking households, as well as the need for good lines of communication between different council teams more generally. The Panel welcomes the evidence it received from the Housing service, that Haringey's resettlement team was very effective. Praxis were supportive of the need for a dedicated support service for those in TA, commenting that regardless of the particular circumstances or vulnerability of a household, they were likely to need a degree of support in navigating their journey through TA. The Panel also received evidence that tenancy support was vital in order to provide households with a route out of TA, and that TA could often result in people becoming trapped in cycle of living in poor quality housing and being stuck on Housing Benefit. The need for tenancy support to be properly resourced was also highlighted, in order to ensure that the support was genuinely available and made an impact. It was suggested that to do this in a meaningful way, it should be done in partnership with charities and other key VCOs in the sector.

10.6 As part of the evidence gathering process, officers were broadly sympathetic to the general idea that people moving out of the borough would need some level of follow-up sustainment support in order to make the move work. Officers acknowledged that the Council needed to properly support people and that this was more than just financial support. The Council has an existing team that supports people in TA, but the Panel was advised that those officers could have a caseload of around 300, so there was a limit to the amount of support that could be provided to individual households. The Panel welcomed the evidence it was given that the service was recruiting additional officers whose focus was getting people out of nightly paid accommodation and would also potentially be able to provide some of the wrap around support, like arranging school placements in another borough.

10.7 The Panel received evidence that there wasn't a dedicated fund in place to support those in TA, but there was the option of exploring whether Discretionary Housing Payments could be used to support someone to take up a PRS placement. We received evidence that the Council offered incentives to

landlords, based on the bedroom size and based on negotiations between the landlord and the Acquisitions Officer. These are used for prevention scheme properties and would require the tenant receiving a tenancy covering at least 24 months. The Council also has a rent deposit scheme which would usually cover the deposit and first month's rent, this is for PRS placements where the tenant finds their own accommodation. In respect of travel costs, the Cabinet Member acknowledged that there was a difference in travel costs for people in short term placements who are moved out of borough and those with longer term settled placements that they could be living in for years. The Panel believes that the type of financial support available should be tiered to the type of accommodation that a household is placed in and whether, for example, being placed out of borough incurs additional travel costs.

10.8 The Panel is cognisant that resettlement support will not be available to every household and that there is a cost implication in providing it. The Panel's view is that being able to support households who are willing to be placed out of the local area is likely to be a cost benefit to the Council, and it also increases the likelihood of that family finding a settled placement and not returning to the local authority in need of further assistance. Being able to place people in settled accommodation is crucial to reducing the pressures on TA and the length of time residents wait for a long-term solution to their housing situation. The Panel is interested to know more about plans to acquire additional properties through the HCBS to alleviate some of the pressures on TA and is supportive of being able to offer households the option of being housed outside of the borough, with a package of support, if that means the organisation is able to increase the number of longer term placements it can make, as well as reducing the number of households on the waiting list. One further issue that the Panel in concerned with is the need for there to be some form of in-person offer to those in TA. Digital exclusion is an issue with increasing salience as more and more activities shift online. It is likely that some of the people in TA will have a range of additional needs and are more likely to require some level of face-to-face support.

Recommendation 10

The Cabinet consider setting up a dedicated fund, that people in TA are eligible for, in order to help them meet the additional costs and difficulties caused by being in TA, particularly when placed away from the borough. The financial support should be tiered to the type of accommodation they have been placed in and whether they have access to cooking and laundry facilities, for example. If someone is placed in a different part of the country, they will require support with relocation costs.

Recommendation 11

In addition to a dedicated fund, there should also be a dedicated TA support officer(s) to provide updates on a person's case, ensure that people receive any financial support through the proposed TA support fund, and also to ensure there is dedicated resource available for those applying for TA to contact. It is suggested that there should be an in-person offer available for residents who may be digitally excluded.

11. Quality and Inspection regime

11.1 Shelter's general position on TA is set out in a 2023 report they published called 'Still Living in Limbo' which calls for an end to placing families in TA due to the effects it has on those families, such as overcrowding, poor standard of accommodation and the impact on mothers with young children.[10] As part of the evidence they provided to us, Shelter acknowledged the pressures facing local councils and advocated that in cases where shared facilities were necessary, then it should only be for a maximum of six weeks. It was commented that any shared facilities need to be adequately resourced so the disruption to people's lives was minimised. Shelter advised that they work with a GP practice in Newham. They reported that there has been a noticeable impact on those children's development from a lack of space and lack of cooking facilities

11.2 The Panel are concerned about the quality and suitability of some of the accommodation used for TA, particularly in terms of placements in the private rented sector, with anecdotal accounts of a poor standard of quality, disrepair, and a general sense that it is often not fit for purpose. The Panel would like to see a robust quality and inspection regime of all properties that we place households in. It is suggested that the mechanisms that we use to carry out property checks and to ensure suitability should form part of the revised PRS Discharge policy. With the likely expansion of TA placements and placements made into the PRS being done out of borough, the Council will need to have a robust assessment process in place to inspect these properties, given the additional reputational risks to the Council from placing more people out of borough. Officers advised that there would be a need for physical inspections to take place as well as improvements to back-office systems.

11. 3 Praxis gave evidence to the Panel that they were part of a better TA initiative campaign which promotes that TA should be of a good standard and should ensure five basic amenities; cooking facilities, WIFI, laundry, storage and information. The Panel also received evidence around the Setting the Standards Initiative, which is a Pan-London initiative, that undertakes inspections of B&Bs and nightly paid accommodation against legal compliance standards. The organisation is led by the West London Commissioning Alliance and most London boroughs, including Haringey, are part of it. It was suggested to the Panel that having a centralised approach was beneficial as it promoted consistency across London. There was some concerns raised that local authorities did not always have sufficient regard to the advice of the Setting the Standards team around not using particular housing units. B&Bs and Nightly paid accommodation are the most expensive type of TA on the market and it is estimated that the cost is twice what the local authority receives in income from the placement.

11.4 The Panel received evidence that inspections were pivotal to ensuring

[10] https://england.shelter.org.uk/professional_resources/policy_and_research/policy_library/still_living_in_limbo

suitability and that accommodation was not dangerous. Another concern was around the need to inspect repairs work carried out in order to ensure that repairs were being carried out properly, it was suggested that this was particularly relevant when contractors were used rather than in-house staff. The Panel also received evidence about the problems in the sector with poor quality landlords as well as dishonest management agents, who failed to pass on repair issues and complaints. Shelter commented that landlords were often held to account but bad management agents were not. The Panel would like to see a property register held by the Council that was kept up to date with the details of landlords and management agents (where applicable) that the Council was happy to work with when discharging people from TA into the private rented sector. The Council already maintains records of inspections in the PRS for general housing, as well as information submitted to the Council through the mandatory, selective, and additional licensing schemes that are in place in the borough.

11.5 The Panel received evidence that the Council undertook inspections and that providers who managed accommodation like B&Bs would carry out their own inspections. The Council in most cases would inspect prior to acquiring the property and the frequency of inspection visits would be determined by the type of accommodation and whether there were any complaints around disrepair or other issues of concern, such as safeguarding. The Panel were advised that the Council does not log details of the management agent at present, but both would be treated the same way in terms of maintaining the obligations under the terms of the agreement the Council had with them.

11.6 The Panel acknowledges that there is an existing inspection regime, some of which is carried out by the Council and some is carried out through Setting the Standards. However, it is also understood that there are cost pressures facing local government and the extent to which inspections are always carried out, done in person, and the extent to which inspections are prioritised based on risk factors, is queried by the Panel. The availability of trained Housing Health and Safety Rating System qualified assessors will be a major factor in the number of inspection visits it is physically possible to carry out in any period of time. With a possible expansion of out of borough accommodation, the demands placed on individual assessors is likely to increase. In addition to B&B and nightly paid accommodation being inspected on a pan-London basis, the Panel would like to see a strong inspection regime for all TA, but particularly those in the private rented sector, due to concerns about the standards and level of disrepair, with that type of accommodation. The Panel is also supportive of the key provisions for TA set out in the Better TA initiative of providing cooking facilities, WIFI, laundry, storage and information. It is believed that the Council should be looking to emulate this as basic standard in TA, where the type of accommodation allows.

Recommendation 12

That the Council ensures there is a robust inspection regime to ensure that accommodation is up to standard. If the number of people being placed out of borough is to increase, then the Council will need processes in place for inspecting accommodation that is outside of the local area. It is anticipated that this will require additional staffing resources.

Recommendation 13

The Council should also maintain a register of reputable landlords and managing agents, and their contact details, that we are willing to work with when discharging people into the PRS. This is linked to the inspection regime above.

Appendix 1

A list of contributors who gave evidence to the Scrutiny Review

Contributor	Organisation	Date
Darren Fairclough	Head of Lettings & Rehousing, Haringey Council	18th March 2025 & 8th May 2025
Hannah Adler	Head of Temporary Accommodation, Haringey Council (previously the Head of Housing Policy & Strategy).	18th March 2025
Simone Strachan	Strategic Lead for Shelter London	2nd April 2025
Teya Cooper	Support Coordinator, Praxis	3rd April 2025
Professor Suzanne Fitzpatrick,	Director of the Institute for Social Policy, Housing, Equalities Research at Heriot Watt University.	28 April 2025
Neil Morland	Managing Director, Morland & Co. Housing Consultancy.	28th April 2025
Jacob Meyer	Reviews Manager, Haringey Council	8th May 2025
Cllr Sarah Williams	Cabinet Member for Housing & Planning (Deputy Leader), Haringey Council.	8th May 2025
Pree Edwards	Interim Head of Temporary Accommodation, Haringey Council	N/A

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Appendix 2 – Response to the Recommendations of the Housing, Planning & Development Scrutiny Panel

Housing, Planning and Development Scrutiny Review into Temporary Accommodation Placements and Discharging Temporary Accommodation Residents into the Private Rented Sector.

No.	Recommendation	Suggested Response (Agreed/Not Agreed/Partially Agreed)	Response to Recommendation
1	That Cabinet lobby the government to: a) Change the TA subsidy rates and move them up to match current market prices. The rates are stuck at January 2011 rates and LAs are incurring significant debts because government hasn't uplifted the rates; b) Move the Local Housing Allowance rates up to the 50th percentile (rather than 30%) and ensure they are up-rated annually.	**Agree**	Changes to the TA subsidy rules has been a consistent lobbying point by Councils and bodies that represent them, including London Councils.
2	That the Council strengthens it representations to the Mayor of London and the government around the need to agree a framework of pan-London TA rent levels, in order to prevent London boroughs competing with each other and driving up prices.	**Agree**	Reviewing the approach to rate setting and governance of compliance would be beneficial, however, this relies on substantial buy in and co-operation between Councils themselves. An alternative approach is through London Councils instead, where they have commissioned a consultant to lead on a review of the Inter-Borough Accommodation Agreement (IBAA), with one of the aims being to reset the rates to more realistic levels and strengthen the commitment to adhering to IBAA. Council officers have met with the consultant to ensure operational views are incorporated into any approach. This is

			more likely to yield practical difference on the ground than a Central Government led approach.
3	That the Council should ensure that it has a nominations agreement in place with each of the largest Housing Associations who operate in the borough. The Council needs to challenge housing associations when they refuse to place someone on the grounds of affordability.	**Agree**	Nominations to housing associations are not in scope of the development of revised TA Placement or PRSO policies, which are concerned only with how temporary and PRS accommodation is used. However more broadly, the Council has a standard nominations agreement with Registered Providers unless a separate nomination agreement has been specifically agreed, or where a local lettings plan has been agreed for a particular scheme. This agreement allows housing associations to refuse a nomination if the property would not be suitable for household because it is too big or too small but not specifically on grounds of affordability. Conversations with the largest providers are due to take place to ensure all nominations due to the Council are provided. A review of the standard nomination agreement, which dates to 2010, should also be undertaken and include the circumstances in which RPs may refuse a nomination.
4	That Cabinet commit to undertake equalities monitoring for households in temporary accommodation. This monitoring should include the ethnicity of households in temporary accommodation, the ethnicity of households who are placed out of borough and the length of time households are in TA. This is a reflection of concerns that there is a national disproportionality around ethnicity and temporary accommodation	**Agree**	We do collect this information and agree there could be a disproportionate number of households in temporary accommodation when considering equalities monitoring. To ensure we monitor this an annual report could be presented to support this commitment.

5	That Cabinet explore ways it can try to build in a degree of choice and agency into the process of determining how and where somebody is placed. The Council also needs to provide clear communications to residents about how long they may be in TA, as well as what the possible options are in relation to being placed out of borough. The Panel supports the idea of there being an offer available to families who are happy to be placed out of borough, and that they are supported through the process	**Agree**	The policy review is an opportunity to consider how elements of choice and control can be embedded in a realistic way. At present households being offered temporary accommodation, and particularly emergency accommodation, are likely to have very limited choice as it will often be the case that the Council has only one property available to offer at a given time. There is greater scope for some choice in moving into PRS sector but it is important that this is realistic. Households willing and able to move to settled accommodation outside of London are likely to have the greatest choice in terms of the locations they seek. Information on the average time waited for social housing each year is regularly provided to customers and detailed information is published on the Council's website to try to help provide as much context to customers as possible. The likely wait for more suitable forms of TA is very case specific and usually subject to changing market conditions; providing general information on this is very challenging. Work is being undertaken to better promote and share information on alternative housing options is being undertaken to reduce burden on TA and increase choice.
6	That the policy in relation to how domestic abuse survivors should be prioritised should be updated in line with latest best practice, including by removing the stipulation in the PRSO policy that police evidence needs to be provided, and by setting out that survivors may be prioritised either for in-borough/local placements OR a placement further away from	**Agree**	The panel's evidence and research will be very helpful in informing revisions to the current policies. This is a complex area and guidance on how different circumstances may be dealt with will vary as what would be appropriate is always driven by what are inevitably highly individualised circumstances. However, guidance on approach to prioritisation of both self-contained accommodation and local accommodation where DA is a factor will be included in the

	the perpetrator, depending on the circumstances of the case and the survivor's wishes.		draft policy and will be consistent with the Council's wider approach and policies in this area.
7	That the Panel understands the rationale in seeking to provide more out of borough accommodation, but requests assurances from Cabinet that the Council will still be doing everything it can to secure in-borough accommodation and that discharging people into the PRS out of the local area will be a last resort. The Panel is concerned about the knock-on effects from London Boroughs placing large numbers of people in places with comparatively cheaper rent costs.	**Agree**	The Panel is right to highlight the importance of securing accommodation locally wherever possible; this is necessary both to provide families with accommodation where they can maintain links as far as possible and to ensure the Council is complying with its legal obligation to secure local accommodation as far as it is reasonably able to. Where in borough accommodation is not available, the Council secures accommodation as close to Haringey as possible and has no plans to secure schemes of accommodation that are a significant distance from London. An Acquisitions Policy that sets out i) the Council's expected level of demand for homelessness accommodation, ii) how much it expects to be able to secure locally and iii) it's approach to securing the difference between i) and ii) as close to the Borough as possible, would be a robust mechanism to evidencing compliance with its legal obligation.
8	The Panel are concerned with the possible impact on community cohesion if London Boroughs start placing large numbers of people into the PRS outside of London. The Council should ensure that a risk assessment is conducted when placing families out of borough, which takes into account possible community tensions and whether they can effectively be mitigated.	**Agree**	The Panel raise an important point regarding decisions as to where to offer residents accommodation and ensuring appropriate consideration is given to difficulties that may be faced if placed in an area where they would have no ethnic, cultural and/ or religious links. Prior to making an offer of accommodation, particularly outside of the local area, the Council will assess the suitability of the offer for the resident, including whether the location is appropriate taking into account the above.

			Haringey does not currently use a significant number of properties outside of London but it is expected that this will increase in the future. However, there is no plan to use accommodation substantial distances from London and we will always take into account whether the area is likely to meet the needs of local residents being resettled.
9	The Council should model best practice by communicating with the local authority they are placing a household in, if placing out-of-borough, and request that the household is supported to arrange primary school placements, access to GP surgeries and any other local services that may be of use to them. Haringey should also provide this for any households placed in Haringey by other councils.	**Agree**	While we acknowledge that appropriate support should be available to families who are placed both into the borough by other local authorities and outside of the borough by Haringey, there are resourcing implications to this recommendation that are not insignificant. Councils are currently under an obligation to assess the suitability of any accommodation offered which includes consideration of factors such as whether a suitable school place would be available in the placed area. Councils also have a statutory duty to notify that authority that they have placed a family in that area. Any change in obligations would need to take into account that placing authorities will have less knowledge and control over local structures, e.g. school places. Creating additional legislative responsibilities on the placing authority to ensure the family have been contacted/ been able to enrol with service such as GP and schools, would have resource implications. London Councils have been progressing work to improve the level and consistency of information shared when placing a local authority to better enable the receiving authority to understand what support and information is likely to be needed. Whilst it would not have legislative force, there is a

			high level of engagement to improve this area in terms of the level of information shared. Although primarily focused on referrals between London currently, the LGA has also been involved with the aspiration of moving towards a more robust national mechanism.
10	The Cabinet consider setting up a dedicated fund, that people in TA can apply to, in order to help them meet the additional costs and difficulties caused by being in TA, particularly when placed away from the borough. The financial support should be tiered to the type of accommodation they have been placed in and whether they have access to cooking and laundry facilities, for example. If someone is placed in a different part of the country, they will require support with relocation costs.	**Agree**	Some central Government funding has recently been announced in this area and planning is taking place on how families can best be supported with it. Although, consideration should be given to the fact this is limited and unlikely to be sufficient to cover all elements mentioned. Many of the sharpest difficulties are caused by extended and uncertain stays in B&B accommodation; reducing B&B use and particularly out of area B&B is a key priority, however, the revised policy is an opportunity to consider what support could be offered to families that are placed in B&B. Only in highly exceptional circumstances are households now placed in accommodation where cooking facilities are not available but contributions towards food are made by the Council. All other forms of accommodation have cooking facilities. There is also an existing resettlement payment available to households to moving out of the local area. Whether accommodation is affordable in practice, e.g. when any travelling costs are taken into account, is also a necessary consideration as part of establishing any offer of accommodation is suitable. In addition, those who are eligible can apply to the Haringey Support Fund. The fund can give one-off emergency payments for: Help with basic living needs like:

			• items for day-to-day living such as food and essential household items • utilities including support with gas and electricity costs • help with buying things not budgeted for, like clothing and footwear destroyed in a flood or fire Help with other urgently needed basic living items and support with buying essential household items like: • a fridge or washing machine • bedding, mattresses and some types of furniture • cooking equipment, or other essential kitchen items https://www.haringey.gov.uk/community-safety-antisocial-behaviour/haringey-here-to-help/haringey-support-fund/what-haringey-support-fund-can-be-used#lgd-guides__title
11	In addition to a dedicated fund, there should also be a dedicated TA support officer(s) to provide updates on a person's case, ensure that people receive any financial support through the proposed TA support fund, and also to ensure there is dedicated resource available for those applying for TA to contact. It is suggested that there should be an in-person offer available for residents who may be digitally excluded.	**Agree**	All households in TA under a main housing duty have a specific Rehousing Officer to provide advice and support, including reassessing circumstances when there are changes and producing a joint Rehousing and support plan. Caseloads are a challenge, but officers will provide information and update applications when contacted. Administering a TA support fund would be an additional activity that is not currently undertaken and would have resource implications. We find that the issue is often that the officer is not able to provide the information or solution sought, e.g. how long a family are likely to be in bed and breakfast, where they will be moved to next and a preference for social housing are common issues that are difficult to provide a response that satisfies the resident are common examples.

			Households that are in the most problematic types of TA and for whom non-TA housing options are realistic will receive intensive support to secure settled forms of accommodation from a newly recruited Rehousing Team. A Rehousing Officer is based in Customer Services and officers can make face to face appointments where this is needed.
12	That the Council ensures there is a robust inspection regime to ensure that accommodation is up to standard. If the number of people being placed out of borough is to increase, then the Council will need processes in place for inspecting accommodation that is outside of the local area. It is anticipated that this will require additional staffing resources.	**Agree**	Whilst this is not strictly part of the TA Placement or PRS policies, the importance of this is acknowledged. The Council has existing regimes to ensure that homes used as temporary accommodation are up to standard. Homes leased directly from private landlords are inspected to ensure that they meet the Council's standards. The majority of homes used as temporary accommodation are procured as nightly-paid accommodation. The Council uses the adamhousing.co.uk portal for its nightly paid temporary accommodation. This is a Dynamic Purchasing System (DPS), allowing any provider who meets the criteria to offer accommodation to Haringey. Providers are required to upload pictures and all compliance information for the properties. Due to the high number of NPAs which the Council currently procures, property negotiators are required to inspect properties within 1 month of them being let.
13	The Council should also maintain a register of landlords and managing agents that we are willing to work with when discharging people into the PRS. This is linked to the inspection regime above.	**Agree**	The Council works with private landlords and managing agents with properties both in the borough and further afield. These private sector homes are used either as temporary accommodation (i.e. the Council leases homes from landlords to use for households as temporary accommodation) or to provide assured shorthold tenancies directly for individuals, either to prevent homelessness or as discharge of duty. Council officers have existing strong working relationships

			with landlords and agents who provide us with good quality accommodation to use as either TA, prevention or discharge.

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Report for: Cabinet - 11 November 2025

Item number: 9

Title: Draft 2026-27 Budget Proposals 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 second report to Cabinet for the 2026/27 financial planning process. The main purpose of this report is to specifically update on the new or revised budget proposals for 2026/27 and beyond and recommend commencing consultation. It will also provide an update on key financial announcements by Government. Updates on the Housing Revenue Account and Dedicated Schools Budget will be presented to Cabinet in December 2025 when fuller information will be available. Fees and Charges for 2026/27 will also be presented to Cabinet in December for approval.

1.2. The financial position of Haringey, in common with many other London boroughs, is very challenging.

1.3. Following more than a decade of government underfunding Haringey now operates with around £143m less in core government funding in real terms each year than it did in 2010/11. At the same time we have seen escalating demand for our services, which now cost more to provide. Despite year-on-year efficiency savings, spending reductions and increases in income generation, Haringey's financial position has reached a tipping point.

1.4. Whilst councils across the country are struggling with rising costs and insufficient funding Haringey faces some additional unique challenges. Haringey's government grant is 15 per cent less than the national average. The council has been funded lower levels than many neighbouring boroughs with whom we share many traditionally 'inner London' characteristics. This includes, high levels of temporary accommodation with more than 24,000 supported through the council tax reduction scheme and our relatively low numbers of residents who can fund their own adult social care.

1.5. In 2025/26 Haringey was only able to meet its legal requirement to set a balanced budget with the assistance of £37m of Exceptional Financial Support from government. This is money the council has been allowed to borrow to fill its funding gap. It is not a grant and will need to be repaid with interest charges.

1.6. However, despite its depleting financial resources, the council's priority continues to be to deliver services to the most vulnerable as well as those more universal services valued by all residents, visitors and businesses.

1.7. Demand for statutory services continues to increase year on year alongside the price paid and is far outstripping the government grants received and the amount of income that can be generated locally. In 2026/27, estimated new budget pressures are £30.1m, primarily in social care and temporary accommodation. It is anticipated the Council will need to spend a net £349m on day to day running costs to deliver services and meet statutory responsibilities.

1.8. In addition, and subject to the outcome of the budget consultation following this report, it is anticipated that £200m of capital investment will be made next year in keeping schools open, maintaining roads, and other highways infrastructure to a safe standard, keeping the Council's operational estate health and safety compliant and the much needed investment into Wood Green and Tottenham. The proposed capital programme will be presented to Cabinet in February 2026 with a focus on health and safety and other essential investment to maintain the delivery of key services but also 'invest to save' opportunities, such as expanding leisure centre provision and commercial properties, both of which are expected to increase much needed income for the Council.

1.9. Although the council tax base is expected to increase by 1% next year, partly driven by the Council's ambitious council house building programme, the collection rates are falling, the average council tax band remains a Band C and numbers claiming council tax reduction support is increasing. Income from Council Tax is expected to be £145.3m in 2026/27, a reduction of £2.7m from the forecast in the last update in July 2025.

1.10. The current planning assumption is that fees and charges will increase by 3.8% in line with inflation but the increased income will address the current shortfall in income targets across services rather than contributing towards closing the budget gap for next year.

1.11. New savings and efficiencies for 2026/27 of £7.0m have been identified to date but it is increasingly difficult to identify further reductions needed to set a balanced budget. This will require more radical change and transformation including in how statutory services are delivered. Currently, 80% of service budgets are spent on social care and temporary accommodation. Changes of the scale needed takes time and any benefits will not materialise in time for the 2026/27 budget that will be set in March 2026.

1.12. The Council recognises it needs to do more to deliver already agreed savings and therefore over the next 6 months will focus its limited capacity relentlessly on this. Priority will be given to the delivery of £30.0m of savings that were agreed for delivery in 2025/26 budget and the £21.9m in 2026/27 – made up of savings already agreed for next year (£14.9m) and the new proposals set out in this report (£7.0m).

1.13. Identifying internal efficiencies and improved ways of delivering existing services will not stop. So at the same time, every service will look at every £ it spends, improve its income collection and continue to improve the commissioning, procurement and contract management arrangements on all contracts.

1.14. The council has put in place robust Financial Recovery Plan and a set of organisational arrangements to support its delivery. Stringent spending controls on all non-essential spend over £1,000 will continue with the aim of reducing over-spends in the current year and minimising the use of EFS in 2026/27. The Council's Financial Recovery Plan that was prepared early in the year will be re-visited given the deteriorating financial position, with an aim of minimising reliance on EFS and restoring financial sustainability over the next 5 years. Plans are also being put in place to introduce an 'independent sounding board'. This will bring in a range of independent sector experts to oversee and hold the council to account for the delivery of the new Financial Sustainability Plan.

1.15. The draft budget for 2026/27 despite these efforts, forecasts that government funding and other forms of income will not be sufficient to cover the increasing demand for services and there is a forecast shortfall of at least £57m as set out in this report.

1.16. This is before the impact of the government's Fair Funding review. The consultation period has ended the outcome is unlikely to be known until early December after the Chancellor's Autumn Budget.

1.17. Analysis of the proposals on which the government consulted indicated that the Council could lose up to £10m in 2026/27 and between £22m and £40m over the next three years. This would only exacerbate an already challenging financial position. The council has undertaken extensive lobbying over the last 4 months to highlight the impact of the changes in Haringey, a Council already heavily reliant on Exceptional Financial Support. Final grant allocations for the next three years will not be known until December 2025 but if the proposals do not change, the Council will not be in a position to set a balanced budget next year without significant new Exceptional Financial Support of at least £57m, which will be on top of the EFS requirement in 2025/26, which is at least £37m and therefore potentially over £90m in total.

1.18. This position is not sustainable as it simply adds to council debt for the next 20 years. In 2026/27, borrowing costs for EFS alone are expected to be £1.4m.

1.19. The remainder of this report sets out further details of the position but it is noted by the Council's Section 151 Officer that setting a balanced budget in 2026/27 will only be possible if government agree Exceptional Financial Support, and agreement on this will not be known until February 2026, around the time that the final 2026/27 Local Government Finance Settlement is published.

1.20. Officers have also commenced the work to identify the more transformational changes that will be needed for 2027/28 to further reduce spending. This will focus on transformational changes to statutory services to focus on prevention, reducing demand; changes in how statutory services are delivered through learning from others who spend less per head; and maximising and commercialising the Council's assets. Officers are planning for a scenario that could see some of these new proposals presented to the new administration in September 2026 and decisions to be made on these more transformational changes to reduce spending.

2. Cabinet Member Introduction

2.1 Setting the Haringey Council budget gets more challenging every year. Due to historic government underfunding, Haringey now operates with around £143m less in real terms in core government funding than it did in 2010/11. At the same time, we have seen rising demand for our services, which now cost more to provide. Despite year on year efficiency savings, spending reductions and increases in income Haringey will again be utilising Exceptional Financial Support from government to balance our budget in 2025/26.

2.2 Local Authorities across the country are struggling financially but Haringey faces some unique financial challenges. Our government grant is 15 per cent less than the national average, income from council tax is lower than average in Haringey; and we have been funded at lower levels than many neighbouring boroughs with whom we share many 'inner London' characteristics.

2.3 The new government was never going to be able to reverse years of austerity overnight and we have had a constructive conversation with Ministers about their proposed future Fair Funding model for local government. The impact of the initial proposals are set out in this report but due to representations made by us, London Councils, the Mayor of London and others we are hopeful that they will be amended to better reflect the true cost of providing services in London. In either scenario these changes are not expected to change our budget position fundamentally.

2.4 Our draft budget for 2026/27 does not contain new savings proposals capable of closing the budget gap. This reflects the difficulty of continuing to identify yet more savings and income generation opportunities year after year. More than 80% of our service budgets are already spent on social care and temporary accommodation. Whilst these areas are not exempt from the need to achieve the best possible value for money it does limit our ability to

reduce costs when so much is spent on meeting our legal obligations in these areas. However, it does include £7m of new proposals, including spending reductions and income generation measures in addition to more than £15m of measures that have been previously agreed to be delivered next year. We will be focusing relentlessly on achieving these savings alongside the delivery of the £30m of savings that are in this year's budget.

2.5 This is vital in order to reduce the amount of Exceptional Financial Support we use. EFS is money the council is allowed to borrow to fill its funding gap. It is not a grant and will need to be repaid, with interest in future years.

2.6 Despite all the challenges this is a budget which reflects our values as a council as we continue to deliver services to the most vulnerable at the same time as maintaining vital investment in the things that matter to every resident including our fabulous parks, leisure centres and libraries.

3. Recommendations

3.1 It is recommended that Cabinet:

a) Note 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.

b) Note the proposed new savings, pressures and capital programme changes for 2026/27 – 2030/31 (Appendices 1 to 6).

c) Note 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).

d) Note the new risks and uncertainties in Section 15.

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) Approve the launch of consultation on the revenue budget proposals and proposed changes to the capital programme as set out in this report.

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 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.

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 2 March 2026.

5.2 This report is a key tool in achieving this because 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) and Borough Vision.

6.3 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.

6.4 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.

6.6 In December 2025, the Government will publish a three-year Local Government Finance Settlement which will give some certainty over Government funding levels. This will be based on the Spending Review published on 11 June 2025 and the outcome of the consultation on the distribution of funding that took place between 20 June and 8 August. 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. Furthermore, although externally provided modelling was undertaken to forecast the impact for Haringey of the new distribution methodology under the Fair Funding Review 2.0, these cannot be accurate and therefore the currently presented funding assumptions contain a high level of 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.

Budget Principles

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

- To support the delivery of the Council Delivery 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.

7.4 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. This is the final year of the current Council Plan and a new plan will be developed next summer with the new administration in line with wider 10 year Borough Vision.

7.5 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. The Spending Review figures for 2028/29 and beyond are provisional only and will be subject to review as part of a Spending Review in 2027 and the Autumn Budget that will be delivered on 26 November 2025.

8.2 Local government funding allocations for 2026/27 will not be known until the provisional local government finance settlement in December 2025. These allocations will be based on the new funding regime following the Fair Funding Review 2.0 consultation held with the sector over the summer.

8.3 The outcome of the consultation is not yet known but modelling from a couple of external resources suggests that, if the proposals progress, there will be significant shifts in funding distribution across the country with inner London, including Haringey and the South East set to lose funding from 2026/27.

8.4 The following paragraphs set out the key messages.

Fair Funding Review 2.0 – Key Messages

8.5 The Government's aim from the recent consultation was to seek views on the approach to determining new funding allocations for local authorities, and fire and rescue authorities, building on the local authority funding reform: objectives and principles consultation which the government has provided a summary to in parallel.

8.6 The consultation covered - determining local authority funding allocations; approach to consolidating funding; measuring differences in demand for services and the cost of delivering them; measuring differences in locally available resources; the New Homes Bonus; transitional arrangements and keeping allocations up to date.

8.7 It also covered - long-term approach to the business rates retention system; devolution and wider reforms, including how we can bring Strategic Authorities closer to the Local Government Finance Settlement; ways to reduce demands on local government to empower them to deliver for communities; and sales, fees and charges reform.

8.8 The lack of information has prevented Haringey along with all other authorities from being able to engage fully in the consultation process. Notably by not involving the sector in 'road testing' new formulae (particularly children's services and adult social care); a lack of evidence or rationale for changes in the Area Cost Adjustment; and lack of local authority level calculations for key elements of the proposals, such as the Working Age Council Tax Support formula.

8.9 This has led to modelled outcomes which the Council has not been able to accurately predict, understand or explain the impact. It is also potentially leading to perverse outcomes, notably in the new Children's formulae. This is creating the most significant change in the proposals and has the single largest impact on London boroughs' funding share.

8.10 Senior officers and Cabinet have made representations to ministers ahead of the publication of the consultation and continued to do so when it became clearer what the likely funding impact would be. The Council has been working directly with civil servants and Ministers to provide concrete evidence of level of need and drivers of this need. Recent changes to portfolio leads at the national level, has required further engagement to ensure new ministers are fully appraised of the concerns from Haringey.

8.11 The Council's response to the consultation was appended to the 2025/26 Quarter 1 Finance Update Report and can be accessed here: Fair Funding Review 2.0

8.12 Modelling undertaken by London Councils and a sector expert suggests that Haringey could lose up to £40m in funding before transition. With proposed transitioning only covering three years, there is the potential for a significant 'cliff edge' beyond 2028/29. With this uncertainty, Haringey may be forced to plan for potentially unnecessary reductions.

8.13 A further product of the modelling is that Haringey will be forced to continue to require Exceptional Financial Support (EFS) for the foreseeable future. EFS was supposed to be a temporary and exceptional solution but is now becoming more widespread and less sustainable. In effect, the Council is likely to be running a structural deficit from year-to-year. The existing EFS regime does not support councils to move out of financial distress. Once any viable surplus assets have been sold and capital receipts exhausted, support comes in the form of additional borrowing over the next 20 years, which simply leads to growing financing costs and, ultimately, the need to borrow even more.

8.14 This position is not sustainable, equitable for local taxpayers or in line with the Council's Best Value Duty.

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. The recently published Indices of Multiple Deprivation show Haringey ranked highest in London for deprivation and 47nd in the country. 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.

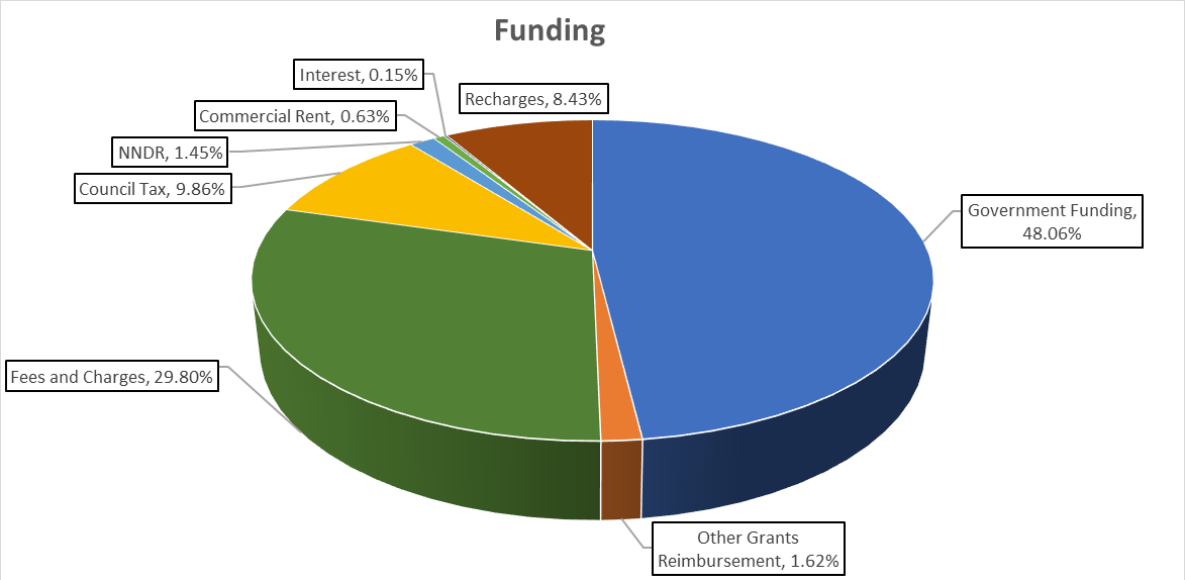
9.4 The most recently reported data shows that 25% of residents aged 16 to 65 were claiming Universal Credit in Haringey in May 2025 – over 47,000 people. 7.9% of residents aged 16+ were claiming unemployment-related benefits in Haringey in May 2025 – ca. 15,000 people, one of the highest figures of the last 3 years and higher than the averages for London and 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 sector was expecting an announcement on the outcome of the FFR2.0 consultation and a related policy paper to be published in October but this is now not expected until at least November and the provisional Local Government Finance Settlement for 2026/27 until week beginning 15 December due to the late Autumn budget date. These will cover the period 2026-2028. Following a consultation period, the final settlements will be published in February 2026.

10.4 Current financial plans assume that Government funding for 2026/27 at an England level 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 strongly suggests 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 set out above. 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 2025/26. 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.

10.7 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. Due to the impact of the new funding regime and expected changes to the business rate system it is very unlikely that a Pool would be viable for 2026/27. The Government have now requested expressions of interest, and this will be submitted before the deadline. The budget assumption in relation to Pooling therefore remains as is i.e. no benefit from pooling for 2026/27 and across the MTFS period.

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 continue to assume that the council tax base will increase by an average of 1% in 2026/27 and across the remaining MTFS to reflect the Council's ambitious housebuilding and development 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. While decisions on the final Council Tax increases are part of the budget setting process and agreed by Full Council each March, given the severe financial challenges facing the authority, the financial modelling now assumes that council tax will be raised by the maximum allowable across the whole MTFS period. 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 2024/25 Council Tax was an estimated surplus, with the Council's share totalling £2.46m. This will be recognised in 2025/26. Work is underway to estimate any surplus/deficit impacting 2026/27 and may lead to a forecast deficit mainly due to the challenges of collecting the sums billed. 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). The quarter 2 performance data shows that collection is 2.93% behind target and national published data for the last 4 years shows outer London boroughs have seen declining collection after an immediate uplift post Covid. Based on this insight, the previously assumed council tax collection rates for 2026/27 and beyond have now been reduced.

10.15 This has had a negative impact on overall forecast Council tax income. Performance will continue to be measured on a monthly basis and this will help inform the final council taxbase for 2026/27 when it is agreed in January 2026.

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. Early indications are that because of historic shortfalls against income targets, this increase will not deliver any, or at least any significant additional net income into the General Fund.

10.18 For budget planning purposes, it is assumed that most fees and charges will increase by the inflation level as at September 2025 in line with budget principles. However, consideration will also be given to those already at full cost recovery, those where increases could be detrimental to income generation and those where current fees and charges are significantly below those charged by statistical neighbours.

10.19 Full details will be included in the report to Cabinet on 9 December 2025 and to the Licencing Committee in January 2026 for the fees and charges under their remit.

11 Revenue Expenditure

11.1 Spending patterns are volatile and each year there are new pressures and potential opportunities. The annual financial planning process assesses existing and any emerging pressures or reductions to enable a budget to be set that is robust, realistic and achievable. The starting position is a review of the financial position in the previous and current financial years.

Financial Response and Recovery

11.2 In the light of the estimated 2024/25 budget overspend and forecast budget gaps across the 2026-2030 financial planning periods, a Financial Response and Recovery plan was put in place. This was produced following internal and external challenge and input.

11.3 Delivery of the agreed actions is a corporate responsibility, and progress is reviewed bi-weekly by the Financial Recovery Board (FRB) and every 6 weeks by Cabinet. Operational delivery has been delegated across existing

or specifically constituted boards who report on progress against the actions to FRB.

11.4 A quarterly update is included in the quarterly finance update reports to Cabinet. The first was included as Appendix 10 in the 2025/26 Quarter One Finance Update report considered by Cabinet on 16 September 2025 16 September Cabinet Report.

11.5 In light of the Council's deteriorating financial position, the Financial Response and Recovery Plan will be reviewed and re-framed as a Financial Sustainability Plan aimed at taking the necessary action to restore the Council's financial stability and reducing the reliance on EFS.

2025/26 Forecast Budget Position

11.6 The Quarter 1 Finance Update report was presented to Cabinet on 16 September Cabinet Report.

11.7 The forecast outturn for the Council's General Fund (GF) was an overspend of £34.1m. Of this, £30.1m was Directorate based and the most significant areas of overspend continues to be seen in the demand led services (social care and temporary accommodation) which together account for 67.7% (£23m) of the total forecast overspend; Housing Demand at 33.5% (£11.4m), Adult Social Care at 22.2% (£7.6m) and Children's at 12% (£4m).

11.8 A further £4.2m is forecast by the Finance and Resources Directorate, predominantly in the property related services. The strategic decision to move to a corporate property model to more effectively and efficiently manage the council's internal estate went live at the beginning of this financial year. The pre-work highlighted historical under-provision of budgets, and these are evident in the Quarter 1 forecast and an overspend of £676,000 mainly arising from pressure on business rates, energy and security costs. However, the consolidated operations are expected to drive efficiencies, and work will continue to mitigate this current overspend.

11.9 In addition, there is a £2.376m overspend forecast in Strategic Property Services (SPS) which manages the council's commercial estate. Extensive work is underway on reviewing the portfolio and review of leases and rent reviews which is leading to increased income. However, this is set in the context of overstated income budgets. This means a pressure is forecast to remain this year. The ongoing reliance on agency staff means high staffing costs but the expertise is required for the improvement plan on the portfolio. This is being addressed as part of the 2026/27 budget process in advance of a recruitment exercise that will be planned for next year.

11.10 The majority of the remaining forecast overspend is aligned to shortfall in delivery of savings.

11.11 The in-year position continues to be monitored on a monthly basis internally and by Corporate Leadership Team and the most recent forecasts suggest that the forecast remains at a similar scale. The next formal update to Cabinet will be December when they consider the Quarter 2 position. This report will include the outcome of work currently underway to re-scrutinise all reserve balances and other historic balance sheet items; to review treasury and Minimum Revenue Provision forecasts in the light of the review of the capital programme and likelihood of the authority requiring further EFS.

11.12 The Quarter 2 report will also incorporate the mid year assessment of bad debt provision requirement, the likelihood of any contingent liabilities crystallising into reality and an update on maintained schools such as any increase in those in deficit.

11.13 Taken together, this additional analysis could lead to the identification of additional pressures that were not included in the Quarter 1 forecasts. Even if the position does not deteriorate, it must be considered unlikely that any one-off contributions identified will be sufficient to offset the full forecast overspend. Therefore, the actual ask for EFS for 2025/26 is likely to be higher than the £37m assumed when the budget was set.

12 Approach to 2026/27 Financial Planning

12.1 The 15 July 2025 report outlined in detail the approach to the 2026 financial planning process 15 July Cabinet Report .

12.2 Initial budget proposals were reviewed and refined over the summer period and this activity has resulted in the new and / revised budget proposals now included in this report and appendices and are recommended for public consultation and member scrutiny.

12.3 Cabinet will review and consider all feedback derived from this process in early January before the final budget is prepared. It should also be noted that work will continue up to the publication of that report on further refining key assumptions notably around demand pressure estimates both service specific and corporate. This is important as levying bodies themselves have yet to finalise their budget processes and adjustments to external factors such as inflation, bank base rates, unemployment and national growth rates will inevitably impact on current assumptions. This will ensure that the final proposed budgets are as sound and realistic as possible.

12.4 Professional judgement will be used to assess the extent to which those final assumptions will need to be adjusted to take account of demand and other changes across 2026/27.

Updated 2026/27 Financial Position

12.5 The 2026/27 budget gap reported to Council on 3 March and then to Cabinet on 15 July 2025 has now been adjusted to reflect the following:

- Adjustments to Existing proposals
- New savings proposals which will be subject to consultation following Cabinet.
- New and revised budget pressures.
- Revised assumptions on Council Tax levels and collection rate.
- Business rates income amended to reflect latest CPI inflation, current estimates of the impact of the planned revaluation and reset.

12.6 The output of these adjustments have resulted in a movement of £13m and a revised budget gap for 2026/27 of £57.2m as set out in Table 1 below.

Table 1: 2026/27 Revised Budget gap

Description	2026/27 £'000
Adjusted Current Assumption (based on early 2025/26 budget forecasts)	**44,178**
Updates to existing proposals*	2,836
Updated Pressures	20,059
New Savings	(2,347)
New Management Actions	(4,628)
New Government & Other Funding Changes	(2,858)
Total	**57,240**
*Combination of reprofiling and corrections made to previous workforce savings assumptions in the MTFS that have now been fully allocated in 2025/26.	

12.7 The key drivers of the increased gap are provided below:

Budget Pressures

12.8 Work since July 2025 has suggested that an additional £30.1m will be required for 2026/27 with an additional £107.7m across the whole MTFS period. These estimates have taken into account the most up to date forecasts and modelling for the current (2025/26) financial year which at Quarter One was forecasting an overspend of £34.1m.

12.9 The table below summarises the total estimated additional budget required by Directorate for each year and further details are set out by Directorate in the Appendices.

Table 2: New Proposed Budget Pressures

Directorates	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total £'000
Children's Services	2,152	-	(165)	-	-	**1,987**
Adult & Social Services	10,600	-	-	-	-	**10,600**
Housing Demand	10,854	-	-	-	-	**10,854**
Public Health	-	-	-	-	-	**-**
Culture, Strategy and Communities	1,655	(619)	75	75	1,230	**2,416**
Environment & Resident Experience	1,275	803	-	-	-	**2,078**
Finance & Resources	1,750	-	-	-	-	**1,750**
Corporate Budgets	1,773	14,997	14,898	14,777	31,558	**78,005**
Total	**30,059**	**15,181**	**14,808**	**14,852**	**32,788**	**107,690**

12.10 Assuming that the new pressures are built into 2026/27 to 2030/31 budget plans, the pressures across the 5 years of the MTFS would be as shown in the table below.

Table 3 – Estimated Total General Fund Budget Pressures 2026-2031

Directorates	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total £'000
Children's Services	5,648	1,772	1,607	1,680	-	**10,707**
Adult & Social Services	19,046	7,210	7,200	6,920	-	**40,376**
Housing Demand	13,854	2,000	2,000	1,000	-	**18,854**
Public Health	-	-	-	-	-	**-**
Culture, Strategy and Communities	2,252	(1,146)	98	98	1,230	**2,532**
Environment & Resident Experience	226	669	(2,000)	-	-	**(1,105)**
Finance & Resources	2,712	-	-	-	-	**2,712**
Corporate Budgets	32,468	46,551	44,657	48,089	31,558	**203,325**
Total	**76,206**	**57,056**	**53,562**	**57,787**	**32,788**	**277,401**

Service Pressures for 2026/27

12.11 51% of the new budget pressures for 2026/27 relate to Adults and Children's social care and housing demand.

12.12 The estimated additional budget requirement for adult social care in 2026/27 is £19.0m - £8.4m identified at the last update in March 2025 and an additional £10.6m as set out in Table 2. This represents an increase in adults receiving care packages and an inflationary increase of 4%. Within this inflation assumption it is projected that the number of Older Adults with a Physical Disability primary need will increase from 1,578 to 1,704 by March 2027. For Younger Adults (18-64) with a Learning Disabilities primary need,

the increase from a baseline of 734 is expected to reach 772 by March 2027, for those with a Mental Health primary need, an increase from 452 to 498 at March 2027 and for those with a Physical Disability primary need, an increase from 615 to 787 by March 2027. In addition, there is a £3.6m staffing cost pressure, driven by rising demand and increasingly complex care needs, particularly among older and younger adults.

12.13 In 2026/27, it is assumed that £13.9m additional budget will be required for housing demand - £3m identified at the last update in March 2025 and the additional £10.9m as set out in Table 2. Of this, £9.9m pressures are related to increased Temporary Accommodation (TA) costs mainly driven by an 18–19% annual increase in Nightly Paid Accommodation (NPA) costs, reduced availability of Private Sector Leased (PSL) and council-owned properties, and market pressures that have led to landlords withdrawing properties. There is also a £1.0m investment requirement for a proposed landlord incentive scheme which aims to retain and grow PSL stock, reducing reliance on costly accommodation and this is projected to deliver significant cost avoidance in future years.

12.14 Within Children and Family services, an additional £5.6m is expected to be needed - £3.5m identified at the last update in March 2025 and the additional £2.2m as set out in Table 2. The additional requirement is mainly due to a Families First Partnership Programme pressure from replacing a 2025/26 grant which was originally passported to the Council as a Section 31 Grant but is now ringfenced. Other pressures include additional staffing requirements to support SEND tribunals, direct payments and increased requests for Subject Access records.

12.15 The pressure highlighted in Environment and Resident Experience relates to challenges around management of housing benefits particularly unavoidable statutory costs, including pressures from Supported Exempt Accommodation, bad debt provision, and reduced Housing Benefit overpayment recovery due to Universal Credit migration.

12.16 The estimated additional budget requirement in Culture, Strategy and Communities is due to the service facing pressures which include a budget shortfall for the 2026 borough elections, HR and Estates renewal team funding gaps as previously capitalised staffing costs now need to be revenue funded, and Library staffing cost increases, requiring budget adjustments to maintain statutory duties and service delivery.

12.17 The main pressure identified in Finance and Resources has emerged following the recent creation of a Corporate Landlord model. These consolidated property related budgets into a central team, aim to drive forward efficiencies in spend as well standardising the offer. This has highlighted an under provision of budgets notably in relation to NNDR and utilities.

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.

12.19 Appendices 1 to 5 set out in in more detail the assumptions around the estimated pressures. Although still subject to change and challenge and validation in light of the forecast in the current year between now and December, these have now been assumed in the financial planning models.

Corporate Pressures for 2026/27

12.20 Appendix 6 sets out the currently proposed corporate budget increases and key assumptions and show an increase of £32.5m is required. The main inflation assumptions are 3.5% for pay and an average of 6% for corporate contracts. The current Treasury Management Strategy Statement (TMSS) 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%. These assumptions remain at this stage and the updated TMSS will be reviewed by Audit Committee in January, Cabinet in February and Full Council in March.

12.21 Final figures from levying bodies will not be available until early in the new calendar year. Government policy decisions can have a significant impact on many of the corporate budgets which cover pay and corporate contract inflation and treasury and capital financing. Any announcements in the Chancellors Autumn Statement, planned for 26 November 2025 could also lead to changes to current figures.

Budget Savings

12.22 The approach to identifying new savings as part of this year's financial planning process was set out in detail in the July Cabinet report 15 July 2025 Cabinet

12.23 Work since July 2025 has identified an additional £7.0m new savings (including management actions) for 2026/27 with a total £11.0m new savings across the whole MTFS period as noted in the table below. These are on top of the existing, already approved, savings of £14.9m in 2026/27 and £32.2m across the whole MTFS period.

12.24 These are detailed in Appendices 1 to 5 and Cabinet are now recommended to commence external consultation and member scrutiny.

Table 4: New Proposed Budget Savings

Directorates	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Children's Services	(327)	(101)	(20)	-	-	**(448)**
AHH Adult & Social Services	(909)	-	-	-	-	**(909)**
AHH Housing Demand	(850)	(542)	(512)	(490)	-	**(2,394)**
AHH Public Health	-	-	-	-	-	**-**
Culture, Strategy and Communities	(100)	-	-	-	-	**(100)**
Environment & Resident Experience	(161)	-	(250)	(250)	-	**(661)**
Finance & Resources	-	-	-	-	-	**-**
Corporate Budgets	-	-	-	-	-	**-**
Management Actions	(4,628)	(848)	(605)	(200)	(200)	**(6,481)**
Total	**(6,975)**	**(1,491)**	**(1,387)**	**(940)**	**(200)**	**(10,993)**

12.25 Assuming that the new proposals are agreed and built into 2026/27 to 2030/31 budget plans, the savings programme across the 5 years of the MTFS would be as shown in the table below.

Table 5 – Estimated Total General Fund Savings Programme 2026-2031

Directorates	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total
Children's Services	(847)	(466)	(70)	-	-	**(1,383)**
AHH Adult & Social Services	(3,765)	(1,689)	(1,920)	-	-	**(7,374)**
AHH Housing Demand	(3,450)	(1,842)	(512)	(490)	-	**(6,294)**
AHH Public Health	-	-	-	-	-	**-**
Culture, Strategy and Communities	(408)	(100)	(125)	-	-	**(633)**
Environment & Resident Experience	(1,075)	(1,238)	(1,136)	(250)	-	**(3,699)**
Finance & Resources	(1,342)	(3,260)	(2,885)	-	-	**(7,487)**
Corporate Budgets	(4,377)	(3,505)	-	-	-	**(7,882)**
CTRS related schemes	(2,000)	-	-	-	-	**(2,000)**
Management Actions	(4,628)	(848)	(605)	(200)	(200)	**(6,481)**
Total	**(21,893)**	**(12,948)**	**(7,253)**	**(940)**	**(200)**	**(43,233)**

12.26 It is acknowledged that the sum of new proposals is relatively low, however, the Council has already committed to deliver £33.9m savings, agreed in previous planning periods. This is not an insignificant sum. Therefore, the focus between now and April 2026 will be on ensuring these savings are delivered, with clear plans and strategies to unblock any perceived barriers

to full delivery. This might include making decisions to re-allocate resources from other activity.

12.27 The Pension Fund tri-annual valuation is underway, which will include a review of employer contributions. An update will be presented to the Pension Committee and Board on 1 December and if known, any financial implications of this will be included in the final 2026/27 Budget report in February.

12.28 The 2025/26 Quarter 1 report underlined firmly that the Council's underlying spend levels will require the continuation of borrowing the £37m for EFS assumed for 2025/26. As set out above, despite ongoing efforts to offset the forecast in year pressures, it is expected that the final EFS requirement for 2025/26 will exceed the £37m. The 2026 Financial Planning process to date, including lobbying and meetings with MHCLG and Ministers, has clarified that EFS and/or increases in Council Tax above the 4.99% threshold are the only options for the authority in setting a budget for 2026/27 and indeed for any year of the MTFS.

12.29 The implications for this level of ongoing borrowing is far from ideal but considered realistic at this stage given the financial pressures the Council is dealing with over the next five years even after the implementation of a range of spending controls. 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. The Council will also continue to deliver the agreed financial sustainability plan.

12.30 Based on the forecast budget assumptions in this report and the resultant gaps, Chart 2 below sets out the forecast value of the Councils budget that will be funded through EFS across the MTFS period. Again, based on current budget assumptions, Chart 3 shows the forecast annual EFS interest charges to be incurred each year of the MTFS. These figures are based on a 20 year maturity PWLB Loan at 5.85% inclusive of certainty rate discount.

12.31 It must be stressed that the contents of the charts are not final but illustrative of the currently presented position in this report. The final ESF figure will be subject to agreement with Government and will depend on the outcome of the local government finance settlement, any internal revisions to current assumptions before February, the wider economic position and availability of capital receipts to bridge the budget gap.

Chart 2 – Forecast Council Budgets funded through EFS

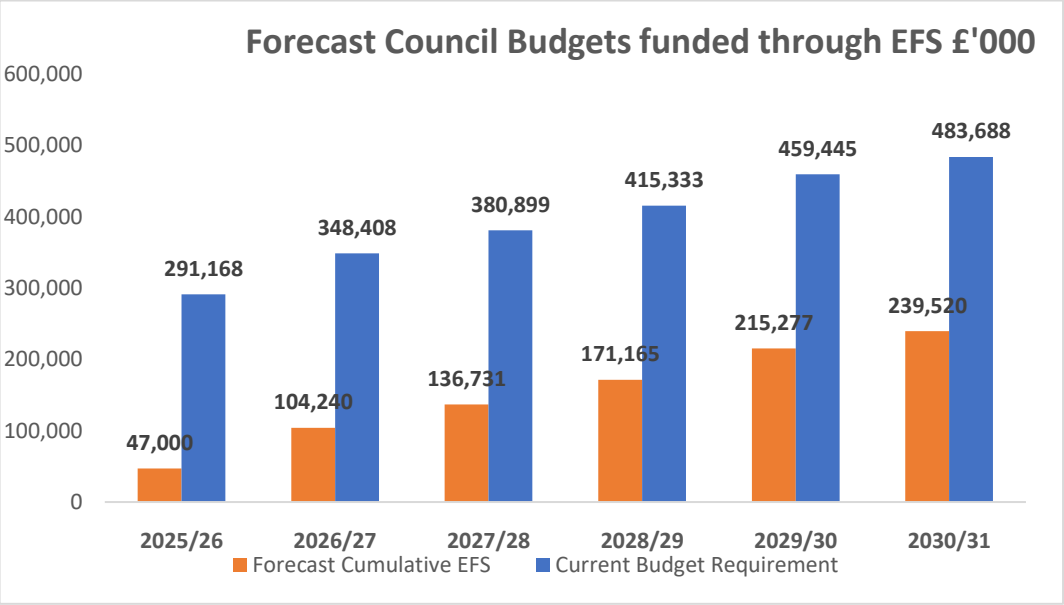
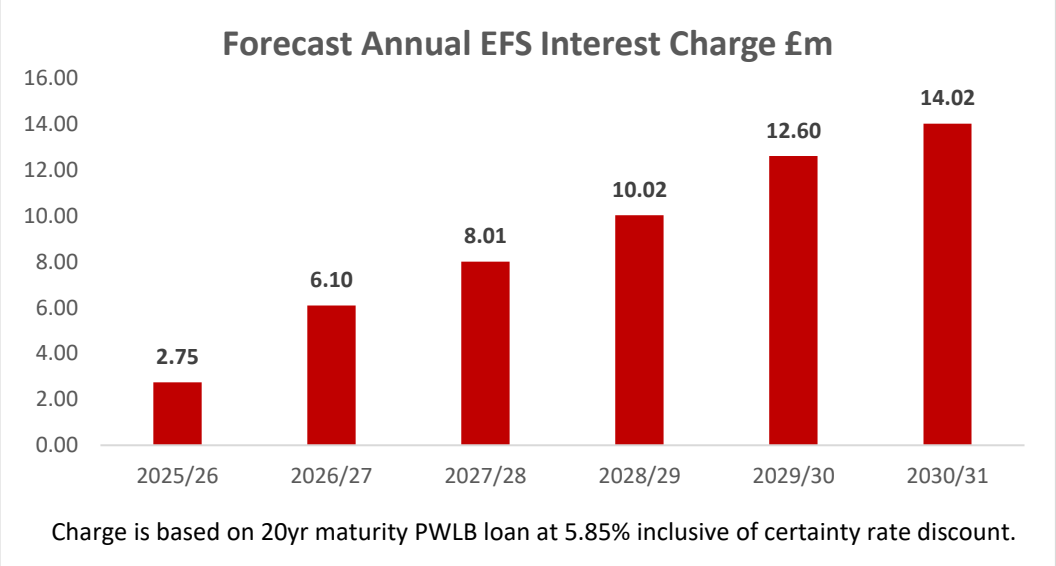


Chart 3 – Forecast Annual EFS Interest Charge



12.32 It must be noted that the currently presented 2026/27 figures will change before the final 2026/27 Budget report is proposed by Cabinet in February not least because consultation and scrutiny has yet to commence and the provisional local government finance settlement will not be announced before early December. The Government is also yet to confirm the outcome of the recent consultations on FFR2.0 and Resetting the Business Rates.

13 Financial Position for 2027/28 and beyond

13.1 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.

13.2 The Spending Review (SR25) published in June only provided government departmental budgets. Local authority allocations will not be known until December. However, it is now clear from the SR25 documents and the recent consultation of funding reform that there is little or no 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 which will make later years even more challenging.

13.3 Therefore, at this point there remains an estimated cumulative budget gap of £192.5m by 2030/31.

13.4 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 North London Waste Authority levy increases and finally capital financing costs which will start to compound as the authority becomes increasingly reliant on EFS to meet real costs. The current assumptions on government funding may prove to be significantly different to the final figures, adding additional risk. The on-going shift from direct government grant funding to funding based on locally generated tax from residents and businesses comes with further challenges as these are potentially harder to collect.

13.5 This forecast gap is based on the best estimates at this stage and as set out in Table 6 and includes:

- Government funding remains cash flat.
- Service demand pressures of £30.3m (2027/28 - 2030/31).
- Corporate demand pressures of £170.9m (2027/28 - 2030/31).
- Pay and price inflation reducing across the period to 2%, although with inflation not reducing at the pace expected this assumption carried significant risk.
- Interest rate of borrowing costs remain an average of 5.5%. This will be updated as part of the annual review of the TMSS and the impact of revised forecasts built into the February report to Cabinet.
- Council Tax base increase of 1% and Council Tax level increase of 4.99% for the remainder of the MTFS period.

- Delivery of £21.3m of agreed and proposed savings for 2027/28 to 2030/31.
- Corporate Contingency increases to £25m until 2029/30.
- Services stay within their approved budget allocation and do not overspend.
- Contribution of £3m per year from 2027/28 to the strategic budget planning reserve to replenish reserves but this remains subject to review each year depending on the Council's financial position.

Table 6 - Budget Gap 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Previously Agreed Budget Pressures	46,147	41,875	38,754	42,935	0	**169,711**
Previously Agreed Budget Savings	(14,917)	(11,457)	(5,866)	0	0	**(32,240)**
Previously Agreed Grant Funding Changes	5,785	(10,218)	(6,702)	(4,009)	0	**(15,144)**
New Pressures	30,059	15,181	14,808	14,852	32,788	**107,690**
New Savings	(2,347)	(643)	(782)	(740)	0	**(4,512)**
New Management Actions	(4,628)	(848)	(605)	(200)	(200)	**(6,481)**
New Government & Other Funding Changes	(2,858)	(1,401)	(5,173)	(8,726)	(8,344)	**(26,503)**
Forecast Budget Gap	**57,240**	**32,490**	**34,434**	**44,112**	**24,244**	**192,520**

13.6 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 the Corporate Delivery Plan. This may mean spending more in some areas of greater need and priority and more significant reductions in other areas.

13.7 Officers are working on a range of more transformational changes to services and considering services that could be reduced. There is a scenario where these proposals could be presented in September 2026 based on this work undertaken.

14 Capital Programme Update

14.1 The 15 July 2026/26 Budget to 2026/2031 report reiterated the requirement for all local authorities to prepare a Capital Strategy which will provide:

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

14.2 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.

14.3 With interest rates remaining high in the short term at least, it is essential that levels of borrowing are kept to a minimum. It is estimated that for every £1m of capital expenditure that is funded through borrowing, the Council has to budget £62,000 per annum to pay the interest and repay the debt.

14.4 The Council will continue to identify external funding that can be utilised to fund the capital programme to reduce the need for borrowing, including grants and other contributions such as Section 106, CIL and the contributions parking income can make to eligible spend within the programme on essential maintenance to roads and other transport schemes across the borough.

14.5 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 schools, highways infrastructure and operational and commercial estate. Capital investment can also provide opportunities to deliver revenue savings, or additional income and will be considered.

14.6 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 'pre pipeline' and reviewed as part of the review of the capital programme each year.

14.7 Proposals for the 2026/27 capital programme were considered over the summer and autumn and reviewed against estimated resources available. The outcome of that review is set out below and will be subject to the budget consultation process. Feedback from the consultation will be considered in developing the full programme that will be presented to Cabinet in February before agreement by full Council on 2 March 2026.

Proposed Capital Programme for 2026-2031

14.8 Over the summer, officers have been reviewing the existing capital programme to identify any schemes that could be reduced, deferred, deleted but also to identify any other new essential new investment that may be required.

14.9 The proposed changes are summarised in Tables 7 and 8 and are set out in full in appendices 1 to 5. If agreed in March 2026 by full Council, the approved 2026-2031 General Fund capital programme will increase from £475.827m to £485.463m. This is due in large part to the additional resources applied to the Children's Services programme for the school's estate, offset by reductions in other areas, the largest of which relates to the in-borough Children's respite facility which is now not going ahead as planned. However, the latter was previously included in the programme on the basis of it being self-financing so its removal does not reduce the cost of the capital programme.

14.10 A significant but essential programme that is underway is to identify a replacement for the Council's 20 year old finance, HR, payroll and procurement system. This system replacement is a significant undertaking but essential given the age and functionality of the current system and it is critical that the Council has a system that enables staff and suppliers to be paid on time, can support the Council in meeting its financial statutory requirements but also provides an opportunity to update and modernise processes and ways of working.

14.11 A full report will be presented to Cabinet later in the year and therefore the new capital investment that will be required is not yet included in Table 8 but will need to be reflected in the final report to Cabinet and Council on 2 March 2026. It is likely that the cost of the replacement will need to be met by using the capital receipts flexibility regime as current advice is that the ERP system is not a capital asset and therefore cannot be funded through borrowing.

Table 7 – Proposed Schemes to be removed from the 2026/27 capital programme

Short Description	Current Budget 2026/27 £'000	Proposed Value of reduction £'000	Proposed Budget 2026/27
Reduction in Digital Schemes	5,097	1,160	3,937
In borough children's respite facility	5,260	4,360	900
Locality Hub	501	501	0
Clean Air School Zones	400	400	0
Total	**11,258**	**6,421**	**4,837**

Table 8 – Proposed New Schemes to be included in the 2026/27 Capital Programme

Short Description	Value £'000	Summary Rationale
School Conditions Surveys	230	There is a need to update the School Conditions Survey results. Completion of these surveys will determine the essential investment required into the school's estate.
Schools Capital Programme	14,512	Essential repairs are required for 8 schools (6 primary and 2 secondary) that can't be contained within existing programme.
Moselle Brook	1,100	The Moselle culvert plays a critical role managing surface water flooding. A partial collapse of the culvert in 2024 requires urgency permanent works.
Alexandra Palace	5,000	This will be an investment into the Panorama Room and Kitchen that is the key facility used to host the darts and investment in Mothergrid and the stage to allow large performance to take place at the palace. This capital investment is expected to support the palace in delivering its income generation strategy and will be through a loan from the Council so no impact on the Council's revenue position.

Short Description	Value £'000	Summary Rationale
Tree Planting Bid	898	Further capital required to continue post 2025 for tree planting. Opportunities for sponsorship and external funding will also be considered.
Purchase of Waste Vehicles	23,851	This purchase of the waste vehicles by the Council rather than them being leased through the waste contract is expected to be more cost effective. This will be validated when the tender process is complete and if confirmed purchase will proceed. The new waste contract will commence in 2027. This budget is already included in the capital programme for 2027/28 but the vehicles need to be purchased in advance of the contract start date and therefore this will bring forward the budget into 2026/27.
Total	**45,591**	

14.12 As part of the capital programme review, officers have also reviewed the individual schemes within the current programme for the investment into Wood Green and Tottenham areas of the borough. Across the scheme, there is £17.6m allocated which is funded through a combination of external funding and borrowing. Following a review of the funding assumptions, it has been identified that increased grants can be utilised without impacting on the overall projects planned.

14.13 Based on the revenue 2026/27 forecast position as set out in the report, if nothing else changes over the next few months of financial planning, it is clear that there is a significant requirement for new EFS to set a balanced budget in 2026/27. This new EFS requirement for 2026/27 is not yet included within the current agreed capital programme but will need to be reflected in the next iteration that will be agreed in March 2026. Where possible this will be funded from capital receipts but it is likely that the majority will need to be funded through borrowing.

Funding the Capital Programme

14.14 Work is underway to optimise the funding of the proposed capital programme. This will focus on limiting as far as possible the dependence on borrowing and will include maximising available external grant and external contributions; applicability of CIL and S106; potential to apply any historic reserve balances and a detailed assessment of uncommitted capital receipts for a refreshed update of forecast receipts from April 2026.

14.15 The Corporate Director of Finance and Corporate Resources will assess the optimum use of these resources with the final proposals presented to Cabinet in February. The final capital programme for 2026/27 to 2030/31 will be presented to Full Council on 2 March and which will also include the approval of the proposed application and strategy for the use of capital receipts.

15 Risk Management

15.1 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.

15.2 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.

15.3 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.

15.4 The Council's Corporate Director of Finance and Resources (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.

15.5 The Draft 2026/27 Budget and 2026-2031 Medium Term Financial Strategy Report presented to Cabinet on 15 July 2025 included a comprehensive section on the risks and uncertainties known at the time (Section 16.0 15 July Cabinet Report). The majority remain valid however, notable updates or additions are set out below.

15.6 The most important change is the recognition that the Council's financial sustainability is now an issue rather than a risk. If nothing changes to the assessments set out in the sections above, it will be impossible to set balanced budgets across the entire MTFS period without new and on-going EFS approvals, that will require the Council to borrow money to fund its ongoing day to day expenditure.

Government Funding and Legislation

15.7 There will be a three year funding settlement from 2026/27 and Government published its consultation on the new funding formula on 20 June. Haringey submitted a response highlighting significant concerns over the proposals and the modelled loss of funding from April 2026 and across the SR period. Since the outcome of the consultation is not yet known, the figures quoted in this report are before the impact of any funding reductions. Haringey is already reliant on EFS to set a legally balanced budget which is not sustainable. Lobbying by officers and members took place over the summer and will continue until the final settlements are published.

Estimate of Pressures for 2026/27

15.8 The demand and other service pressures have been revisited over the summer and where required previous estimates have been updated. These estimates have been made with reference to the 2024/25 outturn and 2025/26 Quarter 1 forecast. However, a risk remains that these are not sufficiently robust or that external factors such as the economic position negatively impact on current assumptions. For this reason, assumptions will be kept under review and amendments must be expected before the final 2026/27 Budget and MTFS report is published in February.

Identifying and Delivery of Budget Reductions

15.9 This report includes details of the new savings, pressures and capital investment which Cabinet is recommended to commence consultation on. The net impact of these on the 2026/27 Budget projections has not been significant however, with a large previously agreed savings programme already agreed in previous planning periods, the focus for officers is firmly on getting these delivered fully and at pace.

15.10 The Council has reviewed its delivery of existing savings. Despite the additional focus that the finance recovery programme can provide, non-delivery remains a key risk for the authority. To mitigate this as far as possible, previous delivery plans are being reviewed, resources are being re-directed where possible.

15.11 Through the Value for Money Risk Assessments and in line with prior year work, the external auditors KPMG have highlighted for 2024/25 that the council has weaknesses in its processes in place to identify or monitor

sufficient savings schemes to achieve a sustainable financial position. The Value for Money Risk Assessment report will be presented to Audit Committee on the 10th of November. Improvements have been put in place for 2025/26.

15.12 With the lack of significant new saving proposals identified, ongoing reliance on EFS is required, at least for 2026/27 and as highlighted above, must be considered likely to be required on an ongoing basis.

North London Waste Authority

15.13 A significant project is underway to develop a new North London Heat and Power facility. This project is unlikely to complete before 2030 but is likely to result in significant costs to the Council through future levy payments made to NLWA. These costs are not yet known and therefore not included within the financial position for the MTFS period included in this report.

Reserves and Contingency

15.14 The Councils corporate contingency budget for 2026/27 is currently assumed at £25m, an increase of £15m on 2025/26. This is to provide further scope to deal with any under forecast or new pressures which emerge after the budget is set. The General Fund reserve is expected to be maintained at £15.2m. A forensic review of current reserve balances has been undertaken and the outcome of this will be included in the 2025/26 Quarter 2 budget update report to Cabinet. Any sums identified as available to release will be required to offset the 2025/26 forecast overspend.

15.15 Any use of reserves to balance the budget next year is not a viable option. The current MTFS assumes a planned annual replenishment of reserves to a more sustainable level from 2027/28. Replenishment means making an annual contribution to reserves included in the budget agreed in March each year. This figure is currently set at £3m.

15.16 Until the outcome of the recent review of reserve balances has concluded revised forecasts cannot be provided and therefore, the forecasts provided in the 15 July report remain the latest. This will be updated for the Budget report to Cabinet in February 2026. As outlined above, any identified useable balances from the review will need to be used to offset 2025/26 overspend.

16 Consultation and Scrutiny

16.1 The Council, as part of the process by which it sets its budget, seeks the views and opinions of residents and businesses on the draft budget and the proposals within it.

16.2 This consultation and engagement exercise will begin following the Call In period and will conclude in January 2026. The results will be shared with Cabinet so they can be taken into consideration in the setting of the final budget and the implementation of budget decisions.

16.3 There remains a significant budget gap for 2026 and work will continue until February 2026 particularly in refining estimated budget pressures, delivering efficiencies and management actions and also the impact of any government announcements on funding.

16.4 The consultation will focus on proposals which most directly impact residents and will allow responders to share how they believe they will be impacted and also any ideas they have for ways the council might bridge the budget gap.

16.5 Statutory consultation with businesses and engagement with partners will also take place during this period and any feedback will be considered and, where agreed, incorporated into the final February 2025 report.

16.6 Additionally, the Council's budget proposals will be subject to a rigorous scrutiny review process which will be undertaken by the Scrutiny Panels and Overview and Scrutiny Committee from November to January. The Overview and Scrutiny Committee will then meet in January 2026 to finalise its recommendations on the budget package. These will be reported to Cabinet for their consideration. Both the recommendations and Cabinet's response will be included in the final Budget report recommended to Full Council in March 2026.

16.7 Finally, the consultation when published will be clear in the report which proposals it is anticipated would be subject to further, specific consultation as they move towards implementation.

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

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

18 Carbon and Climate Change

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

19 Statutory Officers comments (Corporate Director of Finance and Resources, Head of Procurement, Director of Legal and Governance, Equalities)

Finance

19.1 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.

19.2 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.

19.3 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

19.4 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

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

19.6 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.

19.7 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.

19.8 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.

19.9 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

19.10 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.

19.11 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.

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

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

19.14 The proposed recommendation 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.

19.15 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 few 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.

19.16 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.

19.17 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.

19.18 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.

19.19 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.

20 Use of Appendices

Appendix 1 – Children's New and existing budget proposals 2026/27 +
Appendix 2 – Adults Housing and Health New and existing budget proposals 2026/27 +
Appendix 3 - Environment & Resident Experience New and existing budget proposals 2026/27 +
Appendix 4 **-** Culture, Strategy & Communities New and existing budget proposals 2026/27 +
Appendix 5 - Finance and Resources New and existing budget proposals 2026/27 +
Appendix 6 - Corporate New and existing budget proposals 2026/27 +
Clarification Note 03.11.2025

21 Background papers

2026/27 Budget and 2026/2031 MTFS 15 July 2025 – Cabinet report

Appendix 1 – Childrens and Young People Directorate

1.1. The Children and young people's Directorate includes all services for children and young people, including those looked after, early help and intervention, youth provision, education services and support for those with SEND.

1.2. The estimated additional budget requirement for the Children's Directorate in 2026/27 is £6.1m as presented in the table below consisting of £4.3m of previously agreed proposals and £1.8m of new proposals, details of the new proposals are provided in the sections below. The total estimated additional budget requirement across 2026/27 to 2030/31 is £10.6m, however, it should be noted that work to model demand pressures from 20027/28 onwards is still being undertaken and therefore it is likely that the additional budget required from 2027/28 will increase. The updated MTFS for the period from 2027/28 onwards will be included in the final budget report to Cabinet in February 2026.

Directorate Proposed Budgets 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets *	**69,469**	**75,600**	**76,906**	**78,443**	**80,123**	**380,542**
Previously Agreed Budget Pressures and Savings	4,306	1,407	1,722	1,680	0	**9,115**
New Pressures	2,152	0	(165)	0	0	**1,987**
New Savings	(327)	(101)	(20)	0	0	**(448)**
New Management Actions	0	0	0	0	0	**0**
New Government & Other Funding Changes	0	0	0	0	0	**0**
Total Proposed Changes	**6,131**	**1,307**	**1,537**	**1,680**	**0**	**10,654**
Proposed Revised Budget	**75,600**	**76,906**	**78,443**	**80,123**	**80,123**	**391,196**
**** Based on Draft Budgets***						

1.3. The current assumption is that all of the previously agreed savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full. This assumption will be tested ahead of the February report and alternative savings will need to be identified for any which are now non-deliverable.

2026/27 Proposed New Budget Pressures

1.4. £2.2m of proposed new budget pressures have been identified across 2026/27 to 2030/31 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	O&S Panel
Continuation funding for running costs for Rising Green Youth Hub	165		(165)			**0**	**CYP**
Families First Partnership Programme	1,436					**1,436**	**CYP**
Additional staffing to support increase in requests for subject access records	123					**123**	**CYP**
Additional staffing to support SEND tribunals, mediations and complaints	215					**215**	**CYP**
Additional staffing to review direct payments	213					**213**	**CYP**
Total	**2,152**	**0**	**(165)**	**0**	**0**	**1,987**	

1.5. The Rising Green Youth Hub staffing costs of £165,000 has been previously met through the use of grant and reserves which is due to end in March 2026. In September, Cabinet agreed the continuation of extending the lease for Rising Green. If budgets for the running costs from April 2026 are not secured, the Council will still be liable for the rental and associated costs for April and May 2026 alongside dilapidation costs which are unknown at this stage.

1.6. The Families First Partnership Programme pressure relates to the replacement of a 2025/26 grant which was originally passported to the Council as a Section 31 Grant in the 2025/26 settlement, but subsequent guidance has been issued by DfE confirming grant conditions and new service requirements.

1.7. Under the Data Protection Act 2018, individuals have the right to request access to their personal data through Subject Access Requests (SARs), which must be responded to within one month unless extended due to complexity. Due to a sharp rise in SARs and increasing case complexity, the current team is under-resourced, prompting a proposal to add three staff members costing £123,000 to meet demand and maintain compliance.

1.8. Tribunal appeals and mediation cases in Haringey have risen sharply over the past three years, placing significant strain on the single Dispute Resolution Officer and exceeding acceptable caseload levels compared to neighbouring boroughs. To reduce financial pressures and improve outcomes, there is a need to increase staff capacity within the SEND service with a budget pressure of £215,000, which will support cases being resolved earlier.

1.9. As part of the process of reviewing direct payments, there is a statutory duty to annually review support to disabled children and identify whether needs remain the same. The service has not had the capacity to deliver either the social work aspect of the task or the financial audit function and a small social work team of 3 will be put in place to review between 300-330 short break packages. This entails reviewing children's support plans, needs and completing the audit on spending of personal budgets. The cost of the small social worker team is bringing a pressure of £213,000 to the budget.

2026/27 Proposed New Budget Savings

1.10. £0.448m of proposed new budget savings have been identified across 2026/27 to 2030/31, of which £0.327m is identified in 2026/27 and summarised in the table below.

1.11. Copies of the detailed proposals are included in Appendix 1a.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	Appendix 1a
Care Leavers Accommodation	(237)	(31)				(268)	1
Introducing specialist foster carer allowances to attract more foster carers	(90)	(70)	(20)			(180)	2
Total	**(327)**	**(101)**	**(20)**	**0**	**0**	**(448)**	

Proposed Changes to Capital Programme 2026/27 to 2030/31

DIRECTORATE	2025/26 QTR.1 Revised Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2030/31 Budget (£'000)	2026/27 - 30/31 Total (£'000)	2025/26 - 30/31 Total (£'000)	Appendix 1b
Children's Services	**15,064**	**19,493**	**14,098**	**5,031**	**5,031**	**-**	**43,653**	**58,716**	
ADDITIONS / NEW SCHEMES									
School Conditions Surveys – the completion of these surveys will determine the essential investment required	0	230					**230**	**230**	1
Schools Capital Programme – immediate essential repairs for 8 schools (6 primary and 2 secondary) can't be contained within existing programme	0	2,902	2,902	2,902	2,902	2,902	**14,512**	**14,512**	2
	0	**3,132**	**2,902**	**2,902**	**2,902**	**2,902**	**14,742**	**14,742**	
DELETION / REDUCTION									
In borough children's respite facility		(2,630)	(2,630)				**(5,260)**	**(5,260)**	
	0	**(2,630)**	**(2,630)**	**0**	**0**	**0**	**(5,260)**	**(5,260)**	
Revised Children's Services	**15,064**	**19,995**	**14,370**	**7,933**	**7,933**	**2,902**	**53,135**	**68,198**	

1.12. Details of the proposed new schemes are set out in Appendix 1b. There is one scheme that is proposed for reduction:

In borough Children's respite facility – the original budget is based on the development of a new in borough respite facility. However, this is not progressing as planned and instead the service are developing a range of alternative initiatives that will require a budget of £900,000 to be retained but that £5.260m can be removed from the programme.

Appendix 2 – Adults Housing and Health Directorate

Adults Social Care

1.1. The Adults, Housing and Health Directorate includes Adult Social Care services, temporary accommodation and housing demand (funded through the General fund) and public health. This report and the detail set out in this appendix excludes the Housing Revenue Account, of which the Business Plan will be presented to Cabinet in December.

1.2. The estimated additional budget requirement for the Adult and Social Services Directorate in 2026/27 is £14.9m as presented in the table below consisting of £5.6m of previously agreed proposals and £9.3m of new proposals. Details of the new proposals are provided in the sections below. The total estimated additional budget requirement across 2026/27 to 2030/31 is £31.5m however, it should be noted that work to model demand pressures from 20027/28 onwards is still being undertaken and therefore it is likely that the additional budget required from 2027/28 will increase. The updated MTFS for the period from 2027/28 onwards will be included in the final budget report to Cabinet in February 2026.

Directorate Proposed Budgets 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets	**98,483**	**113,406**	**118,259**	**123,064**	**129,984**	**583,196**
Previously Agreed Budget Pressures and Savings	5,590	5,521	5,280	6,920	0	**23,311**
New Pressures	10,600	0	0	0	0	**10,600**
New Savings	(909)	0	0	0	0	**(909)**
New Management Actions	(358)	(668)	(475)	0	0	**(1,501)**
New Government & Other Funding Changes	0	0	0	0	0	**0**
Total Proposed Changes	**14,923**	**4,853**	**4,805**	**6,920**	**0**	**31,501**
Proposed Revised Budget	**113,406**	**118,259**	**123,064**	**129,984**	**129,984**	**614,697**

1.3. The current assumption is that all of the previously agreed savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full. This assumption will be tested ahead of the February report and alternative savings will need to be identified for any which are now non-deliverable.

2026/27 Proposed New Budget Pressures

1.4. £10.6m of proposed new budget pressures have been identified across 2026/27 to 2030/31, all identified in 2026/27 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	O&S Panel
Placement demand pressures + inflation assumed at 4%	7,000					**7,000**	**A&H**
Adult Social Care Staffing cost pressure	3,600					**3,600**	**A&H**
Total	**10,600**					**10,600**	

1.5. Based on current modelling, the number of adults receiving care packages is projected to rise across all primary need categories by March 2027, with financial planning incorporating a 4% price inflation assumption for 2026/27. Within this inflation assumption it is projected that the number of Older Adults with a Physical Disability primary need will increase from 1,578 to 1,704 by March 2027. For Younger Adults (18-64) with a Learning Disabilities primary need the increase from a baseline of 734 is expected to reach 772 by March 2027. For those with a Mental Health primary need, an increase from 452 to 498 at March 2027 is expected and for those with a Physical Disability primary need, an increase from 615 to 787 by March 2027.

1.6. Adult Social Care (ASC) in Haringey is managing a £3.6 million staffing cost pressure, driven by rising demand and increasingly complex care needs, particularly among older and younger adults. Mitigation efforts include strategic vacancy management, recruitment delays in non-frontline roles, and optimising funding streams, while future plans focus on redesigning the operating model, enhancing digital triage, and ensuring the right workforce mix. Without securing this funding, adult social care risks breaching its statutory duties under the Care Act 2014, which could lead to growing backlogs in assessments and reviews, impacting vulnerable residents.

2026/27 Proposed New Budget Savings

1.7. £1.2m of proposed new budget reductions have been identified across 2026/27 to 2030/31 with £1.0m identified in 2026/27 and summarised in the table below.

1.8. Copies of the detailed proposals are included in Appendix 2a.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	Appendix 2a	O&S Panel
Review of Adult Social Care Charging Policy and strengthening financial assessment	(909)	-				(909)	1	**A&H**
Total	**(909)**					**(909)**		

Housing Demand (including Temporary Accommodation)

1.9. The estimated additional budget requirement for Housing Demand in 2026/27 is £13.2m as presented in the table below consisting of £3.4m of previously agreed proposals and £9.9m of new proposals. Details of the new proposals are provided in the sections below. The total estimated additional budget requirement across 2026/27 to 2030/31 is £15.3m, however, it should be noted that work to model demand pressures from 20027/28 onwards is still being undertaken and therefore it is likely that the additional budget required from 2027/28 will increase. The updated MTFS for the period from 2027/28 onwards will be included in the final budget report to Cabinet in February 2026.

Proposed Budgets 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets	**25,792**	**39,032**	**39,055**	**40,543**	**41,053**	**185,475**
Previously Agreed Budget Proposals	3,371	700	2,000	1,000	0	**7,071**
New Pressures	10,854	0	0	0	0	**10,854**
New Savings	(850)	(542)	(512)	(490)	0	**(2,394)**
New Management Actions	0	0	0	0	0	**0**
New Government & Other Funding Changes	(135)	(135)	0	0	0	**(270)**
Total Proposed Changes	**13,240**	**23**	**1,488**	**510**	**0**	**15,261**
Proposed Revised Budget	**39,032**	**39,055**	**40,543**	**41,053**	**41,053**	**200,736**

1.10. The current assumption is that all of the previously agreed savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full. This assumption will be tested ahead of the February report and alternative savings will need to be identified for any which are now non-deliverable.

2026/27 Proposed New Budget Pressures

1.11. £9.9m of proposed new budget pressures have been identified across 2026/27 to 2030/31, all identified in 2026/27 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	O&S Panel
Housing Demand (demand and price pressure)	9,902					9,902	HP&D
Total	**9,902**					**9,902**	

1.12. The Council is facing rising Temporary Accommodation (TA) costs of £8.5m, driven by an 18–19% annual increase in Nightly Paid Accommodation (NPA) spend, reduced availability of Private Sector Leased (PSL) and council-owned properties, and market pressures that have led to landlords to withdraw properties. Additional budget pressures include a £262,000 overspend on legal recharges due to reliance on external services, and an increased Bad Debt Provision aligned with ambitious rent collection targets following recent rent increases.

2026/27 Proposed New Budget Savings

1.13. £0.3m of proposed new budget reductions have been identified across 2026/27 to 2030/31, all identified in 2026/27 and summarised in the table below and set out in full in the separate Appendix Pack.

1.14. Copies of the detailed proposals are included in Appendix 2b.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	Appendix 2b	O&S Panel
Reduction in contracts in Floating Support Contract	(257)					(257)	1	HP&D

Total	**(257)**					**(257)**		

2026/27 Invest to Save Proposals 2026/27

1.15. £1.0m of investment is required to provide proposed reductions of £2.1m across 2026/27 to 2030/31 as summarised in the table below

Description	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	2030/31 £000s	Total £'000	Appendix 2c	O&S Panel
Incentive payments to increase and retain PSL stock for use as Temporary Accommodation	952					952	2	HP&D
Incentive payments to increase and retain PSL stock for use as Temporary Accommodation	(593)	(542)	(512)	(490)	0	(2,137)	2	HP&D
Total	**359**	**(542)**	**(512)**	**(490**	**0**	**(1,185)**		

1.16. The Council has experienced a steady decline in Private Sector Leasing (PSL) properties for Temporary Accommodation due to rising market rents and increased competition from other boroughs. To address this, a proposed landlord incentive scheme aims to retain and grow PSL stock, reducing reliance on costly nightly paid and B&B accommodation. While this would result in a short-term increase in expenditure in 2026/27, it is projected to deliver significant cost avoidance in future years, forming part of a broader PSL Retention Strategy.

1.17. The proposed changes to the Capital programme across the five years is noted in the below table.

Proposed Changes to Capital Programme 2026/27 to 2030/31

DIRECTORATE	2025/26 QTR.1 Revised Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2026/27 - 30/31 Total	2025/26 - 30/31 Total	O&S Panel
Adults, Housing & Health	**(£'000)**	**(£'000)**	**(£'000)**	**(£'000)**	**(£'000)**	**(£'000)**	**(£'000)**	**(£'000)**	
ADDITIONS / NEW SCHEMES									
	0	**0**	**0**	**0**	**0**	**0**	**0**	**0**	
DELETION / REDUCTION									
Locality Hub		(501)					**(501)**	**(501)**	**A&H**
	0	**(501)**	**0**	**0**	**0**	**0**	**(501)**	**(501)**	
Revised Adults, Housing & Health	**9,653**	**7,527**	**2,377**	**2,200**	**2,200**	**0**	**14,304**	**23,957**	

1.18. There are no proposed new schemes for the Adults, Housing and Health Directorate. There is one scheme that is proposed for reduction.

1.19. Locality Hubs - the original budget is based on the development of community and locality hubs across the borough. There was a decision not to progress these in the March 2025 budget report but some budget was required for the costs related to the Northumberland Resource Centre. Any costs to the General Fund have been incurred and the remaining budget can be removed from the capital programme.

Appendix 3 – Environment & Resident Experience Directorate

1.1. The Environment and Resident Experience Directorate covers a range of services that are used by all of the boroughs residents and visitors, including, waste services, roads and transport, planning and building control, leisure centres and customer services. Council Tax, Business Rates and benefits are also managed within this directorate.

1.2. The estimated reduced budget requirement for the Environment and Resident Experience Directorate in 2026/27 is £0.9m as presented in the table below consisting of a reduction of £2.0m of previously agreed proposals and £1.1m of new proposals. Details of the new proposals are provided in the sections below. The total estimated reduction in budget requirement across 2026/27 to 2030/31 is £4.8m.

Proposed Budgets 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets	**12,393**	**11,509**	**10,974**	**7,838**	**7,588**	**50,304**
Previously Agreed Budget Pressures and Savings	(1,963)	(1,372)	(2,886)	0	0	**(6,221)**
New Pressures	1,275	803	0	0	0	**2,078**
New Savings	(161)	0	(250)	(250)	0	**(661)**
New Management Actions	(34)	34	0	0	0	**0**
New Government & Other Funding Changes	0	0	0	0	0	**0**
Total Proposed Changes	**(883)**	**(535)**	**(3,136)**	**(250)**	**0**	**(4,804)**
Proposed Revised Budget	**11,509**	**10,974**	**7,838**	**7,588**	**7,588**	**45,499**

1.3. The current assumption is that all of the previously agreed savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full. This assumption will be tested ahead of the February report and alternative savings will need to be identified for any which are now non-deliverable.

2026/27 Proposed New Budget Pressures

1.4. £2.1m of proposed new budget pressures have been identified across 2026/27 to 2030/31, £1.3m identified in 2026/27 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	O&S Panel
Increase in Bad Debt Provision against shortfall in court cost recovery	136					136	O&S
Ongoing pressures relating to Housing Benefit overpayments.	1,127	803				1,930	O&S
Total	**1,263**	**803**				**2,066**	

1.5. There is a budget increase of £136,000 needed to address a recurring shortfall in court cost income, which has consistently fallen below the longstanding budget assumption of £1.35m income. This gap is driven by failure to set the fees at a high enough level to meet the income target, which is corrected in the fees proposed for 2026/27. Therefore this pressure will remain only if the proposed increase in fees that are being considered by Cabinet in December are not approved.

1.6. An additional £1.13m is required for the 2026/27 benefits expenditure budget to cover unavoidable statutory costs, including pressures from Supported Exempt Accommodation, bad debt provision, and reduced Housing Benefit overpayment recovery due to Universal Credit migration. These costs are mandated by law and cannot be avoided. Without this adjustment, the Council faces a forecasted overspend of £1.13 million, and the previously planned £1 million saving will not be achievable. The funding ensures continued service delivery and aligns the budget with realistic demand.

2026/27 Proposed New Budget Savings

1.7. £0.6m of proposed new budget savings have been identified across 2026/27 to 2030/31 with £0.1m identified in 2026/27 and summarised in the table below.

1.8. Copies of the detailed proposals are included in Appendix 3a.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	Appendix 3a	O&S Panel
Leisure Commercialisation			(250)	(250)		(500)	1	CCSE
CCTV income generation	(48)					(48)	2	CCSE
Optimised environmental enforcement	(50)					(50)	3	CCSE
Total	**(98)**		**(250)**	**(250)**		**(598)**		

2026/27 Proposed Invest to Save Proposals

1.9. £12,000 of investment is required to provide proposed reductions of £63,000 in 2026/27 as summarised in the table below.

Title	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	2030/31 £000s	Total £'000	Appendix 3a	O&S Panel
Digital on-boarding push	(63)					(63)	4	O&S
Digital on-boarding push	12					12	4	O&S
Total	**(51)**	**0**	**0**	**0**	**0**	**(51)**		

1.10. A targeted campaign is proposed to increase e-billing uptake among Council Tax account holders, aiming to reduce printing and postage costs and improve digital engagement. With nearly 80,000 email addresses on file not currently using e-billing, a 40% uptake could save approximately £39,800 annually. The £12,000 campaign—delivered in partnership with CAM and supported by Haringey Comms—will promote self-service and automation, reduce administrative pressure, and align with corporate priorities around resident experience and digital transformation.

1.11. The proposed changes to the Capital programme across the five years is noted in the below table.

Proposed Changes to Capital Programme 2026/27 to 2030/31

DIRECTORATE	2025/26 QTR.1 Revised Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2026/27 - 30/31 Total	2025/26 - 30/31 Total	Appendix 3b	O&S Panel
	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	
Environment & Resident Experience	**26,551**	**22,316**	**41,104**	**15,827**	**10,880**	**0**	**90,126**	**116,677**		
ADDITIONS / NEW SCHEMES										
Moselle Brook - The Moselle culvert plays a critical role managing surface water flooding. Partial collapse of the culvert in 2024 requires urgency permanent works.	0	1,100					**1,100**	**1,100**	1	CCSE
Waste Management - Fleet purchase & infrastructure works in watermead way		23,751	1,714				**25,465**	**25,465**	n/a	CCSE
Tree Planting		157	217	253.0	259	264	**1,149**	**1,149**	2	CCSE
	0	**25,008**	**1,931**	**253**	**259**	**264**	**27,714**	**27,714**		

DELETION / REDUCTION										
Waste Management - Fleet purchase & infrastructure works in watermead way		(2,023)	(23,077)				**(25,100)**	**(25,100)**		CCSE
Clean air school zones		(400)					**(400)**	**(400)**		CCSE
	0	**(2,423)**	**(23,077)**	**0**	**0**	**0**	**(25,500)**	**(25,500)**		
Revised Environment & Resident Experience	**26,551**	**44,901**	**19,958**	**16,080**	**11,139**	**263.8**	**92,340**	**118,891**		

1.12. Details of the proposed new schemes are set out in Appendix 3b. There are two schemes that are proposed for reduction and one which is included in the existing programme but the budget is required to be brought forward into 2026/27.

1.13. Waste Fleet – This budget was included in the capital programme for 2027/28 when the programme was agreed in March 2025. However, the new waste contract will commence in April 2027 and therefore, if following the outcome of the tender it is more cost effective for the Council the purchase the vehicles than leasing, this will now be required in 2026/27 to ensure they are available and fully operational for the start of the new contract.

1.14. Clean Air School Zones – The budget each year for this initiative is £400,000. However, given the Council's financial position, this is not considered essential and therefore it is proposed to delay any new zones in 2026/27 as a one off and review this initiative again in 2027/28.

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Appendix 4 – Culture, Strategy & Communities Directorate

1.1. The Culture, Strategy and Communities Directorate includes libraries and cultural services, placemaking and regeneration, business support, as well as corporate services of human resources, legal services and policy and communications.

1.2. The estimated additional budget requirement for the Culture, Strategy and Communities Directorate in 2026/27 is £1.7m as presented in the table below consisting of an increase in £0.3m of previously agreed proposals and £1.4m of new proposals. Details of the new proposals are provided in the sections below. The total estimated additional budget requirement across 2026/27 to 2030/31 is £1.1m.

Proposed Budgets 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets	**16,684**	**18,402**	**17,002**	**16,845**	**16,743**	**85,674**
Previously Agreed Budget Pressures and Savings	289	(627)	(102)	23	0	**(417)**
New Pressures	1,655	(619)	75	75	1,230	**2,416**
New Savings	(100)	0	0	0	0	**(100)**
New Management Actions	(126)	(154)	(130)	(200)	(200)	**(810)**
New Government & Other Funding Changes	0	0	0	0	0	**0**
Total Proposed Changes	**1,718**	**(1,400)**	**(157)**	**(102)**	**1,030**	**1,089**
Proposed Revised Budget	**18,402**	**17,002**	**16,845**	**16,743**	**17,773**	**86,763**

1.3. The current assumption is that all of the previously agreed savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full. This assumption will be tested ahead of the February report and alternative savings will need to be identified for any which are now non-deliverable.

2026/27 Proposed New Budget Pressures

1.4. £3.3m of proposed new budget pressures have been identified across 2026/27 to 2030/31, consisting of £2.0m in 2026/27 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	O&S Panel
2026 election costs.	680	(680)			1,230	**1,230**	**O&S**
Removal of unachievable advertising income targets	200					**200**	**O&S**
Correction to Human Resources charge to the Housing Revenue Account	150	75	75	75		**375**	**O&S**
Wood Green budget pressures	580					**580**	**HP&D**
Pressure in libraries staffing budget following revised council policy on weekend pay	45	(14)				**31**	**CCSE**
Total	**1,655**	**(619)**	**75**	**75**	**1,230**	**2,416**	

1.5. Haringey Council faces a statutory, time-limited budget pressure of approximately £1.23 million to deliver the May 2026 borough elections, driven by increased costs for staffing, voter ID implementation, Royal Mail charges, and relocating the count to Alexandra Palace. Without sufficient funding—beyond the £550,000 currently allocated—the Returning Officer risks breaching legal duties, compromising election validity and damaging the Council's reputation.

1.6. Over the years, income targets for the communications team have been increasingly stretched, reaching £770,000 for 2024/25 and 2025/26. Despite efforts, including hiring an extra staff member for six months—only £400,000 was achieved last year. For 2026/27, a more realistic target of £550,000 is proposed, factoring in new revenue from the River Park House advertising hoarding. This adjustment is necessary as the main resource for developing new commercial opportunities is currently focused on the Income Generation MTFS project, which also has demanding targets. Therefore, the communications income target is to be reduced to £550,000 for 2026/27 and beyond.

1.7. The Human Resources budget is under increasing pressure due to a shift in funding proportions between the General Fund and the Housing Revenue Account (HRA), driven by changes in staff headcount. As the number of HRA-funded roles decline, the HRA contribution has dropped from approximately 24% to 21%, with further reductions expected. This shift, combined with overall headcount growth, has made previous budget management strategies unsustainable, necessitating an increase in General Fund support to maintain current service levels.

1.8. The capital budget for Wood Green in 2026/27 is approximately £2.7m, with no allocation beyond that year. This budget is uncommitted and includes £500,000 for capitalised salaries, which—if redirected as savings—could create a revenue pressure due to changes in capitalisation protocols. Additionally, the Placemaking team faces further pressures from the loss of external

funding for a key role and an unresolved £80,000 savings target, potentially impacting the council's ability to deliver on community development commitments under the Haringey Deal.

1.9. A final-stage review of library operations has introduced a staff restructure, coinciding with the insourcing of leisure services to Haringey Council in 2025. As part of this transition, weekend pay enhancements were extended to library staff working exclusively weekends, aligning with leisure colleagues and standardising pay policy across the Council. This policy-driven change has created a projected salary pressure of £78,000, including ongoing enhancements, back pay, and pay protection. While mitigation options are being explored, the service has already delivered significant savings through restructuring, limiting further flexibility.

2026/27 Proposed New Budget Savings

1.10. £0.1m of proposed new budget savings have been identified across 2026/27 to 2030/31, all identified in 2026/27 and summarised in the table below.

1.11. Copies of the detailed proposals are included in Appendix 4a.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	Appendix 4a	O&S Panel
Reduce Business Support Service	(100)					(100)	1	O&S
Total	**(100)**					**(100)**		

1.12. The proposed changes to the Capital programme across the five years is noted in the below table.

Proposed Changes to Capital Programme 2026/27 to 2030/31

DIRECTORATE	2025/26 QTR.1 Revised Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2026/27 - 30/31 Total	2025/26 - 30/31 Total	Appendix 4b	O&S Panel
Culture, Strategy & Communities	**56,486**	**106,735**	**53,836**	**39,079**	**87,600**	**0**	**287,251**	**343,737**		
ADDITIONS / NEW SCHEMES										
Alexandra Palace - Panarama Room		3,000	500				**3,500**	**3,500**	n/a	**CCSE**
Investment in Mothergrid and Stage		1,500					**1,500**	**1,500**	n/a	**CCSE**
	0	**4,500**	**500**	**0**	**0**	**0**	**5,000**	**5,000**		
DELETION / REDUCTION										
Alexandra Palace Invest to earn	(1,628)	(1,128)	(1,356)				**(2,484)**	**(4,112)**		**CCSE**
Change in funding assumptions for Wood Green and Tottenham reducing Council resources but not change in project outcomes		(2,100)					**(2,100)**	**(2,100)**		**HP&D**
	(1,628)	**(3,228)**	**(1,356)**	**0**	**0**	**0**	**(4,584)**	**(6,212)**		
Revised Culture, Strategy & Communities	**54,858**	**108,007**	**52,980**	**39,079**	**87,600**	**0**	**287,667**	**342,525**		

1.13. There are two new proposed schemes within Culture, Strategy and Communities Directorate. Both of these relate to Alexandra Palace and will put the much needed investment into the Panorama Room which hosts the darts competition and protect these arrangements as well as investment into wider infrastructure needed to support concerts and events and allow competition with other major event venues in the capital. The £5m capital investment will be through the form of a loan to Alexandra Palace and will be repaid in full but is essential to support their income generation strategy and protect their financial position.

1.14. There are no schemes proposed for removal from the programme but a review of the schemes that will invest into Wood Green and Tottenham has identified an opportunity to maximise grant funding and reduce council resources allocated, whilst also protecting the project outcomes. This will reduce the Council's borrowing requirement.

Appendix 5 – Finance and Resources Directorate

1.1. The Finance and Resources Directorate includes a range of corporate services, including, financial management, strategic procurement, internal audit, fraud and risk management and digital services and change management. Also managed through this directorate is corporate property and capital projects delivery, including the new homes programme.

1.2. The estimated additional budget requirement for the Finance and Resources Directorate in 2026/27 is £1.4m as presented in the table below consisting of a reduction in £0.4m of previously agreed proposal reductions and £1.8m of new proposals. Details of the new proposals is provided in the sections below. The total estimated reduced budget requirement across 2026/27 to 2030/31 is a reduction of £4.8m.

Proposed Budgets 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets	**69,308**	**70,678**	**67,418**	**64,533**	**64,533**	**336,471**
Previously Agreed Budget Pressures and Savings	(380)	(3,260)	(2,885)	0	0	**(6,525)**
New Pressures	1,750	0	0	0	0	**1,750**
New Savings	0	0	0	0	0	**0**
New Management Actions	0	0	0	0	0	**0**
New Government & Other Funding Changes	0	0	0	0	0	**0**
Total Proposed Changes	**1,370**	**(3,260)**	**(2,885)**	**0**	**0**	**(4,775)**
Proposed Revised Budget	**70,678**	**67,418**	**64,533**	**64,533**	**64,533**	**331,696**

1.3. The current assumption is that all of the previously agreed savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full. This assumption will be tested ahead of the February report and alternative savings will need to be identified for any which are now non-deliverable.

2026/27 Proposed New Budget Pressures

1.4. £1.8m of proposed new budget pressures have been identified across 2026/27 to 2030/31, all identified in 2026/27 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	O&S Panel
Implementation of the Corporate Landlord Model which has identified pressures relating to business rates and utility bills.	1,750					1,750	O&S
Total	**1,750**					**1,750**	

1.5. The implementation of the corporate property model has highlighted a long-standing, unfunded pressure from property-related costs. A detailed review of in-year spend up to Quarter 1 of 2025/26 confirms a significant baseline need, driven by rising NNDR, utilities, security, and maintenance costs. Without additional funding, essential public buildings—including sports centres and children's centres face potential closure. There is further work to be done during the remainder of 2025/26 to understand how these costs have previously been funded and to look at the transfer of the associated income from service budgets. However, this is unlikely to fully mitigate this emerging pressure and a long-term mitigation will rely on the Asset Management Plan and capital investment to modernise and reduce operating costs.

1.6. The proposed changes to the Capital programme across the five years is noted in the below table.

Proposed Changes to Capital Programme 2026/27 to 2030/31

DIRECTORATE	2025/26 QTR.1 Revised Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2026/27 - 30/31 Total	2025/26 - 30/31 Total	O&S Panel
Finance & Resources	**29,025**	**18,380**	**11,029**	**5,583**	**0**	**0**	**34,992**	**64,018**	
ADDITIONS / NEW SCHEMES									
	0	0	0	0	0	0			
	0	**0**	**0**	**0**	**0**	**0**	**0**	**0**	
DELETION / REDUCTION									
Reduction in Digital Schemes		(1,160)					(1,160)	(1,160)	O&S
Revised Finance & Resources	**29,025**	**17,220**	**11,029**	**5,583**	**0**	**0**	**33,832**	**62,858**	

1.7. There are no new capital schemes proposed for the Finance and Resources Directorate but one proposed for reduction.

1.8. Digital Schemes – Following a review of all the individual schemes in the current programme related to investment into digital tools and technology, it has been identified that the budget for 2026/27 can be reduced through efficiencies without impacting of the digital improvements that are required. There is now a detail plan underpinning this revised budget for 2026/27.

Appendix 6 – Corporate Budgets

1.1. The estimated additional requirement for corporate budgets in 2026/27 is £20.7m as presented in the table below consisting of £25.8m of previously agreed proposals and £5.1m of new proposed reductions. Details of the new proposals are provided in the sections below. The total estimated additional budget requirement across 2026/27 to 2030/31 is £143.6m.

Proposed Budgets 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets	**37,611**	**58,353**	**89,856**	**122,638**	**157,992**	**466,449**
Previously Agreed Budget Proposals	25,802	17,831	23,057	29,303	0	**95,993**
New Pressures	1,773	14,997	14,898	14,777	31,558	**78,005**
New Savings	0	0	0	0	0	**0**
New Management Actions	(4,110)	(60)	0	0	0	**(4,170)**
New Government & Other Funding Changes	(2,723)	(1,266)	(5,173)	(8,726)	(8,344)	**(26,233)**
Total Proposed Changes	**20,742**	**31,503**	**32,782**	**35,354**	**23,214**	**143,595**
Proposed Revised Budget	**58,353**	**89,856**	**122,638**	**157,992**	**181,206**	**610,043**

1.2. The current assumption is that the £6.4m of cross cutting savings approved in March 2025 for the year 2026/27 and £9.9m across 2026/27 to 2030/31 will be reallocated out to directorates and delivered in full. This assumption will be tested ahead of the February report and alternative savings will need to be identified for any which are now non-deliverable.

2026/27 Proposed New Budget Pressures

1.3. £78.0m of proposed new budget pressures have been identified across 2026/27 to 2030/31, £1.8m identified in 2026/27 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	O&S Panel
Increased General Contingency to mitigate future unknown pressures	5,240	15,000	15,000	15,000	10,000	**60,240**	**O&S**
Revised Pay inflation provision	71	1,574	636	561	4,337	**7,178**	**O&S**
Revised Non-Pay inflation provision	(1,303)	(586)	547	550	1,583	**791**	**O&S**
Revised NLWA and other levies 2.5% inflation continuation*	(3,231)	(1,020)	(990)	(959)	7,312	**1,112**	**O&S**
Concessionary Fares 2.5% inflation continuation	978	(201)	(356)	(468)	8,166	**8,119**	**O&S**
Bank Charges 2.5% inflation continuation	(2)	19	39	60	105	**220**	**O&S**
Subscriptions 2.5% inflation continuation	(70)	(59)	(48)	(38)	(15)	**(231)**	**O&S**
Pension assumptions	90	271	71	71	71	**375**	**O&S**
Total	**1,773**	**14,997**	**14,898**	**14,777**	**31,558**	**78,005**	
* Based on latest NLWA forecast							

The proposed changes to the Capital programme across the five years is noted in the below table.

Proposed Changes to Capital Programme 2026/27 to 2030/31

DIRECTORATE	2025/26 QTR.1 Revised Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2026/27 - 30/31 Total	2025/26 - 30/31 Total	Appendix 6b	O&S Panel
Corporate Items	**47,256**	**5,000**	**0**	**0**	**0**	**0**	**5,000**	**52,256**		
Exceptional Financial Support[1]	37,000						**0**	**37,000**		**O&S Cttee**
Contingency	10,256	5,000					**5,000**	**15,256**		**O&S Cttee**
Revised Corporate Items	**47,256**	**5,000**	**0**	**0**	**0**	**0**	**5,000**	**52,256**		

[1] This excludes any new requirement for EFS in 2026/27 onwards

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Saving Proposal

Business Planning / MTFS Proposal 2026-2031

Ref: Appendix 1a.1

Title of Proposal:	Final Savings Care Leavers Accommodation		
Directorate	**Children's Services**	**Responsible Director:**	Dionne Thomas
Cabinet Member	**Zena Brabazon**	**Scrutiny Committee**	Children & Young People Scrutiny Panel
Affected Service:	Children's Services	**Contact / Lead Officer:**	Emma Cummergen

Value of the budget	
Type of Saving	Efficiency

-11 in-house units for Haringey care leavers.
-Wraparound support and life-skills training delivered by a commissioned provider.
-Affordable rent set at London Affordable Rent (£206.87/week), fully covered by housing benefit.

Financial Impact and Savings
Capital investment: £35,000 (furnishing, repairs, meters, office setup).
Cost avoidance: £21,545 per placement annually.
Total savings: Up to £267,944 assuming 80% occupancy.

Delivery Plan
Secure capital and refurbish flats.
Match eligible care leavers through the Young Adults Service (YAS).
Recruit staff or procure a single provider for support services.

Additional Benefits
Centralised support improves outcomes and stability.
Reduces reliance on costly, fragmented external placements.
Supports smoother transitions to independence, with Band A housing priority post-placement.
Potential to expand into shared accommodation for post-training progression.

This “invest to save” model aligns with statutory duties to support care leavers and offers a sustainable, local solution to rising supported accommodation costs.

Financial Benefits Summary

Please complete sheet "Financial BenefitsDetail" outlining indicative financial benefits information plus any **initial one-off** investment costs.
The summary information will automatically populate the tables below.

Revenue Impacts *All figures shown on an incremental basis*	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total £000s**
New net additional savings	(237)	(31)	0	0	0	(268)

Initial One-Off Investment Capital Costs	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total £000s**
Total						

Is this a change in Council policy (Y/N)	**Yes**
Does it require a Member decision in addition to	**Yes**

Add in FTE (post) number changes by year (both additions and deletions)	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total FTEs**
Nos (FTEs)						-

Interdependencies

Is there a Digital interdependency?	No	**Details**	
Is there a Property interdependency?	No	**Details**	
Is there a Procurement interdependency?	Yes	**Details**	Will be part of overall procurement to current providers if this option is pursued
Are there any other interdependencies?	Yes	**Details**	Refer to risks highlighted below.

Link to Capital Programme

Does this saving link to a scheme delivered within	No	**Details**	

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*	n/a	Est. completion date for implementation *DD/MM/YY*	28/02/2026
Is there an opportunity for implementation before April			

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Affordability for young people	H	L	
Cost of provision of support -			
Ability to move young people into permanent	M	M	

Has the EqIA Screening Tool been completed for this proposal? EqIA Screening Tool	No
What mitigations will be taken to minimise negative equaity impacts (if relevant)?	TBC once EQIA is completed
Is a full EqIA required?	

Haringey LONDON

Saving Proposal | **Business Planning / MTFS Proposal 2026-2031** | **Ref: Appendix 1a.2**

Title of Proposal:	Introducing specialist foster carer allowances to attract more foster carers		
Directorate	**Children's Services**	**Responsible**	Dionne Thomas
Cabinet Member	**Zena Brabazon**	**Scrutiny Committee**	Children & Young People Scrutiny Panel
Affected Service:	Children's Services	**Contact / Lead Officer:**	Sandy Bansil

Value of the budget	
Type of Saving	Efficiency

This proposal is to introduce a structured, transparent, and equitable payment model for specialist foster carers within Haringey, aligned with the existing task-centred tier system, and supported by enhanced training and development opportunities.
Tier 1 – Enhanced SupportFor children with moderate emotional or behavioural needs.Requires consistent routines, some therapeutic input, and educational support.(£700 – £850)
Tier 2 – Intensive SupportFor children with significant trauma, attachment issues, or mild disabilities.Requires therapeutic parenting, regular multi-agency involvement, and tailored care plans.(£900 – £1,100)
Tier 3 – Complex NeedsFor children with high-level emotional, behavioural, or physical needs.Requires specialist training, 24/7 supervision, and intensive therapeutic support. Parent and child placements(£1,200 – £1,300)

The payment model is recommending that specialist carers receive between £700 and £1,300 per week, depending on the assessed needs of the child based on an agreed tier system which could be heard at Resource panel for payments over £1,000. This tiered approach ensures that payments are aligned with the complexity of care required, while also incentivising carers to develop the skills and capacity to support children with higher needs. This model aims to build a more resilient, skilled, and locally rooted fostering service that prioritises both carer wellbeing and child-centred outcomes.

Live Example of Cost Savings: Transfer from IFA to In-House Provision

In 2024, two foster carers chose to transfer from an Independent Fostering Agency (IFA) to our in-house fostering service. This transition resulted in significant cost savings for the local authority, while also ensuring continuity of care for the child.

Prior to the transfer, the weekly placement cost was £1,318.40, amounting to an annual cost of £68,556.80. Of this, the foster carers were receiving only £550 per week. Following the transfer to in-house provision, the weekly cost to for the care of this child with complex needs reduced to £700, resulting in an annual cost of £36,400.

This represents a weekly saving of £618.40 and an annual saving of £32,156.80—demonstrating the financial efficiency of investing in and retaining in-house foster carers. For the purposes of this business case the proposal is assuming £20K per saving per child per year and it is estimated that we could attract an additional 9 new foster carers over the next three years.

Financial Benefits Summary

Please complete sheet "Financial BenefitsDetail" outlining indicative financial benefits information plus any **initial one-off** investment costs.
The summary information will automatically populate the tables below.

Revenue Impacts *All figures shown on an incremental basis*	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total £000s**
New net additional savings				0	0	(180)
	(90)	(70)	(20)			

Initial One-Off Investment Capital Costs	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total £000s**
Total	-	-	-	-	-	-

Is this a change in Council policy (Y/N)	**Yes**
Does it require a Member decision in addition to the budget report? (Y/N)	**Yes**

Add in FTE (post) number changes by year (both additions and deletions)	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total FTEs**
Nos (FTEs)						-

Interdependencies

Is there a Digital interdependency?	No	**Details**	
Is there a Property interdependency?	No	**Details**	
Is there a Procurement interdependency?	Yes	**Details**	
Are there any other interdependencies?	Yes	**Details**	

Link to Capital Programme

Does this saving link to a scheme delivered within the capital programme?	No	**Details**	

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*		Est. completion date for implementation *DD/MM/YY*	
Is there an opportunity for implementation before April 2026? *Y/N* ; any constraints?			

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation

Has the EqIA Screening Tool been completed for this proposal? EqIA Screening Tool	No
What mitigations will be taken to minimise negative equaity impacts (if relevant)?	TBC once EQIA is completed
Is a full EqIA required? Full EqIAs to be undertaken at Stage 2	

New Capital Project

Project Name request	School Estate Condition Surveys		
Sponsor	Ann Graham	Sponsoring Directorate	Children's Services
Total requested cost	£200,000 plus £30,000 contingency		

Project proposal	The maintenance of sufficient school places in suitable, safe facilities is a statutory requirement. The Council is the responsible body for 51 sites (some SEN schools have satellite units at mainstream school sites). As either landlord (for community and voluntary controlled schools) or the holder of maintenance responsibilities (for Foundation school sites), the Council is charged with ensuring buildings are safe to occupy and capable of being used to deliver the national curriculum. The Department for Education (DfE) provides the council with an annual grant, the School Condition Allocation, to assist with meeting this responsibility. In the financial year 2025/26 this is £4,819,109. The Council completed condition surveys for all schools in the period 2016-2019. This has multiple implications: Issues may have emerged that were not identifiable when the surveys were last completed and some conditions may have deteriorated. The original surveys identified c. £300m of condition need. There is an urgent need to conduct an additional review and condition survey of schools to prioritise necessary works and ensure a consistent approach to recording and maintaining data The survey programme has been broken down into phases, based on estimated need. Agreement is sought to survey only the first tranche of schools at an estimated cost of £200,000 plus a contingency of £30,000.
What are the impacts of this proposal not proceeding?	These surveys will ensure that the Council meets its obligations to manage the schools' estate to ensure the safety of site users and the prudent use of public funds to address condition priorities. Failing to survey the estate may lead to health and safety and/or potential school closure risks not being identified prior to risks being realised.

New Capital Project

Project Name request	Children's Capital Programme Funding Request		
Sponsoring Business Unit	Strategic Asset & Accommodation Management, CPP	Sponsoring Directorate	Children's Services
Total requested Cost	£13.867m additional new request (total programme £35.6m)		

Project Proposal	Provision of sufficient school places in safe, suitable teaching environments, without risk of school closure due to insufficient weatherproofing and/or failure of key infrastructure, e.g. heating. The Council has a statutory duty to provide sufficient school places in borough, with the community schools it is the responsible body for key to achieving this. The last set of condition surveys in the late 2010s identified a capital need of c. £300m. Even with investment, a significant and growing shortfall remains. The request in this Statement of Need is to meet the costs of existing known issues identified in feasibility studies completed for 6 sites in FY 2024/25. Six schools were prioritised in Financial Year 2024/25 from scheme 102 for feasibility studies. If this request for additional funding was approved, the essential works identified in those studies would be fully funded. At present the budget for the period FY 2025/26 to FY 2029/30 inclusive is £21.922m for scheme 102. The feasibility schemes identified a budget need of £30.018m in the same period, on top of an existing contractual commitment of £2.284m in the same period. This represents a total shortfall of £10.637 in the period from April 2025 to March 2030 for scheme 102. This does not include any programme level contingency for unforeseen additional projects not already included in the programme, £1m p.a. for 26/27 to 28/29 inclusive has been included to provide a contingency that could, if not spent, be offset against the next year's spend Adding in that additional £3m takes the whole request for budget 102 to £13.367m For scheme 114 it at this stage only the existing contractual commitments on the Fortismere scheme and the estimated works at Hornsey School for Girls in FY 25/26 are included in 30, Statement of Need. The existing budget for this financial year is £1.629m, while the cost of delivering Fortismere's contracted works is £1.704m, and for Hornsey School for Girls a budget of £500k has been identified as needed to meet the significant costs of electrical works, including the replacement of all distribution boards in the main school building. The issues this investment will address issues 6 primary schools and 2 secondary schools as above.
What are the impacts of this proposal not proceeding?	The Council will be unable to fulfill its statutory duty.

Haringey LONDON

Saving Proposal | **Business Planning / MTFS Proposal 2026-2031** | **Ref. Appendix 2a.1**

Title of Proposal:	Review of Adult Social Care Charging Policy and strengthening financial assessment processes		
Directorate	Adults, Housing and Health	**Responsible Director/Assistant Director:**	Jo Baty
Cabinet Member	Lucia das Nevas	**Scrutiny Committee**	Adults & Health Scrutiny Panel
Affected Service:	Adults, Health & Communities	**Contact / Lead Officer:**	Becky Cribb

Value of the budget	
Type of Saving	Income Generation

Charging policy alignment and strengthening financial assessment processes

This proposal is in two parts: Part A aims to ensure the council's charging arrangements accurately reflect the start of care provision, in line with statutory guidance and the principle of fairness. Part B proposes to improve the efficiency, timeliness, and accuracy of financial assessments, supporting both resident experience and income collection.

Part A: Under the current policy, charges are applied from the date a financial assessment is completed, rather than from the date care commences. This means that when assessments are delayed—often due to awaiting information—income for the initial period of care is not recovered, creating a structural gap between service delivery and charge collection.

Proposed Change
Amend the charging policy so that charges are applied from the date care begins, subject to appropriate safeguards for residents who experience genuine difficulty providing required information.

This approach would:
•Align the council with common practice across other local authorities
•Ensure equity between residents whose assessments are completed at different times
•Recover the full cost of care where appropriate and the reduce the financial risk posed by delaying cost recovery
Make it clear from the outset to residents whether they need to make a contribution to their care
•Improve predictability and accuracy of income forecasts.

Part B: Optimise the End-to-End financial Assessment Process
Actions include:
Reviewing and refining the assessment journey to remove duplication and clarify handovers.
Strengthening coordination between financial assessment, charging, and debt recovery functions.
Introducing clear service standards and dashboards to track performance and quality.
Increasing workforce capacity by investing in 3 additional FTEs within the financial assessment team to increase throughput, enable proactive follow-up, and provide resilience during process change. This additional capacity will ensure assessments are completed promptly and accurately, reducing delays in billing and improving overall income flow.
Proactive Income Management - Strengthening early contact protocols to prevent arrears data sharing between ASC and corporate finance to identify and addressing risks earlier.

Key Actions
Optimise the End-to-End Process
•Review and refine the assessment journey to remove duplication and clarify handovers.
•Strengthen coordination between financial assessment, charging, and debt recovery functions.
•Introduce clear service standards and dashboards to track performance and quality.
Increase Workforce Capacity
•Invest in 3 additional FTEs within the financial assessment team to increase output, enable proactive follow-up, and provide resilience during process change.
•This additional capacity will ensure assessments are completed promptly and accurately, reducing delays in billing and improving overall income flow.

Proactive Income Management
•Strengthen early contact protocols to prevent arrears
•Improve data sharing between ASC and corporate finance to identify and address risks earlier

Financial Benefits Summary

Please complete sheet "Financial Benefits Detail" outlining indicative financial benefits information plus any **initial one-off** investment costs.
The summary information will automatically populate the tables below.

Revenue Impacts *All figures shown on an incremental basis*	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total £000s**
New net additional savings (shown as negative)	(909)	0	0	0	0	(909)

Initial One-Off Investment Capital Costs	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total £000s**
Total	-	-	-	-	-	-

Is this a change in Council policy (Y/N)	**Yes**
Does it require a Member decision in addition to the	**Yes**

Add in FTE (post) number changes by year (both additions and deletions)	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total FTEs**
Nos (FTEs)	**3**					**3**

Interdependencies

Is there a Digital interdependency?	No	**Details**	
Is there a Property interdependency?	No	**Details**	
Is there a Procurement interdependency?	No	**Details**	
Are there any other interdependencies?	No	**Details**	
Are there any other interdependencies?	Yes	**Details**	The successful implementation of the Adult Social Care Charging Policy Review is heavily reliant on several non-technical interdependencies, particularly in the areas of legal compliance, stakeholder engagement, and data analysis.

Link to Capital Programme

Does this saving link to a scheme delivered within the	No	**Details**	

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*	10/01/2026	Est. completion date for implementation *DD/MM/YY*	TBC
Is there an opportunity for implementation before April 2026?	Consultation required before March if we were to implement early.		

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	**Mitigation**

Has the EqIA Screening Tool been completed for this proposal? EqIA Screening Tool	
What mitigations will be taken to minimise negative equality impacts (if relevant)?	
Is a full EqIA required? Full EqIAs to be undertaken at Stage 2	Yes

Saving Proposal

Business Planning / MTFS Proposal 2026-2031

Appendix 2b.1

Title of Proposal:	Reduction in contracts in Floating Support Contract		
Directorate	Adults, Health & Communities	**Responsible**	Jahedur Rahman/Maddie Watkins
Cabinet Member	Sarah Williams	**Scrutiny Committee**	Adults & Health Scrutiny Panel
Affected Service:	Adults, Health & Communities	**Contact / Lead Officer:**	Zahra Maye

Value of the budget impacted	£734,400 (257K saving proposal) New value 477k
Type of Saving	Service Reduction

Floating support services provide targeted, person-centred housing-related support to vulnerable residents. The service delivers advice and guidance, tenancy sustainment, income maximisation, support with benefits, and signposting to relevant statutory and community services. The proposal is to deliver a 35% reduction in contract value, which will result in:

- The service will be prioritising those with the most complex needs or at the highest risk of tenancy breakdown.
- Refocusing of service model: focus on crisis intervention and short-term intensive support.
- This may result in a reduction in staffing levels but this will be aimed to be achieved through natural turnover (vacancy management) and by working with providers to align delivery with revised funding.
- Contract renegotiation with providers: engaged to identify efficiencies, redesign delivery pathways, and revise performance expectations to meet revised funding levels.

Future recommissioning from 2027: The revised model and funding envelope will inform the new service specification and procurement approach for contracts commencing in 2027.

Financial Benefits Summary

Please complete sheet "Financial Benefits Detail" outlining indicative financial benefits information plus any **initial one-off** investment costs.
The summary information will automatically populate the tables below.

Revenue Impacts *All figures shown on an incremental basis*	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total £000s**
New net additional savings (shown as negative)	**(257)**	**0**	**0**	**0**	**0**	**(257)**

Initial One-Off Investment Capital Costs	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total £000s**
Total	-	-	-	-	-	-

Is this a change in Council policy (Y/N)	**Yes**
Does it require a Member decision in addition to	**Yes**

Add in FTE (post) number changes by year (both additions and deletions)	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total FTEs**
Nos (FTEs)						-

Interdependencies

Is there a Digital interdependency?	No	**Details**	
Is there a Property interdependency?	No	**Details**	
Is there a Procurement interdependency?	Yes	**Details**	contract variation
Are there any other interdependencies?	No	**Details**	
Are there any other interdependencies?	No	**Details**	

Link to Capital Programme

Does this saving link to a scheme delivered within the capital programme?	No	**Details**	

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*	01/07/2025	Est. completion date for implementation *DD/MM/YY*	
Is there an opportunity for implementation before April	No, contract is currently undergoing a variation to reduce it by 20%.		

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	**Mitigation**
May increase demand on statutory services	M	L	Implement a robust triage and prioritisation framework to focus limited floating support on highest-risk individuals; coordinate with statutory teams to identify priority cohorts
Tenancy breakdown and increased homelessness	H	M	Develop clear referral criteria prioritising tenancy sustainment; work closely with housing and homelessness teams to manage risk
Reduced capacity to deliver income maximisation support	H	M	link to borough-wide financial inclusion and welfare advice services
Reputational risk to the Council	H	L	Communicate transparently about the rationale and unavoidable financial context; emphasise prioritisation of those in highest need.

Has the EqIA Screening Tool been completed for this proposal? EqIA Screening Tool	Yes
What mitigations will be taken to minimise negative equality impacts (if relevant)?	Prioritisation system focused on need
Is a full EqIA required? Full EqIAs to be undertaken at Stage 2	Yes

Invest to Save

Business Planning / MTFS Proposal 2026-2031

Appendix 2b.2

Is this a Growth or Invest to Save?	Invest to Save		
Short Description (this will be published in the budget	Incentive payments to increase and retain LBH PSL stock for use as Temporary Accommodation		
Directorate	**Adults, Housing & Health**	**Responsible Corporate**	Sara Sutton / Jahed Rahman
Affected Service:	Housing Demand	**Contact / Lead:**	Maddie Watkins

Since 2008 the council has seen a steady decline in the number of landlords providing private sector leasing (PSL) properties for use as temporary accommodation (TA). This is due to a combination of factors. The most significant of which is the continued rise in market rents. Across London, since September 2024, rents have risen by over 10%. The council is unable to compete with the rates of rent increases, making it harder to secure or retain PSL properties. We are also seeing increased competition from the private rental sector as well as other boroughs. We have lost landlords/properties to agents who offer landlords night-paid rates or other boroughs who offer higher rent or incentives.

Another contributing factor to the reduction in PSL property numbers is funding, as the level of TA Subsidy (the amount of Housing Benefit that the council can claim for residents who are placed into PSL accommodation). This has been set at 90% of 2011's local housing allowance levels. Landlords who let their properties as PSL will ordinarily have leases of approximately three years. When these leases expire, landlords request rent increases which the council cannot offer resulting in landlords requesting the return of their property as they can achieve higher returns letting elsewhere.

On average each PSL property currently procured by the council costs around £70 per night less than commercial hotel accommodation. It is important to note that this is a simple average across all property sizes and locations, and individual comparisons may give figures more or less than this figure.

This proposal is for landlords to be offered a one-off incentive at the start of the lease for a 3-year or 5-year lease respectively at a higher level than currently paid. This would cost approximately £1.5m per year on the basis that 50% agree to a 3 year lease and 50% agree to a 5 year lease. There would, however, be a net benefit through avoided costs for nightly paid and B&B accommodation.

As an invest-to-save case, this proposal effectively corresponds to a pilot for PSL renewals and new leases in 2026/27 (estimated as approximately 112 properties in total). If the projected cost avoidance is realised, then it is foreseen that this may translate into a future Budget growth bid in 2026/27 or 2027/28 to offer incentives to retain the remaining PSL properties but delivers costs avoidance in future years.

Note that a number of savings and cost avoidance measures are already included in the budget assumptions for 25/26 and beyond. The impacts of these have deliberately not been included in the modelling presented here to avoid double counting. The baseline case assumes that no new PSLs will be procured, whereas with incentives it is projected that there will be a net increase of 5% annually, equating to around 30 new properties each year.

Invest to Save Drivers	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**Total**
LAC number increases (Example for illustrative purposes only)						
Decreasing baseline number of PSL properties leased to Haringey to use as TA	***336***	***286***	***243***	***207***		
Projected increase of PSL properties leased to Haringey with use of Incentives	***380***	***323***	***275***	***234***		

Summary

Additional Budget Required Financial Impacts	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**Total £000s**
Increase in placement costs (LAC) - Example for illustrative purposes only						
Payment of incentives to landlords to retain existing private sector leased properties	**952**					**952**
Savings - (assmue a £9m growth in 26/27)	**(593)**	**(542)**	**(512)**	**(490)**		**(2,137)**
Total	**359**	**(542)**	**(512)**	**(490)**		**(1,185)**

Is this a change in Council policy (Y/N)		**No**

Add in FTE (post) number changes by year (both additions and deletions)	**2026/27 FTEs**	**2027/28 FTEs**	**2028/29 FTEs**	**2029/30 FTEs**	**2030/31 FTEs**	**Total FTEs**
Nos (FTEs)	-	-	-	-	-	-

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Haringey LONDON

Saving Proposal | **Business Planning / MTFS Proposal 2026-2031** | **Appendix 3a.1**

Title of Proposal:	Leisure Commercialisation		
Directorate	Environment and Resident Services	**Responsible**	Barry Francis / Zoe Robertson
Cabinet Member	Emily Arkell	**Scrutiny Committee**	Climate, Community Safety & Environment Scrutiny Panel
Affected Service:	Leisure Services	**Contact / Lead Officer:**	Zoe Robertson / Simon Farrow

Value of the budget impacted	£7m
Type of Saving	Income Generation

Leisure Services were insourced in October 2024. The insourcing was supported by £800k revenue growth which assumes an operating model including full staffing and increased income. Current operations are broadly delivering on budget through non-recruitment to vacant posts (pending restructure).

The service is now in a period of stablisation and transformation and has a commercialisation plan in place (which has been reviewed and verified by 31Ten). The commercialisation plan sets out multiple approaches to growing the service and income/memberships whilst delivering on existing MTFS commitments (pricing review) and meeting the target operating model. This is expected to take three years to realise and assumes a £8m income target for the service.

This further proposal is to increase the commercialisation of the centres again and generate additional income to release further savings through income generation in 2028/29 and 2029/30. Further capital investment may be required as investment in facilities is directly linked the ability to increase footfall and memberships.

Description of Option (external, if different from above):

Further anaysis of saving potential is required as new Corporate Property Model (from April 25) includes responsibility for energy - so investments/savings releated to energy efficiency will no longer be realised in the Leisure Services budget.

Financial Benefits Summary

Please complete sheet "Financial Benefits Detail" outlining indicative financial benefits information plus any **initial one-off** investment costs.
The summary information will automatically populate the tables below.

Revenue Impacts *All figures shown on an incremental basis*	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total £000s**
New net additional savings (shown as negative)	**0**	**0**	**(250)**	**(250)**	**0**	**(500)**

Initial One-Off Investment Capital Costs	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total £000s**
Total	-	-	-	-	-	-

Is this a change in Council policy (Y/N)	**No**
Does it require a Member decision in addition to	**No**

Add in FTE (post) number changes by year (both additions and deletions)	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total FTEs**
Nos (FTEs)						-

Interdependencies

Is there a Digital interdependency?	Yes	**Details**	
Is there a Property interdependency?	Yes	**Details**	FM and Capital Projects
Is there a Procurement interdependency?	Yes	**Details**	
Are there any other interdependencies?	Yes	**Details**	HR and back office support
Are there any other interdependencies?	No	**Details**	

Link to Capital Programme

Does this saving link to a scheme delivered within the capital programme?	Yes	**Details**	Leisure Transformation

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*		Est. completion date for implementation *DD/MM/YY*	2028/29
Is there an opportunity for implementation before April	No		

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	**Mitigation**
There is a risk that the existing income target cannot be met	M	M	Commercialisation Plan in place

Has the EqIA Screening Tool been completed for this proposal? The Screening Tool should be completed for all proposals at Stage 1. EqIA Screening Tool	The Leisure Service has a full EqIA in place
What mitigations will be taken to minimise negative equality impacts (if relevant)?	
Is a full EqIA required? Full EqIAs to be undertaken at Stage 2	

Haringey LONDON

Saving Proposal | **2026/27 Budget Proposal** | **Appendix 3a.2**

Title of Proposal:	CCTV income generation		
Directorate	**Environment and Neighbourhoods**	**Responsible Director/Head of Service**	Eubert Malcolm/Mark Wolski/Deborah McManamon
Cabinet Member	**Councillor Ovat**	**Scrutiny Committee**	
Affected Service:	Community Safety	**Contact / Lead Officer:**	Mark Wolski/Adam Browne/Deborah McManamon

Value of the	Income Generation
Type of Saving	Commercialism

Information
LBH receives c 120 applications from insurance companies for CCTV images/footage per annum.
There is no current arrangement for charges.
Financial Implications
Councils CCTV charges vary from, search only, search + images and search + stills, search + moving imagery.
Provision of stills/imagery vary from £50 to £500 dependent on authority
Estimated demand @ 120 per annum, although not all enquiries will equate to a full charge if no footage is located
Upper end estimate £350 non-reundable search fee + £400 stills provision
Implementation Details
1) Project initiation
- benchmark
- id stakeholders
2) Research and analysis
- Legal Review/Stakeholder consultation (internal/external)
3) Policy development
- fee structure
- exemptions
- develop terms and conditions (SLA)
4) Approval and Governance
- to relevant council committee
- any public consultation
Note: Whilst the CCTV Team collate the evidence and conduct the search the income generated will be assigned to the Information Governance Team as budget holders for this saving
Note: Initial figures have not taken into account other CCTV systems of council, just public space
Note: There will be investment of circa £20k required to establish a payment mechanism for customers

Financial Benefits Summary

Please complete sheet "Financial BenefitsDetail" outlining indicative financial benefits information plus any **initial one-off** investment costs.
The summary information will automatically populate the tables below.

Revenue Impacts *All figures shown on an incremental basis*	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000s**	**2030/31 £000s**	**Total £000s**
New net additional savings (shown as negative)	**(48)**					**(48)**

Initial One-Off Investment Capital Costs	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000s**	**2030/31 £000s**	**Total £000s**
Total	**20**	-	-	-	-	-

Is this a change in Council policy (Y/N)	**Yes**
Does it require a Member decision in addition to the budget report? (Y/N)	

Add in FTE (post) number changes by year (both additions and deletions)	**2026/27 FTE**	**2027/28 FTE**	**2028/29 FTE**	**2029/30 FTE**	**2030/31 FTE**	**Total FTEs**
Nos (FTEs)						

Interdependencies

What other services are needed to support delivery? (exclude		**Details**	
Is there a Digital interdependency?		**Details**	
Is there a Property interdependency?		**Details**	
Is there a Procurement interdependency?		**Details**	
Are there any other enabling services interdependencies?		**Details**	
Are there any other interdependencies (not otherwise listed)?		**Details**	

Link to Capital Programme

Does this saving link to a scheme delivered within the capital programme?		**Details**	

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*		Est. completion date for implementation *DD/MM/YY*	
Is there an opportunity for implementation before April 2025? *Y/N* ;	no		

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	**Mitigation**
That there is not a sufficent amount of demand	H	L	The levels of demand have been based on actuuals provided by the Information Governance Team
Delays to the implementation of a payment system	H	M	Priorisation for income generating digital schemes and/or alignment with other council payment routes

Has the EqIA Screening Tool been completed for this proposal? EqIA Screening Tool	Yes
What mitigations will be taken to minimise negative equaity impacts (if relevant)?	
Is a full EqIA required? Full EqIAs to be undertaken at Stage 2	Screening tool indicates full EqIA is not required

Saving Proposal

2026/27 Budget Proposal

Appendix 3a.3

Title of Proposal:	Optimised Environmental Enforcement		
Directorate	**Environment and Neighbourhoods**	**Responsible Director/Head of Service**	Beth Waltzer
Cabinet Member	**Cllr Chandwani**	**Scrutiny Committee**	
Affected Service:	Environment - Waste and Waste Enforcement	**Contact / Lead Officer:**	Beth Waltzer

Value of the budget impacted	£100k
Type of Saving	Efficiency

The Council recently enhanced its environmental enforcement presence in the borough (Feb 25) through the award of a 12 month contract (plus a possible 12 month extension) to Kingdom LA for environmental enforcement officers to complement the Council's internal team. The contract primarily focuses on enforcement of litter and fly tipping but with options to include further legislation relating to environmental, highways or street trading enforcement if required. This was implemented following significant engagement with the community where 96% of residents were in favour of imposing fines to fly-tippers, while 94% supported penalties for littering and dog fouling. Local businesses and community organisations also voiced their concerns, with 83% backing fines to combat fly-tipping.
A corresponding MTFS target of £100k was agreed in 2024/25 to reflect the performance of the additional officers employed in relation to issuing fixed penalty notices. Based on performance to date, it is anticipated that a further £50k p.a over the two year contract period is achievable (£50k 2025/26 and £50k 2026/27) - **NB 2026/27 will be subject to contract extension agreement and 2027/28 is subject to a new contract in place**

Financial Benefits Summary

Please complete sheet "Financial BenefitsDetail" outlining indicative financial benefits information plus any **initial one-off** investment costs.
The summary information will automatically populate the tables below.

Revenue Impacts *All figures shown on an incremental basis*	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000s**	**2030/31 £000s**	**Total £000s**
New net additional savings (shown as negative)	**(50)**	**0**	**0**	**0**	**0**	**(50)**

Initial One-Off Investment Capital Costs	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000s**	**2030/31 £000s**	**Total £000s**
Total	-	-	-	-	-	-

Is this a change in Council policy (Y/N)	
Does it require a Member decision in addition to the budget	**No**

Add in FTE (post) number changes by year (both additions and deletions)	**2026/27 FTE**	**2027/28 FTE**	**2028/29 FTE**	**2029/30 FTE**	**2030/31 FTE**	**Total FTEs**
Nos (FTEs)						-

Interdependencies

What other services are needed to support delivery? (exclude enabling services, these are listed separately below	Waste and waste enforcement team	**Details**	To maximise effectiveness of patrols, the team and the waste contractor must provide intel on fly tipping and litter hotspots. Contract management is also key from this team in terms of maximising performance
Is there a Digital interdependency?	No	**Details**	
Is there a Property interdependency?	No	**Details**	
Is there a Procurement interdependency?	Yes	**Details**	Contract extension is yet to be agreed for 2026/27
Are there any other enabling services interdependencies?		**Details**	
Are there any other interdependencies (not otherwise listed)?		**Details**	

Link to Capital Programme

Does this saving link to a scheme delivered within the capital programme?	No	**Details**	

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*		Est. completion date for implementation *DD/MM/YY*	
Is there an opportunity for implementation before April 2025? *Y/N* ; any	N/A		

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	**Mitigation**
Performance is lower than expected	H	L	Intelligence is provided to the contractor via the internal enforcement team and the waste contractor on litter and fly tipping hotspots. Robust contract management is in place
Contract is not extended into second term	H	M	Demonstrating the positive impacts of the work to tackle environmental crimes

Has the EqIA Screening Tool been completed for this proposal?	Yes as part of the contract award
EqIA Screening Tool	
What mitigations will be taken to minimise negative equality impacts (if relevant)?	See EQIA
Is a full EqIA required? Full EqIAs to be undertaken at Stage 2	

Haringey LONDON

Saving Proposal | **Business Planning / MTFS Proposal 2026-2031** | **Ref: Appendix 3a.4**

Title of Proposal:	Digital on-boarding push		
Directorate	**Environment & Neighbourhood**	**Responsible Corporate Director/ Director:**	Barry Francis, Kari Manovitch
Cabinet Member	**Seema Chandwani**	**Scrutiny Committee**	Overview & Scrutiny Committee
Affected Service:	Environment & Resident Experience - Tackling Inequality	**Contact / Lead Officer:**	Greg Osborne

Value of the budget	£24,000
Type of Saving	Efficiency

Description of Option (internal):

Media campaign to increase the awareness of the Digital services available for Revenues and Benefits - self-service and speed of administration.
Push to increase number of e-billing accounts using existing email addresses held against council tax accounts.
There are 114,963 Council Tax accounts, 81,838 that do not use e-billing.
E-billing is a faster and more secure method of providing up to date information on changes.
On the system there are 79,966 number of emails on live accounts that do not use E-billing – only 33,125 use e-billing.
The savings for the authority are generated through reduction in printing and postage.
On average 114,447 paper notifications are sent to households each year. In comparison 31,410 E-billing notifications
A 40% uptake in e-billing would lower the reliance on printing and postage by 45,779 documents and this equates to £39,828 saving at £0.87 per letter average.
The cost of the exercise includes:
•Comms – notification of the approach and raise awareness of e-billing – opt in/out
•System development – updating notification methods via automation
•Increased workload stimulated through comms campaign.

Additional benefits
Increase awareness and sign-up to digital services within Revenues and Benefits. Automated forms reducing workload on staff, reducing the backlog and mitigating against repeat contact for single notifications.
Achieved through Comms push, strategic targeting on social media and wider reach through refreshed campaign.
The strategy is raising the profile of existing touch points for customers to self-serve and submit changes, updates and payment methods offered within the Revenues and Benefits services. Data from a previous campaign will assist in ensuring the target audience is engaged appropriatly. docx icon Report-My account campaign.docx
The spend, est. £12,000, would consist of a budget to design and deliver messages out across various media, in collaboration with the Haringey Comms team on social media, targeting known receptive demographics or areas which could benefit the most. The message will be raising awareness of the on-line self-service, containing the links to the associated landing pages already in place. The expectation is for a 5-6 month duration with increased uptake of 20 new customers per month - each of whom would use the e-form, which automates administration. This reduces impact and pressure on the customer service team, Council Tax & Benefits teams - estimated to equate to 0.5 FTE officer within the service – c£24,000.
The alternative options exist within the partnership chosen to deliver the campaign and content design. The cost comparison and delivery are proven with the potential partner CAM.
Measurement of success will consist of number of Impressions (notifications sent out to targeted areas), the engagements which came from the impressions and clicks on the notifications across the numerous media options.
There will be a measure of costs per clicks for the financial expenditure measure and number of uplift in digital usage related to the campaign - which will be converted into officer administration time saved.
This directly links the corporate theme of resident experience and enabling success + place and economy.

Financial Implications outline
- Require cost centres for this – direction requested
- This relied on existing systems and software which is being underutilised. Additional considerations where not deemed a requirement during the scoping process.

EXTERNAL Description of Option

Media campaign to increase the awareness of the Digital services available for Revenues and Benefits - self-service and speed of administration.

Financial Benefits Summary

Please complete sheet "Financial BenefitsDetail" outlining indicative financial benefits information plus any **initial one-off** investment costs.
The summary information will automatically populate the tables below.

Revenue Impacts *All figures shown on an incremental basis*	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total £000s**
New net additional savings (shown as negative)	**(51)**	**0**	**0**	**0**	**0**	**(51)**

Initial One-Off Investment Capital Costs	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total £000s**
Total	-	-	-	-	-	-

Is this a change in Council policy (Y/N)	**No**
Does it require a Member decision in addition to	**No**

Add in FTE (post) number changes by year (both additions and deletions)	**2026/27 FTEs**	**2027/28 FTEs**	**2028/29 FTEs**	**2029/30 FTE's**	**2030/31 FTE's**	**Total FTEs**
Nos (FTEs)						-

Interdependencies

Is this a cross cutting proposal		**Details**	No
		Services impacted	
Is there a Digital interdependency?		**Details**	This will require links to digital services and e-forms (Govtech) being maintined. Data capture and monitoring
Is there a Property interdependency?		**Details**	No
Is there a Procurement interdependency?		**Details**	No
Are there any other interdependencies?		**Details**	Comms and stakeholders - CAM
Are there any other interdependencies?		**Details**	

Link to other funding sources (e.g. links to the Capital Programme, HRA, external Funding, S106, CIL etc - add rows if required)

Links to other funding sources		**Details**	No
Links to other funding sources		**Details**	No

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*	01/08/2025	Est. completion date for implementation *DD/MM/YY*	31/12/2025
Is there an opportunity for implementation before April	Yes		

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	**Mitigation**
Inability to deliver against key aims of Opportunity	L	L	Early closure would reduce cost
Inability to deliver grant-funded commitments	L	L	Low level commitment in isolation
Disinvestment in Inclusive Economy means inability to take	M	M	"underutilised systems and direction to improve" new approach

Has the EqIA Screening Tool been completed for this proposal? EqIA Screening Tool	Yes
What mitigations will be taken to minimise negative equality impacts (if relevant)?	No identified negative impacts
Is a full EqIA required?	No

New Capital Project

Project Name request	Moselle Brook Major Repair Works (Phase 1), Tottenham High Road, N17		
Sponsor	Eubert Malcolm Director of Resident Experience	Sponsoring Directorate	Environment & Resident Experience
What is the estimated cost of the request?	Phase 1 - £1,100,000		

Project proposal	The Moselle culvert plays a critical role within the Borough in managing surface water flooding, and it runs from Highgate to Tottenham with much of the length designated by the Environmental Agency (EA) as a main river. Although main rivers are managed by the EA, they deem the maintenance of the rivers to be the responsibility of the landowners through which they run (riparian owners). Some of the length of this culvert is within the public highway and that includes Tottenham High Road, where a partial collapse has occurred. The partial collapse in 2024 of this culvert occurred outside 785 High Road, Tottenham, N17 and this led to a survey inspection that has identified the culvert as being in a poor condition. As a result of this partial collapse, the Council instigated traffic management interventions to prevent further collapse where the culvert is located within the carriageway. This temporary traffic management is in place until some local permanent work is carried out. The traffic control measures reduce vehicle loads on weak sections of culvert. Site inspections and assessment of the culvert have been attempted from the High Road junctions with White Hart Lane to Scotland Green. However, tactile surveys were impossible in some sections, due to high water levels. Only the northern section (from chainage zero to 180m) could be properly surveyed, and some areas could only be surveyed by drone, and some areas were inaccessible. Chainage 180m to 977m requires cleaning for the surveys to be completed. The incompletely surveyed section equates to that between the junctions of Whitehall Street and Scotland Green and further survey/cleansing works are currently planned for July or August 2025. Recommendations for culvert repairs have been made by a consultant appointed by the Council. The recommendation for the 785 High Road location is for culvert repairs to be carried out immediately. There are recommended repairs to other areas within 12 months, using culvert lining and spot repairs of brickwork. Temporary Traffic Management to date are in a number of locations. The traffic management will be in place until permanent culvert repairs are carried out. Costs for permanent repairs are to be finalised once the detailed designs can be completed. Current estimated Costs for future works are around £20k per linear metre of culvert, equating to £1.1million for the anticipated minimum requirement of 50 linear metres outside 785 High Road. This is referred to as **Phase 1.** However, currently there are around ten areas where repairs are recommended, and the Major Projects Team estimates the total cost of these to be another £1,000,000 and may be subject to further bids for capital funding. There may potentially be further repairs recommended once the survey report has been fully analysed.

What are the impacts of this proposal not proceeding?	The area of collapse of the Moselle Culvert collapse outside 785 High Road would not be repaired and the temporary plating over the collapse and traffic management would need to remain. Potential further damage to the culvert would not be prevented. Continuation of traffic management measures would need to remain at the High Road junctions with Moselle Place, Brereton Road, Whitehall Street and Ruskin Road to prevent overloading of the Moselle Brook. Haringey borough is subject to fluvial flooding from the River Lee, Pymmes Brook and Moselle Brook. The borough is particularly at risk from flooding along its eastern edge due to the River Lee and Moselle Brook. Progressive collapse of the Moselle Brook along the High Road is likely if the strengthening works are not carried out and this will lead to major traffic disruption and flooding in the area and possible consequential claims against the borough from 3rd parties. Continuation of temporary traffic management measures will be costly and reduce the network's capacity.

Statement of Need Form

Project Title	Tree planting Capital Bid 2025-26		
Service	Environment & Resident Engagement	Sponsor	Barry Francis

Project Proposal	The current position on capital scheme 328 (Street and Greenspace Greening Programme) is that we have £75k for 25/26 and £75k for 26/27. The Council has made a commitment to plant 10,000 new trees before 2030. Since the commitment was made, we have planted 6,000. External funding grants received in 2023 and 2024 for new tree planting have included maintenance grants for 3 years post planting. However, under our tree sponsorship scheme, some sponsors only pay a contribution towards a new tree being planted and we need to match that with planting and irrigation costs. Approx 50% of sponsors agree to water the tree themselves, however, we do still need to match fund the planting costs. Proposal for an additional £50,000 to support bids for external funding which normally include the cost for 3 years maintenance post planting
What are the impacts of this proposal not proceeding?	This would protect our resident sponsorship scheme and provide for a greater level of public satisfaction as the tree-planting programme could continue to plant increased numbers of trees in Haringey to meet our commitments in terms of the number of trees planted and canopy cover increases.

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Haringey LONDON

Saving Proposal	Business Planning / MTFS Proposal 2026-2031	Ref: Appendix 4a.1

Title of Proposal:	Reduce Business Support Service		
Directorate	Culture, Strategy & Engagement	**Responsible**	Jess Crowe
Cabinet Member		**Scrutiny Committee**	
Affected Service:	Culture, Strategy & Engagement	**Contact / Lead Officer:**	Abigail Stratford/ Helen McDonough

Value of the budget	
Type of Saving	Service Reduction

The Business Support function sits within the Inclusive Economy Team, Placemaking and Community Development.
The Business Support function supports the local economy ambitions of Opportunity Haringey and delivers the following services: running of Haringey Business Forum, Business Bulletin connecting businesses to business support, access to finance and supply chain opportunities as well as signposting. The team supports delivery of the Markets Strategy and support and facilitate town centre partnerships, the BID (Business Improvement District) and business networks in borough, as well as running the Council's Business Loan Fund - Opportunity Investment and our tri-borough Upper Lea Valley loan fund - Productive Valley Fund. Supporting business in the borough to grow and stay in the borough and our high streets to thrive both sustains and increases the Council's business rate income as well as creating local jobs and opportunities.

The Business Support function has a base revenue budget of £577,780k to deliver services to support business in the borough and meet staffing costs

The proposal is to undertake a service review to redefine what the Council's approach to inclusive growth, inward investment and business support should be, in light of the London Growth Plan, LBOC, Euro 2028 and growth funding (which should replace UKSPF). We therefore propose a further £100k saving. The service is carrying vacancies so does not anticipate difficulties in realising the full saving in 2026/27.

Financial Benefits Summary

Please complete sheet "Financial Benefits Detail" outlining indicative financial benefits information plus any **initial one-off** investment costs.
The summary information will automatically populate the tables below.

Revenue Impacts *All figures shown on an incremental basis*	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total £000s**
New net additional savings (shown as negative)	**(100)**	**0**	**0**	**0**	**0**	**0**

Initial One-Off Investment Capital Costs	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total £000s**
Total	-	-	-	-	-	-

Is this a change in Council policy (Y/N)	**Yes**
Does it require a Member decision in addition to	**Yes**

Add in FTE (post) number changes by year (both additions and deletions)	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total FTEs**
Nos (FTEs)						-

Interdependencies

Is there a Digital interdependency?	No	**Details**	
Is there a Property interdependency?	No	**Details**	
Is there a Procurement interdependency?	No	**Details**	
Are there any other interdependencies?	No	**Details**	Yes there will be an interdependency with business rates as supporting businesses in the
Are there any other interdependencies?	No	**Details**	

Link to Capital Programme

Does this saving link to a scheme delivered within	No	**Details**	

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*		Est. completion date for implementation *DD/MM/YY*	
Is there an opportunity for implementation before April	No. Service review and staff consultation and restructure would be required for both options.		

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	**Mitigation**

Has the EqIA Screening Tool been completed for this proposal? EqIA Screening Tool	
What mitigations will be taken to minimise negative equality impacts (if relevant)?	
Is a full EqIA required? Full EqIAs to be undertaken at Stage 2	

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Clarification Note

1. On the day of publication of this report, attention was drawn to the fact that one of the items in the report had been incorrectly classified as a new saving proposal. In reality, there is no change in policy, but purely a forecast overachievement of £50,000 income against an existing budget.
2. This clarification has no impact on the forecast budget gap for 2026/27 however it is emphasised that this item will not need to be consulted on as it isn't proposing any change to existing policy.
3. The item in question is found in Appendix 3a.3 Optimized Environmental Enforcement.
4. It should be noted that the final 2026/27 Budget reports to Cabinet in February and Full Council in March will correctly classify this budget.

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Report for: Cabinet **-** 11 November 2025

Item number: 10

Title: Approval to tender a JCT Design and Build Contract for the Kings Road Car Park site, N17

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

Lead Officer: Robbie Erbmann, Delivery Director of Capital Projects & Property

Ward(s) affected: Bruce Grove

Report for Key/ Non Key Decision: Key Decision

1. Describe the issue under consideration

1.1 Cabinet is requested to approve, as required under Contract Standing Order 2.01(b), the commencement of a tender process for the selection of a contractor to deliver a new-build housing development comprising nine three-storey four-bedroom Council homes.

1.2 The development will be situated on Council-owned land to the rear of St James Place, known as the Kings Road Car Park (N17 8NP). The location of the proposed homes is illustrated in the 'Proposed Site Plan' provided in Appendix 1.

1.3 All nine homes will be delivered as Council housing and let at Social Rent levels.

2. Cabinet Member Introduction

2.1 This report seeks Cabinet approval to progress the development of the Kings Road Car Park site (land to the rear of St James Place, N17 8NP) as part of the Council's Housing Delivery Programme.

2.2 The Council has committed to delivering 3,000 new council homes by 2031 in response to the significant and growing demand for genuinely affordable housing in the borough. This commitment forms a central part of our strategy to address the housing crisis and improve outcomes for residents in housing need.

2.3 The Kings Road Car Park scheme will contribute to this target by delivering nine new council homes for affordable rent. The scheme has been designed to make efficient use of underutilised council-owned land while enhancing the surrounding environment and supporting inclusive neighbourhood development.

2.4 This project reflects the Council's wider approach to placemaking, delivering high-quality, sustainable homes that meet local needs and contribute positively to the

character and functionality of the area.

3. Recommendations

It is recommended that Cabinet:

3.1. Approves 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 includes the anticipated total scheme cost as detailed in the exempt section of this report.

4. Reasons for decisions

4.1. 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.

4.2. 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.

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

4.4. 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.

4.5. 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.

4.6. 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.

5. Alternative options considered

5.1. 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.

6. Background information

6.1. The Kings Road Car Park site, located to the rear of St James Place, Tottenham (N17 8NP), is a Council-owned parcel of land situated within a densely populated residential area. The site currently functions as a surface-level 40 space estate permit car park serving residents of the adjacent blocks on St James Place and Church Road. In addition to parking provision, the site includes six disused garages and a refuse and bulky waste storage area.

6.2. The site was approved by Cabinet in October 2021 for inclusion in the Council's Housing Delivery Programme, as part of the Council's wider commitment to delivering 3,000 new Council homes by 2031.

6.3. A planning application for the redevelopment of the site will be submitted by October 2025 and scheduled for determination at Decembers 2025 Planning Committee.

6.4. The site presents several physical and operational constraints. It is located in extremely close proximity to an active Network Rail line, which imposes strict limitations on building design, construction methodology, and ongoing maintenance. These constraints require careful coordination with Network Rail to ensure compliance with safety and operational standards.

6.5. In its current form, the site is associated with a number of long-standing issues. The disused garages and poorly defined boundaries have contributed to persistent anti-social behaviour (ASB), including loitering, vandalism, and unauthorised dumping. The refuse and bulky waste storage area is frequently misused, leading to regular fly-tipping and environmental degradation. These issues have had a detrimental impact on the quality of life for nearby residents and have placed a recurring burden on Council resources for waste clearance and enforcement.

6.6. Furthermore, the current refuse collection arrangements are inefficient due to the site's layout, which does not support safe or convenient access for collection vehicles.

6.7. The redevelopment of the Kings Road Car Park site presents a significant opportunity to deliver nine high-quality, large family council homes alongside much needed improvements for the surrounding residents including secure refuse storage, improved public realm, and enhanced natural surveillance to deter ASB.

6.8. The site is Council-owned and is currently held in the Council's Housing Revenue Account (HRA).

<u>Planning consultation</u>

6.9. The scheme has made positive progress through the planning process. To date, two formal pre-application meetings have been held in July and August, with two additional sessions scheduled for September 2025. These meetings have facilitated close collaboration with the Local Planning Authority (LPA). We anticipate submitting the planning application in October, with a decision expected by December 2025.

6.10. A planning consultation will be launched to invite resident feedback, which will be considered as part of the formal planning process.

6.11. The Council has opted not to submit the scheme to a Quality Review Panel (QRP), in line with its adopted policy for non-major schemes (those delivering fewer than 10 units). While QRP reviews are encouraged for larger developments, they are not a formal requirement for smaller schemes. In this case, the decision was influenced by the tight programme constraints associated with funding from the Greater London Authority's Affordable Homes Programme 2021–2026. Given the lack of tolerance in the programme for delays, and the importance of meeting the start-on-site funding deadline, the risk of postponement due to QRP scheduling was considered too great.

6.12. Despite not attending a QRP, the Council is confident in the quality and robustness of the scheme's design. This confidence is underpinned by the involvement of multiple architectural voices throughout the design process. Metropolitan Workshop, the lead architect, brings extensive experience from sitting on various QRPs and has actively sought feedback from other architects acting as informal critical friends. This peer engagement has helped refine and strengthen the design.

6.13. In addition, the Council's internal Design Review Officer from the Housing Delivery team has attended all design meetings, providing consistent oversight and challenge to ensure high standards are maintained.

6.14. The LPA's Design Officer has also been closely involved through the pre-application process, offering constructive feedback and confirming their support for the scheme. The combination of internal and external design expertise has resulted in a well-considered proposal that responds effectively to site constraints, community needs, and planning policy.

6.15. Design development will continue through RIBA Stage 3, focusing on technical refinement, coordination of disciplines, and preparation of planning documentation, ahead of submitting the scheme for planning approval.

Proposed Tender process

6.16. This report seeks Cabinet approval to initiate a competitive tender process for the appointment of a contractor to deliver the new-build development of nine Council homes at the Kings Road Car Park site.

6.17. Subject to the granting of planning permission, a contractor will be required to progress the scheme through technical design and deliver the construction works to completion and handover.

6.18. We will collaborate with Strategic Procurement to determine the most suitable route to market, with primary consideration given to the LCP DPS and Framework, in accordance with CSO 7.02 and 8.01.

6.19. Tenderers will be evaluated on the basis of both price and quality, ensuring a balanced approach to value for money and delivery capability.

6.20. The quality evaluation will be undertaken by the Council's project team, with moderation led by the Strategic Procurement Team to ensure consistency, transparency, and rigour in the assessment process. The evaluation will be based on a pre-agreed set of qualitative questions included in the tender documentation. Responses will be scored on a scale from 0 (no response) to 5 (excellent), with each question weighted according to its importance to the successful delivery of the scheme.

6.21. The Council's appointed Cost Consultant will independently assess the financial submissions to ensure value for money in line with current market conditions. All clarification responses will be reviewed to validate the robustness of the cost proposals. A comprehensive tender report will be produced at the conclusion of the process, detailing the outcome of both the quality and cost evaluations.

6.22. Subject to a successful tender outcome, a further report will be brought to Cabinet at Gateway 3 to seek approval to award the construction contract.

Cabinet to note:

6.23. The new build construction costs presented in the part B exempt report have been prepared by the Council's appointed Quantity Surveyor (QS) based on the current stage of the scheme's design development (RIBA Stage 2). As such, they reflect the best available information at this point in time but remain subject to change as the scheme design progresses to RIBA Stage 3.

6.24. Key variables that may influence the final cost include design development as the scheme progresses and fluctuations in the construction market as the scheme enters the formal tendering phase in Winter 2025.

6.25. These cost estimates are indicative and intended to support decision-making at this stage. They do not represent a final budget. The total scheme cost will be confirmed following completion of the competitive procurement process and will be reported through the appropriate governance channels for approval, in accordance with CSO 2.01. c.

7. Contribution to the Corporate Delivery Plan 2024-2026 High level 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.

7.1. **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 nine high-quality new homes at council rent will meet this key theme.

7.2. **Responding to the climate emergency:** Responding to the climate change emergency is a core part of the Housing Delivery Programme. This scheme has been designed to Passivhaus principles and employs the latest sustainable technologies resulting in significant carbon emission reductions over the Building Regulations baseline, ensuring homes that are comfortable and efficient to run.

7.3. **Place and economy:** This project will ensure that the objectives set out in this theme are met by providing jobs through construction. This will help contribute to 'a thriving economy and a pleasant place' where 'everyone can find access to rewarding work that pays a living wage', as set out in the CDP.

8. Carbon and Climate Change

8.1. The proposed development at Kings Road Car Park is currently at RIBA Stage 2, with design work ongoing. As such, detailed information regarding carbon emissions and environmental performance is not yet available. However, the scheme is being developed in line with best practice sustainability principles and the Council's climate emergency commitments. The design aims to incorporate passive measures, energy-efficient systems, and renewable technologies to reduce carbon emissions wherever feasible.

8.2. The site's location adjacent to an active Network Rail line presents environmental considerations, particularly around noise and air quality. The building layout has been carefully planned to mitigate these impacts, with key habitable room windows positioned away from the rail line and acoustic treatments integrated into the building envelope.

8.3. Overheating risk has been addressed through thoughtful design. All proposed homes are dual or multiple aspect, enabling natural cross-ventilation, enhanced daylighting, and the ability for residents to orient living spaces away from the rail corridor.

8.4. As the design is still evolving at the time of seeking pre-tender approval, further details and specifications will be provided in the post-tender report.

9. Statutory Officer Comments

Legal

9.1. The Director of Legal and Governance (Monitoring Officer) was consulted in the preparation of the report.

9.2. Pursuant to the provisions of the Council's Contract Standing Order (CSO) 2.01(b),

Cabinet has authority to approve the commencement of a procurement exercise where the value of the contract to be procured is £500,000 or more and as such the recommendation in paragraph 3.1 of the report is in line with the Council's CSO.

9.3. The use of a Framework (CSO 7.02) or Dynamic Purchasing System (8.01 or 8.02) to procure the contract as indicated by Strategic Procurement are complaint route to procure the contract in the report.

9.4. The Director of Legal and Governance (Monitoring Officer) sees no legal reasons preventing the approval of the recommendation in the report.

Procurement

9.5. Strategic procurement notes the contents of this report, and the recommendations as set out.

9.6. This procurement opportunity will be tendered in accordance with the Councils' CSO's, with primary consideration to CSO 7.02 and 8.01. Where it is not possible to use either CSO 7.02 or 8.01, approval for an alternate route to market will be sought from the Chief Procurement Officer.

9.7. Expression of interest will be sought from suppliers by sharing the council's procurement strategy. This will help assess interest and mitigate any risk of the procurement failing.

9.8. Strategic procurement (SP) 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.

9.9. Pursuant to the provisions of the Council's Contract Standing Order (CSO) 2.01(b), Cabinet are required 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 3.1 of the report is in line with the provisions of the Council's CSO.

Finance

9.10. Please see part B exempt

Equality

9.11. The Council has a statutory duty under the Equality Act 2010 to have due regard to the need to:

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

9.12. This duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. The characteristic of marriage and civil partnership is relevant only to the first limb of the duty (elimination of discrimination).

9.13. Although not a protected characteristic under the Equality Act 2010, Haringey Council recognises socio-economic status as a local priority and considers it in its decision-making processes to promote fairness and inclusion.

9.14. The proposed decision relates to the procurement of a contractor to deliver nine new Council homes at the Kings Road Car Park site. The Kings Road Car Park site is in the Bruce Castle ward, adjacent to Tottenham Central and St Ann's. These areas are among the most diverse and socio-economically challenged in Haringey.

9.15. Over 60% of residents in Bruce Castle identify as Black, Asian or Minority Ethnic (BAME), significantly higher than the London average. Bruce Castle falls within the 20% most deprived wards in England, with high levels of income deprivation, child poverty, and unemployment. Haringey has over 3,000 households in temporary accommodation, many of whom are families with children living in overcrowded or unsuitable conditions. The area has a higher-than-average proportion of residents reporting long-term health conditions or disabilities. The local population is younger than the borough average, with a high proportion of children and young adults under 35.

9.16. Data held by the Council indicates that women, young people, individuals from lower socio-economic backgrounds, and Black, Asian and Minority Ethnic (BAME) residents are disproportionately represented among those in temporary accommodation. As such, the delivery of these new homes is expected to advance the Council's Public Sector Equality Duty by improving access to secure, affordable housing for groups with protected characteristics.

9.17. The scheme will increase the supply of genuinely affordable housing in the borough, including larger family-sized homes. This will have a positive impact on residents on the housing register, particularly those in severe housing need and those currently living in temporary accommodation.

9.18. A full Equality Impact Assessment (EQiA) has been completed, which concluded that the decision will have a positive impact on equalities within the borough. While there may be a minor negative impact due to the reduction in parking spaces, this is fully mitigated by the area's high public transport accessibility rating and the continued availability of Blue Badge parking nearby.

9.19. In relation to the procurement process, the appointed contractor acting on behalf of

the Council in delivering a public function will be required to comply with the Public Sector Equality Duty. This includes having due regard to the three aims of the duty throughout the delivery of the contract.

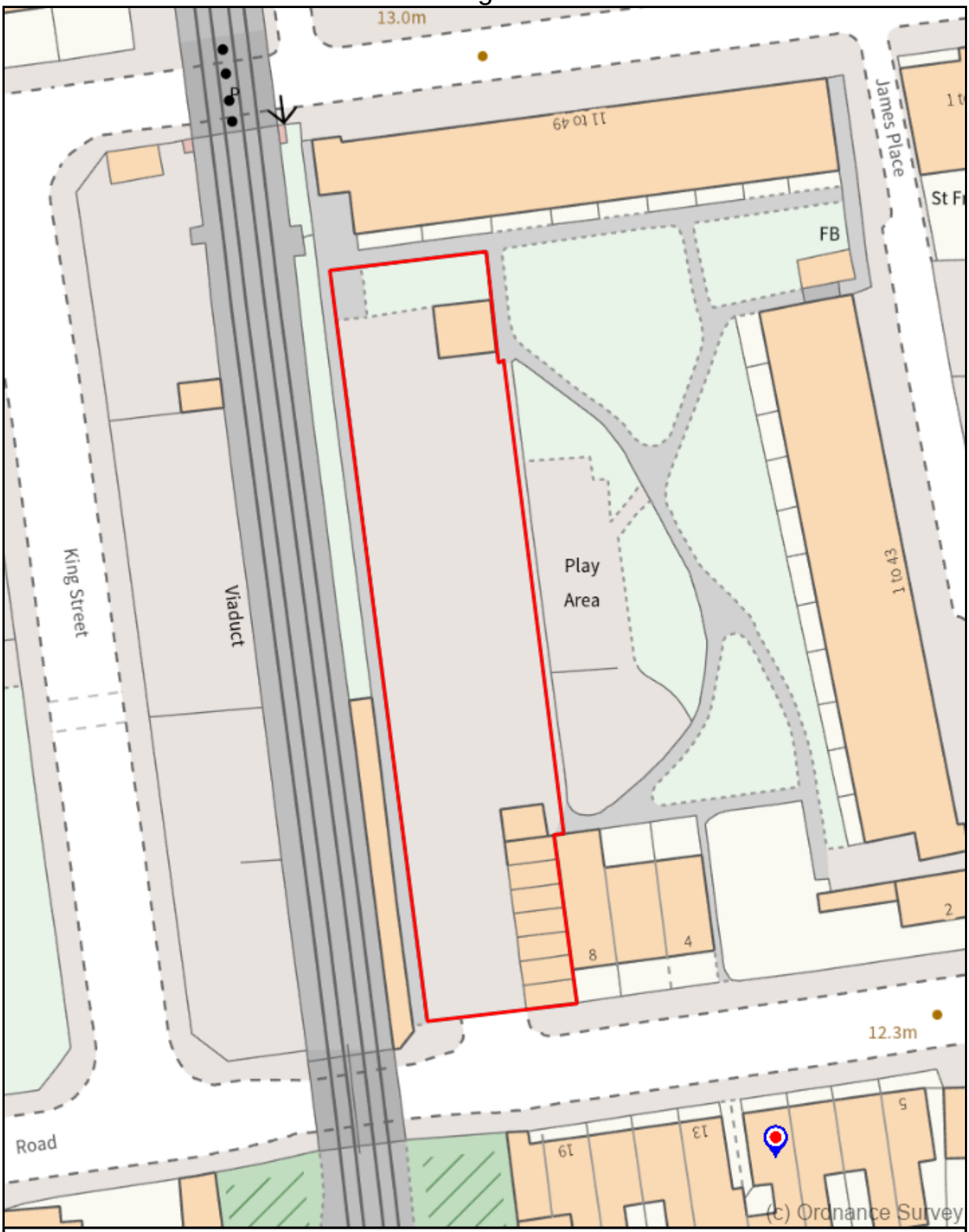
10. Use of appendices

Appendix 1 – Red Line Boundary
Appendix 2 - Exempt financial report

11. Local Government (Access to Information) Act 1985

11.1. Appendix 2 is NOT FOR PUBLICATION by virtue of paragraph 3 of Part 1 of Schedule 12A of 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).

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Kings Road N17

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Report for: Cabinet - 11 November 2025

Item number: 11

Title: Approval to Tender for a contractor to deliver works at Tiverton Road, N15

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

Lead Officer: Robbie Erbmann, Delivery Director of Capital Projects & Property

Ward(s) affected: Hermitage and Gardens

Report for Key/ Non Key Decision: Key Decision

1 Describe the issue under consideration

1.1 Cabinet is asked to give permission to go to tender for selection of a contractor for the new build development of 17 Council homes comprising 3 x one-bed two-person flats; 1 x two-bed three-person flats; 7 x two-bed four-person flats; 1 x three-bed four-person flats; x 3 three-bed five-person flats; and x 2 four-bed seven-person flats family houses on Council-owned land in front of 24 – 96, Tiverton Road. The location of the proposed new homes is shown in the 'Proposed Site Plan' included in Appendix 1. All 17 new council homes will be let at Social Rent.

2 Cabinet Member Introduction

2.1 The driving mission of this Council is to build a fairer and greener borough. London has a housing crisis – and we are seeing more and more local residents unable to afford rents, let alone afford to buy. In order to do our part in addressing this situation, we, with financial support from both the Mayor of London and the government, are building at least 3,000 new council homes – at council rents. We are creating more genuinely affordable homes for local people.

2.2 Numbers are essential, but we're focused as much on quality as quantity. We're building homes that will last, with great insulation standards, great interior and exterior design standards and a strong mix of family and individual homes. We make sure homes are as well-insulated and energy-efficient as possible, because we want homes that aren't just affordable to rent but affordable to run.

2.3 The proposals for Tiverton Estate showcase our borough's approach to placemaking which lies at the heart of Haringey's council house programme: we are aiming to deliver 17 new homes for affordable rent, including wheelchair accessible and family homes for local residents, while also providing public realm improvements. The scheme will be designed using Passivhaus insulation principles, powered by heat pumps and solar panels, and designed to minimise noise from the main road.

2.4 The site is currently an area of open space, which falls within the Tiverton Estate – owned by Haringey Council.

3 Recommendations

It is recommended that Cabinet:

3.1 Approves 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.

3.2 Approve the procurement of the contract via London Construction Programme (LCP) – Housing Framework.

4 Reasons for decisions

4.1 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.

4.2 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.

4.3 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.

4.4 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.

5 Alternative options considered

5.1 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.

6 Background information

Tiverton Estate Development Site

6.1 As shown in the ‘Proposed Site Plan’ in Appendix 1, the site is located within a post-war residential estate to the north-east of Finsbury Park, the site is a poorly utilised green space surrounded by 4-5 storey residential blocks, car parking and highways.

6.2 The space consists of lawn bisected by a footpath running centrally through the space, scattered trees and raised planters with overgrown vegetation in the east and west boundaries. A modest church structure is located to the north. The site has no specific planning policy designations, other than it is located within a critical drainage area. Locally significant industrial land is located to the south-east. Local employment regeneration areas are located to the south and west of the site. The site is not located within a conservation area and there are no heritage assets on or in proximity to the site.

6.3 Between the estate volumes, there is a combination of private and communal green spaces. Three open spaces that sit nearby our site are Tewkesbury Road Open Space, 2-24 Tiverton Road Open space and the playground opposite the Church.

6.4 In addition to the provision of new homes, proposals include public realm improvements, including provision of a new pedestrian crossing intended to improve access to the site for both new and adjacent existing residents, and disabled parking for the proposed development.

6.5 The site is Council-owned and is currently held in the Council’s Housing Revenue Account.

6.6 In January 2020, Cabinet approved the inclusion of Tiverton Estate into the Council’s Housing Delivery programme. Designs have currently been developed to RIBA Stage 3. The scheme is scheduled to be considered for approval at Planning Committee in Autumn 2025. Pending a positive planning outcome on this site, it is the intention to move swiftly to tender for the selection of a main contractor.

Community Engagement and S105 Consultation

6.7 Community engagement and S105 was undertaken by the Applicant having regard to the Localism Act 2011, the National Planning Policy Framework, and the Council’s Statement of Community Involvement.

6.8 The Council undertook a combined community engagement and S105 consultation. The objectives of the engagement activities were to ensure that local residents, key stakeholders and elected representatives were made fully aware of the proposals and had an opportunity to participate in shaping the plans, along with providing their feedback to the Applicant.

6.9 To date engagement has consisted of: pre-application community engagement exercise, including online events, letters circulated and in person with residents; dialogue with ward Councillors; the Metropolitan Police Designing Out Crime section, the Haringey Quality Review Panel and the Local Planning Authority (LPA).

6.10 As part of the combined community engagement and S105 exercise, letters were distributed to 293 secure tenants and 154 leaseholders within the Tiverton Estate. Of

the secure tenants, the council received a 18.4 % response rate, and for Leaseholders 17.5%.

6.11 The surveyed responses highlighted the loss of green space as the main concern arising from the proposed development. Additionally, impact upon on existing parking provision, concerns raised regarding loss of daylight and overshadowing from the new building, were the other key issues raised by residents.

6.12 The combined S105 and community engagement ran from 27th June to 3rd August 2025. During this period, in person consultation events were held on 19th, 23rd and 29th July 2025. During the engagement process the residents' primary concerns related to the scale, height and design of the proposed buildings; transport concerns regarding the parking and loss of open space. A total of 35+ residents attended across the three engagement events. Feedback received during the engagement process will be considered carefully and reported to a later Cabinet meeting.

6.13 **Proposed Tender process**

6.14 This opportunity will be competitively tendered in line with the Councils' Contract Standing Order (CSO) 7.02. The recommended route for procurement will be via the London Construction Programme (LCP) – Housing Framework.

6.15 The procurement process will adopt a single stage JCT Design and Build Contract, largely driven by timescales required to meet funding deadline requirements.

6.16 Ahead of tender submission, the housing scheme at Tiverton Estate will be designed up to Stage 3+ of the Royal Institute of British Architects (RIBA) Plan of Works 2020. Subject to planning approval being granted, a contractor will be needed to develop the technical design and complete the new build works.

6.17 Bidders will be asked to respond to a price, quality assessment and social value.

6.18 The quality assessment will be conducted by Haringey's project team, with the moderation led by the Council's Procurement Team to ensure a high level of quality across both the submissions and scoring. The quality assessment will be conducted via a pre-agreed list of questions that are to be included as part of the delivery proposals in the tender. Each question will be scored between 0 (question not answered) and 5 (excellent) and then weighted as set out in the tender.

6.19 The project team's Cost Consultant will be assigned to independently evaluate the cost to ensure value for money in line with current market trends. Any requests for clarification that are issued will have responses analysed to establish robust costing for the Council. A Cost Consultant report will be produced at the conclusion of the tender and will include the detailed outcome of the quality and cost tender scoring.

6.20 Following review by a member of strategic procurement, it is proposed to procure the works via the London Construction Programme (LCP) Housing Framework, using a single stage JCT Design and Build contract.

7 Contribution to the Corporate Delivery Plan 2024-2026 High level 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.

7.1 **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 17 high-quality new homes at council rent will meet this key theme.

7.2 **Responding to the climate emergency:** Responding to the climate change emergency is a core part of the Housing Delivery Programme. This scheme has been designed to Passivhaus principles and employs the latest sustainable technologies resulting in significant carbon emission reductions over the Building Regulations baseline, ensuring homes that are comfortable and efficient to run.

7.3 **Place and economy:** This project will ensure that the objectives set out in this theme are met by providing jobs through construction. This will help contribute to 'a thriving economy and a pleasant place' where 'everyone can find access to rewarding work that pays a living wage', as set out in the CDP.

8 Carbon and Climate Change

8.1. The proposals for Tiverton Estate have been designed in-line with Passivhaus principals. As required by the London Plan, the development follows the energy hierarchy, incorporating passive design measures, energy efficient equipment and renewable energy.

8.2. Homes are designed to include high levels of insulation, efficient heating systems using a highly efficient packaged Air Source Heat Pump (ASHP) solution and solar PV panels that will keep running costs low. The building will be constructed with responsibly sourced and environmentally friendly materials.

8.3. The building layout has been designed to address a number of environmental challenges at source, with noise and air quality mitigation addressed by orientating the principal windows of habitable rooms away from Tiverton Road.

8.4. Overheating is addressed by providing appropriately sized windows to exposed elevations along with deep window reveals and juliet balcony balustrading providing passive shading. All proposed homes are either dual or multiple aspect. This enables all the dwellings to benefit from openable windows and aspect away from the busy road frontages. Passive shading is provided to larger windows to the south elevation by recessed balconies.

8.5. Extensive soft landscaping and planting aims to balance biodiversity enhancements and maintenance considerations, while meeting the GLA Urban Greening Factor (UGF) targets of 0.4 as well as the latest requirements on Biodiversity Net Gain

(BNG). This will be achieved through landscaping improvements within the site boundary, and ancillary site located close to the development.

9 Statutory Officer Comments

9.1 Legal

9.1.1 The Director of Legal and Governance (Monitoring Officer) was consulted in the preparation of the report.

9.1.2 Pursuant to the provisions of the Council's Contract Standing Order (CSO) 2.01(b), Cabinet has authority to approve the commencement of a procurement exercise where the value of the contract to be procured is £500,000 or more and as such the recommendation in paragraphs 3.1 and 3.2 of the report is in line with the Council's CSO.

9.1.3 Pursuant to the Council's CSO 7.02 and Regulation 33 of the Public Contracts Regulations 2015, the use of the London Construction Programme (LCP) – Housing Framework is a compliant route to procure the contract in the report.

9.1.4 The Director of Legal and Governance (Monitoring Officer) sees no legal reasons preventing Cabinet from approving the recommendations in the report.

9.2 Procurement

9.2.1 Strategic procurement notes the contents of this report, and the recommendations as set out.

9.2.2 This procurement opportunity will be tendered in accordance with the Councils' CSO's, with primary consideration to CSO 7.02 and 8.01. Where it is not possible to use either CSO 7.02 or 8.01, approval for an alternate route to market will be sought from the Chief Procurement Officer.

9.2.3 There is a risk that adopting a single stage D&B may not attract suppliers due to the transfer of risk.

9.2.4 Expression of interest will be sought from suppliers by sharing the council's procurement strategy. This will help assess interest and mitigate any risk of the procurement failing.

9.2.5 Strategic procurement (SP) 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.

9.2.6 Pursuant to the provisions of the Council's Contract Standing Order (CSO) 2.01(b), Cabinet required 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 3.1 of the report is in line with the provisions of the Council's CSO.

9.3 Finance

9.3.1 The scheme is included in the HRA capital programme and in the Council's Medium-Term Financial Strategy (MTFS).

9.3.2 The cost was modelled in the planning of the HRA income and expenditure and can be contained within the HRA.

9.3.3 Further finance comments are contained in the Exempt part of this report.

9.4 Equality

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

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

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

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 potential for disproportionate impacts on groups sharing protected characteristics has been considered and set out in the project's accompanying Equality Impact Assessment.

10 Use of appendices

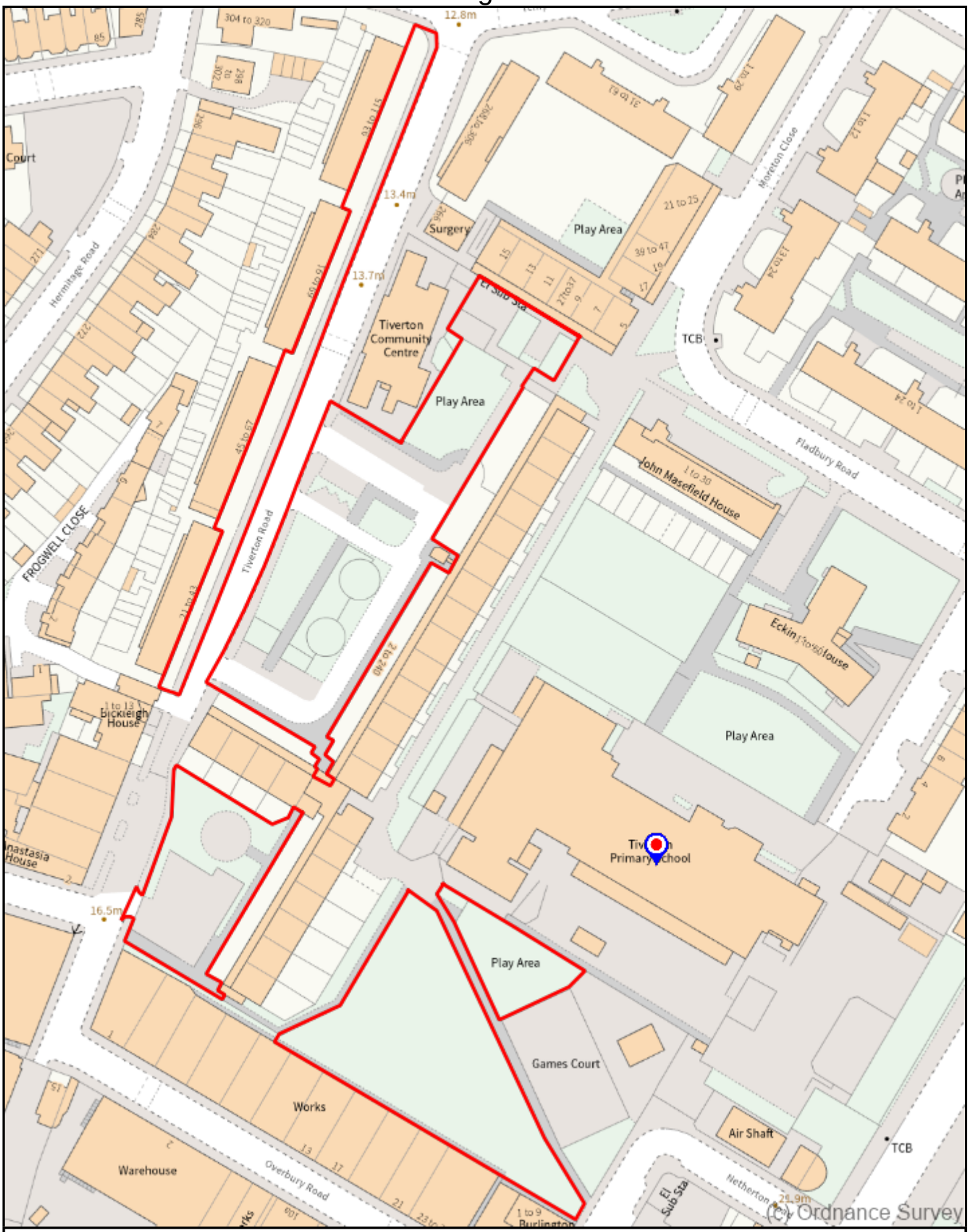
11 Local Government (Access to Information) Act 1985

11.1 Appendix 1 – site plan showing location of development site at Tiverton Estate

11.2 Appendix 2 and 3, are NOT FOR PUBLICATION by virtue of paragraph 3 of Part 1 of Schedule 12A of 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).

11.3 Appendix 4 – Equalities Impact Assessment

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Tiverton Estate N15 - CNB sites

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Haringey LONDON

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Equality Impact Assessment (EQIA)

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

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

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

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

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

1. Responsibility for the Equality Impact Assessment

Name of proposal:	**[Tiverton Estate].**
Service Area:	**[Housing Delivery].**
Officer Completing Assessment:	**[Andrew King].**
Equalities Advisor:	**[Elliot Sinnhuber].**
Cabinet meeting date (if applicable):	**[11th November 2025].**
Director/Assistant Director	**[Robbie Erbmann].**

2. Executive summary

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

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

The proposal is to develop on area of open space in front of 24- 96 Tiverton Estate and build 17 new council homes to be let at social rent. The development will be split between two blocks, with an area of revised communal landscaping to remain between each block. The remaining open space will be enhanced with new tree planting,

seating and children's play space. To mitigate the loss of green space, further, 'greening' interventions will be undertaken in the immediate roads surrounding the site, the play area immediately north of the site and Tewkesbury Open Space – located south-east of the development.

The existing Tiverton estate parking bays will be reconfigured to accommodate the proposed development, with up to nine spaces being relocated to 2-24 Tiverton Road, approximately 150 metres away from development site. However, there will be no net loss of spaces. Excluding two blue badge parking bays - intended for the wheelchair homes - the proposed scheme will be car free and new residents will not be able to apply for CPZ, or estate permits (blue badge holders excepted).

The revised parking layout could potentially have a negative impact on elderly residents who live within Tiverton Estate. As the revised layout may result in a further walking distance to place of residents. Whilst the ward level figures for residents registered with a disability were broadly in line with Haringey and London averages, those who suffer with mobility issues, could also be negatively impacted by the revised parking layout, arising from increased travel distance to home. This will partially be mitigated through improved level access in and around the proposed development site.

The reduction in green space arising from the proposed development may negatively impact on the mental health of residents. However, as previously outlined, the council is looking to enhance landscaping to the new development and elsewhere on the estate to compensate for this loss. Whilst the new children's play space proposed within the development site is expected to have a positive impact on this demographic – results shows that children were not over-represented within Tiverton Estate ward.

The decision to redevelop a section of open space is a proportionate means of achieving a legitimate aim, namely addressing the acute shortage of affordable housing in the borough. The provision of 17 new social homes will help meet the needs of residents on the housing register, many of whom are from groups with protected characteristics disproportionately affected by housing insecurity.

The scheme is currently at a developed design stage. All community consultation and engagement activities are complete. However, the council will continue to take on board resident views – particularly at the planning stage and will actively engage with residents to during design and deliver stages, particularly around landscaping. The scheme has also undergone extensive input by an independent expert Quality Review Panel, who have highlighted the importance of ensuring the local residents are not alienated by the proposed development. The scheme Architects have taken these comments on board and are reflected in the scheme's open design for all residents to access and enjoy.

3. Consultation and engagement

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

In June 2025, the Council initiated a Section 105 consultation regarding proposals for a new housing development on an area of open space in front of 24 – 96, Tiverton Road, N15 6RR. The proposed development would result in changes to existing amenities affecting secure tenants in the area.

The proposals presented to residents included:

- A reconfigured layout of existing estate car parking spaces in front of 24 – 96. No net loss of parking spaces arising from the proposed development.
- Two blocks (17 homes) built on the existing green space – including a new centralised open access courtyard for new and existing residents.
- Potential improvements to surrounding areas, including: play area by the Faith Baptist Church (north of the site); potential improvements to open space 2-24 Tiverton Road with new grassed area and seating (south of site); and potential improvement to Tewkesbury Road Open Space (south-east of site).

A total of 447 households were consulted, comprising 293 secure tenants (as required by statute) and 154 leaseholders. While leaseholders are not legally required to be consulted under Section 105, the Council includes them as a matter of good practice.

The consultation period ran from 27th June to 3rd August 2025. All consultees received a comprehensive consultation pack, which included:

- A brochure detailing the proposed changes to amenities, including indicative design concepts and site plans, with an invitation to comment on the proposed bin store locations.
- A consultation questionnaire, including an equality and diversity monitoring form.
- A request form for alternative formats or translations.
- A Freepost envelope for postal responses.

Contact details for the engagement officer were provided to enable residents to request further information or alternative formats. The consultation materials were also made available on the Council's main website and the dedicated project hub at tiverton.commonplace.is, where residents could submit responses online.

To facilitate direct engagement, three public events were held:

- Saturday 19 July, from 11am – 2pm (pop-up event on the open space in front of 26-70 Tiverton Road, N15 6RR)

- Wednesday 23 July, from 4:30pm – 7pm (Indoor event at St Ann's Library, Cissbury Rd, London N15 5PU)
- Tuesday 29 July, from 11am – 2pm (pop-up event on the open space in front of 26-70 Tiverton Road, N15 6RR)

These events provided residents with the opportunity to speak directly with the Council's project team, ask questions, and share feedback on the proposals.

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

Consultation response

Table 1: A breakdown of the consultation responses by tenure is outlined below:

Overall consultation audience	Number of responses	Number of secure tenant responses	Number of leaseholder responses
447 (293 Secure Tenants / 154 Leaseholders)	81 18.1%	54 18.4%	27 17.5%

Other' respondents (renters, unknown, and unanswered) make up the remaining 15 responses.

To understand the use of the amenities, consultees were asked three sets of questions relating to each amenity (car parking and open space).

To understand their use of open space, consultees were asked:

- Do you use the open space in front of 26-70 Tiverton Road? Yes/No
- If you answered 'yes', please tick how often you use the open space at Tiverton Road? (please tick one) – Everyday, Weekly, Occasionally, Never,

Answered "yes" when asked if they used the open space	Answered "Daily" when asked to describe their use of the open space	Answered "Weekly" when asked to describe their use of the open space	Answered they used it when "occasionally" when asked to describe their use of the open space

75 (35/26)	59 (27/19)	9 (7/5)	7 (1/2)

To understand their use of car parking, consultees were asked:

- 'Do you use the car parking spaces? Yes/No
- 'If you answered 'yes', please tick how often you use the car parking spaces along Tiverton Road? – Everyday, Weekly, Occasionally, Never, Friends/family/carer when visiting

Answered "yes" when asked if they used the car parking spaces	**Answered "Daily" when asked to describe their use of the car parking spaces**	**Answered "Weekly" when asked to describe their use of the car parking spaces**	**Answered they used it when "occasionally" when asked to describe their use of the car parking spaces**
59 (34/24)	43 (24/13)	3 (1/1)	6 (6/0)

The below table provides a summary of the relevant comments submitted in relation to the terms of the Section 105 consultation, along with the council's response, consideration, and proposed mitigations. It should be noted that this is not a record of every comment received. Individual comments on the same topic have been noted as one entry in the table.

Removal of the open space in front of 26-70 Tiverton Road

The vast majority of responses received during the consultation related to the impact the proposed development would have on the estate, in particular: parking, open space, daylight and sunlight, and community impact.

Twenty-three respondents from the consultation—across Secure Council Tenants, Resident Leaseholders, Introductory Council Tenants, and Non-Resident Leaseholders—expressed concerns about the condition of existing homes and estate management, urging the council to prioritise repairs and maintenance before proceeding with new developments. These issues remain outside of the scope of this consultation.

The answers to the questions on the removal of the open space were mainly split between comments and concerns raised regarding the loss of open and green space and the car parking arrangement around the estate. Nineteen council tenants (35%) and fourteen leaseholders (52%) raised concerns about losing green space that adds value to the area, and in many cases stated that this was the only nearby green area used for relaxation, dog walking, community gathering. In response to the questions regarding the open space, 17 council tenants (31%) and 11 leaseholders (40%) raised concerns regarding already limited parking spaces and increasing parking stress from the development.

Loss of open/green space

A large proportion of council tenants and leaseholders raised concern about the loss of open and green space due to the proposed development on Tiverton Road. Their responses emphasised the value of these areas for daily use, relaxation, and fostering community connections. Many described the green space as essential for children's wellbeing, outdoor gatherings, and mental health. The potential removal of trees, grass, and communal areas was seen as a threat to the quality of life for current residents, particularly those without private gardens.

Car parking

A considerable number of council tenants and leaseholders mentioned car parking in response to the questions on open space. Many described the existing parking situation as already strained, citing double parking, barriers between parking zones, and lack of accessible spaces. Several respondents expressed fears that the proposed development would worsen congestion and reduce available parking, especially for elderly residents, carers, and those with mobility needs. One respondent noted that the proposal would “increase noise, congestion, and a sense of being boxed in,” while another highlighted the environmental cost of losing green space that currently supports biodiversity and community wellbeing.

Daylight and sunlight

Concerns about the loss of daylight and sunlight were raised by 13 Council Tenants (24%) and 10 Leaseholders (37%) in response to the proposed development. These respondents expressed fears that new buildings would block natural light from their homes, leading to darker living environments and a diminished sense of wellbeing. Several noted that sunlight is essential not only for physical comfort but also for mental

health, especially in an already dense and urbanised estate. The potential obstruction of daylight was described as contributing to feelings of being “boxed in” or “trapped,” with some warning that it would exacerbate existing issues of overcrowding and poor living conditions.

Community impact

Concerns about community impact and social cohesion were raised by 13 Council Tenants (24%) and 5 Leaseholders (18%) in response to the proposed development. Many respondents described the existing open space as a vital area for neighbours to gather, socialise, and support one another—particularly for those experiencing isolation or mental health challenges. Several highlighted the role of the space in fostering informal community care, such as watching over children or checking in on vulnerable residents.

Increased anti-social behaviour

Residents raised that removing this communal “open space” area could lead to increased antisocial behaviour, crime, and a breakdown in the social fabric of the estate. The loss of visibility, openness, and shared outdoor space was seen as a threat to both safety and cohesion, with residents urging the council to protect the open space Tiverton Road.

Mental health and wellbeing

Concerns about mental health and emotional wellbeing were raised by 11 Council Tenants (20%) and 4 Leaseholders (15%) in response to the proposed development. Respondents described how the existing open space provides a vital outlet for relaxation, decompression, and social connection—particularly for those experiencing stress, anxiety, or isolation. Several noted that the removal of green space would leave them feeling “trapped” or “overwhelmed,” with one Secure Council Tenant explaining, “Myself and my husband tend to sit with our neighbours and use the open space weekly, during the summer – daily. It is a space to meet and check on each other's wellbeing.”

A lot of residents have issues and suffer from loneliness / isolation so it is an important space for us.” Others warned that the increased density and loss of natural light would exacerbate feelings of depression and reduce overall quality of life.

Children’s play

Concerns about children's play and access to play space were raised by 6 Council Tenants (11%) and 6 Leaseholders (22%) in response to the proposed development. Respondents emphasised the importance of the existing open space as a safe and accessible area for children to play, socialize, and engage in outdoor activities. Several noted that the green space is one of the few places where children can play freely without safety concerns, and warned that its removal would negatively impact families and reduce opportunities for healthy childhood development.

One Council Tenant shared, “The children’s play area is in desperate need of a tidy up and upgrade. Hedges are overgrown, rats have been seen and it is currently not clean enough for kids to play safely.”

Environmental impact

Environmental concerns were raised by 3 Council Tenants (6%) and 5 Leaseholders (19%) in response to the proposed development. Respondents expressed worries about the loss of green space, trees, and natural habitats, highlighting the importance of these areas for biodiversity, climate resilience, and overall environmental wellbeing.

Reconfiguration of parking spaces

The majority of responses to the consultation questions on car parking reconfiguration focused on the impact the proposed changes would have on residents’ daily lives, particularly around parking availability, accessibility, and community wellbeing.

Concerns were raised by 22 Council Tenants (40%) and 13 Leaseholders (48%) regarding the existing strain on parking and fears that the proposed changes would exacerbate congestion, reduce available spaces, and limit access for residents and visitors. These concerns were often linked to broader issues such as mental health, safety, and infrastructure strain.

Parking

Parking was the most frequently cited issue in response to the proposed reconfiguration. Concerns about parking availability and increased competition were raised by 22 Council Tenants (40%) and 13 Leaseholders (48). Many described the current parking situation as already inadequate, with fears that the development would worsen congestion and reduce access for existing residents.

Respondents noted that they already struggle to find parking, particularly in the evenings or on weekends, and that the addition of new homes would intensify this pressure. One resident explained that “parking lot is already full… taking away our existing parking spaces and putting another 17 families will make it significantly worse.”

Another described how “car park spaces is a problem currently in Tiverton… this idea would not solve the issue, it will only add to the existing problem.”

Accessibility

Concerns about accessibility were raised by 10 Council Tenants (18%) and 3 Leaseholders (11%). Respondents highlighted the importance of parking for carers, disabled residents, and those with mobility needs. Several described how they rely on nearby parking to maintain independence or receive essential support.

A blue badge holder noted, “I am not able to currently park on the estate… we need to have more parking especially for visitors and disabled residents.” Another respondent highlighted that “reducing or altering parking availability risks making these visits more difficult, which could directly harm vulnerable members of our community.”

Safety

Concerns about safety were raised by 6 Council Tenants (11%). These responses often linked parking changes to fears of increased crime or antisocial behaviour, particularly in areas that may become hidden or poorly lit. One respondent warned that “the new building will create a new space hidden from the view. This will definitely cause more crime going on there,”.

Community Impact

Concerns about community impact and social cohesion were raised by 6 Council Tenants (11%) and 3 Leaseholders (3%).

Several respondents described the current parking arrangement as essential for maintaining social connections and informal support networks. One resident explained that “car park spaces would become an even bigger problem… it will only add to the existing problem,” while another reflected that “the proposal would impact me and my neighbours very negatively… resulting in a road that feels heavily built up, oppressive and too dense.”

Mental Health and Wellbeing

Concerns about mental health and emotional wellbeing were raised by 6 Council Tenants (11%) and 1 Leaseholder (4%). Respondents described how the uncertainty around parking and the potential loss of access to green space contributes to stress, anxiety, and a diminished sense of wellbeing.

One council tenant wrote, “this green space is not just ‘unused land’, it’s a vital part of the neighbourhood’s character… I personally rely on it as a space to decompress.” Another added, “it will take a toll on my mental health as I feel the area will be overcrowded and overwhelming.”

Infrastructure Strain

Concerns about infrastructure strain were raised by 3 Council Tenants (5%) and 2 Leaseholders (7%). These responses focused on the impact of parking changes on emergency access and estate logistics. One respondent explained, “the ambulance crew and I experience difficulties when being transported to and from hospital due to insufficient parking spaces,” while others warned that the reconfiguration could hinder estate operations and emergency response.

4. Data and Impact Analysis

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

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

4a. Age

Data

Borough Profile[1]

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

Target Population Profile

Hermitage & Gardens Population			Average Haringey Ward Population			Average London Ward Population		
8,585			12,467			12,868		
Under 18	18-64	65+	Under 18	18-64	65+	Under 18	18-64	65+
16.1%	75.2%	8.7%	20.6%	68.5%	10.9%	21.4%	66.5%	12.1%

Table One: Population profile versus Haringey and London.

Data Sources

- Ward-level profiles for Hermitage & Gardens

Detail the findings of the data.

a) Might members of this group be disproportionately affected by the proposal due to overrepresentation? How does this compare with the wider demographic profile of the Borough?

Based upon ward profile data, the percentage of 18-year-olds is 4.5% below the borough average. The percentage of adults 65 years of age plus, is 2.2% below the borough average. However, the percentage of adults between 18-64 years of age is 6.7% above the borough average. The data suggests this adult age bracket could be most disproportionately impacted by the proposed development. However, given the broad age range within this demographic, it is unclear where specific disproportionate

[1] Census, 2021 – Population and household estimates, England and Wales - Office for National Statistics (ons.gov.uk)

representations may exist. For example, younger age profiles within 18-34, or older populations between 50-64 years of age.

It should be noted that during the community consultation period, a questionnaire seeking resident views on the proposed scheme was sent to all secure tenants and leaseholders within the Tiverton Estate. An equality form was included in the pack to collect the information on diversity to help us to better understand the age profile of people living on the estate. However, only very limited recorded results on age prevented the Council developing any further meaningful insight in this area.

b) Might members of this group be disproportionately affected by this proposal as a result of a need related to their protected characteristic?

Adult populations (18-64) are likely to rely on the existing green space as it provides an opportunity to relax and enjoy, which can provide both physical mental health benefits, with opportunities to sit and meet with other members from the estate, thereby providing supporting social cohesion. Whilst there are no play facilities currently within this area of open space, for those under 18 years of age, this area is most likely to provide a space for informal play, as well as an opportunity to socialise with friends and family. For these reasons both these age group profiles may be impacted by the proposals.

The scheme will result in a revised parking layout, but no loss of spaces. The new development will be car free – with the exception of two new disabled bays located on Tiverton Road. However, the revised parking layout will result in up to nine spaces being relocated to 2-24 Tiverton Road, which is approximately 150 metres away from development site. Older demographic groups who may have mobility issues may be disproportionately affected by the revised layout – owing to possible increase in walking distances to homes.

Potential Impacts

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

Whilst the proposed development will reduce the existing area of open space, the the revised landscaping seeks to enhance the quality of the remaining space. For adult and older population profiles, the scheme is expected to have a positive impacted, as new and improved seating arrangements will provide more opportunities to relax in a social setting. Furthermore, the proposed enhanced planting regime with more biodiversity, and improved lighting is expected to have a positive impact on overall mental wellbeing and sense of security for those who dwell in this area.

Whilst the existing open space does not include play facilities - owing to a reduction in open space, the proposed development may negatively impact teenagers and children who may use the area on this basis. This will be mitigated by proposals to improve the

play area north of the site, adjacent to the Faith Baptist Church and improved landscaping, including incidental play at Tewkesbury Open Space. Therefore, the overall impact is for this age profile is expected to be neutral. For younger children, there are proposals to provide doorstep play for children up to five years of age. Therefore, the scheme is expected to have an overall positive impact for this age group.

Owing to minor revisions in parking layout, no net loss of spaces and the new proposed development to be car free. The scheme will not increase pressure on existing parking provision. However, the relocation of some parking bays may negatively impact older residents owing to potential for longer travel distances to their residence.

4b. Disability

Data

Borough Profile

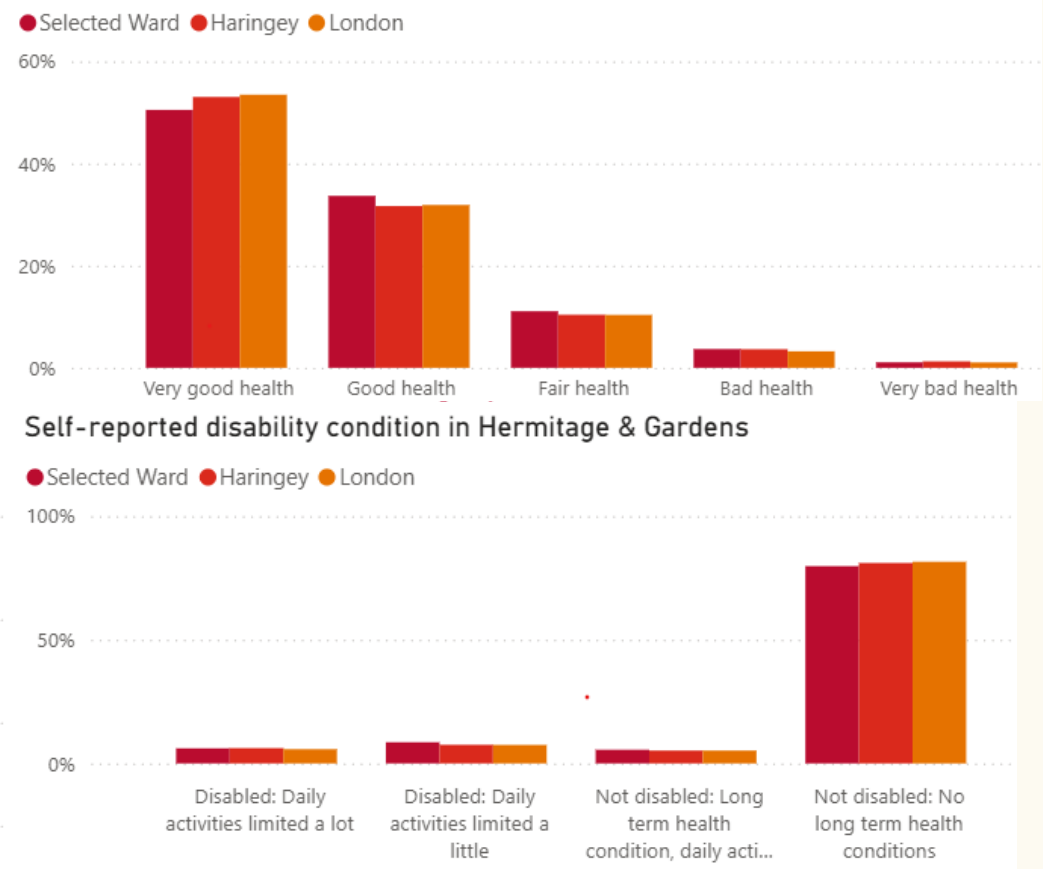
- Disabled under Equality Act – 13.7%[2]
    - Day to day activities limited a lot – 6.1%
    - Day to day activities limited a little – 7.5%
- 7.5% of residents people diagnosed with depression[3]
- 1.7% of residents diagnosed with a severe mental illness[4]
- 0.4% of people in Haringey have a learning disability[5]

Target Population Profile

- Very good health – 50.5%
- Good Health 33.7%
- Fair Health 11.1%
- Bad Health 3.7%
- Very Bad Health 1.1 %

  Source: *Haringey Council Ward Data – Hermitage & Gardens*

[2] Census, 2021 – Disability, England and Wales - Office for National Statistics (ons.gov.uk)
[3] NHS Quality Outcomes Framework – Prevalence of diagnosed depression among GP registered population age 18+
[4] NHS Quality Outcomes Framework – Prevalence of diagnosed mental health diagnosis among GP registered population age 18+
[5] PHE Learning disability profiles – https://fingertips.phe.org.uk/learning-disabilities#page/0/gid/1938132702/pat/6/par/E12000007/ati/102/are/E09000014



Source: ***Table 2*** *Haringey Council Ward Data – Hermitage & Gardens*

Source: **Table 3** *Haringey Council Ward Data – Hermitage & Gardens*

Data Sources

- Tiverton Section 105 and Community Engagement Feedback
- Ward Data Profiles for Hermitage and Gardens

Detail the findings of the data.

Might members of this group be disproportionately affected by the proposal due to overrepresentation? How does this compare with the wider demographic profile of the Borough?

Based upon data from table three, the ward figures indicate that for those ranging from severe disability '*limited a lot*', to '*not disabled -no health conditions*', are generally in line with Haringey borough averages, with notable over or under representation cited. However, ward profile data from table two reveals a below borough average for those who are stated to have 'very good health'. This is compounded by slightly above borough average for those who are considered to have 'bad' health. It could therefore be argued that those suffering from bad health may be disproportionately affected by the proposal owing to over-representation.

It should be noted that during the community consultation period, a questionnaire seeking resident views on the proposed scheme was sent to all secure tenants and leaseholders within the Tiverton Estate. An equality form was included in the pack to collect the information on diversity to help us to better understand the disability profile of people living on the estate. However, insufficient data was recorded which would allow the Council developing further insight.

Might members of this group be disproportionately affected by this proposal by dint of a need related to their protected characteristic?

For those suffering with mental health and who rely on the existing open space for mental wellbeing, the proposals aim to significantly improve the quality of the existing open space. New and improved planting regime, an increase in local biodiversity (planning requirement), improved seating layout and improved safety measures including CCTV will help ensure groups of this protected characteristic will not be disproportionately impacted by the scheme.

For residents who are disabled, or have limited mobility, the reduction in green space is not expected to disproportionately impact groups with these protected characteristics. Whilst there is a reduction in overall green space, the revised landscaping and adjacent roads, will be improved with new shared space and level access layout throughout.

Parking provision can make a considerable contribution to the independence and social inclusion of people with certain disabilities. The loss of a parking space for a disabled person who relies on a car for independence and mobility would be greater than for another person. As previously highlighted, there is no loss of parking bays arising from the proposed development.

However, whilst there is no net loss of parking, the proposed scheme will result in a revised parking layout, with up to seven bays in the immediate Tiverton Road being relocated to the adjacent parking area at the front of 2-24 Tiverton Road, approximately 150 metres away. The increase in walking distance may. There are currently three disabled parking bays in the immediate vicinity of Tiverton Estate. Owing to the Transport Consultant design considerations, there has been very minor adjustments to the location of disabled parking bays. For the proposed scheme, there will be two additional disabled parking bays located on Tiverton Road. Based upon these design revisions the proposed scheme is not expected to disproportionately impact those who have significant mobility issues.

Potential Impacts

The partial removal of the open space may impact on the mental health of residents. However, the Council is actively looking at enhanced landscaping to the new development and elsewhere on the estate to compensate for the loss – therefore impact is considered to be neutral.

The revised parking layout could potentially have negative impact upon residents.

The two additional blue badge parking bays proposed as part of the development will have a positive impact upon disabled residents who are blue badge users.

4c. Gender Reassignment

Data

Borough Profile[6]

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

Target Population Profile

While specific data on trans residents within the housing register is not available, national and local research indicates that trans and non-binary people are more likely to experience housing insecurity, discrimination, and barriers to accessing safe, affordable housing. Therefore, it is reasonable to assume that some individuals within the target population for the new homes may identify as trans or gender diverse.

During the community consultation period, a questionnaire seeking resident views on the proposed scheme was sent to all secure tenants and leaseholders within the Tiverton Estate. An equality form was included in the pack to collect the information on diversity to help us to better understand the gender re-assignment profile of people living on the estate. However, there were no recorded results on this preventing further estate specific insight in this area.

Data Sources

- Haringey State of the Borough Report (2025)
- Census 2021 – Gender Identity Data
- Stonewall and LGBT Foundation research on housing and safety
- Haringey Council Equality Objectives and Inclusion Strategy

Data Findings:

Might members of this group be disproportionately affected by the proposal due to overrepresentation? How does this compare with the wider demographic profile of the Borough?

[6] Census, 2021 – Gender identity, England and Wales - Office for National Statistics (ons.gov.uk)

Whilst the questionnaire during the community consultation did seek resident data on gender reassignment there were no recorded results on this preventing further estate specific insight in this area. The lack of ward specific data has prevented comparative data insights with the borough as whole.

Based upon borough data, the gender reassignment figures stand equal between trans men and trans women at 0.1%. The figures suggest there is no over overrepresentation or bias between trans men and trans women.

Data Findings:
Might members of this group be disproportionately affected by this proposal by dint of a need related to their protected characteristic?

Although trans residents are not known to be overrepresented in the immediate area, they are disproportionately affected by housing insecurity and exclusion in the private rental market. The proposed development may therefore have a disproportionately positive impact by: Increasing access to secure, affordable housing for a group facing systemic barriers and providing a safer and more inclusive living environment, which is particularly important for trans individuals who may face harassment or exclusion elsewhere.

Furthermore, trans and gender-diverse residents may have specific needs related to: safety and privacy in communal areas; inclusive design and signage; and access to supportive, non-discriminatory services. While the scheme does not explicitly target these needs, the Council's broader commitment to inclusive design and community engagement helps ensure that the development is welcoming to all residents, including those with diverse gender identities.

Potential Impacts

From a housing perspective access to secure, affordable housing can improve mental and physical health for trans and non-binary individuals, particularly those at risk of homelessness or discrimination – therefore having a positive impact.

A well-managed council housing scheme offers a safer and more supportive environment than many private rental options, where trans individuals may face harassment or exclusion – therefore a positive impact is expected.

If the revised landscaped areas are designed with inclusivity in mind (e.g. gender-neutral signage, privacy considerations), this can foster a sense of safety and belonging, this can have a positive impact.

While trans residents are not specifically identified as disproportionately reliant on car access. The revised parking layout is therefore expected to have a neutral impact.

4d. Marriage and Civil Partnership

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

Data

Borough Profile [7]

- Divorced or formerly in a same-sex civil partnership which is now legally dissolved: (9.9%)
- Married or registered civil partnership: (35.8%)
- Separated (but still legally married or still legally in a same-sex civil partnership): (2.9%%)
- Single (never married or never registered a same-sex civil partnership): (45.3%)
- Widowed or surviving partner from a same-sex civil partnership: (6.1%)

Target Population Profile

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

- Haringey Borough demographic data (Census 2021)
- Local housing needs assessments
- Haringey Council Equality and Inclusion Framework
- Consultation feedback from the Tiverton Estate Commonplace platform (if applicable)

a) Might members of this group be disproportionately affected by the proposal due to overrepresentation? How does this compare with the wider demographic profile of the Borough?

There is no evidence to suggest that individuals who are married or in civil partnerships are overrepresented within the target population for this development.

The borough's demographic profile reflects a diverse mix of marital statuses, and housing allocations are not determined by marital or partnership status. As such, this group is not expected to be disproportionately affected by the proposal.

[7] Census, 2021 – Marriage and civil partnership status in England and Wales - Office for National Statistics (ons.gov.uk)

b) Might members of this group be disproportionately affected by this proposal by dint of a need related to their protected characteristic?

There are no specific needs identified that would cause individuals in marriages or civil partnerships to be adversely affected by the development. The housing scheme is designed to be inclusive and equitable, with no policies or design features that disadvantage or exclude residents based on their marital or partnership status.

Potential Impacts

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

Overall impact is considered to be neutral

The proposal does not introduce any practices or design elements that would negatively affect the health or wellbeing of individuals based on their marital or civil partnership status.

Housing allocation and tenancy rights apply equally to individuals regardless of whether they are single, married, or in a civil partnership.

From a revised parking layout perspective marital status alone does not determine reliance on car access, some households—particularly those with caring responsibilities or dual working adults—may experience inconvenience due revised parking layout.

The Tiverton Estate development is expected to have a neutral equalities impact in relation to marriage and civil partnership. The proposal does not introduce any discriminatory practices or barriers for individuals based on their relationship status. While the revised parking may present minor practical challenges for some households, these are mitigated through transport connectivity and public realm improvements.

4e. Pregnancy and Maternity

Note[8]:

- Pregnancy is the condition of being pregnant or expecting a baby.
- Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

[8] Equality and Human Rights Commission, 2022 – Pregnancy and maternity discrimination.

Data
Borough Profile [9]
Live Births in Haringey 2021: 3,376

Target Population Profile

The Council does not have data on live births specifically within the Tiverton Estate.

The scheme totals 17 homes of which 14 are family sized homes. The proposed which are likely to be allocated to households on the housing register. Based on borough-wide housing trends. A proportion of the target population is expected to include pregnant women or new mothers, although the new homes have not yet been allocated.

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

- Haringey State of the Borough Report (2025)
- Census 2021 – Birth and Fertility Data
- Haringey Housing Register and Lettings Data
- Tiverton Estate Commonplace Consultation Feedback
- ONS Birth Statistics

Detail the findings of the data.

a) Might members of this group be disproportionately affected by the proposal due to overrepresentation? How does this compare with the wider demographic profile of the Borough?

Although pregnant women are not known to be overrepresented in the immediate area, they are more likely to be affected by housing insecurity and unsuitable living conditions. The scheme may therefore have a disproportionately positive impact by: providing secure, long-term housing that supports maternal health and wellbeing; reducing overcrowding, which can negatively affect pregnancy outcomes; and improving access to safer, more accessible public spaces and pedestrian routes.

b) Might members of this group be disproportionately affected by this proposal by dint of a need related to their protected characteristic?

Pregnant women or recent mothers are less mobile so may rely more on parking. The revised parking layout may affect pregnant women who rely on nearby parking for accessing homes, or broader healthcare facilities.

[9] Births by Borough (ONS)

Pregnant women or recent mothers are less mobile may also rely more on access to green space to provide respite for personal well-being, or that of their child.

Potential Impacts

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

By providing new family sized homes, the scheme is expected to have a positive outcome to pregnant or recent mothers by ensuring a long-term secure housing solution is provdied. This can have a positive maternal health and physcal wellbeing for both mother and child.

The provision of new homes can provide the opportunity to relocate pregnant women or recent mothers from overcrowded conditions, which can negatively affect pregnancy outcomes – thereby providing a positive outcome.

The revised landscaping with improved security measures (including CCTV) and are expected to provide a safer and more accessible public spaces for pregnant women and recent mothers.

Overall, the Tiverton Estate development is expected to have a positive equalities impact in relation to pregnancy and maternity. It supports the housing and wellbeing needs of expectant mothers by providing secure, family-sized homes in a well-connected location. While the revised parking may present practical challenges for some pregnant residents, particularly those reliant on car access, these impacts are considered to be minimal owing to only minor revisions to parking bay layouts.

4f. Race

In the Equality Act 2010, race can mean ethnic or national origins, which may or may not be the same as a person's current nationality.[10]

Data

Borough Profile [11]

Arab: **1.0%**

- Any other ethnic group: 8.7%

Asian: **8.7%**

- Bangladeshi: 1.8%
- Chinese: 1.5%
- Indian: 2.2%
- Pakistani: 0.8%

[10] Race discrimination | Equality and Human Rights Commission (equalityhumanrights.com)
[11] Census 2021 - Ethnic group, England and Wales - Office for National Statistics (ons.gov.uk)

- Other Asian: 2.4%

Black: **17.6%**
- African: 9.4%
- Caribbean: 6.2%
- Other Black: 2.0%

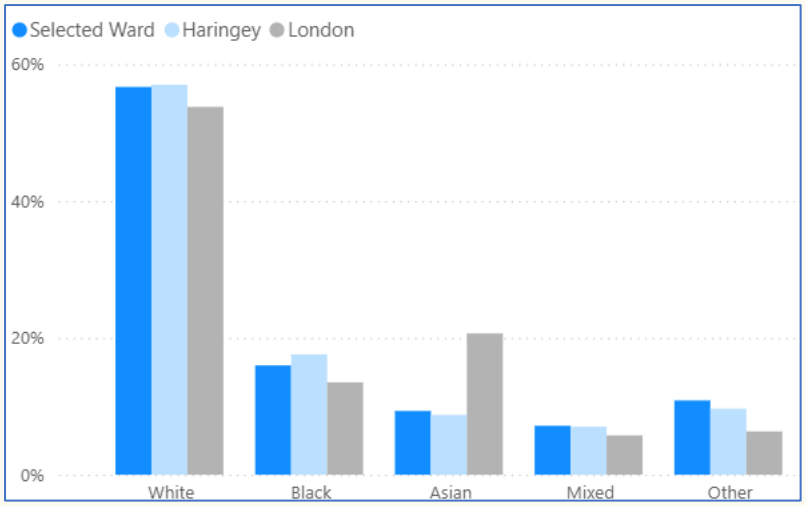
Mixed: **7.0%**
- White and Asian: 1.5%
- White and Black African:1.0%
- White and Black Caribbean: 2.0%
- Other Mixed: 2.5%

White: **57.0% in total**
- English/Welsh/Scottish/Norther Irish/British: 31.9%
- Irish: 2.2%
- Gypsy or Irish Traveller: 0.1%
- Roma: 0.8%
- Other White: 22.1%

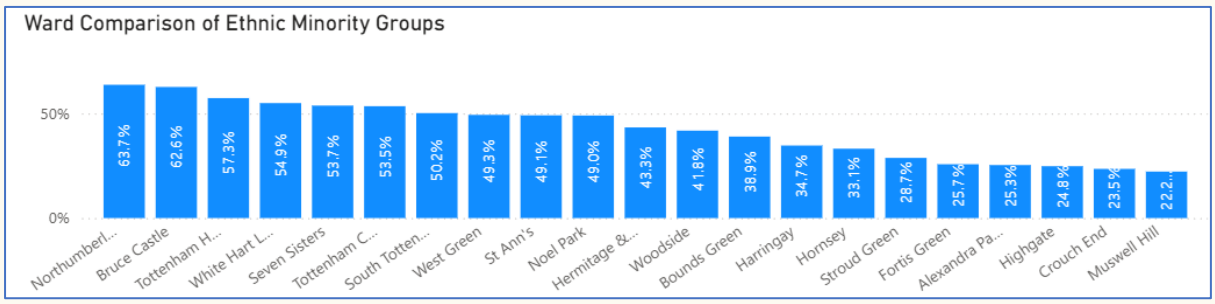
Target Population Profile

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

- Haringey Council Ward Data
- Haringey State of the Borough Report (2025)
- Census 2021 – Ethnicity Data
- Haringey Housing Register and Lettings Data
- Tiverton Estate Commonplace Consultation Feedback
- ONS Ethnic Group Statistics



Source: **Table 4** *Haringey Council Ward Data – Hermitage & Gardens*



Source: **Table 5** *Haringey Council Ward Data – Hermitage & Gardens*

Detail the findings of the data.

a) **Might members of this group be disproportionately affected by the proposal due to overrepresentation? How does this compare with the wider demographic profile of the Borough?**

The data (table four) reveals that within Tiverton Estate ward (Hermitage and Gardens), there is a higher than London average for those who identify as black, but below borough average. Based upon Haringey ward data, here is no further breakdown on the origin of Black populations – for example African, Caribbean, or those with mixed heritage.

Again, from table four, Asian population groups are significantly below the London average but broadly in line with Haringey borough. Those identifying as having mixed heritage, show there is no notable variation compared with the remaining borough, but slightly above London average.

In reference to table five, Tiverton Estate (Hermitage & Gardens ward), ranks 11th out of 21 wards, for those from ethnic minority groups – registered at 43%. The figures suggest that for Tiverton Estate, the percentage of those who are from ethnic minority groups are broadly in line with the borough average.

b) Might members of this group be disproportionately affected by this proposal by dint of a need related to their protected characteristic?

Yes. BAME residents are more likely to experience housing insecurity, overcrowding, and poor housing conditions due to systemic inequalities and socio-economic disadvantage.

BAME households may face additional barriers in accessing safe and inclusive housing environments, including:

- Experiences of discrimination in the private rental market.
- Greater exposure to overcrowded or substandard housing.
- Reduced access to culturally appropriate services and community support.

The scheme helps address these needs by:

- Delivering high-quality council homes in a well-connected area.
- Improving the public realm to support safety, inclusion, and wellbeing.
- Embedding inclusive design principles and engagement practices to ensure the development reflects the needs of diverse communities.

Potential Impacts

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

Positive impact: The scheme increases access to affordable housing for BAME residents, who are disproportionately affected by housing need.

- Secure housing supports improved health, educational attainment, and employment stability for BAME families.
- Public realm improvements contribute to safer, more inclusive environments, helping to reduce inequalities in housing access and quality.

Neutral to Minor Negative Impacts

- No specific negative impacts have been identified in relation to race. However, ongoing engagement with local communities will be essential to ensure the scheme meets the needs of all ethnic groups.

Overall, the Tiverton development is expected to have a positive equalities impact in relation to race. It contributes to addressing long-standing disparities in housing access for BAME residents and the quality of their living conditions, stability, and wellbeing. While the revised parking may present minor challenges for some households, these are mitigated through transport connectivity and inclusive public realm design.

4g. Religion or belief

Data

Borough Profile [12]

- Christian: 39%
- Buddhist: 0.9%
- Hindu:1.3%
- Jewish: 3.6%
- Muslim: 12.6%
- No religion: 31.6%
- Other religion: 2.3%
- Religion not stated: 8.0%
- Sikh: 0.3%

Target Population Profile

- Christian: 35.4%
- Buddhist: 0.9%
- Hindu:1.4%
- Jewish: 2.1 %
- Muslim:13.5 %
- No religion: 35.9 %
- Other religion:2.9 %
- Religion not stated: 7.6%
- Sikh: 0.3%

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

- Haringey State of the Borough Report (2025)
- Census 2021 – Religion Data
- Haringey Housing Register and Lettings Data
- Ward-level demographic profiles

Data findings:

Might members of this group be disproportionately affected by the proposal due to overrepresentation? How does this compare with the wider demographic profile of the Borough?

Overall, the figures across all religions, including those who have not stated, or do not have a religion are broadly in line with the borough average. The percentage of Muslims at 13.5% is marginally above the borough average at 12.6%. The largest deviation against borough figures relates to Christian religion – whereby ward level

[12] Census, 2021 – Religion, England and Wales - Office for National Statistics (ons.gov.uk)

data is approximately four percent below the borough average. The data shows there are no members of this group to be disproportionately impacted.

Data findings:
Might members of this group be disproportionately affected by this proposal by dint of a need related to their protected characteristic?

The proposed development does not include any features that would directly impact religious practice or belief. There is no evidence to suggest that the scheme would disadvantage any religious group. Housing allocation is not based on religion, and the new homes will be available to all eligible households regardless of faith.

The design of communal spaces and the public realm should be inclusive and respectful of cultural and religious diversity, including considerations for privacy, quiet spaces, and culturally sensitive layouts.

Any revised parking layout is not expected to impact residents participating in religious or cultural activities.

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

Positive impact: the scheme offers secure, stable housing and improved living conditions can positively affect mental and physical wellbeing across all religious groups.

Positive impact: through the revised landscaping the scheme aims to provide access to safe, inclusive public spaces supports social cohesion, interfaith relations, and community resilience.

Neutral: while religion itself does not determine reliance on car access, some residents, particularly those attending places of worship, participating in religious community activities, or supporting family members with mobility needs may be affected by the revised parking layout. These impacts are mitigated by the proposed scheme being car free – therefore not applying any additional parking pressure on the estate. The revised parking may present minor challenges for some residents participating in religious or cultural activities. These are not expected to have a negative impact across religious groups.

4h. Sex

Data

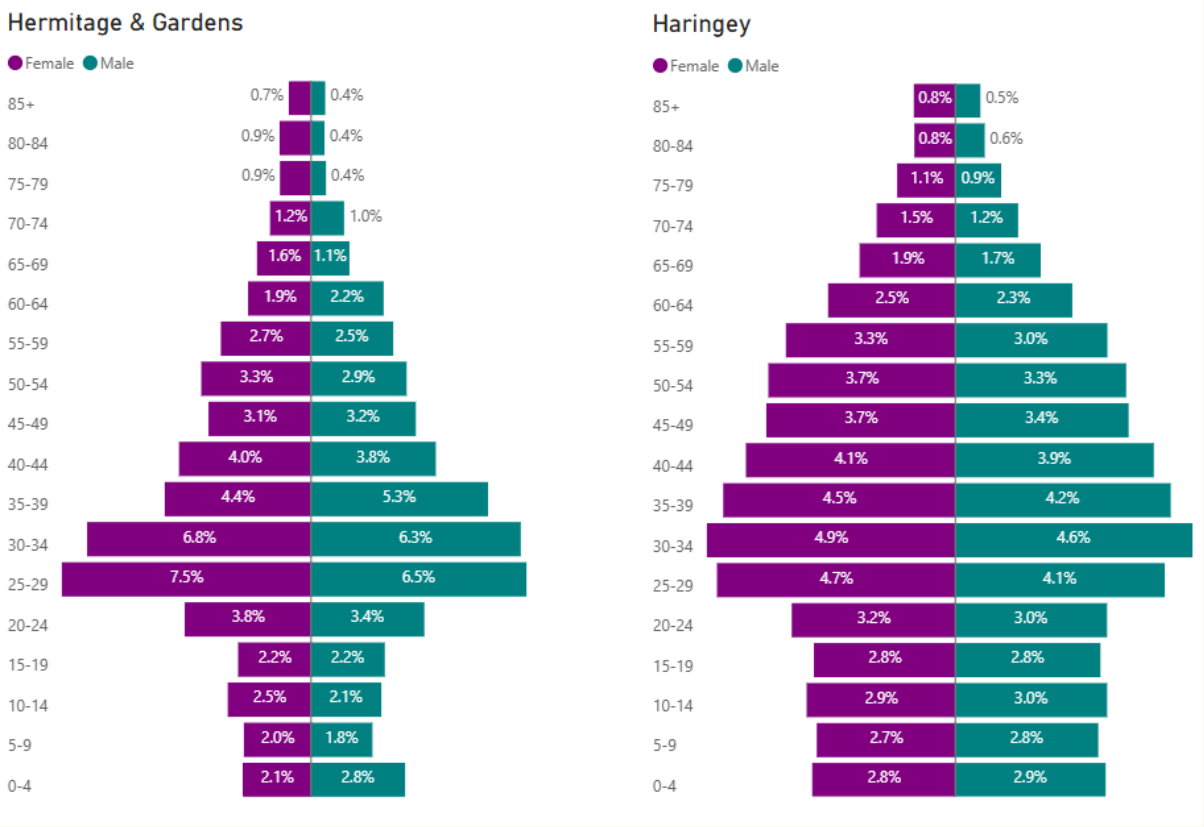
Borough profile [13]

- Females: (51.8%)

[13] Census 2021 – Gender identity: age and sex, England and Wales - Office for National Statistics (ons.gov.uk)

- Males: (48.2%)

Target Data



Source: **Table 6:** *Haringey Council Ward Data – Hermitage & Gardens*

Hermitage & Gardens Population		Average Haringey Ward Population		Average London Ward Population	
8,585		,467		12,868	
Female	Male	Female	Male	Female	Male
51.6%	48.4%	51.9%	48.1%	51.5%	48.5%

Source: **Table 7:** *Haringey Council Ward Data – Hermitage & Gardens*

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

Data Sources

- Haringey State of the Borough Report (2025)
- Census 2021 – Sex and Household Composition Data
- ONS Gender and Housing Statistics

Detail the findings of the data.
Might members of this group be disproportionately affected by the proposal due to overrepresentation? How does this compare with the wider demographic profile of the Borough?

As per table seven, the percentage gender breakdown between male and female is very closely aligned with the borough average, with less than one percent variation. A further breakdown of gender by age (see table six), shows that women between the ages of 25-29 and 30-34 yrs old, have a slightly higher representation compared with Haringey Borough. However, the percentage difference does not exceed three percent and is therefore considered marginal. Based upon the data presented members of this group are not considered to be disproportionately affected by the proposals.

Might members of this group be disproportionately affected by this proposal by dint of a need related to their protected characteristic?

Women especially single mothers and female-headed households—are more likely to experience housing insecurity, overcrowding, and financial instability. The proposed development is expected to have a disproportionately positive impact by: providing secure, long-term housing for women-led households; supporting improved health, safety, and wellbeing for women and their children; and reducing housing stress and improving access to education, employment, and childcare.

Women may have specific needs related to safety and security in the public realm, particularly when travelling alone or with children. Proximity to schools, childcare, healthcare, and community services; and stable housing to support family wellbeing and reduce vulnerability to economic hardship.

Woman may have specific needs related to safety and security when driving to and from place of residence. The opportunity park close to residence will help improve sense of security as walking distances are reduced. This sense of security maybe more pronounced at night.

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

Positive impact: Women, particularly single mothers, are likely to benefit from improved housing stability, safety, and access to services;

Positive: Enhanced public realm features (e.g. lighting, footpaths) support women's mobility and reduce risks associated with poorly lit or isolated areas.

Positive: Secure housing can improve mental health, financial resilience, and family outcomes.

Negative: owing to the revised parking layout there is a risk that travel distances to place of home may be in cases increase. The increase travel distance could potentially be up to 150m – therefore the negative impact is considered marginal.

4i. Sexual Orientation

Data

Borough profile [14]

- Straight or heterosexual: 83.4%
- Gay or Lesbian: 2.7%
- Bisexual: 2.1%
- All other sexual orientations: 0.8%
- Not answered: 11.0%

Target Population Profile

The specific sexual orientation of the target population is not known. However, national and local research indicates that LGBTQ+ individuals are more likely to experience housing insecurity, discrimination, and barriers to accessing safe, affordable housing.

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

Data Sources

- Haringey State of the Borough Report (2025)
- Census 2021 – Sexual Orientation Data
- Stonewall and LGBT Foundation research on housing and discrimination
- Haringey Housing Register and Lettings Data

Detail the findings of the data.
Might members of this group be disproportionately affected by the proposal due to overrepresentation? How does this compare with the wider demographic profile of the Borough?

While LGBTQ+ residents are not known to be overrepresented in the immediate area, they are more likely to be on housing waiting lists or in temporary accommodation due to systemic barriers in the private rental market. The proposed development may therefore have a disproportionately positive impact by increasing access to secure, affordable housing for LGBTQ+ individuals; and providing a safer and more inclusive living environment, particularly for those who may face harassment or exclusion elsewhere.

Might members of this group be disproportionately affected by this proposal by dint of a need related to their protected characteristic?

[14] Census, 2021 – Sexual orientation, England and Wales - Office for National Statistics (ons.gov.uk)

LGBTQ+ residents may have specific needs related to safety and privacy in communal areas, inclusive and non-discriminatory housing services; or mental health support linked to experiences of marginalisation or isolation.

While the scheme does not explicitly target these needs, Haringey Council's broader commitment to inclusive design and equality ensures that the development is intended to be welcoming and safe for all residents.

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

Positive Impacts: the scheme aims to provide secure, affordable housing can significantly improve wellbeing for LGBTQ+ individuals, particularly those at risk of homelessness or discrimination.

Positive impact: the scheme aims to provide a well-managed council housing scheme offers a safer and more inclusive alternative to private sector housing.

Public realm improvements and community engagement support social inclusion and mental health.

Neutral Impact: No specific negative impacts have been identified in relation to sexual orientation and revised parking layout.

4j. Socioeconomic Status

Data
Borough profile
Income

- 6.9% of the population of Haringey were claiming unemployment benefit as of April 2023[15]
- 19.6% of residents were claiming Universal Credit as of March 2023[16]
- 29.3% of jobs in Haringey are paid below the London Living Wage[17]

Educational Attainment

- Haringey ranks 25th out of 32 in London for GCSE attainment (% of pupils achieving strong 9-5 pass in English and Maths)[18]
- 3.7% of Haringey's working age population had no qualifications as of 2021[19]

[15] ONS – ONS Claimant Count
[16] DWP, StatXplore – Universal Credit statistics, 29 April 2013 to 9 March 2023 - GOV.UK (www.gov.uk)
[17] ONS – Annual Survey of Hours and Earnings (ASHE) - Estimates of the number and proportion of employee jobs with hourly pay below the living wage, by work geography, local authority and parliamentary constituency, UK, April 2017 and April 2018 - Office for National Statistics
[18] DfE – GCSE attainment and progress 8 scores
[19] LG Inform – Data and reports | LG Inform (local.gov.uk)

- 5.0% were qualified to level one only[20]

Area Deprivation

Haringey is the 4th most deprived in London as measured by the IMD score 2019. The most deprived LSOAs (Lower Super Output Areas, or small neighbourhood areas) are more heavily concentrated in the east of the borough, where more than half of the LSOAs fall into the 20% most deprived in the country.[21]

Target Population Profile

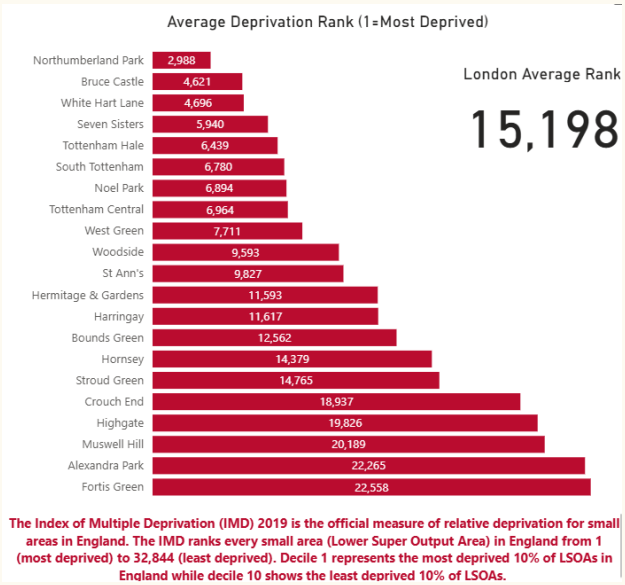


Table 8: Overall Deprivation

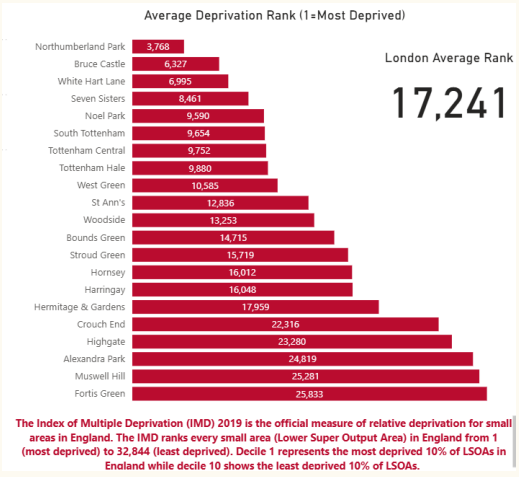


Table 9: Deprivation – subcategory 'employment'

[20] LG Inform – Data and reports | LG Inform (local.gov.uk)
[21] IMD 2019 – English indices of deprivation 2019 - GOV.UK (www.gov.uk)

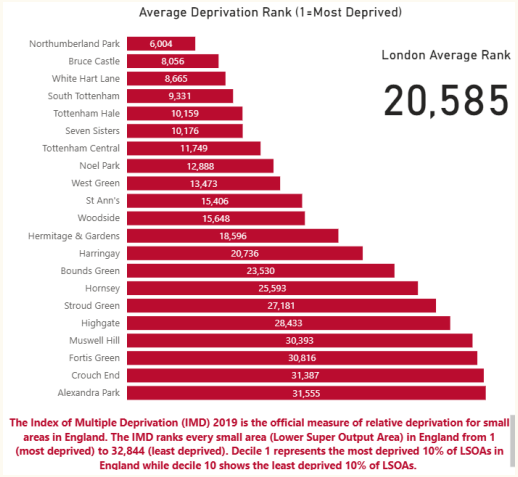


Table 10: Deprivation – subcategory 'education skills and training



Table 11: Deprivation – subcategory 'income'

a) Might members of this group be disproportionately affected by the proposal due to overrepresentation? How does this compare with the wider demographic profile of the Borough?

In terms of overall deprivation levels, the ward of Hermitage & Gardens, has higher than London average levels of deprivation, of 11,593 versus 15,198. Compared with the rest of Haringey Borough, Hermitage & Gardens ranks 12th out of 21 wards – indicating marginally lower levels of levels of deprivation versus the borough average.

From an employment perspective, the ward of Hermitage & Gardens reveals lower than London average levels of deprivation of 17,959, versus 17,241. Compared with borough wide data, the figures for Hermitage and Gardens reveal the borough performs above most wards, ranking as the sixth best performing ward for employment levels.

From an education, skills and training perspective, the Hermitage and Gardens ward performs marginally worse than the London average of 18,596 versus 20,585. Compared with other borough wards, Hermitage & Gardens ranks 10th out of 21, therefore performing broadly in line with Haringey average.

From an income perspective, Hermitage & Gardens ranks below London average for income levels. However, the ward ranks 9th highest out of 21 Haringey wards, and therefore above borough average levels for income.

b) Might members of this group be disproportionately affected by this proposal by dint of a need related to their protected characteristic?

Residents from lower socioeconomic backgrounds are disproportionately represented on the housing register and in temporary accommodation. The proposed development is expected to have a disproportionately positive impact by housing members of this group.

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

Positive Impacts: from a housing perspective, the introduction of new social housing will provide an opportunity for affordable housing for residents in financial hardship. The new homes at social rent will reduce reliance on temporary accommodation and overcrowded housing. It could be argued that new housing will support educational and employment outcomes by offering stable living conditions.

The revised parking layout and no net loss of parking spaces is not expected to affect low-income residents who rely on private vehicles for work, childcare, or accessing services, particularly those working irregular hours or in areas not well served by public transport. Therefore, the impact is considered neutral.

Whilst there is a reduction in green space within the development site, the overall enhancements and planned interventions to adjacent green spaces, are expected to improve overall access to safe public spaces. As individuals from lower income groups and higher levels of deprivation may traditionally have reduced access to green spaces, the scheme is expected to have a positive impact.

5. Key Impacts Summary

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

The data revealed higher than borough average for adult population. The revised layout of parking bays may negatively impact older residents, owing to potential for longer travel distances to place of residence. This negative impact may be more pronounced amongst older groups, who may suffer with mobility issues.

For those with registered levels of disability, the data did not show any pronounced levels of over-representation (either limited, or severe disability status) within the Tiverton Estate ward. Since the proposals will not impact the number of existing blue badge parking bays and will provide two additional blue badge bays as part of the new development - the scheme is expected to have a positive impact.

Whilst there is no ward level data found, which highlighted over-representation of people suffering from mental health issues. The results of the community engagement and S105 did highlight the loss of space as a concern for residents' mental wellbeing. In this regard, the Council is actively looking at enhanced landscaping to the new development and elsewhere on the estate to compensate for this reduction in green space – and therefore impact is considered neutral.

Whilst the data did not specifically reveal overrepresented younger, or older population profiles. The adult population 18-64 years of age was approximately 7% above the borough average. From a wellbeing perspective, it is reasonable to assume that this age group would be impacted by the partial loss of green space. However, the revised landscaping seeks to enhance the quality of the remaining space, with improved seating, security and lighting interventions. Thereby, having an overall positive impact.

Whilst ward level data did not find any pronounced levels of deprivation from a socio-economic perspective (education, income & employment); the Haringey borough does experience higher levels of deprivation versus the London average. Therefore, those these groups will positively benefit from building new council homes, arising from an increased likelihood in need for social housing.

The data did not reveal any notable over-representation of specific ethnic groups. Tiverton Estate (Hermitage & Gardens ward) ranked 11th out of 21 wards, for those from ethnic minority groups – registered at 43%. However, compared with the London average – Haringey does have an above average proportion of residents from ethnic minority backgrounds. Therefore, the building of new Council homes is likely to have a positive impact on BAME residents.

5b. Intersectionality

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

Owing to limitations around personal mobility, there is a risk that individuals registered with a physical disability, may be disproportionately impacted by mental health issues. The issue may become exacerbated amongst the higher than borough average percentage of older residents (65+), who are single and live alone. The re-routing of the footpath (affecting personal mobility) and green space (affecting mental wellbeing)

could negatively impact upon this older demographic, especially for those who intersect with physical disabilities and registered mental health problems.

5c. Data Gaps

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

There is limited or no estate-level data on:

- Sexual orientation
- Gender reassignment
- Pregnancy and maternity
- Religion or belief

These gaps will be addressed through:

- Continued engagement with residents and community groups.
- Monitoring of housing allocations and outcomes post-occupancy.
- Inclusion of equality monitoring in future consultation phases.

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

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

In your answer, please consider the following three questions:

- Could the proposal result in any direct/indirect discrimination for any group that shares the relevant protected characteristics?
- Will the proposal help to advance equality of opportunity between groups who share a relevant protected characteristic and those who do not?
- Will the proposal help to foster good relations between groups who share a relevant protected characteristic and those who do not?

Could the proposal result in any direct/indirect discrimination?

No. The proposal has been designed to be inclusive and equitable. It does not introduce any policies, practices, or design features that would result in direct or indirect discrimination against individuals with protected characteristics.

The housing allocation process is governed by transparent criteria based on housing need, and the development includes accessibility features and public realm improvements that benefit a wide range of residents. Where potential impacts (e.g. revised general parking) could affect certain groups, these have been identified and mitigated through inclusive design and policy measures such as being able to apply for a parking permit in a local CPZ.

Will the proposal help to advance equality of opportunity?

Yes. The scheme directly contributes to advancing equality of opportunity by:

- Providing affordable, secure housing for groups disproportionately affected by housing insecurity, including BAME residents, women, disabled people, and low-income households.
- Locating the development in a high-deprivation area, thereby addressing spatial inequalities and improving access to quality housing and public space.
- Enhancing the public realm with safer walkways, lighting, and communal spaces, which support wellbeing and mobility for all residents.

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

Yes. The development promotes social inclusion and cohesion by:

- Creating shared amenity spaces that encourage interaction among residents from diverse backgrounds.
- Improving the safety and attractiveness of the local environment, which benefits all users and reduces antisocial behaviour.
- Engaging with the community through consultation and co-design, ensuring that the voices of residents—including those with protected characteristics—are heard and reflected in the final scheme.
- Supporting mixed-tenure integration and inclusive neighbourhood development, which helps reduce stigma and foster mutual respect.

7. Amendments and mitigations

7a. What changes, if any, do you plan to make to your proposal because of the Equality Impact Assessment?
Further information on responding to identified impacts is contained within accompanying EQIA guidance

No major change to the proposal: the EQIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken.

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

Action:

1. **Inclusive Design and Accessibility**

- Enhance lighting, footpaths, and passive surveillance to improve safety and accessibility for all, with particular attention to women, older residents, and disabled people.
- Ensure all public realm and building designs meet or exceed accessibility standards.

2. **Targeted Housing Allocation**
   - Prioritise allocations for households on the housing register, including those in temporary accommodation, overcrowded housing, or with specific needs (e.g. disabled residents, single-parent households).
   - Monitor allocations to ensure fair and equitable access across protected groups, including BAME and LGBTQ+ residents, where relevant to unit size and household composition.
3. **Community Engagement and Co-Design**
   - Continue meaningful engagement with residents, including underrepresented and marginalised groups, through consultations, workshops, and feedback mechanisms.
   - Provide accessible materials in multiple formats and languages to ensure inclusive participation.
4. **Monitoring and Evaluation**
   - Implement equality monitoring throughout the allocation process to assess impacts on protected groups.
   - Use resident feedback to inform future phases of housing delivery and public realm improvements, ensuring continuous learning and adaptation.
5. **Construction Phase Mitigations**
   - Minimise disruption during construction through clear communication, accessible detour routes, and effective noise/dust control.
   - Provide advance notice and tailored support for residents with specific needs, such as disabled or pregnant individuals.
6. **Inclusive Public Realm**
   - Design communal spaces to be welcoming and safe for all, including families, older adults, and LGBTQ+ residents.
   - Avoid features that may cause exclusion or discomfort, such as gendered signage, and incorporate gender-neutral alternatives where appropriate.

Lead officer: **[Andrew King].**

Timescale: **[Ongoing – scheme still in design phase].**

Please outline any areas you have identified where negative impacts will happen because of the proposal, but it is not possible to mitigate them.

Please provide a complete and honest justification on why it is not possible to mitigate the:

[N/A].

7. Ongoing monitoring

Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented.

- **Who will be responsible for the monitoring?**

The Housing Delivery Project Manager (Andrew King) will be responsible for overseeing the monitoring of equalities impacts, supported by the Equalities Advisor.

- **What the type of data needed is and how often it will be analysed.**

- Equality monitoring data on housing allocations (e.g. age, sex, ethnicity, disability, household type).
- Feedback from residents gathered through post-occupancy surveys and ongoing engagement.
- Complaints or issues raised by residents relating to access, safety, or discrimination.
- Usage data for communal spaces and parking (e.g. blue badge bay occupancy).
- Data will be reviewed quarterly during the first-year post-completion and annually thereafter.

- When the policy will be reviewed and what evidence could trigger an early revision

The policy will be reviewed 12 months after first occupancy.

An earlier review may be triggered by:

A significant number of complaints from residents with protected characteristics.
Evidence of unequal access or outcomes in housing allocations.
Feedback from community groups or councillors indicating unintended impacts.

- **How to continue to involve relevant groups and communities in the implementation and monitoring of the policy?**

Residents will be engaged through:

- Resident liaison officers and estate-based meetings.

- Surveys and feedback forms distributed post-occupancy.
- Partnerships with local community organisations representing protected groups (e.g. disability forums, LGBTQ+ networks, BAME community groups).

Feedback will be used to inform future housing schemes and estate improvements, ensuring continuous learning and inclusive development.

Date of EQIA monitoring review:

TBC

8. Authorisation

EQIA approved by (Assistant Director/ Director) **[Type answer here].**

Date **[Type answer here].**

9. Publication

Please ensure the completed EQIA is published in accordance with the Council's policy**.**

Please contact the Policy & Strategy Team for any feedback on the EQIA process.

Report for: Council's Cabinet on 11 November 2025

Item number: 12

Title: Council's School Admission Arrangements for the academic year 2027/28 – consultation

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

Lead Officers: Jane Edwards, Director for Schools and Learning, Jane.Edwards@haringey.gov.uk

Carlo Kodsi, Head of Admissions and School Organisation, carlo.kodsi@haringey.gov.uk

Ward(s) affected: All

Report for Key/ Non Key Decision: Key

1. Describe the issue under consideration.

1.1. This report seeks Cabinet agreement to consult on the school admission arrangements for entry into school in the academic year 2027/28 for Haringey's community and voluntary controlled (VC), nursery, infant, junior, primary, secondary and sixth form settings.

1.2. Haringey consults annually on its school admission arrangements, irrespective of whether or not there is a proposed change. This is to ensure transparency and openness on the contents of the arrangements and to allow parents, carers and other stakeholders who might not previously have been interested in the admission arrangements (perhaps because they didn't have a child of school age) to make a representation which can then be considered as part of the determination of the arrangements.

1.3. This process is reported to Cabinet each November. The outcomes of the consultation are then presented to Cabinet in February, at which point Cabinet is asked to formally determine the admission arrangements that were subject to consultation.

1.4. For the academic year 2027/28, Haringey is not proposing any changes to the oversubscription criteria or the Pan-London co-ordinated admission schemes for its primary, junior, secondary community, and Voluntary Controlled (VC) schools. However, we are seeking Cabinet's agreement to initiate consultation on proposed reductions to the Published Admission Number (PAN) at selected primary and secondary schools across the borough. The list of schools where a reduction is being sought is provided at paragraph 6.13 below.

1.5. This proposed consultation builds on previous Cabinet decisions taken in recent years to reduce the Published Admission Number (PAN) at a number of primary and secondary schools. Declining pupil numbers—primarily due to lower birth rates and outward migration—have already necessitated adjustments at the primary level. These demographic trends are now beginning to affect demand for Year 7 places at the secondary level.

1.6. As of October 2024, there were 200 vacancies in Year 7 across the secondary estate. For the upcoming academic year starting in September 2025, there are currently 165

vacancies for incoming Year 7 pupils. This represents a significant shift from previous years, when additional bulge classes were required to meet sufficiency requirements on national offer day. The data reflects a clear shift in demand patterns, underscoring the need to review and, where appropriate, adjust Published Admission Numbers (PANs) at the secondary level to ensure alignment with projected pupil numbers and to support the efficient use of school estate resources.

1.7. Several schools have already taken steps to reduce their PANs in response to this changing context. Heartlands High School reduced its PAN from 240 to 210, effective from September 2025. Park View School and Hornsey School for Girls have agreed reductions from 216 to 189 and 162 to 135 respectively, effective from September 2026. These adjustments reflect a strategic response to demographic trends and support schools in maintaining sustainable class sizes, staffing structures, and high-quality education provision.

1.8. Furthermore, in response to local contextual changes, several secondary schools have now also agreed revised class size arrangements with their staff unions, increasing class sizes from 27 to 30 pupils. This adjustment is consistent with national funding assumptions and Department for Education (DfE) guidance, which recognises 30 pupils as a standard class size in secondary education. The change enables schools to realise a range of operational and financial efficiencies, including more effective resource deployment and greater staffing flexibility. Further details on the benefits of this change are provided at paragraph 6.28 below.

1.9. The secondary schools referenced in this report as reducing their Published Admission Number (PAN) are therefore doing so to transition from a class size model of 30 pupils to 27. This approach supports schools in aligning their financial and staffing structures with current and projected pupil numbers, while continuing to maintain high standards of educational provision.

1.10. This work forms a key component of the wider Education Strategy, which positions the local authority as both a driving force and a strategic partner in shaping the future of education in the borough. One of the key aims of the strategy is to strengthen resilience and address vulnerabilities across the school estate. Through ongoing engagement with school leaders and governing bodies, the local authority is actively identifying and pursuing opportunities for collaboration and long-term sustainability—ensuring that schools are equipped to maintain high standards and consistently deliver high-quality education.

2. Cabinet Member Introduction

2.1. All schools are required to have clearly defined admission arrangements that set out how children will be admitted, including the criteria applied when applications exceed available places. Admission arrangements are proposed and determined by the relevant admission authority. For community and voluntary controlled (VC) schools in the borough, the local authority acts as the admission authority.

2.2. Each local authority must also publish a co-ordinated admissions scheme, outlining the procedures that all schools and academies must follow for Reception and secondary transfer admissions. This ensures that every resident is offered a school place in a fair and transparent manner.

2.3. As the local authority, Haringey has a statutory duty to ensure that all pupils have access to a high-quality school place. Like many London boroughs, Haringey is experiencing a sustained decline in demand for school places, particularly at the

primary level. This trend is now beginning to affect secondary admissions, with implications for school budgets and long-term sustainability.

2.4. School funding is directly linked to pupil numbers. The funding that a school receives from central government is based on the number of children registered. Therefore, when a school's number of children is lower than expected it receives less funding, and this can mean that the school finds it difficult to retain and or recruit enough teachers and support staff to maintain high standards of teaching and learning. The Council has a duty to ensure that school places are organised in a way that enables all schools to remain financially sustainable while continuing to deliver high standards.

2.5. The proposed PAN reductions at secondary level, as outlined in this report, are informed by several secondary schools transitioning from a class size model of 27 pupils to 30, following consultation earlier this year with staff unions. This change aligns with national funding assumptions and Department for Education (DfE) guidance, which recognises 30 pupils per class as the standard model in secondary education. The adjustment allows schools to better align their staffing and financial structures with current and projected pupil numbers, supporting operational sustainability while safeguarding educational quality.

2.6. The Council will continue to work in close partnership with school leaders and governing bodies to support these transitions. This includes providing strategic guidance, facilitating collaboration, and helping schools respond effectively to demographic changes. The aim is to ensure that all schools remain resilient and well-positioned to meet the needs of their communities.

2.7. This report seeks Cabinet approval to initiate a six-week statutory consultation. Further details of the proposals are set out in paragraph 3 below.

3. Recommendations

3.1. Cabinet is asked to:

- Agree to consult on the proposed admission arrangements, including the co-ordinated schemes for admission of children to schools for the academic year 2027/28.

- Agree to consult on the proposed fair access protocol[1] which, if agreed at Cabinet in February 2026, would be come into force from 1 March 2026.

- Agree 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.

- Note 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.

4. Reasons for decision

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

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

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

4.3. 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.

4.4. 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.

4.5. 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.

4.6. 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.

5. Alternative options considered

5.1. 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.

5.2. 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.

5.3. 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.

6. Background information

6.1. **Why do we consult?** - This report and the consultation that will flow from it will ensure that our proposed admission arrangements for 2027/28 are consulted upon and the co-ordinated scheme is set in accordance with the mandatory provisions of the School Admissions Code 2021 ('the Code').

6.2. The Code requires all admission authorities to publicly consult on their admission arrangements. If no changes are made to admission arrangements, they must be consulted on at least once every 7 years. The Code sets out that all admission authorities must consult in accordance with para. 1.42 of the Code where they propose a decrease to the PAN.

6.3. The Council is the admission authority for community and voluntary controlled (VC) schools within the borough and is therefore responsible for determining the admission arrangements for these schools.

6.4. Ensuring there is a transparent and objective school admissions process is a statutory and integral part of the Council's work. Oversubscription criteria must be reasonable, clear, objective, procedurally fair, and comply with all relevant legislation, including equalities legislation. Admission authorities must ensure that their arrangements will not disadvantage unfairly, either directly or indirectly, a child from a particular social or racial group, or a child with a disability or special educational needs, and that other policies around school uniform or school trips do not discourage parents from applying for a place for their child.

6.5. Academies, foundation schools and voluntary aided (VA) schools are their own admission authority; they must consult on and then determine their own admission arrangements by 28 February 2026. The Council has a statutory duty to monitor the arrangements determined by own admitting authority schools to ensure compliance with the Code. All schools must have admission arrangements that clearly set out how children will be admitted, including the criteria that will be applied if there are more applications than places at the school.

Fair Access Protocol (FAP)

6.6. An in-year fair access protocol has been agreed with all schools in Haringey to ensure unplaced children, especially the most vulnerable, are offered a school place without delay. This is a statutory requirement set out in the Code. In using the protocol, Haringey ensures that these children and young people are shared fairly across all Haringey schools and that this process is open and transparent.

6.7. All Haringey schools, including schools that are their own admission authority continue to support the principles and approach of the fair access protocol. Paragraph 3 at Appendix 5 sets out that "it is essential to the success of the fair access protocol that all headteachers and governing bodies agree to the aims, principles and procedures and give their fullest support." As part of this consultation, we ask key stakeholders (headteachers and governing boards) to review the protocol in order to make an assessment of its effectiveness. In line with para. 3.30 (b) of the Code, there is a requirement on all Local Authorities to assess their effectiveness of fair access protocols including how many children were admitted to each school under it. An annual report is produced and sent to the Office of the Schools Adjudicator with this information.

6.8. Is there any change this year and what is the potential risk? A decline in demand for school places has prompted the Council to consider reducing PAN at schools where capacity exceeds local need. This approach has enabled a more efficient distribution of places across the school estate, helping schools to strengthen their financial and organisational sustainability while continuing to meet the needs of their communities**.**

6.9. The Code sets out the requirement for all admission authorities to undertake statutory consultation where they propose a decrease to the PAN of schools. We are proposing PAN reductions to schools shown in Table 1 at para. 6.13 below for entry to September 2027/28.

6.10. The schools proposing reductions to their Published Admission Numbers (PAN) have done so in response to sustained changes in local demand. These proposals are also informed by a number of secondary schools moving from a class size model of 27 to 30 pupils, following consultation with staff unions earlier this year.

6.11. All governing boards support these reductions, recognising that they will enable more efficient use of budgets and resources by concentrating provision around fuller classes. This approach is intended to support school improvement and long-term sustainability. Importantly, governing bodies remain open to increasing PAN in future should demand rise, and the admissions process allows for flexibility—reductions can be reversed, and schools may choose to admit above PAN on a temporary or permanent basis, if needed.

6.12. In all cases, if no serious issues or objections are raised in responses to the consultation, Council's Cabinet are asked to agree to the reductions, as they will support overall school improvement and effectiveness and financial and other stability.

6.13. **The table below shows the proposed amendments to PAN for the affected schools.**

Table 1 - Proposed amendments to PANs for statutory consultation.

School	Determined PAN 2026	Proposed PAN for 2027	Reduction
Primary			
Rokesly Junior	90	60	-30
Secondary			
Park View	189	180	-9
Highgate Wood	243	240	-3
Gladesmore	243	240	-3

Rokesly Junior

A map showing Haringey's school planning areas, including all schools, is available on page 16 below.

6.14. **Rokesly Junior** is a primary Junior community school for children in Year 3 to 6 located on Rokesly Avenue N8 8NH and sits within planning area 2. The school normally admits 3 classes (90 pupils) per year. However, due to a decrease in the demand for school places, we proposed to Cabinet last year to reduce the Infant school PAN to 60 for the 2026/27 academic year. The current proposal is for a reduction in PAN to 60 for Rokesly Junior for September 2027/28 to keep in pace with the smaller cohorts working their way through to the Junior school.

6.15. The proposed reduction to the Infant school's PAN last year was prompted by the school only filling two forms of entry to Reception for September 2024. A temporary reduction in PAN was approved by the Schools Adjudicator[2], allowing a one-form entry reduction for that year. Given this, it was considered prudent to seek a permanent reduction for future years. This is due to infant class size regulations, which require an additional teacher for classes exceeding 30 pupils. Financially, the school will struggle to sustain the cost of a third teacher if future cohorts only slightly exceed 60 pupils.

6.16. The projected demand for Reception places in Planning Area 2 indicate no additional need between 2025 and 2030. In fact, demand is expected to continue declining, making it increasingly difficult for the school to fill a third class and justify the cost of an additional teacher. Currently, all year groups at the Infant School have 60 pupils or fewer. Therefore, the proposed reduction in PAN to 60 for Rokesly Junior School from September 2027/28 aligns with the smaller cohorts progressing through the school.

Park View

6.17. **Park View** is a mixed community secondary school for pupils in Years 7 to 11, located on West Green Road, London, N15 3QR. The school traditionally admits eight forms of entry (216 pupils) into Year 7. However, in response to declining demand for secondary school places, a proposal was submitted to Council's Cabinet last year to reduce the school's published admission number (PAN) by one form of entry—from 216 to 189—for the 2026/27 academic year. This reduction was necessary to align with the smaller primary cohorts now progressing into the secondary phase, and future projections which indicate no additional demand for Year 7 places through to 2030.

6.18. A further reduction in PAN from 189 to 180 is now proposed, following agreement with staff unions earlier this year on revised class structures. This change increases class sizes from 27 to 30 pupils and transitions the school to a model of six classes of 30. The adjustment is in line with national funding assumptions and Department for Education (DfE) guidance, which recognises 30 pupils as the standard class size in secondary education. This shift will enable the school to achieve a range of operational and financial efficiencies, including more effective deployment of resources and improved staffing flexibility. Additional details on the benefits of this change are provided in paragraph 6.28 below.

6.19. Park View has experienced a steady decline in first-place preferences, falling from 130 in 2020 to 107 in 2025. Borough-wide, first-place preferences for secondary schools have decreased from 2,670 to 2,304 over the same period. Although 189 places were offered at Park View on National Offer Day for Year 7 entry in September 2024, only 171 pupils are currently registered on roll for that cohort as of September 2025. The

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

incoming Year 7 cohort for September 2025 also has 189 pupils offered a place, with no children currently on the waiting list. Additionally, there are 170 vacancies across Haringey's secondary schools as of September 2025, providing ample surplus capacity to accommodate late applicants at alternative schools. Projections further suggest that demand across the secondary estate will continue to decline, ensuring sufficient places will be available in future years for all Haringey residents at nearby schools rated 'Good' or 'Outstanding' by Ofsted.

Highgate Wood

6.20. **Highgate Wood** is a mixed community secondary school for pupils in Years 7 to 11, located on Montenotte Road in Crouch End, N8 8RN. The school typically admits nine forms of entry, accommodating up to 243 pupils in Year 7. A reduction in PAN from 243 to 240 is proposed, following agreement with staff unions earlier this year on revised class structures. This change increases class sizes from 27 to 30 pupils and transitions the school to a model of eight classes of 30. The adjustment is in line with national funding assumptions and Department for Education (DfE) guidance, which recognises 30 pupils as the standard class size in secondary education. This shift will enable the school to achieve a range of operational and financial efficiencies, including more effective deployment of resources and improved staffing flexibility. Additional details on the benefits of this change are provided at paragraph 6.28 below.

6.21. While the school has historically been oversubscribed, it has experienced a gradual decline in first-place preferences—from 257 in 2020 to 213 in 2025. This trend mirrors a borough-wide reduction in first-place preferences for secondary schools, which have fallen from 2,670 to 2,304 over the same period. Despite continuing to admit a full Year 7 cohort, the school has seen a consistent year-on-year decline in its waiting list, reflecting a gradual easing in demand.

6.22. As of September 2025, there are 170 unfilled places across Haringey's secondary schools, indicating sufficient surplus capacity to accommodate late applicants at alternative schools. Forecasts suggest that this downward trend in demand will persist through to 2030, ensuring continued availability of places for all Haringey residents at nearby secondary schools rated 'Good' or 'Outstanding' by Ofsted. In addition to the direct benefits for the school, the proposed reduction in PAN contributes to the strategic sustainability of the wider school estate. It ensures that provision remains responsive to demographic trends and aligned with projected future demand, supporting more efficient use of resources and long-term planning across the borough.

Gladesmore

6.23. **Gladesmore** is a mixed community secondary school for pupils in Year 7 to 11, located on Crowland Road N15 6EB. The school typically admits nine forms of entry, accommodating up to 243 pupils in Year 7. A reduction in PAN from 243 to 240 is proposed, following agreement with staff unions on revised class structures. This change increases class sizes from 27 to 30 pupils and transitions the school to a model of eight classes of 30. The adjustment is in line with national funding assumptions and Department for Education (DfE) guidance, which recognises 30 pupils as the standard class size in secondary education. This shift will enable the school to achieve a range of operational and financial efficiencies, including more effective deployment of resources and improved staffing flexibility. Additional details on the benefits of this change are provided in paragraph 6.28 below.

6.24. While the school has historically been oversubscribed, it has experienced a gradual decline in first-place preferences—from 228 in 2020 to 150 in 2025. This trend mirrors a borough-wide reduction in first-place preferences for secondary schools, which have

fallen from 2,670 to 2,304 over the same period. Despite continuing to admit a full Year 7 cohort, the school's waiting list has steadily diminished year on year, signalling a gradual reduction in demand. For Year 7 entry in September 2025, there were no pupils on the waiting list following national offer day, and it is likely that vacancies may arise in-year for this cohort.

6.25. As of September 2025, there are 170 unfilled places across Haringey's secondary schools, indicating sufficient surplus capacity to accommodate late applicants at alternative schools. Forecasts suggest that this downward trend in demand will persist through to 2030, ensuring continued availability of places for all Haringey residents at nearby secondary schools rated 'Good' or 'Outstanding' by Ofsted. In addition to the direct benefits for the school, the proposed reduction in PAN contributes to the strategic sustainability of the wider school estate. It ensures that provision remains responsive to demographic trends and aligned with projected future demand, supporting more efficient use of resources and long-term planning across the borough.

Can any risk be mitigated?

6.26. The proposals for reductions in PAN are to improve a schools' ability to efficiently plan their staffing and educational provision and not reducing could lead to schools suffering financial pressures leading to deficits, which for our maintained schools could then require a loan, further adding to the pressure in the Dedicated Schools Grant.

6.27. The admissions arrangements and the PANs are proposed and agreed by admission authorities 18 months before implementation, in accordance with the requirements of the Code. Consulting on reducing the PAN for entry in September 2027/28 gives schools sufficient time to review their internal structure so that any potential impact on staff reorganisation can be minimized. It will allow the school leadership team to offer a more accurate number of places and also help with long-term planning.

6.28. Due to local changes, the secondary schools displayed in the table above have agreed revised class structures with their unions, increasing class sizes from 27 to 30 pupils. This adjustment offers several operational and financial benefits:

- **Timetabling Efficiencies:** Larger class sizes allow for more streamlined timetabling, reducing the number of teaching groups and enabling more effective use of classroom space and teaching time.
- **Staffing Optimisation:** With fewer classes needed to accommodate the same number of pupils, schools can better allocate teaching staff, potentially reducing the need for additional recruitment and lowering staffing costs.
- **Financial Sustainability**: A class size of 30 aligns more closely with national funding models, helping schools maximise per-pupil funding and maintain financial viability.
- **Resource Allocation:** Economies of scale in teaching resources, planning, and delivery can be achieved, supporting more consistent curriculum coverage and reducing duplication.

This model supports schools in making their financial and staffing structures work as effectively as possible, while maintaining high standards of education delivery.

6.29. Our proposal will not adversely impact on families trying to access their local school with high quality provision. A projected surplus of school places across the school estate (both at primary and secondary level) means that we expect sufficient places to still be available for all local children.

6.30. 99% of our primary schools and all of our secondary schools in Haringey are rated 'Good' or 'Outstanding' by Ofsted and are able to support children with a wide range of

abilities, special needs, disabilities and learning difficulties, from able, gifted and talented pupils to those with multiple and significant disabilities, medical conditions and learning difficulties. Even with these reductions, we are confident that the needs of the community can be met at local schools, and this will be borne out during the consultation process. We will closely monitor the number of applications received in the Autumn 2025 term and in future years and, in the event that there is an increase in demand for school places and additional places are required, schools can revert to their original PANs.

6.31. Adjusting the number of school places upwards or downwards is a key and statutory function of place planning so as to respond to demand. We continually monitor the number of school places we have available to ensure we are able to meet demand for places but not create an over or under supply of places. Without careful place planning, we would either fail in our statutory duty to provide sufficiency of places, or we oversupply places which creates a risk of serious financial burden on many of our primary schools. This in turn can negatively impact on schools' budgets and thus the quality of educational provision. School place planning is a statutory function for the Council, and this consultation will help us to ensure that we are able to continue to meet this duty but not to overprovide places.

6.32. The main part of a school's budget is made up of AWPU (Age Weighted Pupil Unit) from per-pupil funding and our schools being full contributes towards financial security in our schools. A benefit of planning places judiciously to account for fluctuations in demand is that it keeps rolls relatively buoyant across and beyond any local area (also known as a school place planning area) as the number of places available closely matches the birth rate and inward migration to our borough.

6.33. More details on how the Council plans for the sufficiency but not oversupply of school places is set out in our annual school place planning report, available to view at www.haringey.gov.uk/schoolplaceplanning.

Demand for Reception places – downward trajectory

6.34. Table 2 below shows the number of Reception pupils between 2012 and 2025 in Haringey has generally been on a downward trajectory from a high of 3,259 in 2012 to 2,657 in January 2025 (equivalent to around 20 forms of entry). The latest projections from our 2024 School place planning report (SPPR) suggest demand for school places will not exceed 2,500 between 2027/28 and 2031/32.

Table 2 - Reception rolls between 2012/13 and 2024/25.

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

2023/24	2,652 (actual Jan 2024)	-68	-2.5%	81%
2024/25	2,657 (actual Jan 2025)	+5	0.2%	82%

Source: 2012/13-2024/25 PLASC School Census

6.35. First place preferences data (which is a strong indicator of the overall demand for places) for September 2025 were lower than in September 2024. See planning area level (last year's data in brackets). PA1: 526 (512) PA2: 624 (533) PA3: 331 (342) PA4: 573 (605) PA5: 598 (632). Total first place preferences since 2020 are as follows: 2020: 3,039, 2021: 2,562, 2022: 2,658, 2023: 2,688, 2024: 2,624, 2025: 2,652.

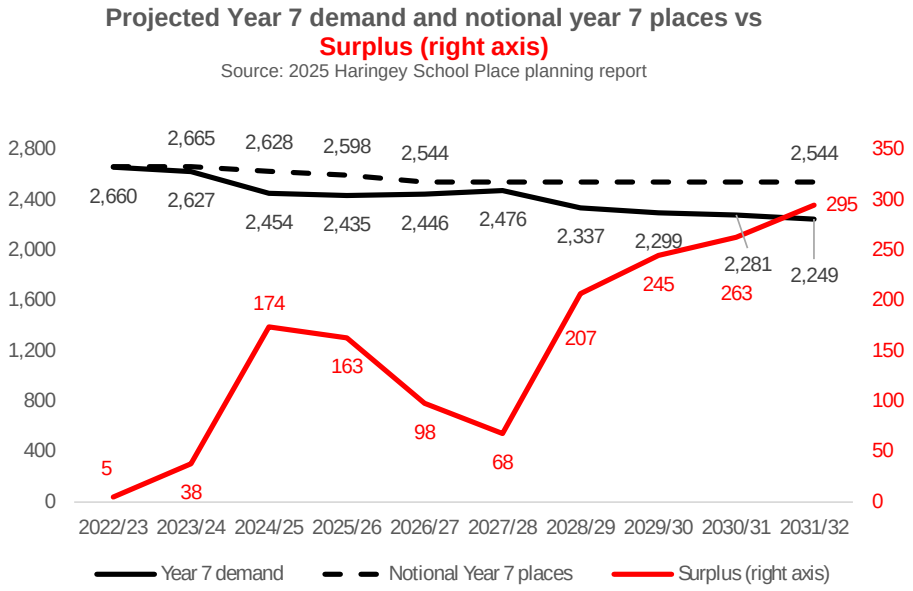
6.36. Haringey currently has a surplus of **276** Reception school places (year of entry) equivalent to nearly 10 forms of entry. This equates to a 9.8% surplus across our primary school estate. The 2025 School Place Planning Report (SPPR) projects further growth in primary school vacancies between 2025 and 2031 which will place a growing financial burden on Haringey primary schools.

6.37. Pupil numbers can fluctuate year on year, but the aim is to have 5-10% vacancies which will ensure there will be places to meet parental demand in each planning area and for those moving in mid-year, and secure stability for all schools. Having several schools with a PAN over 30 pupils above the level of their local demand means some schools attract a few pupils from further away requiring more classes to be run, but they are not economic, with a risk that if pupils join or leave, a class may need to be opened or closed. This disrupts education for all the pupils in the year group.

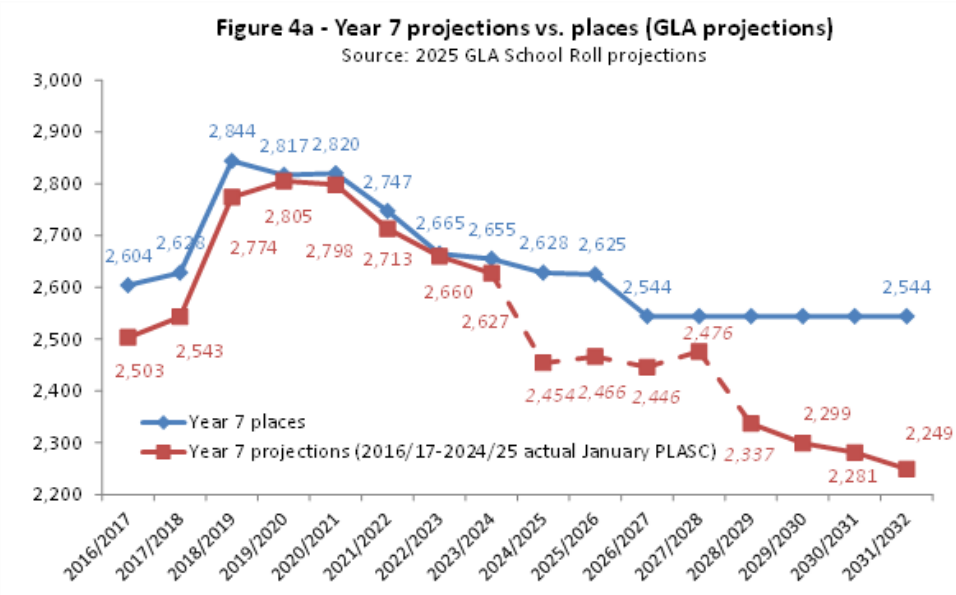
6.38. To balance school budgets, classes need to include 24 or more pupils. Schools with declining or volatile rolls face big changes in their annual budget, and consequent cuts in staff and risk financial deficit. The aim of PAN reductions is to match the operational level of schools to local demand and improve the focus of resources in each school on their pupils and reduce the risk of deficits. Meanwhile the physical capacity will remain available if demand rises, when it is possible to increase the PAN immediately, without consultation. It is considered prudent that in future PANs may be increased temporarily a year at a time, whilst parental demand is kept under review.

Demand for Year 7 places

6.39. A secondary place planning briefing was produced last year for all Secondary Headteachers prior to the publication of the 2024 School Place Planning report (SPPR) in June 2024. The data shown below has been reproduced showing the latest 2025 projections and reflecting changes in secondary capacity as shown below. Reducing our Y7 capacity to 2,544 from 2026 onwards has reduced the number of surplus place but further reductions in capacity are required.



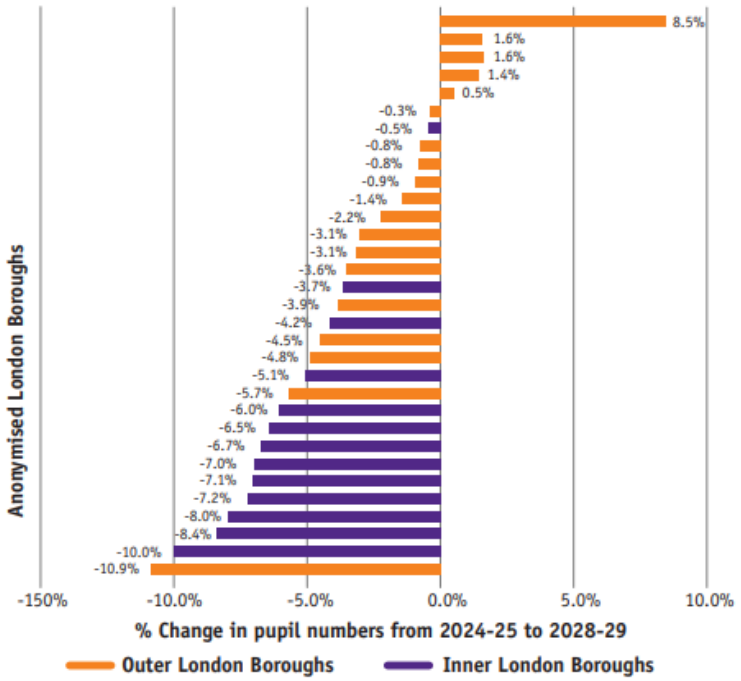
6.40. The latest data from the 2025 SPPR (Figure 4a) which features the latest projections from the GLA are shown below:



6.41. They show little material difference in the predominant issue of growing surpluses in Year 7 between now and the end of the decade (263 places). The 2025 projections are based on a new secondary PAN of 2,544 following the permanent reduction in capacity at Heartlands High from 2025 (240 to 210) and reductions in PAN at Hornsey school for Girls and at Park View in 2026 to 135 and 189 respectively.

6.42. This decline in secondary demand is not related specifically to Haringey. Data from London Councils (Graph 2) shows that only 5 boroughs are reporting an increase in projected change in Year 7 demand between 2024-25 and 2028-29. The average drop across London is 2.9%. This is important since it reduces the likelihood of our secondary schools from being “rescued” by demand from our neighbouring boroughs.

Graph 2: **Y7 SCAP % change between 2024-25 to 2028-29**



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

6.43. The data below shows year by year projections for Year 6 and Year 7 places using the latest data from the 2025 SPPR. It shows some variability but vacancies of between 3 and 10 forms of entry (based on standard class sizes of 30) between now and the end of the decade.

6.44. Based on the above decline reductions in secondary capacity should be undertaken to bolster sustainability across the school estate and ensure the provision of places meets projected demand.

6.45. As the Year 7 surplus grows year by year there will be a sustained growth in vacancies across the entire secondary cohort. Data on 11-15 year old projections and planned places is shown below. It clearly shows surpluses across the secondary cohort growing to around 1,000 places by the end of the decade.

6.46. To put 1,000 secondary places into a Haringey context data from the May 2025 School census indicates that our existing 12 secondary settings (Y7-Y11) vary in total pupil rolls between 668 and 1,342 with an average of 1,075 and a median average of 1,108.

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

	Year	Number of year 7 places	Number of year 6 pupils	Number of year 7 pupils	year 7 place shortfall / surplus	% of year 7 surplus places
Actual	2023/2024	2,665	2,825	2,627	38	1.4%
Actual	2024/2025	2,628	2,750 (actual Jan 2025)	2,454 (actual Jan 2025)	174	6.6%
Projection	*2025/2026*	*2,598*	*2,809*	*2,435*	*163*	*6.3%*
Projection	*2026/2027*	*2,544*	*2,795*	*2,446*	*98*	*3.9%*

Projection	*2027/2028*	*2,544*	*2,671*	*2,476*	*68*	*2.7%*
Projection	*2028/2029*	*2,544*	*2,658*	*2,337*	*207*	*8.1%*
Projection	*2029/2030*	*2,544*	*2,576*	*2,299*	*245*	*9.6%*
Projection	*2030/2031*	*2,544*	*2,575*	*2,281*	*263*	*10.3%*
Projection	*2031/2032*	*2,544*	*2,444*	*2,249*	*295*	*11.6%*

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

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

Year	11-15 capacity (2018/19 – 2022/23) and planned places (2023/24 – 2030/31)	Number of 11-15 year old pupils *(projections from 2023/24 onwards)*	11-15 year old place shortfall/ surplus	% surplus / shortfall of 11-15 year old places
2024/25	13,515	13,249	266	2.0%
2025/26	*13,320*	12,890	*430*	*3.2%*
2026/27	*13,117*	12,633	*484*	*3.7%*
2027/28	*12,996*	12,456	*540*	*4.2%*
2028/29	*12,885*	12,155	*730*	*5.7%*
2029/30	*12,801*	11,976	*825*	*6.4%*
2030/31	*12,720*	11,840	*880*	*6.9%*
2031/32	*12,720*	11,660	*1,060*	*8.3%*

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

Housing development across the borough

6.47. At this stage it is unclear how much additional demand for school places will come from planned housing development. Our projections use data from the GLA (Greater London Authority) which make assumptions about the “child yield” from new developments, essentially the number of children that you might expect from the mix of proposed new housing.

6.48. In recent years and across most London boroughs these child yields have been considerably lower than anticipated. This may be in part related to the character of new properties, many of which are 1–2-bedroom apartments and which are not necessarily optimal for family living.

6.49. Further factors also include the affordability of larger housing in Haringey and across London and the additional impacts of Brexit and Covid-19, both of which have been linked to lower levels of demand for future school places as both factors have impacted birth rates across London and led to out-migration from Haringey and London.

6.50. Irrespective of whether new housing or some other dynamic creates additional demand for Reception places in future years the priority now is to ensure the sustainability and broad mix of all our secondary schools. This will ensure their continued success today and ability to absorb of potential additional pupils in future years.

Fully collaborative process and schools of all types

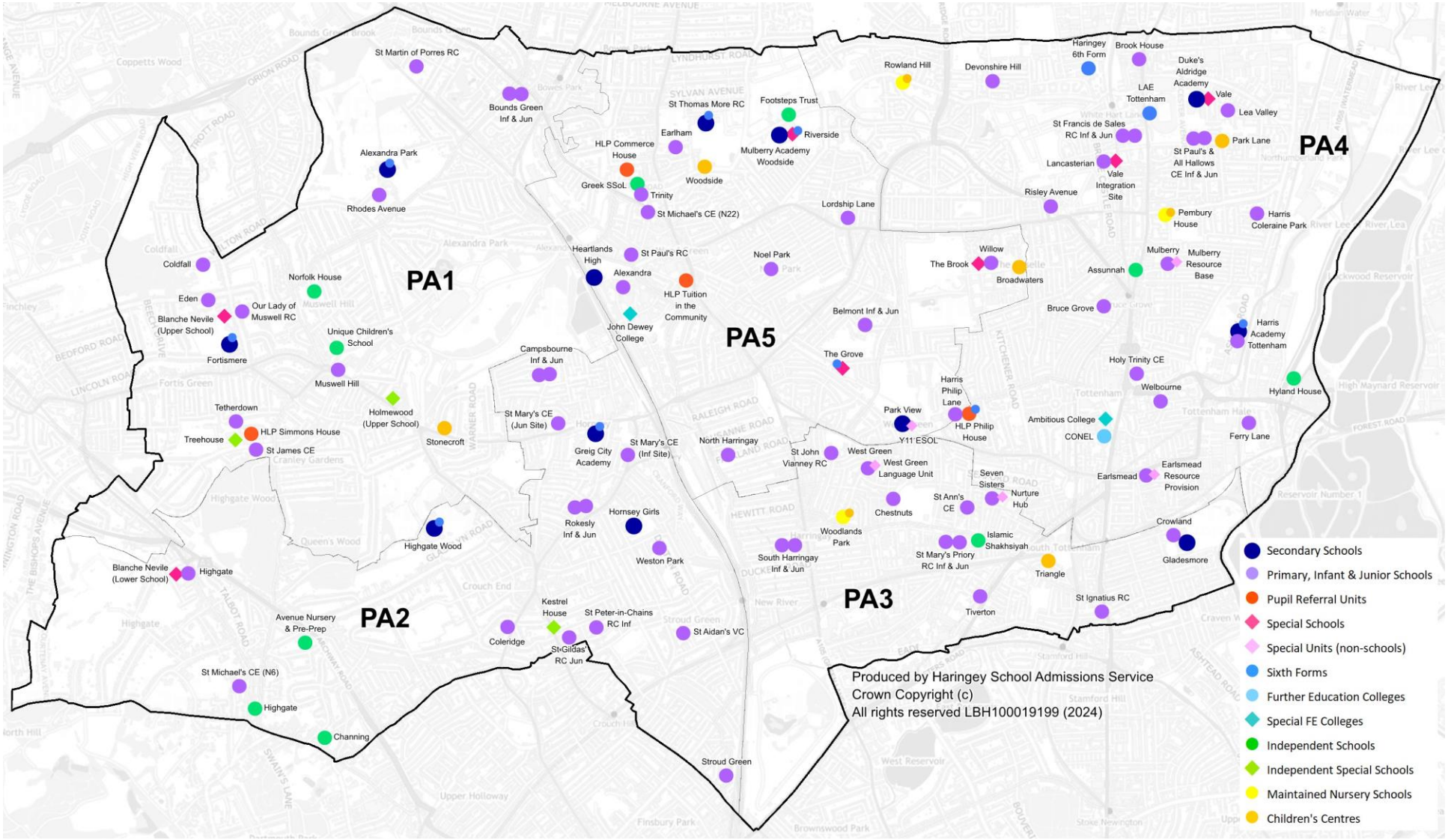
6.51. The proposals to reduce Published Admission Numbers (PANs) has been developed through a fully collaborative process involving key stakeholders, guided by two core principles:

a) **Parental preference will be protected**, with places remaining available for all Haringey residents at Ofsted-rated 'Good' or 'Outstanding' Haringey schools within a reasonable travelling distance.
b) **Flexibility will be maintained**, allowing any school that reduces its PAN to revert immediately to its original PAN should local demand increase.

The primary objective is to stabilise pupil intake across schools, enabling school leaders and governing boards to plan and deliver provision more effectively in response to local needs.

6.52. Academies, along with the London Diocesan Board for Schools and Westminster Diocese, have been engaged regarding the need to rationalise the number of available school places. Several primary academies and faith schools have already taken steps to reduce their Published Admission Numbers (PANs) in response to demographic changes within Haringey. In some cases, governing bodies have delegated this responsibility to the local authority, enabling adjustments to be made as part of the Council's annual consultation and determination of admission arrangements. We remain committed to a collaborative and phased approach, working in partnership with both academies and diocesan schools to ensure that provision is responsive, sustainable, and aligned with local needs.

Map of Haringey Planning Areas



Consultation

6.53. Where changes are proposed to admission arrangements, the Code sets out that an admission authority must first publicly consult on those arrangements. If no changes are made to admission arrangements, they must be consulted on at least once every 7 years. Consultation must be for a minimum of 6 weeks and must take place between 1 October and 31 January in the year before those arrangements are to apply.

6.54. All admission authorities must consult in accordance with paragraph 1.42 of the Code where they propose a decrease to the PAN. This report will ask for approval from Cabinet to consult on our proposed admission arrangements, including the proposal to reduce the PANs at the above-named schools set out in this report from September 2027. We will collate and present all feedback from this consultation to the Cabinet of the Council in February 2026 for decision.

6.55. The purpose of our consultation is to ensure that all voices and views are heard, and it will allow parents, schools, religious authorities, and the local community to comment about our proposed admission arrangements and proposals to reduce PANs.

6.56. To meet statutory requirements (para. 1.47 of the Code) but also to ensure as wide an engagement as possible, we will be consulting with:

a. parents of children between the ages of two and eighteen;
b. other persons in the relevant area who may have an interest in the proposed admissions;
c. all other admission authorities within the relevant area
d. whichever of the governing body and the local authority who are not the admission authority;
e. any adjoining neighbouring local authorities where the admission authority is the local authority; and
f. in the case of schools designated with a religious character, the body or person representing the religion or religious denomination.

Proposed consultation timetable

Stage	What happens?	Dates and Timescales
1	Consultation on the Council's proposed admission arrangements including proposals to reduce PANs at selected primary and secondary schools	**November 2025– January 2026**
2	Analysis of consultation representations and preparation of information to be considered by the Council's Cabinet	**January – February 2026**
3	Meeting of the Cabinet to consider representations and determine future arrangements including decision on proposal to reduce PANs	**February 2026**

6.57. To ensure as wide a consultation as possible we intend to provide details in the following ways:

- through the bi-weekly (term-time only) Haringey Schools Newsletter which is distributed to the headteacher and chair of governors of all schools in the borough

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

7. Contribution to the Corporate Delivery Plan 2024-2026

7.1. Ensuring we have a transparent and objective school admissions process with oversubscription criteria that is reasonable, clear, objective, and compliant with all relevant legislation, including equalities legislation, underpins theme 3 within the Corporate Delivery Plan which seeks to enable every child to have the best start in life with access to high quality education. By reducing the PANs at some schools, the council will ensure that schools remain viable, standards are maintained and improved, and that parents and carers still have a choice of good or outstanding schools to choose from for their children.

7.2. Ensuring that we prioritise forms of school organisation that will remain financially viable under a range of different funding scenarios (i.e., organisational structures within and between schools that provide flexibility to address population change. Exploring creative and lasting solutions for school re-organisation, that minimise the risk of having to close schools in future and maintaining the current balance of provision across the borough that matches local need and strengthens local communities (including sufficient affordable SEND provision, balance of faith provision and LA/Academy Schools).

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

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

Finance

8.2. The Director of Finance has been consulted in the production of this report and confirms that apart from a small administrative cost there are no direct financial implications as a result of the consultation and engagement proposals. However, it will help reduce the financial pressure on these individual schools and the risk of these schools running into deficit.

8.3. It is in the interest of the local authority to ensure that demand is as closely matched to supply as possible. Reducing PANs to match the demand would reduce school expenditure on staff not required to teach classes that are not required. Reducing the PAN may mean fewer teachers are required by the schools, there is a risk that this could create redundancy costs in the short term, potentially the reduction could be met by not replacing staff.

8.4. Section 14 of the Education Act 1996 places a duty on local authorities to secure that there are sufficient primary and secondary school places in their area. There is a small risk that reducing school capacities could potentially leave the Council vulnerable to legal action for not meeting its target duty to provide sufficient primary school places, if we were in any danger of not being able to offer a "reasonable offer" to an applicant.

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

Director of Legal and Governance

8.5. The Director of Legal and Governance has been consulted on the contents of this report and comments as follows: The current School Admissions Code ('the Code') came into force in September 2021 and was issued by the Department for Education under section 84 of the School Standards and Framework Act 1998. The Code is to be read alongside the School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012 ('the Regulations''). In determining its admission arrangements for 2027-2028 the Council has a statutory duty as an admissions authority to act in accordance with the Regulations and with the relevant provisions of the Code. It must also as a result of its duty under section 149 of the Equality Act 2010 have due regard to the need to eliminate discrimination, harassment and victimisation and any other conduct which is prohibited by or under that Act, advance equality of opportunity, and foster good relations in relation to persons who share a relevant protected characteristic and persons who do not share it.

8.6. Paragraph 15 of the Code states that all schools must have admission arrangements that clearly set out how children will be admitted including the criteria that will be applied if there are more applications than places at the school. As part of determining its admission arrangements, the Council must set an admission number (called the Published Admission Number or PAN) for each school's "relevant age group" i.e. the age group at which pupils are or will normally be admitted to the school.

8.7. School admission arrangements are determined by admission authorities. Generally, the admission authority for community and voluntary controlled schools is the local authority. Admission authorities must set ('determine') admission arrangements annually. Generally, where changes are proposed to admission arrangements, the admission authority must first publicly consult on those arrangements. If no changes are made to the admission arrangements, they must be consulted on at least once every 7 years. Consultation must be for a minimum of 6 weeks and must take place between 1 October and 31 January of the school year before those arrangements are to apply (the determination year). Consultation must be undertaken when proposals are still at a formative stage. It must include sufficient reasons for particular proposals to allow those consulted to give intelligent consideration and an intelligent response, adequate time must be given for this purpose, and the product of the consultation must be conscientiously taken into account when the ultimate decision is taken.

8.8. In relation to consultation the Council must consult with parents of children between the ages of two and eighteen; other persons in the relevant area who in the opinion of the admission authority have an interest in the proposed admissions; all other admission authorities within the relevant area; whichever of the governing body and the local authority who are not the admission authority; any adjoining neighbouring local authorities where the admission authority is the local authority and in the case of faith schools, the body or person representing the religion or religious denomination. The authority must also for the duration of the consultation publish a copy of the full proposed admission arrangements (including the PAN) on its website together with details to whom comments should be sent and the areas on which comments are not sought.

8.9. It is the responsibility of the authority to ensure that admission arrangements are compliant with the Code and relevant legislation. Arrangements mean overall procedures, practices, criteria and supplementary information to be used in deciding on

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

8.10. Each year all local authorities must formulate and publish on their website a scheme by 1 January in the relevant determination year, a scheme to co-ordinate admission arrangements for the normal admissions round and late applications for all publicly funded schools within their area. All admission authorities must participate in co-ordination and provide the local authority with the information it needs to co-ordinate admissions by the dates agreed within the scheme. There is no requirement for local authorities to co-ordinate in-year applications, however, Haringey centrally co-ordinates for the vast majority of schools and has safeguarding protocols in place for tracking pupils admitted directly by some schools that administer their own in-year admissions.

8.11. The Code requires that the Council must have a Fair Access Protocol (FAP), agreed with the majority of schools in its area, to ensure that, outside the normal admissions round, unplaced children, especially the most vulnerable, are offered a place at a suitable school as quickly as possible. The Cabinet Members will see the Proposed In-Year Fair Access Protocol at Appendix 5.

8.12. The proposed admission arrangements for 2027-2028, the proposed co-ordinated scheme, the proposed FAP and the proposed consultation on the proposed admission arrangements for 2027-2028 are in compliance with the Code and the Regulations.

Equality

8.13. The Council has a public sector equality duty under the Equalities Act 2010 ('the 2010 Act') to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act. Advance equality of opportunity between people who share a "relevant protected characteristic" and people who do not share it;
- Foster good relations between people who share those a "relevant protected characteristic" and people who do not share it.
- A "relevant protected characteristic" is age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation.

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

8.14. The proposed admission arrangements set out in this report comply with the public sector equality duty and ensure that as an admission authority, the Council's arrangements do not directly or indirectly unfairly disadvantage an individual or group that possesses any of the characteristics defined in sections 4-12 of the 2010 Act.

8.15. As the reduction in PAN is being done to remove part of the surplus of school places across the school estate, there will not be any disproportionate impact on children with protected characteristics. There is a possibility that this proposal could adversely impact female teachers / female teaching assistants as several staff members at each

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

8.16. In terms of mitigating the impact on this equality characteristic, affected staff should be supported by appropriate HR procedures. The Council will support schools in ensuring all staff affected by the proposal are given access to redeployment options and support to find alternative roles within Haringey. To mitigate against any negative impact on staffing as a whole, we have ensured that the timing of the consultation of admission arrangements allows the schools sufficient time to review staff structure, including needing to take no action as a result of staff moving to jobs outside the school as part of a natural process, taking steps to redeploy staff to other departments/schools, not renewing short-term contracts or reducing the use of agency staff.

8.17. In the event that it is not possible for schools to avoid making posts redundant, where appropriate, the Council will consider defraying some of the costs of redundancy. Such matters will be considered on a case-by-case basis taking into account the schools' budget as well as what other options are or may be available to the schools.

8.18. The proposed admission arrangements for 2027/28 do not differ materially from the arrangements for previous years. We therefore do not consider that another full equality impact assessment is necessary for our admission arrangements at this stage. We have continued to monitor and assess the impact of any changing trends – please see in the updated EqIA in Appendix 7 for more information on equalities impacts. As part of the consultation, we will seek to ascertain whether the proposed reduction in PAN at the schools listed in this report could have an impact on protected groups and whether there are steps that can and/or should be taken to mitigate against such an impact. The EqIA will be updated based on the results of the consultation.

8.19. The consultation process will be used to help populate and inform the final version of the EqIA which decision makers will consider in February 2026.

9. Use of Appendices

9.1. The following appendices support this report:

Appendix 1 Proposed admission criteria for nursery 2027
Appendix 2 Proposed admission criteria for reception and junior admissions 2027
Appendix 3 Proposed admission criteria for secondary 2027
Appendix 4 Proposed admission criteria for in-year admissions 2027
Appendix 5 Proposed Fair Access Protocol for Haringey schools
Appendix 6 Proposed admission criteria for Sixth Form 2027
Appendix 7 EqIA
Appendix 8 Co-ordinated admissions scheme 2027-28

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

10. Local Government (Access to Information) Act 1985

10.1. This report contains no exempt information.

Background

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

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

Appendix 1

Proposed Admission Criteria for Nursery in Haringey Community and VC Schools in September 2027

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

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

Oversubscription criteria for part time places

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

1. Children Looked After

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

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

2. Social Medical

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

3. Brother or Sister (sibling)

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

4. Children of Staff

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

5. Distance

Children whose home address is closest to the preferred school.

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

Tie breakers

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

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

Multiple births

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

Notes

(i) Home address is defined as the child's only or main residence. A business address, a childminder's address or any address including a family member's address other than the child's only or main residence will not be accepted.

(ii) If parents are separated, the application should be made by the parent the child normally lives with. Where a child spends equal time during the school week with each parent, the exact arrangements must be made clear in a letter with a copy of any child arrangements order submitted with the application. It is the parents' responsibility to agree between themselves and make clear which address will be used and to provide supporting evidence in respect of that address. An application can only be processed from one address. The final decision about which address is to be used rests with Haringey Council.

(iii) Previously looked after children include those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.

(iv) A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the child for whom the application is being made.

(v) Priority for children of teaching staff will be limited to one place for each form of entry in any year. Exception to this will apply to children of multiple birth or those born in the same academic year. All such applications must be submitted to the local authority and must be accompanied with the relevant paperwork supporting an application on these grounds. The applicant must take sole responsibility to provide such paperwork. Without the provision of the relevant papers, priority will not be given on these grounds.

(vi) Haringey measures distance in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system. Measurements by alternative systems or to other points will not be taken into account in any circumstances. Where applicants have identical distance measurements, priority amongst them will be determined at random using a computerised system.

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Appendix 2

Proposed Admission Arrangements for Reception and Junior Transfer Admissions to Haringey Community and VC Schools in September 2027

Oversubscription criteria

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

1. **Children Looked After**

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

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

2. **Social Medical**

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

3. **Linked School**

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

4. **Brother or Sister (sibling)**

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

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

5. **Children of Staff**

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

6. Distance

Children whose home address is closest to the preferred school.

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

Tiebreakers

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

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

Multiple births

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

Notes

(i) Home address is defined as the child's only or main residence. A business address, a childminder's address or any address including a family member's address other than the child's only or main residence will not be accepted.

(ii) If parents are separated, the application should be made by the parent the child normally lives with. Where a child spends equal time during the school week with each parent, the exact arrangements must be made clear in a letter with a copy of any child arrangements order submitted with the application. It is the parents' responsibility to agree between themselves and make clear which address will be used and to provide supporting evidence in respect of that address. An application can only be processed from one address. The final decision about which address is to be used rests with Haringey Council.

(iii) Previously looked after children include those children who appear (to the admission authority) to have been in state care outside of England and

ceased to be in state care as a result of being adopted. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.

(iv) A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the child for whom the application is being made.

(v) Priority for children of teaching staff will be limited to one place for each form of entry in any year. Exception to this will apply to children of multiple birth or those born in the same academic year. All such applications must be submitted to the local authority and must be accompanied with the relevant paperwork supporting an application on these grounds. The applicant must take sole responsibility to provide such paperwork. Without the provision of the relevant papers, priority will not be given on these grounds.

(vi) Haringey measures distance in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system. Measurements by alternative systems or to other points will not be taken into account in any circumstances. Where applicants have identical distance measurements, priority amongst them will be determined at random using a computerised system.

Waiting lists

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

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

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

Nursery and Infant Pupils

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

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

Deferred entry before compulsory school age

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

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

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

Summer born children

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

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

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

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

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

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

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

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

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

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

Published Admission Numbers (PAN)

The proposed published admission numbers for Haringey community and voluntary controlled (VC) primary schools for entry in September 2027 are as follows:

School	Admission Number
Alexandra	60
Belmont Infant	60
Belmont Junior	60
Bounds Green Infant	90
Bounds Green Junior	90
Bruce Grove	30
Campsbourne Infant	60
Campsbourne Junior	60
Coldfall	90
Coleridge	120
Crowland	60
The Devonshire Hill	60
Earlham	30
Earlsmead	60
Ferry Lane	30
Highgate	60
Lancasterian	60
Lea Valley	60
Lordship Lane	60
The Mulberry	60
Muswell Hill	60
Rhodes Avenue	90
Risley Avenue	60
Rokesly Infant	60
Rokesly Junior	60
St Aidan's VC	30

Seven Sisters	30
South Harringay Infant	60
South Harringay Junior	60
Stroud Green	60
Tetherdown	60
Welbourne	60
West Green	30
Weston Park	30
The Willow	60

Appendix 3

Proposed Admission Arrangements for Secondary Transfer Admissions to Haringey Community Schools in September 2027

Oversubscription criteria

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

1. **Children Looked After**

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

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

2. **Social Medical**

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

3. **Brother or Sister (sibling)**

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

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

4. **Children of staff**

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

5. Distance

Children whose home address is closest to the preferred school.

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

Tie breakers

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

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

Multiple births

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

Notes

(i) Home address is defined as the child's only or main residence. A business address, a childminder's address or any address including a family member's address other than the child's only or main residence will not be accepted.

(ii) If parents are separated, the application should be made by the parent the child normally lives with. Where a child spends equal time during the school week with each parent, the exact arrangements must be made clear in a letter with a copy of any custody or residency order submitted with the application. It is the parents' responsibility to agree between themselves and make clear which address will be used and to provide supporting evidence in respect of that address. An application can only be processed from one address. The final decision about which address is to be used rests with Haringey Council.

(iii) Previously looked after children include those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.

(iv) A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the child for whom the application is being made.

(v) Priority for children of teaching staff will be limited to one place for each form of entry in any year. Exception to this will apply to children of multiple birth or those born in the same academic year. All such applications must be submitted to the local authority and must be accompanied with the relevant paperwork supporting an application on these grounds. The applicant must take sole responsibility to provide such paperwork. Without the provision of the relevant papers, priority will not be given on these grounds.

(vi) Haringey measures distance in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system. Measurements by alternative systems or to other points will not be taken into account in any circumstances. Where applicants have identical distance measurements, priority amongst them will be determined at random using a computerised system.

Waiting lists

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

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

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

Requests for children to be educated outside their chronological age group

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

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

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

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

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

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

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

Determined Admission Arrangements for Hornsey School for Girls for 2027

Oversubscription criteria

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

1. **Children Looked After**

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

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

2. **Social Medical**

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

3. **Siblings**

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

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

4. **Children of staff**

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

5. **Distance**

Girls whose home address is closest to the school.

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

Tie breakers

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

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

Multiple births

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

Notes

(i) Home address is defined as the child's only or main residence. A business address, a childminder's address or any address including a family member's address other than the child's only or main residence will not be accepted.

(ii) If parents are separated, the application should be made by the parent the child normally lives with. Where a child spends equal time during the school week with each parent, the exact arrangements must be made clear in a letter with a copy of any custody or residency order submitted with the application. It is the parents' responsibility to agree between themselves and make clear which address will be used and to provide supporting evidence in respect of that address. An application can only be processed from one address. The final decision about which address is to be used rests with Haringey Council.

(iii) Previously looked after children include those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.

(iv) A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the child for whom the application is being made.

(v) Priority for children of teaching staff will be limited to one place for each form of entry in any year. Exception to this will apply to children of multiple birth or those born in the same academic year. All such applications must be submitted to the local authority and must be accompanied with the relevant paperwork supporting an application on these grounds. The applicant must take sole responsibility to provide such paperwork. Without the provision of the relevant papers, priority will not be given on these grounds.

(vi) Haringey measures distance in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system. Measurements by alternative systems or to other points will not be taken into account in any circumstances. Where applicants have identical distance measurements, priority amongst them will be determined at random using a computerised system.

Waiting lists

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

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

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

Requests for children to be educated outside their chronological age group

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

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

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

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

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

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

Published Admission Number (PAN)

The proposed admission number for Haringey community schools for entry in September 2027 is as follows:

School	Admission number
Gladesmore Community School	240
Highgate Wood School	240
Hornsey School for Girls	135
Park View School	180

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Appendix 4

Proposed Admission Arrangements for In-Year Admissions to Haringey Community and VC Schools 2027-28

Oversubscription criteria

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

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

Secondary community schools

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

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Appendix 5

Fair Access Protocol for Haringey Schools from March 2026-27

Introduction

1. The School Admissions Code, September 2021, ('the Code') requires local authorities to have in place a fair access protocol which all local schools and Academies must adhere to.

2. Its aims are to:

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

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

3. It is essential to the success of fair access that all headteachers and governing bodies agree to the aims, principles and procedures and give their fullest support.

4. All schools recognise their collective responsibility for all pupils and accountability for some and will work collaboratively to manage pupils with challenging behaviour, involving multi-agency support, accessed where appropriate. All members will work together to secure commitment to the inclusion agenda and to reduce exclusions from schools.

Students within the scope of this scheme

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

a. children either subject to a Child in Need Plan or a Child Protection Plan[1] or having had a Child in Need Plan or a Child Protection Plan within 12 months at the point of being referred to the fair access panel;

b. children living in a refuge or in other Relevant Accommodation at the point of being referred to the fair access panel;

c. children from the criminal justice system

d. children in alternative provision who need to be reintegrated into mainstream education or who have been permanently excluded but are deemed suitable for mainstream education;

e. children with special educational needs (but without an education, health and care plan), disabilities or medical conditions;

f. children who are carers;

g. children who are homeless;

h. children in formal kinship care arrangements[2]

i. children of, or who are, Gypsies, Roma, Travelers, refugees and asylum seekers;

j. children who have been refused a school place on the grounds of their challenging Behaviour and referred to the FAP in accordance with paragraph 3.10 of the Code;

k. children for whom a place has not been sought due to exceptional circumstances;[3]

l. children who have been out of education for 4 or more weeks where it can be demonstrated that there are no places available at any school within a reasonable distance of their home. This does not include circumstances where a suitable place has been offered to a child and this has not been accepted; and

m. previously looked after children for whom the local authority has been unable to promptly secure a school place.[4]

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

[2] As evidenced by either a child arrangements order not relating to either birth parent or a special guardianship order.

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

[4] In most cases use of the Fair Access Protocol should be unnecessary for a previously looked after child. We would expect the local authority to aim to secure a school place particularly promptly for a previously looked after child and for admission authorities to cooperate with this. The local authority may consider swift use of their general powers of direction (under paragraphs 3.26-3.28) or asking the Secretary of State to consider a direction (under paragraph 3.29) to be the most suitable course of action if a school place for a previously looked after child cannot be agreed with an admission authority promptly.

Managed moves & EHCPs

6. The fair access panel does not administer the process for managed moves, however, schools may use it as a forum to discuss and liaise with other education providers regarding possible managed moves.

7. Outside the panel, all schools must inform the School Admissions Service of any pupil who they are going to refer for a managed move, so an accurate record of school attendance and managed moves currently in progress can be maintained by the local authority. Schools must also inform the School Admissions Service of the outcome of a managed move, i.e. when a pupil moves permanently to their new school or that it is determined that they should remain at their original school.

8. There are dedicated arrangements for children with Education, Health and Care plans and this protocol does not override those arrangements. However, it has been agreed that pupils who are placed through those arrangements will be noted by the fair access panel (see later section).

Composition and frequency of the panel

Secondary

9. A panel, consisting of a minimum of 3 secondary Headteachers (or their designated representative), will meet once a month (or as necessary) to ensure prompt and fair allocation of young people to schools. Headteachers will be notified of their designated meetings at the beginning of the academic year.

10. The Head of Admissions or another designated local authority officer will chair the panel.

11. In the event that the placement decision is not unanimous, the designated Headteachers will decide by a majority vote

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

13. The membership of the panel can include as necessary, a representative of children's social care, educational psychology service, youth offending service, children missing education, children in care (CIC), the police and any other relevant professional supporting a case.

Primary

14. A panel, consisting of no less than three primary Headteachers (or their designated representative), will meet once a half term, (or as necessary) to ensure prompt and fair allocation of young people to schools.

15. The Head of Admissions or another designated local authority officer will chair the panel.

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

The decision-making process

17. Cases will be brought to the panel by the Haringey Admissions Service which will be the point of referral. The cases must be submitted under one of the categories given in paragraph 5 above and the child must be without a school place.

18. The Panel will be administered by the Haringey Admissions Service which will provide data for the current and previous school year (figures to be based on actual figures where fair access pupils have been admitted).

19. The following data will be provided at each panel:

- The number of pupils on roll at each school in each year group
- The number of vacancies at each school in each year group
- The number of pupils that have been admitted to each school in each year group through the 'normal' in year admissions process since the last panel
- The number of pupils that have been admitted to each school in each year group through the fair access admissions process since the last panel
- The total number of pupils that have been admitted to each school in each year group through the fair access admissions process in the last academic year and the number of schools or Academies (if any) that have failed to admit
- Background/ pupil history/ information, where available and where consent has been confirmed
- The number of students with an Education Health and Care Plan (EHCP) allocated over number through the SEN procedures.

20. The placement panel for children in care (CIC) will continue to determine the most appropriate placement for each young person and their case will be presented for the panel to ratify. In order to ensure that CIC are admitted to school quickly, they will be placed before the panel and it will not be possible for these cases to be brought back to the panel for reconsideration.

21. When making the decision as to appropriate school placement for the child, the panel will take into account:

- preferences made and views of parents/carers and the view of the pupil (including religious affiliation)

- the admissions criteria
- the published admission number and number of forms of entry so placements can be made proportional to the number of forms of entry
- the number of students admitted through the fair access panel in the previous and current academic year
- the needs of the student, where this is known
- any capacity/capability reasons why the school may not be able to respond to the needs of the student
- the individual context of a school in relation to recently excluded students
- whether the applicant has previously attended a Haringey school.
- it will be the presumption that wherever possible pupils will return to a school if they have previously been on roll there.

22. In addition to the factors above each child will be allocated a set number of points under the below system, based on the likely complexity of support which the admitting school will need to put in place. The combined points of the children admitted to each school via fair access will be monitored, and when considering the equitable allocation of children the panel will take into account the proportion of complex cases which each school has already admitted.

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

23. In cases where a child does not return to their previous Haringey school, that school will have the value of one child debited from their comparative fair access statistics, to reflect the loss of that child from the school's roll.

- This debit will apply regardless of whether the child was originally admitted to that school via the fair access protocol.
- In cases where the child is being re-integrated into mainstream school from an alternative provision, and the child was previously permanently excluded or it is otherwise considered to be in the best interests of the child not to return to their previous school, this debit will not be applied.

- In cases where the child previously attended more than one Haringey school the debit will be applied solely to the school which the child most recently attended.

24. **Note:** Where a school has admitted pupils above its admission number in error, these additional pupils will not count and cannot be offset against fair access referrals.

25. Where an alternative educational placement is determined most suitable to meet the needs of a young person, this provision will be identified in principle by the Inclusion multi-agency service via a referral to the HAPIP panel (Haringey Alternative Provision Inclusion Panel).

26. Decisions will be reached by consensus, whenever possible, with the chair mandated to take appropriate action where this has not proved possible.

Implementation of the decisions

27. Decisions regarding placement of students under the fair access protocol will be made by the panel, and will be final.

28. Admission must take place within **15** school days of the school receiving notification of the decision.

29. In exceptional circumstances, the allocated school may request that the panel reconsider their decision at the next meeting. This will only be possible where the school has prior knowledge of the specific young person which was not known to the panel at the time of decision, which makes the placement inappropriate. This request must be made in writing to the Chair within **5** school days of the school receiving notification of the decision. The formal offer letter will be sent on the 6th day.

30. The Department for Education recognises that admission of a young person via fair access could potentially take the school above the planned admission number for that year group.

31. It is recognised that there is usually little available information about the young people who are being admitted in-year to school. The School Admissions Service will try to acquire as much educational information as practical to accompany in-year admissions to assist smooth integration to the school.

Risk assessments

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

Relationship with appeals

33. Where young people are admitted to a school above the planned admission number in any year group under the protocol, this should not prejudice the provision of efficient education or the efficient use of resources of the school.

34. Appeal panels will be made aware of the conditions of the scheme, and that the admission of an additional student under this scheme is different from a school voluntarily exceeding its admission limit. Panels will also be made aware that any decision made to allow appeals will place further pressure on the school's resources.

35. A school placement made through the FAP shall not remove a parent/carer's right to appeal for a school place elsewhere.

Monitoring the operation of the Protocol

36. The School Admissions Service will undertake scheduled checks and monitor admission dates and pupil days.

37. The anonymised details of all decisions will be made available to the Director and Lead Member to demonstrate that the Protocol is being effective.

38. This will include any school or Academy that has not taken a pupil on roll within 15 days of the decision being notified.

39. Details of any school or Academy who has not taken a pupil on roll within 15 days of the decision will also be available at the next fair access meeting.

40. On day 16 the Head of Admissions will contact in writing the Headteacher of any school or Academy that has failed to admit within the agreed timeframe to request an on-roll date.

41. If the school or Academy fails to provide an on-roll date, within agreed timescales, then the direction process will apply as set out in the School Admissions Code and in accordance with the Department for Education advice: “Fair Access Protocols Guidance for school leaders, admission authorities and local authorities” August 2021.

42. The protocol will be reviewed on an annual basis by the Local Authority, in conjunction with Headteachers or their designated representatives, in order to assess its effectiveness in ensuring that unplaced children are being allocated places at schools or in alternative educational provision on an equitable basis.

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Appendix 6

Proposed Admission Arrangements for Sixth Form Admissions to Haringey Community Schools in September 2027

Highgate Wood Secondary School

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

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

A Level

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

Oversubscription criteria

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

1. **EHCP**

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

2. **Children Looked After**

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

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

3. **Brother or Sister (sibling)**

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

4. **Distance**

Students whose home address is closest to the preferred school.

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

Tie breakers

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

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

Notes

(i) Home address is defined as the student's only or main residence. A business address, a childminder's address or any address including a family member's address other than the child's only or main residence will not be accepted.

(ii) If parents are separated, the application should be made by the parent the child normally lives with. Where a child spends equal time during the school week with each parent, the exact arrangements must be made clear in a letter with a copy of any custody or residency order submitted with the application. It is the parents' responsibility to agree between themselves and make clear which address will be used and to provide supporting evidence in respect of that address. An application can only be processed from one address. The final decision about which address is to be used rests with Haringey Council.

(iii) Previously looked after children include those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.

(iv) A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the student for whom the application is being made.

(v) Haringey measures distance in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system. Measurements by alternative systems or to other points will not be taken into account in any circumstances. Where applicants have identical distance measurements, priority amongst them will be determined at random using a computerised system.

Equality Impact Assessment (EQIA)

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

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

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

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

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

1. Responsibility for the Equality Impact Assessment

Name of proposal:	**Admission Arrangements for the 2027/28 academic year**
Service Area:	**Schools & Learning**
Officer Completing Assessment:	**Nick Shasha**
Equalities Advisor:	**Elliot Sinnhuber**
Cabinet meeting date (if applicable):	**TBA**
Director/Assistant Director	**Jane Edwards**

2. Executive summary

Glossary:
Published Admission Number (PAN) – The number fixed number of school places that a school's admission authority must offer in a specific age group.
Fair Access Panel (FAP) - is a mechanism developed by the local authority in partnership with all schools in their area. Its aim is to ensure that vulnerable children, and those who are having difficulty in securing a school place in-year, are allocated a school place as quickly as possible.
PLASC – Pupil Level Annual School Census - is an electronic collection of pupil and school level data provided by all maintained sector primary, middle, secondary, nursery and special schools in January each year.

EHCP – Education, Care or Health plan - An education, health and care (EHC) plan is for children and young people aged up to 25 who need more support than is available through special educational needs support. EHC plans identify educational, health and social needs and set out the additional support to meet those needs.
ONS – Office for National Statistics
DfE – Department for Education

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

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

This proposal concerns Admissions Arrangements for 2027/28 and proposed reductions in surplus school places (where we have more school places than needed by our community) at selected primary and secondary schools.
We will ask for approval from Cabinet to consult on our proposed admission arrangements, including the proposals as shown below:

School	Determined PAN 2026	Proposed PAN for 2027	Reduction
Primary			
Rokesly Junior	90	60	-30
Secondary			
Gladesmore	243	240	-3
Highgate Wood	243	240	-3
Park View	189	180	-9

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

Due to local changes, the secondary schools displayed in the table above have agreed revised class structures with their unions, increasing class sizes from 27 to 30 pupils. This adjustment offers several operational and financial benefits:

- **Timetabling Efficiencies:** Larger class sizes allow for more streamlined timetabling, reducing the number of teaching groups and enabling more effective use of classroom space and teaching time.
- **Staffing Optimisation:** With fewer classes needed to accommodate the same number of pupils, schools can better allocate teaching staff, potentially reducing the need for additional recruitment and lowering staffing costs.
- **Financial Sustainability**: A class size of 30 aligns more closely with national funding models, helping schools maximise per-pupil funding and maintain financial viability.
- **Resource Allocation:** Economies of scale in teaching resources, planning, and delivery can be achieved, supporting more consistent curriculum coverage and reducing duplication.

The secondary schools proposing reductions to their Published Admission Numbers (PAN) have done so in response to sustained changes in local demand. These proposals are also informed by a number of secondary schools moving from a class size model of 27 to 30 pupils, following consultation with staff unions last year.

All governing boards support these reductions, recognising that they will enable more efficient use of budgets and resources by concentrating provision around fuller classes. This approach is intended to support school improvement and long-term sustainability. Importantly, governing bodies remain open to increasing PANs in future should demand rise, and the admissions process allows for flexibility—reductions can be reversed, and schools may choose to admit above PAN on a temporary or permanent basis if needed.

Consulting on our admission arrangements for entry in September 2027/28 gives these schools sufficient time to make the necessary internal organisational adjustments so that any potential impact on staff is limited. It will allow the school leadership teams in offering a more accurate number of places and help with long term planning.

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

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

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

This Equalities Impact Assessment (EqIA) will form an important part of the consultation and will seek to ascertain whether the proposed reduction in PAN at the schools mentioned previously could have an impact on protected groups and whether there are steps that can and/or should be taken to mitigate against such an impact.

3. Consultation and engagement

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

The consultation aims to identify the key concerns and issues raised by stakeholders, and to determine whether they align with those highlighted in the Equality Impact Assessment (EQIA). Stakeholders such as pupils, parents, carers, school staff and governors will be invited to participate in this consultation and share their views including whether they agreed with each proposal and if not, why not. To this purpose an annual Admissions Arrangements survey has been developed which attempts to ascertain views on several education themes such as Primary, Secondary and Sixth form.

To ensure as wide a consultation as possible, a range of modes and methods of communication will be used to inform and facilitate feedback from stakeholders regarding the proposal -

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

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

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

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

Each year around 200 children and young people pass through secondary FAP and a very small number (less than 5 children) through primary FAP.

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

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

The data below shows the projected surpluses at Reception and Year 7 between now and 2031 which highlights the need for the reductions in capacity and harmonisation of secondary year groups as mentioned above.

Projected surplus of Primary (reception) places 2026-2031 (2025 SPPR)

Primary (Reception)	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Difference	239	372	344	367	374	379

Projected surplus of Secondary (Y7) places 2026-2031 (2025 SPPR)

Secondary (Y7)	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Difference	98	68	207	245	263	295

3b. Outline the key findings of your consultation / engagement activities once

completed, particularly in terms of how this relates to groups that share the protected characteristics

TO BE COMPLETED ONCE CONSULTATION AND ENGAGEMENT UNDERTAKEN

4. Data and Impact Analysis

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

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

4a. Age

Data

Borough Profile[1]

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

ONS 2021 Census

0-4 (14,900 and 5.7% of the total Haringey population)
M: 7,600 F: 7,300

5-9 (14,700 and 5.6% of the total Haringey population)
M: 7,500 F: 7,200

10-14 (15,600 and 5.9% of the total Haringey population)
M: 7,900 F: 7,700

Total Haringey Population as at 2021: 264,200
M: 127,100 F: 137,000

Target Population Profile

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

What data sources will you use to inform your assessment of the impact of the

[1] Census, 2021 – Population and household estimates, England and Wales - Office for National Statistics (ons.gov.uk)

proposal on people under this protected characteristic? The latest data from the ONS 2021 Census above and the PLASC School Census has been produced below:

PLASC School Census data as at May 2025

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

Year group	Male	Female	Grand Total
Reception	1,410	1,256	2,666
Year 1	1,393	1,242	2,635
Year 2	1,393	1,267	2,660
Year 3	1,334	1,321	2,655
Year 4	1,420	1,370	2,790
Year 5	1,400	1,410	2,810
Year 6	1,386	1,327	2,713
Grand Total	**9,736 (51.4%)**	**9,193 (48.6%)**	**18,929 (100%)**

Source: School Census May 2025

Historically, the number of children entering Haringey's school system has increased year-on-year though primary cohorts are now reducing. The School census data from May 2025 indicates a similar split across each of the age groups, with no overrepresentation in any of the age cohorts.

PLASC School Census data as at May 2025

Service users (Secondary age children attending Haringey secondary settings)

Year group	Male	Female	Grand Total
Year 7	1,310	1,168	2,478
Year 8	1,378	1,234	2,612
Year 9	1,341	1,343	2,684
Year 10	1,442	1,334	2,776
Year 11	1,442	1,395	2,837
Grand Total	**6,913 (51.6%)**	**6,474 (48.4%)**	**13,387 (100%)**

Source: School Census May 2025 Note: above data includes pupils attending Special school settings, the table below does not hence slight differences in totals

PLASC School Census data as at May 2025

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

Year group	Male	Female	Grand Total

Alexandra Park School	914	972	1,886
Duke's Aldridge Academy	519	431	950
Fortismere School	939	829	1,768
Gladesmore Community School	647	600	1,247
Greig City Academy	672	504	1,176
Harris Academy Tottenham	712	621	1,333
Heartlands High School	592	587	1,179
Highgate Wood Secondary School	850	696	1,546
Hornsey School for Girls		668	668
Mulberry Academy Woodside	628	531	1,159
Park View Schol	574	483	1,057
St Thomas More Catholic School	679	595	1,274
Grand Total	**7,726 (50.7%)**	**7,517 (49.3%)**	**15,243 (100%)**

Source: School Census May 2025

Historically, the number of children entering Haringey's school system has increased year-on-year though primary cohorts have fallen for several years and are now impacting the size of secondary cohorts also. The School census data from May 2025 shows the fall in size of younger cohorts moving through with the Year 7 cohort (2,478) some way smaller than the Year 11 cohort (2,837).

Age profile of teaching staff (by headcount) at Haringey schools

	Under 25	**25 to 29**	**30 to 39**	**40 to 49**	**50 to 59**	**60 and over**	**Total**
Haringey	80 (4%)	308 (14%)	719 (32%)	605 (27%)	453 (20%)	121 (5%)	**2,284**

Source: DfE Workforce Characteristics data at borough and school level 2024/25

Note: for Haringey data is for all schools, primary and secondary, percentages may not add up to 100% due to rounding

Detail the findings of the data

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

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

b) The target population is largely school age children so changes to school admission could potentially impact them. However, It is not anticipated that either the school admissions proposals or proposed reductions in planned admission numbers at several schools will disproportionately affect any potential pupils since the proposal relates to the removal of surplus (not needed) school places.

Potential Impacts

Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).
Reduction in surplus (not needed) school places / adjustment of class sizes from 27 to 30 should have a minimal impact on staff.

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

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

4b. Disability

Data for adult age population

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

Aged 55 to 64 years	27,853	11%	12%	11%	77%	8%	69%

Data for school age population

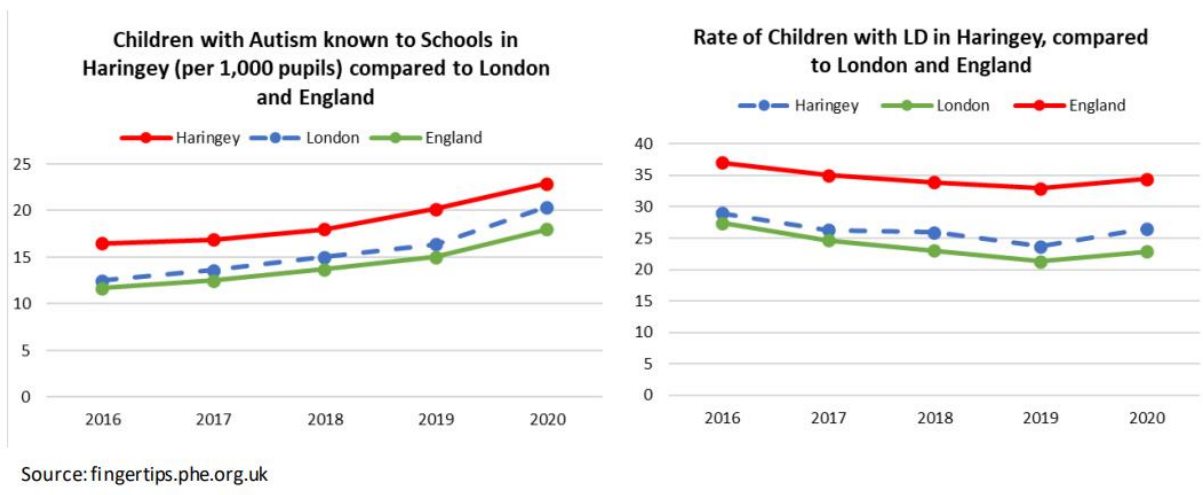
		Disabled under the Equality Act			Not disabled under the Equality Act		
Age range	**Cohort size**	**Total**	**Day-to-day activities limited a lot**	**Day-to-day activities limited a little**	**Total**	**Has long-term physical or mental health condition but day-to-day activities are not limited**	**No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

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

Target Population Profile

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

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



Total number of Children & Young People with EHCPs maintained by Haringey, Mar 2025:

Year	Totals	Year	Totals
Pre-School/Nursery	42	**Year 9**	200
Reception	136	**Year 10**	162

Year 1	152	**Year 11**	197
Year 2	151	**Year 12**	187
Year 3	204	**Year 13**	153
Year 4	178	**Year 14**	131
Year 5	185	**Year 15**	87
Year 6	196	**Year 15 plus**	163
Year 7	189		
Year 8	190	**Totals**	2,903

Source: Haringey SEN team 2025

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

Detail the findings of the data.

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

a) The distribution of the children and young people with EHCPs maintained by Haringey is broadly the same by individual year group and is unlikely to be impacted by the proposed removal of surplus school places at mainstream (not specifically SEND settings).

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

It is not felt that disabled staff at any of the impacted schools will be disproportionately impacted by changes in classroom sizes from 27 to 30 given that this is the normal classroom size across the country. Concerns of affected disabled staff at any of the impacted schools will be taken into consideration in this consultation with reference made to disability data on staff where available. In terms of mitigating the impact, the Council will endeavour to ensure that should staff be affected by changes to PAN will be given access to the redeployment pool and given individualised support to find alternative roles, considering any impacts on their protected characteristics.

Potential Impacts

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

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

4c. Gender Reassignment

Data

Borough Profile[2]

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

Data

Borough Profile

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

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

The data above shows that the majority of 16+ residents in Haringey have the same gender identity as sex registered at birth (193,177) whilst 383 residents reported as trans women and 389 as trans men[3]. Haringey doesn't collect this data for secondary age children (11-16).

[2] Census, 2021 – Gender identity, England and Wales - Office for National Statistics (ons.gov.uk)

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

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

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

Potential impacts

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

4d. Marriage and Civil Partnership

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

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

Borough Profile [4]
Divorced or formerly in a same-sex civil partnership which is now legally dissolved: (8.2%)
In a registered same-sex civil partnership: (0.6%)
Married: (33.3%)
Separated (but still legally married or still legally in a same-sex civil partnership): (4.0%)
Single (never married or never registered a same-sex civil partnership): (50.0%)
Widowed or surviving partner from a same-sex civil partnership: (3.9%)

Target Population Profile

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

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

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

[4] Source: 2011 Census

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

Potential Impacts

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

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

4e. Pregnancy and Maternity

Note[5]:

- Pregnancy is the condition of being pregnant or expecting a baby.
- Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Data

Borough Profile [6]

Live Births in Haringey 2024: 3,085

Target Population Profile

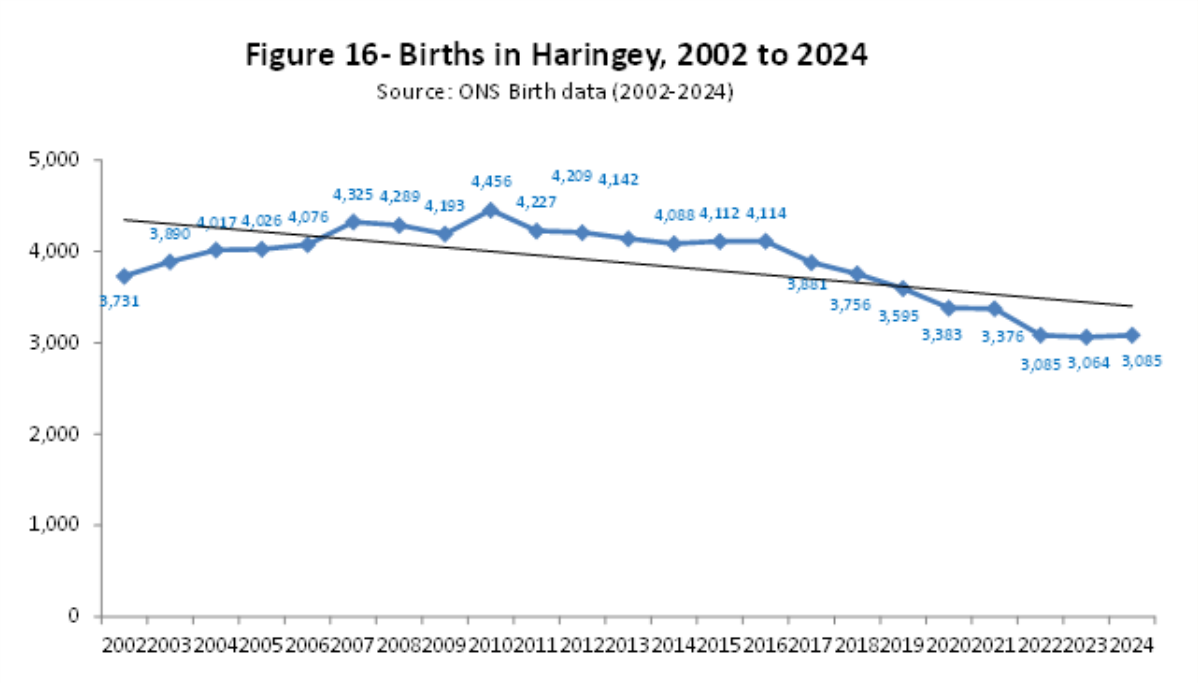
Primary and Secondary school staff and Secondary age (11-16) school age pupils (Year 7 to Year 11).

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

ONS Live births data and GLA School roll projections

The ONS data below shows the recent decline of birth rates in Haringey. Birth rates are a key determinant in the likely demand for subsequent school places. Data below from the 2025 School Place Planning report also show a projected fall in the number of Reception places required (the second column) versus the number of Reception places currently provided (the third column) at primary schools between now and 2030.

[5] Equality and Human Rights Commission, 2022 – Pregnancy and maternity discrimination.
[6] Births by Borough (ONS)



Potential Impacts

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

This proposal is likely to have no impact. The above data on birth rates going back to 2002 shows the decline in birth rates since 2011 and the resultant long-term fall in demand for secondary school places that have been seen in recent years and are forecast to continue.

This proposal is unlikely to have a disproportionate impact on staff who are pregnant. If the consultation identifies that this protected characteristic is impacted by any proposal, attempts to mitigate the impact will be considered.

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

4f. Race

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

Data

Borough Profile – 2021 Census data [8]

[7] Race discrimination | Equality and Human Rights Commission (equalityhumanrights.com)
[8] Source: 2021 Census

Other ethnic group: **9.7% in total**
Arab: 1%
Any other ethnic group: 8.7%

Asian: **8.7% in total**
Bangladeshi: 1.8%
Chinese: 1.5%
Indian: 2.2%
Pakistani: 0.8%
Other Asian: 2.4%

Black: **17.6% in total**
African: 9.4%
Caribbean: 6.2%
Other Black: 2.0%

Mixed: **7.0% in total**
White and Asian: 1.5%
White and Black African:1.0%
White and Black Caribbean: 2.0%
Other Mixed: 2.6%

White: **57.0% in total**
English/Welsh/Scottish/Norther Irish/British: 31.9%
Irish: 2.2%
Gypsy or Irish Traveller: 0.1%
Other White: 22.1%

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

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?
2021 Census data (as shown above) plus data from the annual schools census.

Ethnic composition of Haringey **pupil population** as at May 2025:

Ethnicity (Sub category)	**Haringey average - Primary**	**Haringey average - Secondary**
Asian - Asian British/Any Asian Background	1.7%	1.0%
Asian - Asian British/Bangladeshi	2.1%	2.4%

Asian - Asian British/Indian	1.2%	1.0%
Asian - Asian British/Pakistani	0.9%	0.7%
Asian British	0.0%	-
Black - African	12.1%	13.4%
Black - Black British/Caribbean	4.8%	5.8%
Black - Other Black	2.1%	2.4%
Black British	0.1%	0.1%
Chinese	1.0%	0.7%
Information Not Obtained	0.7%	2.3%
Mixed - Any Other Mixed Background	7.0%	8.5%
Mixed - White And Asian	2.8%	0.8%
Mixed - White And Black African	1.7%	1.4%
Mixed - White And Black Caribbean	2.8%	2.8%
Other	8.4%	9.2%
Other - Arab	0.0%	-
Refused	1.0%	4.0%
Travellers White - Gypsy/Roma	0.2%	0.1%
Travellers White - Gypsy/Roma - Other	0.0%	0.0%
Travellers White - Gypsy/Roma - Roma	0.2%	0.1%
Travellers White - Traveller of Irish Heritage	0.1%	0.1%
White - British	21.1%	16.9%
White - Irish	0.8%	0.5%
White - Other White	26.9%	25.9%
Grand Total	100.0%	100.0%

Source: May 2025 School Census (Haringey)

Ethnic composition of pupil population as at 2025 at selected schools:

Ethnicity (Sub category)	**Gladesmore**	**Highgate Wood**	**Park View**	**Rokesly Junior**
Asian - Asian British/Any Asian Background	1.1%	1.0%	0.6%	1.3%
Asian - Asian British/Bangladeshi	3.3%	0.8%	3.4%	2.3%
Asian - Asian British/Indian	1.2%	1.0%	0.5%	1.7%
Asian - Asian British/Pakistani	0.6%	0.2%	0.5%	0.3%

Asian British	-	-	-	0.3%
Black - African	16.8%	5.1%	12.1%	6.0%
Black - Black British/Caribbean	9.9%	4.1%	7.6%	4.7%
Black - Other Black	4.0%	1.0%	1.6%	0.7%
Black British	0.0%	0.0%	0.0%	0.0%
Chinese	2.2%	0.1%	0.2%	0.3%
Information Not Obtained	3.4%	3.6%	4.0%	0.0%
Mixed - Any Other Mixed Background	4.8%	10.1%	9.4%	7.3%
Mixed - White And Asian	0.0%	1.3%	0.5%	6.0%
Mixed - White And Black African	1.6%	1.6%	0.5%	0.7%
Mixed - White And Black Caribbean	3.4%	3.4%	1.3%	5.0%
Other	13.8%	5.4%	11.8%	4.0%
Other - Arab	-	-	-	0.0%
Refused	8.2%	1.2%	0.1%	0.0%
Travellers White - Gypsy/Roma	0.2%	0.0%	0.2%	0.0%
Travellers White - Gypsy/Roma - Other	0.0%	0.0%	0.3%	0.0%
Travellers White - Gypsy/Roma - Roma	0.1%	0.0%	0.6%	0.0%
Travellers White - Traveller of Irish Heritage	0.1%	0.1%	0.1%	0.0%
White - British	4.0%	39.7%	14.2%	40.9%
White - Irish	0.1%	1.1%	0.5%	0.7%
White - Other White	21.2%	19.2%	30.2%	17.9%
White British	0.0%	0.0%	0.0%	0.0%
Grand Total	100.0%	100.0%	100.0%	100.0%

Source: May 2025 School Census (Haringey)

The data demonstrates some significant differences in the ethnic profiles of the selected schools. For instance, Highgate Wood school has a far smaller percentage of Black African pupils (5.1%) compared to the other schools shown above and the borough average whilst Gladesmore has a far lower percentage of White – British (4.0%) pupils compared to the other schools shown above and the borough average.

Teaching staff

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

Ethnic background	**Haringey**
White	1,135 (66%)
Black or Black British	277 (16%)

Information not yet obtained	538 (z)
Asian or Asian British	150 (9%)
Any other Mixed background	112 (%)
Any other ethnic group	56 (3%)
Refused	19 (z)
Total	**2,284 (100%)**

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

Ethnic background	**Haringey**
White	1,215 (50%)
Black or Black British	717 (29%)
Information not yet obtained	699 (z)
Asian or Asian British	276 (1%)
Any other Mixed background	137 (6%)
Any other ethnic group	96 (4%)
Total	**3,140**

Source: DfE School workforce data 2025 (Reporting year 2024) School workforce in England, Reporting year 2024 - Explore education statistics - GOV.UK

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

Potential Impacts

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

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

The proposal might negatively impact some teachers or teaching staff based upon their ethnicity due to differing proportions when compared to the overall non-teaching population. For example this could be White teaching staff or White support staff who are make up 66% and 50% of Haringey staff respectively in the data above. In terms of mitigating the impact, the Council will endeavour to ensure all staff affected by the proposal will be given access to the redeployment pool and given individualised support to find alternative roles within the Council, with consideration of their protected characteristic.

The Local Authority has a duty to ensure the proposed arrangements do not unfairly disadvantage any child based on race. While there is an overrepresentation of children from ethnic minority backgrounds among the pupil population of Haringey,

the admissions arrangements apply across the piece regardless of ethnic identity. It should however be recognised that the operation of the Fair Access Protocol may have a particular positive impact on pupils from certain ethnic minority groups who meet its requirements, recognising the intersection between race and ethnicity, socioeconomic disadvantage, and disadvantage as a whole, which the Protocol is targeted at addressing.

4g. Religion or belief

Data

2021 Census update

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

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

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

Note: * Totals may not add up due to rounding

Target Population Profile

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

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

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

	Aged 3 to 15 years	
	Percentage (%)	**Cohort size**
No religion	10,116	26%
Christian	14,431	37%
Buddhist	158	0%
Hindu	314	1%
Jewish	2,851	7%
Muslim	6,999	18%
Sikh	141	0%
Other religion	762	2%
Not answered	3,352	9%
Total	39,124	39,124

Source: ONS (2021 Census data for Haringey)

Note: * Totals may not add up due to rounding

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

Potential Impacts

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

There is no reason that the removal of surplus school places / adjustment of class sizes from 27 to 30 will negatively impact pupils or teachers/school staff based upon their religion or no religion especially as the proposal relates to the removal of surplus places that are not needed.

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

This proposal is likely to have neutral impacts.

4h. Sex

Data

Borough profile [9]
Females: (51.9%)
Males: (48.1%)

Target Population Profile

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

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

PLASC School Census data as at May 2025
Service users (Primary children by Age and sex across all Haringey primary age settings)

Year group	Male	Female	Grand Total
Reception	1,410	1,256	2,666
Year 1	1,393	1,242	2,635
Year 2	1,393	1,267	2,660
Year 3	1,334	1,321	2,655
Year 4	1,420	1,370	2,790
Year 5	1,400	1,410	2,810
Year 6	1,386	1,327	2,713
Grand Total	**9,736 (51.4%)**	**9,193 (48.6%)**	**18,929 (100%)**

Source: School Census May 2025

PLASC School Census data as at May 2025
Service users (Secondary age children attending Haringey secondary settings)

Year group	**Male**	**Female**	**Grand Total**
Year 7	1,310	1,168	2,478
Year 8	1,378	1,234	2,612
Year 9	1,341	1,343	2,684
Year 10	1,442	1,334	2,776

[9] Source: 2021 Census

Year 11	1,442	1,395	2,837
Grand Total	**16,649 (51.6%)**	**15,667 (48.4%)**	**32,316 (100%)**

Source: School Census May 2025

PLASC School census data as at May 2025

Service users (Primary and Secondary age children by Sex at selected schools)

Sex	Rokesly Junior primary	Gladesmore secondary	Highgate Wood secondary	Park View secondary
Female	142 (47.2%)	600 (48.1%)	538 (43.1%)	483 (45.7%)
Male	159 (52.8%)	647 (51.9%)	709 (56.9%)	574 (54.3%)
Total	**301 (100%)**	**1,247 (100%)**	**1,247 (100%)**	**1,057 (100%)**

Historically, the number of children entering Haringey's school system has increased year-on-year though primary cohorts are now reducing. The School census data from May 2025 indicates a general even split across male and female.

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

Staff at all Haringey state funded schools - Headcount

	Male (%)	Female (%)
Teachers	695 (30.4%)	1,589 (69.6%)
Teaching assistants	277 (18.2%)	1,249 (81.8%)
Other school support staff	31 (11.4%)	240 (88.6%)
Administrative staff	36 (12.3%)	256 (87.7%)
Technicians	52 (60.5%)	34 (39.5%)
Auxiliary staff	120 (15.3%)	661 (84.5%)
Leadership – non teacher	x	x
School business professionals	92 (51.4%)	87 (48.6%)

Source: DfE School workforce data 2025 (Reporting year 2024) School workforce in England, Reporting year 2024 - Explore education statistics - GOV.UK

Note: x = sample size too small for disclosure

The majority of Haringey school staff are female, and this is reflected in each category of school staff except technicians. The imbalance of school staff is most apparent amongst other school staff and administrative staff, of which 11.4% and 12.3% are male.

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

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

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

The main impact of this proposal is surplus places will be reduced in the relevant planning area by reducing surplus (not needed) capacity. These places are in addition to those projected to be required by pupils it is anticipated that no impact on this characteristic (sex) will occur for pupils.

Potential Impacts

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

There is no reason that the proposal will negatively impact pupils based upon their sex especially as the proposal relates to the removal of surplus places that are not needed / adjustment of class sizes from 27 to 30.

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

This change in place provision is likely to result in the reduction of teaching and teaching assistant staff required. As a greater proportion of school staff are women rather than men it is more likely women will be affected by this change.

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

4i. Sexual Orientation

Data

Borough profile [10]

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

[10] Source: ONS Integrated Household Survey

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

	Number	Percentage (%)
Straight or heterosexual	180,100	83.4%
Gay or Lesbian	5,912	2.7%
Bisexual	4,503	2.1%
All other sexual orientation	1,752	0.8%
Not answered	23,733	11.0%
Total	**216,000**	**100%**

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

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

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

We do not anticipate that this proposal will have any impact on people based on their sexual orientation and we will continue to ensure there is no discrimination based on sexual orientation.

Potential Impacts

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

This proposal is likely to have no impacts.

4j. Socioeconomic Status

Data
Borough profile

Income
7.9% of the population in Haringey were claiming unemployment benefit on 10 July 2025.[11]

[11] ONS Claimant Count

25.3% of the population in Haringey were claiming Universal Credit in July 2025 (% of population aged 16-65 on Universal Credit) [12]
It is estimated that 28.6% of employee jobs in the borough are paid less than the Living Wage Foundation rate.[13]

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

3.7% of Haringey's working age populations had no qualifications in 2021.[15] 5.0% were qualified to level one only.[16]

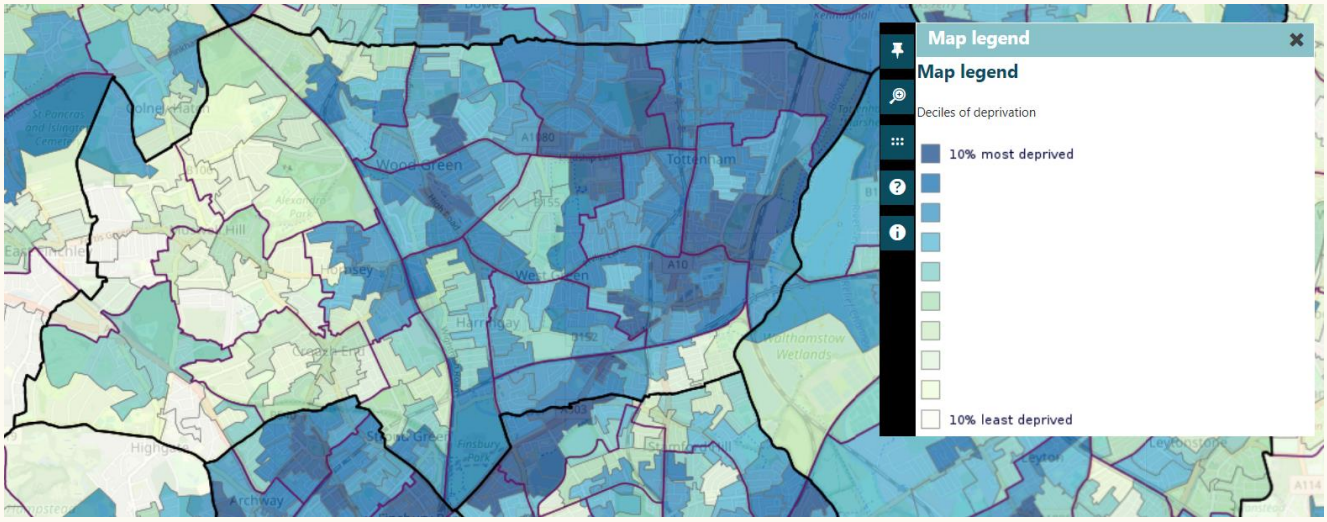
Area Deprivation

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

This trend is illustrated in the map below where the darker shaded areas show data from the 2019 IDACI (Income Deprivation affecting children index).
Source: Indices of Deprivation - London Datastore
Note: The 2025 Indices of Multiple Deprivation will be available in October or November 2025.

[12] LG Inform
[13] Number and proportion of employee jobs with hourly pay below the living wage - Office for National Statistics

[14] 'Local authority characteristics data' from 'Key stage 4 performance', Permanent data table - Explore education statistics - GOV.UK
[15] LG Inform - qualifications
[16] LG Inform – level one
[17] State of the Borough (p.21)



Target Population Profile

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

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

Deprivation and Educational attainment data as listed above.

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

Potential Impacts

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

There is no reason that the proposal will negatively impact pupils based upon their socioeconomic status especially as the proposal relates to the removal of surplus places that are not needed / adjustment of class sizes from 27 to 30.

This proposal is likely to have negative impacts on affected staff who live in deprived parts of Haringey who might be disproportionately impacted by coming from a lower socio-economic background. In terms of mitigating the impact, the Council will endeavour to ensure all staff affected by the proposal will be given access to the redeployment pool and given individualised support to find alternative roles within the Council, with consideration of their protected characteristic.

5. Key Impacts Summary

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

The key finding is that the removal of surplus (not needed) school places at the selected secondary and primary schools is unlikely to have any overall material impact on existing or future pupils at those schools.

Age: None **Disability**: None **Gender Reassignment**: None **Marriage and civil partnership**: None **Pregnancy and maternity**: This proposal is unlikely to have a disproportionate impact on staff who are pregnant. If the consultation identifies that this protected characteristic is impacted by any proposal, attempts to mitigate the impact will be considered – see above section for more detail. **Race**: The proposal might negatively impact some teachers or teaching staff based upon their ethnicity due to differing proportions when compared to the overall non-teaching population – see above section for more detail. **Religion or Belief**: None **Sex**: This change in place provision is likely to result in the reduction of teaching and teaching assistant staff required. As a greater proportion of school staff are women rather than men it is more likely women will be affected by this change – see above section for more detail. **Sexual orientation**: None **Socio-economic status**: This proposal is likely to have negative impacts on affected staff who live in deprived parts of Haringey who might be disproportionately impacted by coming from a lower socio-economic background – see above section for more detail.

The same finding (limited material impact) is found for the proposed adjustment of class sizes from 27 to 30 at selected secondary schools. It is likely to lead to those affected schools having improved finances and thus sustainability due to the way that schools funding is directly relating to pupil numbers. Moreover, as this proposal does not impact the net capacity of schools (the amount of pupils these school can accommodate) any increase in demand for local school place in future can be easily accommodated without even the need for a formal consultation – this is called reinstatement of PAN (planned admission number).

Amendment to PAN and local/planning area capacity has been considered in the context of the effects on local provision, looking at recruitment patterns to local schools and ensuring that the knock-on effects in the adjustment of PANs is considered. Meetings and or conversations have also been conducted with all Secondary and All-Through headteachers in the borough.

5b. Intersectionality

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

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

- Children from ethnic minority groups may be more likely to experience positive benefits from the FAP, as they may be overrepresented in the groups that the FAP targets. Evidence shows that they are more likely to face

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

5c. Data Gaps

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

N/A

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

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

In your answer, please consider the following three questions:

- Could the proposal result in any direct/indirect discrimination for any group that shares the relevant protected characteristics?
- Will the proposal help to advance equality of opportunity between groups who share a relevant protected characteristic and those who do not?
- Will the proposal help to foster good relations between groups who share a relevant protected characteristic and those who do not?

It is not felt that there will be any difference in the relations between groups who share the above characteristics and those who do not given there are no material differences from arrangements for previous years.

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

However, the proposal is a reasonable and proportionate response to ensure the sustainability and breadth of offer at Haringey's primary and secondary school estate. Doing nothing would put many schools under intolerable financial burden which could negatively impact wider educational outcomes.

Moreover, following the results of the consultation it is proposed to consider any possible mitigating factors that may alleviate impacts of these teachers / teaching assistants. Careful monitoring of in-year admissions and school roll projections data will also ensure that if additional places are required, they are immediately fulfilled.

7. Amendments and mitigations

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

Further information on responding to identified impacts is contained within accompanying EQIA guidance
Please delete Y/N as applicable

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

Adjust the proposal: the EQIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below **Y/N**

Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision. **Y/N**

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

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

7. Ongoing monitoring

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

Monitoring - The Head of Admissions and School Organisation at Haringey Council will be responsible for monitoring. The School Admissions Return to DfE is an annual report which sets outs information on the effectiveness of the admission arrangements and compliance with the requirements of the Code. The annual report to the Office of Schools" Adjudicators monitors the fairness of the admission arrangements. This information is reported to the DfE and the OSA annually.

Two main mechanisms will be used by the DfE to provide feedback on how effective the measures in the revised Codes and regulations have been and to inform future policy development. In producing his annual report for the Secretary of State, the Schools Adjudicator will take account of the reports he will receive from each local authority on the legality, fairness, and effectiveness of local admission arrangements.

Appeal arrangements - Admission arrangements are subject to an appeal process that gives parents the right to appeal decisions. The process is also used to hold admissions authorities to account and ensure that the arrangements have been applied correctly.

Date of EQIA monitoring review:

Annual monitoring

8. Authorisation

EQIA approved by (Assistant Director/ Director)	**Jane Edwards**
Date	**TBA**

9. Publication

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

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Appendix 8

Pan-London Co-ordinated Scheme for Reception and Junior Admissions 2027/8

APPLICATIONS

1. Haringey Local Authority will take all reasonable steps to ensure that every parent/carer who is resident in Haringey and has a child in a nursery class within a maintained school or academy, either in Haringey or any other maintaining LA, is informed how they can make application in the forthcoming academic year.

2. Haringey residents can apply online at www.haringey.gov.uk/schooladmissions or alternatively submit a paper application available from the School Admissions Service.

3. Haringey Local Authority will take all reasonable steps to ensure that every parent who has a child in their last year of primary education within a maintained school, either in Haringey or elsewhere, and who is resident in Haringey can be signposted to a copy of Haringey's booklet which will be available in early September 2026.

4. The booklet will also be available to parents who are non-residents and will include information on how they can access their home local authority's equivalent School Admissions Application Form.

5. The admission authorities within Haringey will not use supplementary information forms except where the information available through the School Admissions Application Form is insufficient for consideration of the application against the published over subscription criteria. Where supplementary information forms are used by the admission authorities within Haringey, the LA will seek to ensure that they only collect information which is required by the published oversubscription criteria, in accordance with paragraph 2.4 of the School Admissions Code 2021.

6. Where supplementary forms are used, they will be made available directly from the relevant schools. Such forms will advise parents that they must also complete their home local authority's School Admissions Application Form. The Haringey schools' booklet will indicate which Haringey schools require supplementary information forms to be completed.

7. Where a school in Haringey receives a supplementary information form, it will not be considered a valid application unless the parent/carer has also listed the school on their home LA's School Admissions Application Form.

8. Haringey Local Authority will share the details of each application for a Haringey voluntary-aided school, foundation school or academy with that school. Schools that require a supplementary information form will check that each parent has completed one. If one has not been received the school will make contact with the parent and ask them to complete one. The school will also check that each parent that has completed a supplementary form has also completed a School Admissions Application Form. If any parent has not completed a School Admissions Application Form, the school will share that

information with Haringey Local Authority who will then contact the parent and ask them to complete one.

9. Applicants will be able to express a preference for six schools located within and/or outside Haringey Local Authority.

10. The order of preference given on the School Admissions Application Form will not be revealed to a school. However, where a parent resident in Haringey expresses a preference for schools in the area of another local authority, the order of preference will be revealed to that local authority in order to determine the highest preference offer in cases where a child is eligible for a place at more than one school.

11. Haringey undertakes to carry out the address verification process set out in its entry in LIAGG Address Verification Register. This will in all cases include validation of resident applicants against this LA's primary school data and the further investigation of any discrepancy. Additional information will be requested from parents at the time of application and this will be explained in the secondary booklet. Where this LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than **12 February 2027**.

12. Haringey will confirm the status of any resident child for whom it receives an Application Form stating that s/he is a 'Child in Care' and will provide any additional evidence on receipt of a reasonable request to the maintaining LA in respect of a preference for a school in its area by **5 February 2027**.

13. Haringey will advise a maintaining LA of the reason for any preference expressed for a school in its area, in respect of a resident child born outside of the correct age cohort, and will forward any supporting documentation to the maintaining LA by **5 February 2027**.

PROCESSING

14. Applicants resident within Haringey must complete and return the School Admissions Application Form, which will be available on-line, by **15 January 2027**. However, Haringey LA encourages applicants to submit their application by **8 January 2027** to allow sufficient time to process and check all applications before the mandatory date when data must be sent to the Pan London Register (PLR).

15. Any application forms, changes to preferences or preference order received after **15 January 2027** will be treated as late. This means that such applications will be considered after those applicants who have applied on time.

16. Haringey will accept late applications and process them as on time only if they are late for a good reason and supported by written independent evidence. Upon receipt of the written independent evidence, each case will be decided on its own merits.

17. Where such applications contain preferences for schools in other LAs, Haringey will forward the details to maintaining LAs via the Pan-London

Register (PLR) as they are received. Haringey will accept late applications which are considered to be on time within the terms of the home LA's scheme.

18. The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the home LA's scheme is **12 February 2027**.

19. Where an applicant moves from one participating home LA to another after submitting an on-time application under the terms of the former home LA's scheme, the new home LA will accept the application as on-time up to **12 February 2027**, on the basis that an on-time application already exists within the Pan-London system.

20. Application data relating to applications for schools in other participating local authorities will be up-loaded to the Pan-London Register (PLR) by **5 February 2027**. Supplementary information provided with the School Admissions Application Form will be sent to Haringey voluntary-aided schools/maintaining local authorities by the same date.

21. Application data relating to Haringey schools from out-of-borough pupils will be received from the Pan London Register on **5 February 2027**.

22. Haringey Local Authority will notify each school within Haringey that is its own admission authority of every preference that has been made for the school, forwarding to them all relevant details from the School Admissions Application Form by **5 February 2027**.

23. Between **5 February 2027** and **22 February 2027**, voluntary-aided, foundation schools and Academies will assess their applications according to their admissions criteria.

24. Haringey will participate in the application data checking exercise scheduled between **15-22 February 2027** in the Pan-London timetable.

25. All preferences for schools within Haringey will be considered by the relevant admission authorities without reference to preference order. Voluntary-aided schools, Academies, Free schools and Foundation schools to provide Haringey LA with an electronic list of their applicants in rank order by **22 February 2027**. When the admission authorities within Haringey have provided a list of applicants in rank order, Haringey Local Authority shall, for each applicant to its schools for whom more than one potential offer is available, make the offer to the highest ranked school.

26. Haringey Local Authority will send the first ALT file to the Pan-London Register (PLR) giving offer details for their school by **17 March 2027**. The PLR will transmit the highest potential offer specified by the maintaining LA to the Home LA.

27. Haringey will eliminate all but the highest ranked offer where an applicant has more than one potential offer. This will involve exchanges of preference outcomes between the LAS (Local Admissions System) and the PLR which will continue until notification that a steady state has been achieved or until **25 March 2027** if this is sooner.

28. Haringey will not make an additional offer between the end of the iterative process and **16 April 2027** which may impact on an offer being made by another participating LA.

29. Notwithstanding paragraph 28 if an error is identified within the allocation of places at one of our schools, Haringey LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a home or maintaining LA) Haringey LA will liaise with that LA to attempt to resolve the incorrect offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, Haringey will accept that the applicant(s) affected might receive a multiple offer.

30. Haringey will participate in the offer data checking exercise scheduled between **25 March-8 April 2027**.

31. Haringey will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **13 April 2027**.

OFFERS

32. Haringey will ensure, so far as is reasonably practical, that each resident applicant who cannot be offered a preference expressed on the School Admissions Application Form receives the offer of an alternative school place. The applicant will be offered a place at the nearest community school (or own admitting authority school if the governors have agreed to this) to the home address with an available place.

33. Haringey will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the Home LA or in other participating LAs.

34. Haringey will use the form of Notification Letter set out in this document.

35. Notification of the outcome will be sent to parents on **16 April 2027**.

36. Details of the pupils to be offered will be made available to each Haringey primary school by **16 April 2027**.

37. Parents who are not offered a place at their preferred schools will be offered the right of appeal.

POST OFFER

38. Parents must accept or decline the offer of a place by **30 April 2027**. If they do not respond by this date the local authority will make every reasonable effort to contact the parent to find out whether or not they wish to accept the place. If the parent fails to respond to the local authority the school place will be withdrawn.

39. Where a parent accepts or declines a place by **30 April 2027** this information will be passed to the maintaining LA by **6 May 2027.** Where such information

is received from applicants after **30 April 2027**, this LA will pass it to the maintaining LA as it is received.

40. Where a place becomes available in an oversubscribed maintained school or academy in Haringey, it will be offered from a waiting list ordered in accordance with paragraph 2.15 of the School Admissions Code 2021.

41. Haringey will inform the home LA, where different, of an offer for a maintained school or Academy in Haringey which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.

42. When acting as a maintaining LA, Haringey LA and the admission authorities within it will not inform an applicant resident in another LA that a place can be offered.

43. Haringey will offer a place at a maintained school or Academy in another LA to an applicant resident in its area, provided that the school is ranked higher on the School Admissions Application Form than any school already offered.

44. Where Haringey is informed by a maintaining LA of an offer which can be made to an applicant resident in Haringey which is ranked lower on the School Admissions Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.

45. Where Haringey, acting as a home LA, has agreed to a change of preference order for good reason, it must inform any maintaining LA affected by the change.

46. Haringey will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.

47. Haringey will accept new applications (including additional preferences) from home LAs for maintained schools and Academies in its area.

WAITING LISTS

48. Where a child does not receive an offer of their first preference, his/her name will automatically be placed on the waiting list for each Haringey school for which he/she is eligible, that is a higher preference school to the one that has been offered. Parents will be advised that if they want to go on the waiting list for an out-of-borough school, that they must put this in writing to the School Admissions Service in Haringey.

49. Parents will be given the opportunity to make applications to Haringey schools to which they did not originally apply.

50. Waiting lists will be kept by all maintained admission authorities in Haringey and coordinated centrally by this local authority as part of the coordination of all admission applications. Academies, voluntary-aided and foundation schools will apply their own admission arrangements. Haringey local authority will keep a mirrored waiting list and will offer places on behalf of the governing body. Waiting lists for community schools will be administered centrally by the local authority.

Appendix 8

51. Waiting lists for entry to Reception in September 2027 will be compiled after **30 April 2027** (after the deadline for acceptance of places) and will be kept in strict criteria order with no differentiation between on-time or late applications.

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

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

Timetable for entry to school in September 2027

8 January 2027	Recommended closing date for receipt of the School Admission Application Form
15 January 2027	Statutory deadline for return of application to the Home LA
5 February 2027	Deadline for the transfer of application information by the Home LA to the PLR and supplementary information to Haringey VA schools/maintaining local authorities
5 February 2027 – 22 February 2027	Voluntary-aided schools and Academies will order their applications according to their admissions criteria
12 February 2027	Deadline for the upload of applications that are late but are considered to be on-time, to the PLR
15-22 February 2027	Pan-London data checking exercise of pupil applications exchanged via the PLR
22 February 2027	Voluntary-aided schools, Academies, Free schools and Foundation schools to provide Haringey LA with an electronic list of their applicants in rank order
17 March 2027	Deadline for the transfer of highest potential offer information from the Maintaining LAs to the PLR
25 March 2027	Final ALT file to the PLR
25 March-8 April 2027	Pan-London data checking exercise of pupil offer data
13 April 2027	Deadline for on-line ALT file to portal
16 April 2027	eAdmissions offers made/offer letters posted where applicants have made paper applications
30 April 2027	Date by which parents accept or decline offers
6 May 2027	Date by which LA will pass information to schools within Haringey (or for out-of-borough schools, to the maintaining LA) on parents who have accepted or declined a place.

Appendix 8

NOTIFICATION LETTERS AND EMAILS

A. Offer

Letter Dear

salutation,

Reception Admissions 2027 –firstname surname (DOB)

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

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

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

Pupil ID	
First Name	
Surname	
Date of Birth	

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

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

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

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

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

Waiting lists

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

I can confirm that your child's name will be placed on the waiting list for any Haringey Schools listed higher on your form. If you would like to be added to any other school waiting list (or removed from a list), please put your request in writing to the email address below. You can only be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start from [date TBC], after which you can check waiting lists positions online here: www.haringey.gov.uk/waiting-lists.

Please note that being on a waiting list does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list.

Your right to appeal
You have the right of appeal if your child is refused a place at the schools listed on your form.
Full details of how to appeal are on our website: www.haringey.gov.uk/appeals.
Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting a school place will not influence the outcome of your appeal or your child's position on a waiting list.

If you have any questions about this letter please contact us using the contact details below.

Haringey School Admissions Service

B. Allocation

Letter Dear salutation,

Reception Admissions 2027 –firstname surname (DOB)

I am writing to let you know the outcome of your application for a primary school place. I am sorry to tell you that we have not been able to offer your child a place at any of the schools you listed on your application form. For each of these schools, there were more applications than places available and other applicants had a higher priority than your child under the school's published admission criteria.

Your child has been offered a place at School_name. This is the nearest Haringey school to your home address with an available place.

Please respond now to this offer online here: bit.ly/SchoolPlaceConfirmation. You must respond by [date TBC] or the offer may be withdrawn.

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

Pupil ID	

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First Name	
Surname	
Date of Birth	

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

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

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

If you would like further information about why your child was not offered a place at one of your higher preference schools, please contact the admission authority for that school. We are the admission authority for community and voluntary controlled (VC) schools in Haringey. For all other schools and academies in Haringey, please contact them directly to find out why your child was not offered a place. If you have applied for a school outside the borough then please contact the school admissions service in the borough where the school is located.

The contact details for Haringey schools or the relevant admissions service in other boroughs can be found in our Primary Admissions Booklet and online at www.haringey.gov.uk/schooladmissions. Details of how places were offered in Haringey are published online at www.haringey.gov.uk/starting-primary-school.

Waiting lists
I can confirm that your child's name has been put on the waiting list for all Haringey schools listed on your form. If you would like firstname to be added to any other school waiting list (or removed from a list), please put your request in writing to the email address below. You can be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start from [date TBC], after which you can check waiting lists positions online here: www.haringey.gov.uk/waiting-lists.

Please note that being on a waiting list does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list.

Your right to appeal
You have the right of appeal if your child is refused a place at the schools listed on your form.
Full details of how to appeal are on our website: www.haringey.gov.uk/appeals.
Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of your appeal or your child's position on a waiting list.

If you have any questions about this letter please contact us using the contact details

below. Officers are working remotely, so please respond by email.

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Haringey School Admissions

C. Offer Email 1

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are pleased to be able to offer you your first preference school. You must respond to this offer by [date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. Applications for any school that you listed lower on your application form have been automatically withdrawn. You can find further information about how school places were offered on our website.

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

If you have any questions please contact us on 020 8489 1000 or email schooladmissions@haringey.gov.uk
Haringey School Admissions Team

D. Offer Email 2

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are pleased to be able to offer you one of your preferred schools. You must respond to this offer by [date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. We are sorry that it was not possible to offer a place at any of your higher preferences. For each of these schools there were more applications than places available, and other applicants had a higher priority than your child under the school's admission criteria. You can find more information on how school places were offered on our website.

Haringey waiting lists will open from [date TBC] and from that date you will be able to check your child's position online. Your child will automatically be placed on the waiting list for any Haringey schools listed higher on your application. Applications for any school listed lower on your application have been automatically withdrawn. Being on a waiting list does not guarantee your child a place at the school, and their position on the list could go down as well as up. To add or remove your child from waiting lists, email schooladmissions@haringey.gov.uk.

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023. Accepting a school place will not influence the outcome of your appeal or your position on a waiting list.

If you have any questions contact us on 020 8489 1000 or email schooladmissions@haringey.gov.uk
Haringey School Admissions Team

E. Allocation Email

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are sorry that we have not been able to offer your child a place at any of your preferred schools. This is because all the available places were offered to applicants who had a higher priority than your child under the school's admission criteria. Your child has been offered a place at the school listed above. You can find more information on how school places were offered on our website.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of an appeal or your position on a waiting list. You must respond to this offer by [date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

Haringey waiting lists will open from [date TBC] and from that date you will be able to check your child's position online. Your child will automatically be placed on the waiting list for all Haringey schools listed on your application. Being on a waiting list does not guarantee your child a place at the school, and their position on the list could go down as well as up. To add or remove your child from waiting lists, email schooladmissions@haringey.gov.uk.

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

If you have any questions contact us on 020 8489 1000 or email schooladmissions@haringey.gov.uk
Haringey School Admissions Team

Appendix 8

Pan-London Co-ordinated Scheme for Secondary Admissions 2027/8

APPLICATIONS

1. Haringey Local Authority will advise home local authorities during the Summer Term of Year 5 of their resident pupils on the roll of Haringey's maintained primary schools and whose parents are eligible to make application in the forthcoming academic year.

2. Haringey residents can apply online at www.haringey.gov.uk/schooladmissions or alternatively submit a paper application available from the School Admissions Service.

3. Haringey Local Authority will take all reasonable steps to ensure that every parent who has a child in their last year of primary education within a maintained school, either in Haringey or elsewhere, and who is resident in Haringey can be signposted to a copy of Haringey's booklet which will be available in early September 2026.

4. The booklet will also be available to parents who are non-residents and will include information on how they can access their home local authority's equivalent School Admissions Application Form.

5. The admission authorities within Haringey will not use supplementary information forms except where the information available through the School Admissions Application Form is insufficient for consideration of the application against the published over subscription criteria. Where supplementary information forms are used by the admission authorities within Haringey, the LA will seek to ensure that they only collect information which is required by the published oversubscription criteria, in accordance with paragraph 2.4 of the School Admissions Code 2021.

6. Where supplementary forms are used, they will be made available directly from the relevant schools. Such forms will advise parents that they must also complete their home local authority's School Admissions Application Form. The Haringey schools' booklet will indicate which Haringey schools require supplementary information forms to be completed.

7. Where a school in Haringey receives a supplementary information form, it will not be considered a valid application unless the parent/carer has also listed the school on their home LA's School Admissions Application Form.

8. Haringey Local Authority will share the details of each application for a Haringey voluntary-aided school, foundation school or academy with that school. Schools that require a supplementary information form will check that each parent has completed one. If one has not been received the school will make contact with the parent and ask them to complete one. The school will also check that each parent that has completed a supplementary form has also completed a School Admissions Application Form. If any parent has not completed a School Admissions Application Form, the school will share that information with Haringey Local Authority who will then contact the parent and ask them to complete one.

9. Applicants will be able to express a preference for six schools located within and/or outside Haringey Local Authority.

10. The order of preference given on the School Admissions Application Form will not be revealed to a school. However, where a parent resident in Haringey expresses a preference for schools in the area of another local authority, the order of preference will be revealed to that local authority in order to determine the highest preference offer in cases where a child is eligible for a place at more than one school.

11. Haringey undertakes to carry out the address verification process set out in its entry in LIAGG Address Verification Register. This will in all cases include validation of resident applicants against this LA's primary school data and the further investigation of any discrepancy. Additional information will be requested from parents at the time of application and this will be explained in the secondary booklet. Where this LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than **10 December 2026**.

12. Haringey will confirm the status of any resident child for whom it receives an Application Form stating that s/he is a 'Child in Care' and will provide any additional evidence on receipt of a reasonable request to the maintaining LA in respect of a preference for a school in its area by **13 November 2026**.

13. Haringey will advise a maintaining LA of the reason for any preference expressed for a school in its area, in respect of a resident child born outside of the correct age cohort, and will forward any supporting documentation to the maintaining LA by **13 November 2026**.

PROCESSING

14. Applicants resident within Haringey must complete and return the School Admissions Application Form, which will be available on-line, by **31 October 2026**. However, Haringey LA encourages applicants to submit their application by **24 October 2026** to allow sufficient time to process and check all applications before the mandatory date when data must be sent to the Pan London Register (PLR).

15. Any application forms, changes to preferences or preference order received after **31 October 2026** will be treated as late. This means that such applications will be considered after those applicants who have applied on time.

16. Haringey will accept late applications and process them as on time only if they are late for a good reason and supported by written independent evidence. Upon receipt of the written independent evidence, each case will be decided on its own merits.

17. Where such applications contain preferences for schools in other LAs, Haringey will forward the details to maintaining LAs via the Pan-London Register (PLR) as they are received. Haringey will accept late applications which are considered to be on time within the terms of the home LA's scheme.

18. The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the home LA's scheme is **10 December 2026**.

19. Where an applicant moves from one participating home LA to another after submitting an on-time application under the terms of the former home LA's scheme, the new home LA will accept the application as on-time up to **7 December 2026**, on the basis that an on-time application already exists within the Pan-London system.

20. Application data relating to applications for schools in other participating local authorities will be up-loaded to the Pan-London Register (PLR) by **13 November 2026**. Supplementary information provided with the School Admissions Application Form will be sent to Haringey voluntary-aided schools/maintaining local authorities by the same date.

21. Application data relating to Haringey schools from out-of-borough pupils will be received from the Pan London Register on **13 November 2026**.

22. Haringey Local Authority will notify each school within Haringey that is its own admission authority of every preference that has been made for the school, forwarding to them all relevant details from the School Admissions Application Form by **13 November 2026**.

23. Between **13 November 2026** and **4 January 2027**, voluntary-aided, foundation schools and Academies will assess their applications according to their admissions criteria.

24. Haringey will participate in the application data checking exercise scheduled between **11 December 2026 - 4 January 2027** in the Pan-London timetable.

25. All preferences for schools within Haringey will be considered by the relevant admission authorities without reference to preference order. Voluntary-aided schools, Academies, Free schools and Foundation schools to provide Haringey LA with an electronic list of their applicants in rank order by **4 January 2027**. When the admission authorities within Haringey have provided a list of applicants in rank order, Haringey Local Authority shall, for each applicant to its schools for whom more than one potential offer is available, make the offer to the highest ranked school.

26. Haringey Local Authority will send the first ALT file to the Pan-London Register (PLR) giving offer details for their school by **29 January 2027**. The PLR will transmit the highest potential offer specified by the maintaining LA to the Home LA.

27. Haringey will eliminate all but the highest ranked offer where an applicant has more than one potential offer. This will involve exchanges of preference outcomes between the LAS (Local Admissions System) and the PLR which will continue until notification that a steady state has been achieved or until **18 February 2027** if this is sooner.

28. Haringey will not make an additional offer between the end of the iterative process and **1 March 2027** which may impact on an offer being made by another participating LA.

29. Notwithstanding paragraph 28 if an error is identified within the allocation of places at one of our schools, Haringey LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a home or maintaining LA) Haringey LA will liaise with that LA to attempt to resolve the incorrect offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, Haringey will accept that the applicant(s) affected might receive a multiple offer.

30. Haringey will participate in the offer data checking exercise scheduled between **16-24 February 2027**.

31. Haringey will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **25 February 2027**.

OFFERS

32. Haringey will ensure, so far as is reasonably practical, that each resident applicant who cannot be offered a preference expressed on the School Admissions Application Form receives the offer of an alternative school place. The applicant will be offered a place at the nearest community school (or own admitting authority school if the governors have agreed to this) to the home address with an available place.

33. Haringey will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the Home LA or in other participating LAs.

34. Haringey will use the form of Notification Letter set out in this document.

35. Notification of the outcome will be sent to parents on **1 March 2027**.

36. Details of the pupils to be offered will be made available to each Haringey primary school by **1 March 2027**.

37. Parents who are not offered a place at their preferred schools will be offered the right of appeal.

POST OFFER

38. Parents must accept or decline the offer of a place by **15 March 2027**. If they do not respond by this date the local authority will make every reasonable effort to contact the parent to find out whether or not they wish to accept the place. If the parent fails to respond to the local authority the school place will be withdrawn.

39. Where a parent accepts or declines a place by **15 March 2027** this information will be passed to the maintaining LA by **22 March 2027.** Where such information is received from applicants after **15 March 2027**, this LA will pass it to the maintaining LA as it is received.

40. Where a place becomes available in an oversubscribed maintained school or academy in Haringey, it will be offered from a waiting list ordered in accordance with paragraph 2.15 of the School Admissions Code 2021.

41. Haringey will inform the home LA, where different, of an offer for a maintained school or Academy in Haringey which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.

42. When acting as a maintaining LA, Haringey LA and the admission authorities within it will not inform an applicant resident in another LA that a place can be offered.

43. Haringey will offer a place at a maintained school or Academy in another LA to an applicant resident in its area, provided that the school is ranked higher on the School Admissions Application Form than any school already offered.

44. Where Haringey is informed by a maintaining LA of an offer which can be made to an applicant resident in Haringey which is ranked lower on the School Admissions Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.

45. Where Haringey, acting as a home LA, has agreed to a change of preference order for good reason, it must inform any maintaining LA affected by the change.

46. Haringey will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.

47. Haringey will accept new applications (including additional preferences) from home LAs for maintained schools and Academies in its area.

WAITING LISTS

48. Where a child does not receive an offer of their first preference, his/her name will automatically be placed on the waiting list for each Haringey school for which he/she is eligible, that is a higher preference school to the one that has been offered. Parents will be advised that if they want to go on the waiting list for an out-of-borough school, that they must put this in writing to the School Admissions Service in Haringey.

49. Parents will be given the opportunity to make applications to Haringey schools to which they did not originally apply.

50. Waiting lists will be kept by all maintained admission authorities in Haringey and coordinated centrally by this local authority as part of the coordination of all admission applications. Academies, voluntary-aided and foundation schools will apply their own admission arrangements. Haringey local authority will keep a mirrored waiting list and will offer places on behalf of the governing body. Waiting lists for community schools will be administered centrally by the local authority.

51. Waiting lists for entry to Year 7 in September 2027 will be compiled after **15 March 2027** (after the deadline for acceptance of places) and will be kept in strict criteria order with no differentiation between on-time or late applications.

Appendix 8

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

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

Timetable for entry to school in September 2027

24 October 2026	Recommended closing date for receipt of the School Admission Application Form
31 October 2026	Statutory deadline for return of application to the Home LA
13 November 2026	Deadline for the transfer of application information by the Home LA to the PLR and supplementary information to Haringey VA schools/maintaining local authorities
13 November 2026 – **4 January 2027**	Voluntary-aided schools and Academies will order their applications according to their admissions criteria
10 December 2026	Deadline for the upload of applications that are late but are considered to be on-time, to the PLR
11 December 2026 - 4 January 2027	Pan-London data checking exercise of pupil applications exchanged via the PLR
4 January 2027	Voluntary-aided schools, Academies, Free schools and Foundation schools to provide Haringey LA with an electronic list of their applicants in rank order
29 January 2027	Deadline for the transfer of highest potential offer information from the Maintaining LAs to the PLR
18 February 2027	Final ALT file to the PLR
16-24 February 2027	Pan-London data checking exercise of pupil offer data
25 February 2027	Deadline for on-line ALT file to portal
1 March 2027	eAdmissions offers made/offer letters posted where applicants have made paper applications
15 March 2027	Date by which parents accept or decline offers
22 March 2027	Date by which LA will pass information to schools within Haringey (or for out-of-borough schools, to the maintaining LA) on parents who have accepted or declined a place.

Appendix 8

NOTIFICATION LETTERS AND EMAILS

A. Offer

Letter Dear

salutation

Secondary Transfer 2027 – firstname surname (DOB)

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

Please respond now to this offer online here: bit.ly/SchoolPlaceConfirmation, or by post using the form attached to this letter. You must respond by [date TBC] or the offer may be withdrawn.

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

Pupil ID	
First Name	
Surname	
Date of Birth	

Alternatively you can visit one of Haringey's Customer Service Centres, or inform us by email using the address listed below. Failure to respond to your offer may result in the offer being withdrawn.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. This is the highest offer we can currently provide your child with, and we do not anticipate a large amount of movement for applicants this year.

The school will contact you shortly to provide further information about the arrangements for admission. If the school do not contact you within a week please contact the school directly.

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

We are the admission authority for community schools in Haringey. For all other schools and academies in Haringey, please contact them directly to find out why your child was not offered a place. If you have applied for a school outside the borough, then please contact the school admissions service in the borough where the school is located.

The contact details for Haringey schools or the relevant Admissions Service of the other boroughs can be found in our secondary school booklet online at www.haringey.gov.uk/schooladmissions. Details of how places were offered in Haringey

are given at the end of this letter.

Appendix 8

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

I can confirm that your child has been placed on the waiting list for all Haringey schools listed higher on your form. There are currently also places available at several schools in neighbouring boroughs.

If you would like firstname to be added to any other school waiting list (or removed from a list), including those outside Haringey, please put your request in writing to the email address below. You can only be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start from date [TBC], after which you can check waiting lists positions online here: www.haringey.gov.uk/waiting-lists. Please note that being on a waiting list does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list.

Your right to appeal
You have the right of appeal if your child is refused a place at the schools listed on your form.
Full details of how to appeal are on our website: www.haringey.gov.uk/appeals. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of your appeal or your child's position on a waiting list.

If you have any questions about this letter, please contact us using the contact details below. Officers are still working from home, please respond by email.

School Admissions Service

B. Allocation

Letter Dear salutation

Secondary Transfer 2027 – firstname surname (DOB)

I am writing to let you know the outcome of your application for a secondary school place. I am sorry to tell you that we have not been able to offer your child a place at any of the schools you listed on your application form. For each of these schools, there were more applications than places available and other applicants had a higher priority than your child under the school's published admission criteria.

Your child has been offered a place at schoolname. This is the nearest Haringey school to your home address with an available place.

Please respond now to this offer online here: bit.ly/SchoolPlaceConfirmation, or by post using the form attached to this letter. You must respond by [date TBC] or the offer may be withdrawn.

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

Appendix 8

Pupil ID	
First Name	
Surname	
Date of Birth	

Alternatively, you can visit one of Haringey's Customer Service Centres, or inform us by email using the address listed below. Failure to respond to your offer may result in the offer being withdrawn.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. This is the highest offer we can currently provide your child with, and we do not anticipate a large amount of movement for applicants this year.

The school will contact you shortly to provide further information about the arrangements for admission. If the school do not contact you within a week please contact the school directly.

If you would like further information about why your child was not offered a place at one of your preferred schools, please contact the admission authority for that school. We are the admission authority for community schools in Haringey. For all other schools and academies in Haringey, please contact them directly to find out why your child was not offered a place. If you have applied for a school outside the borough, then please contact the school admissions service in the borough where the school is located.

The contact details for Haringey schools or the relevant Admissions Service of the other boroughs can be found in our secondary school booklet online at www.haringey.gov.uk/schooladmissions. Details of how places were offered in Haringey are given at the end of this letter.

Waiting lists

I can confirm that your child has been placed on the waiting list for all Haringey schools listed on your form. There are currently also places available at several schools in neighbouring boroughs.

If you would like firstname to be added to any other school waiting list (or removed from a list), including those outside Haringey, please put your request in writing to the email address below. You can only be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start from [date TBC], after which you can check waiting lists positions online here: www.haringey.gov.uk/waiting-lists. Please note that being on a waiting list does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list.

Your right to appeal

You have the right of appeal if your child is refused a place at the schools listed on your form.

Full details of how to appeal are on our website: www.haringey.gov.uk/appeals. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of your appeal or your child's position on a waiting list.

If you have any questions about this letter, please contact us using the contact details below. Officers are working remotely, so please respond by email.

School Admissions Service

C. Offer Email 1

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are pleased to be able to offer you your first preference school. You must respond to this offer by [Date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. Applications for any school that you listed lower on your application form have been automatically withdrawn. You can find further information about how school places were offered on our website.

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [Date TBC] for your appeal to be heard before September 2021.

If you have any questions please contact us on 020 8489 1000 or email schooladmissions@haringey.gov.uk
Haringey School Admissions Team

D. Offer Email 2

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are pleased to be able to offer you one of your preferred schools. You must respond to this offer by [date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. We are sorry that it was not possible to offer a place at any of your higher preferences. For each of these schools there were more applications than places available, and other applicants had a higher priority than your child under the school's admission criteria. You can find more information on how school places were offered on our website.

Waiting lists will open from [date TBC] and you will be able to check your child's position online. Your child will automatically be placed on the waiting list for any Haringey schools listed higher on your application. Applications for any school listed lower on your application have been automatically withdrawn. Being on a waiting list does not guarantee your child a place at the school, and their position on the list could go down as well as up. To add or remove your child from waiting lists, email schooladmissions@haringey.gov.uk.

Appendix 8

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023. Accepting the place will not influence the outcome of your appeal or your position on a waiting list.

If you have any questions contact us on 020 8489 1000 or email schooladmissions@haringey.gov.uk
Haringey School Admissions Team

E. Allocation Email

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are sorry that we have not been able to offer your child a place at any of your preferred schools. This is because all the available places were offered to applicants who had a higher priority than your child under the school's admission criteria. Your child has been offered a place at the school listed above. You can find more information on how school places were offered on our website.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of an appeal or your position on a waiting list. You must respond to this offer by [date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

Waiting lists will open from [date TBC] and you will be able to check your child's position online. Your child will automatically be placed on the waiting list for all Haringey schools listed on your application. Being on a waiting list does not guarantee your child a place at the school, and their position on the list could go down as well as up. To add or remove your child from waiting lists, email schooladmissions@haringey.gov.uk.

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

If you have any questions contact us on 020 8489 1000 or email schooladmissions@haringey.gov.uk
Haringey School Admissions Team

Appendix 8

Haringey Scheme for In-Year Admissions 2027/8

APPLICATIONS

1. Applications from Haringey and non-Haringey residents for schools in Haringey must be made directly to the Haringey Schools Admission Service.

2. The in-year e-form is available to complete on the Haringey website or a paper application is available on request from the Haringey School Admissions Service.

3. Haringey residents applying for places at maintained schools and academies outside Haringey will need to apply directly to the LA (local authority) in whose area the school is situated.

4. The admission authorities within Haringey will not use supplementary forms except where the information available through the School Admissions Application Form is insufficient for consideration of the application against their published oversubscription criteria.

5. Where supplementary forms are used, they will be available from the school concerned. Haringey's admission booklets and website will indicate which schools require supplementary forms to be completed and from where they can be obtained.

6. Where an admission authority in Haringey receives a supplementary form, it will not consider it to be a valid application until such time as the parent/carer has listed the school on their home LA's School Admissions Application Form.

7. Where only the School Admissions Application Form is received, schools MUST rank the application according to the information available to them.

8. Applicants will be able to express a preference for a maximum of six schools within Haringey.

9. The order of preference given on the In-Year School Admissions Application Form will not be shared with any school.

10. The Haringey Schools Admission Service will carry out address verification for each application made to a maintained school or academy in Haringey. Where Haringey is not satisfied as to the validity of an address of an applicant it will advise the admission authority schools.

11. Haringey will check the status of any applicant who is a 'looked after or was previously looked after but immediately after being looked after became subject to an adoption, child arrangements or special guardianship order.'

PROCESSING

12. Parents/carers applying for schools in Haringey must complete the in-year e-form available on the Haringey website or request a paper application form available from the Haringey School Admissions Service.

13. Where an application is not fully completed, Haringey will not treat the application as valid until all information is received.

14. In the event that a Haringey resident applies to a non-Haringey school, Haringey will write to the parent/carer advising them to apply directly to the LA in whose area the school is situated.

15. If a pupil is currently on roll at a school in Haringey or a school in a neighbouring borough, the Admissions Service will advise the parent/carer to discuss the transfer with the Headteacher or senior Teacher at the school.

OFFERS

16. If a school has a vacancy, it is expected that an offer of a place will be made to the child entitled to that place in accordance with the published oversubscription criteria. The Local Authority will offer places at community schools and will also make offers on behalf of own admission authority schools should they so wish.

17. Haringey will write to parents who have not been offered a place at any of their preferred schools giving reasons and informing them of their right of appeal to an independent panel in accordance with the School Standards and Framework Act 1998.

18. Haringey will notify the Home LA of the outcome of applications for their residents.

19. When a child has been offered a place at a higher preference school, the lower ranking preferences will be withdrawn.

20. When a child has been offered a place at a lower preference school, the higher preferences will also be withdrawn unless the parent indicates otherwise. Only where a parent/carer has expressly set out that they wish to be put on the waiting list of those schools which are a higher preference will this be done.

21. Where a home applicant who is out of school cannot be offered a place at one of their named preferences, Haringey will offer the nearest community (or own admitting authority if the governors have agreed to this) school to the home address with an available place.

22. Where it is known that a non-Haringey resident is out of school and cannot be offered a place at one of their named preferences, Haringey will notify the home LA who will be responsible for identifying a school place for the child.

POST OFFER

23. Parent/carers will be expected to accept or decline the offer of a place as soon as possible. Parents must be given a reasonable amount of time to consider the offer (7 days minimum).

24. Where a parent does not respond within this timeframe Haringey will make every reasonable effort to contact the parent to find out whether or not they wish to accept the place. Where the parent fails to respond the offer of a place will be withdrawn.

25. Haringey will notify the home LA of any appeals that are upheld for Haringey schools.

26. Children will remain on the waiting list until the end of the academic year in which the application was made and Haringey will write to all parent/carers asking them to complete a new application form if they wish to stay on the waiting list(s) beyond this timeframe.

HARINGEY SCHOOLS

27. The Haringey School Admissions Service will require a list of every child on roll in every year group in all the relevant Haringey schools.

28. Schools will be required to provide a weekly roll update so that it is clear on a week by week basis where there are vacancies across all schools and year groups.

29. When a child leaves a Haringey school, the name of the child and the child's future educational provision must be communicated to the School Admissions Service.

TRANSFERRING BETWEEN SCHOOLS

30. Parent/carers wishing to move their children between local schools will be encouraged to discuss their reasons with their current school.

31. Parent/carers need to be aware of and consider the potential impact that any move might have on the education and wellbeing of their child(ren).

32. Parent/carers moving address will also be advised to think carefully before requesting to move their child(ren) to another school.

33. Where a parent/carer insists on a transfer, it would be unlawful for an admission authority to refuse a place if a vacancy exists.

FRAUDULENT APPLICATIONS

34. An offer on the grounds of proximity is conditional on the child being solely or mainly resident at the address provided at the time of application. A business address, a childminder's address, or any other address other than the child's home will not be accepted. Proof of address will be sought and may be subject to further investigation.

35. Haringey Council will make every effort to prevent fraudulent applications. Haringey will carry out random checks on a number of applications and reserve the right to carry out home visits to the address provided on the application form.

36. A school place obtained using a false address will be withdrawn and given to the child who was entitled to that place. If a place is obtained for an older child using fraudulent information, there will be no sibling connection available to subsequent children from that family.

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Report for: Cabinet - 11 November 2025

Item number: 13

Title: Local Government & Social Care Ombudsman Public Report

Report authorised by : Sara Sutton, Corporate Director, Adults, Housing & Health
Fiona Alderman, Director of Legal & Governance (Monitoring Officer)

Lead Officer: Jo Baty, Director of Adult Social Care

Ward(s) affected: All

Report for Key/ Non Key Decision: Non Key Decision

1. Describe the issue under consideration

1.1. The Local Government & Social Care Ombudsman (LGSCO) has issued a public report (Ref: 24 014 203) following an investigation into a complaint concerning Adult Social Care. The Ombudsman upheld the complaint and found fault and injustice relating to delays in responding to safeguarding concerns and shortcomings in complaint handling.

1.2. In accordance with Section 31(2) of the Local Government Act 1974, the Council is required to formally consider the Ombudsman's report and agree its response within three months of publication. This report sets out the findings, actions already taken, and the improvement work underway to address the issues identified.

2. Cabinet Member Introduction

2.1. As a council we recognise the seriousness of the findings in this case. We fully accept that mistakes were made and apologise unreservedly for those errors. We are working tirelessly to improve both our Adult Social Care provision and our complaint handling practice.

2.2. We provide care for thousands of residents every day in Haringey, often supporting people in very challenging and difficult moments in their lives. Feedback in all its forms is a critical tool for understanding how residents and their carers experience that support. It is vital that we learn from complaints and put things right quickly without residents needing to seek the support of the Ombudsman.

2.3. Historic practices have changed fundamentally since the events that gave rise to this case. We no longer have backlog of unread emails and safeguarding concerns are triaged in a timely manner. Relevant staff have received training and complaint handling is being improved.

2.4. The Council is focused on the right things, as set out in this report and also our Adult Social Care Improvement Plan. We are determined to continue to improve how we deliver for our residents and those who care for them.

3. Recommendations:

Cabinet is asked to:

3.1. Note the findings of the Local Government & Social Care Ombudsman's public report (Ref: 24 014 203) Appendix 1.

3.2. Approve the Council's response and endorse the action plan set out in Appendix 2.

3.3. Authorise the Director of Adult Social Care to provide evidence to the Ombudsman of the Council's compliance with the recommendations by 19 November 2025.

3.4. Agree to that further assurance updates will be provided to the Adults and Health Scrutiny Panel

4. Reasons for decision

4.1. 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.

4.2. 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.

5. Alternative options considered

5.1. 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.

6. Background information

6.1. The Ombudsman's public report relates to how the Council communicated and managed safeguarding concerns regarding a resident in 2023/24. The Ombudsman upheld the complaint, finding that the Council could not evidence timely action in relation to safeguarding referrals, and identified shortcomings in the handling of the complaint. The Council has accepted the

Ombudsman's findings and recommendations in full, and formal apologies and compensation payments have been made to those affected.

6.2. The public report was published by the Ombudsman on 2 October 2025. The Council has arranged for the statutory public notices to be placed and for the report to be available at Council offices, in line with legal requirements.

6.3. The Council has already taken forward a number of improvements to strengthen safeguarding arrangements and enhance service delivery since the implementation of the localities model in 2024. This report highlights the actions already completed, and the further work underway to ensure continued progress and accountability.

6.4. Actions completed to date include:

- **Safeguarding Pathway Transformation**: Referral pathways have been redesigned and the safeguarding operating model strengthened
- **Backlog clearance:** We no longer have backlog of unread emails and safeguarding concerns are triaged in a timely manner.
- **Workforce Development**: Staff at the 'Front Door' have received targeted training to improve safeguarding awareness and response times.
- **Governance and Oversight:** Governance and escalation procedures have been enhanced to ensure timely escalation and improved senior-level oversight.
- **Complaint handling:** Implemented a streamlined approach to managing complaints and ombudsman cases within the adult social care service.
- **External Validation:** The Council received a rate of "Good" for the safeguarding theme within the recent Care Quality Commission (CQC) inspection.

6.5. In addition to the actions already completed, further work is underway to ensure sustained improvement and accountability. This includes a formal independent review of our safeguarding service and practice, that is being conducted in partnership with the newly appointed Chair of the Adult Safeguarding Board and will provide an objective assessment of current arrangements, identify further areas for improvement, and inform future service development. The review is expected to be completed by January 2026.

6.6. Further workforce development is also planned, led by the newly appointed Interim Principal Social Worker, with a focus on targeted training and embedding best practice across the service.

6.7. As part of a wider corporate approach to improve complaint handling across the organisation, the Feedback and Resolutions Team are taking proactive steps to improve performance. This includes:

- Quarterly performance presentations the Council Leadership Team (CLT)

Training for staff drawing on the learning from this and other Ombudsman cases

- New triage arrangements implemented to ensure complaints are accurately categorised first time
- Procuring and implementing a new, modern case management system to support improved complaint handling
- Monthly performance reviews with the key services leadership teams, focusing on Ombudsman outcomes, maladministration decisions, reducing upheld complaint rates, and minimising Complaint Handling Failure Orders.

6.8. Implementing organisational change involves not just adjustments to processes, but also a shift in culture. Through our efforts to embed the principles of the Haringey Deal, we encourage staff to prioritise the resident experience and consider their perspectives at the heart of their work. A crucial element of this is improving how feedback is received and acted upon, enabling officers not only to address concerns but also to resolve underlying issues and enhance service delivery.

6.9. The service is committed to learning from this case and ensuring that safeguarding processes are robust, timely, and person-centred and the actions taken specifically in relation to the ombudsman's recommendations in this case are detailed in Appendix 2.

6.10. This report is presented to Cabinet alongside the Adult Social Care Improvement Plan that highlights the wider journey of improvement within Adults Social Care and it is proposed that the report and subsequent assurance updates will be considered by the Adults and Health Scrutiny Panel.

7. Contribution to the Corporate Delivery Plan 2024-2026 High level Strategic outcomes'?

7.1. This work directly supports the Council's priorities around providing high quality, safe, and responsive services for residents, and reflects a commitment to learning from feedback, strengthening safeguarding practice, and improving accountability. The improvement programme contributes to the delivery of the Adult Social Care Improvement Plan, ensuring services are sustainable and trusted by residents.

8. Carbon and Climate Change

8.1. There are no direct carbon or climate change implications arising from this report.

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

9.1. Finance

9.1.1. The Council the Council is required to formally consider the Ombudsman's report and agree its response within three months of publication. The Council's action plan and any associated costs have and will continue to be met within Adult Social Care's financial budget envelope.

9.2. Procurement

9.2.1. 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.

9.3. Director of Legal & Governance

9.3.1. Under the Local Government Act 1974 (the Act), the LGSCO has the power to investigate the complaint and to issue a report where there has been maladministration causing injustice; a failure in a service that it was the Council's function to provide; and a total failure to provide such service. The LGSCO has the power to make recommendations to the Council on how to improve its services and to put things right for the complainant. However, these recommendations are not mandatory, and the Council does not have to accept or follow them.

9.3.2. Within 2 weeks of receiving the LGSCO's report, the Council is required to give public notice by advertisements in newspapers stating that copies of the report will be available to inspect by the public for a period of three weeks (s.30 of the Government Act 1974).

9.3.3. The Council complied with this requirement.

9.3.4. The Act provides that the report shall be laid before the "authority" for consideration. In the case of a local authority operating executive arrangements, "the authority" includes the Executive which under current governance arrangements means the Cabinet.

9.3.5. Where a finding of 'maladministration' is made the Council's Monitoring Officer is obliged to prepare a report for the Executive following the LGSCO

findings and to consult with the Head of Paid Service and Chief Finance Officer for this purpose.

9.3.6. This report must also be sent to each member of the Council, and the Executive must meet within 21 days thereafter. The Executive is required to consider this Monitoring Officer report on the findings of and response to the LGSCO's report.

9.3.7. Where the Executive considers a LGSCO's report and it is considered that a payment should be made or other benefit given to a person who has suffered injustice, such expenditure may be incurred as appears appropriate (s.31(3) Local Government Act 1974).

9.3.8. Within 3 months of receiving the LGSCO's report or such longer period as may be agreed in writing with the LGSCO, the Council must notify the LGSCO of the action which the Council have taken or propose to take (s.31(2) Local Government Act 1974). If the LGSCO is not satisfied with the action which the Council has taken or propose to take, the LGSCO shall make a further report. The LGSCO can also require the Council to make a public statement in any two editions of a newspaper circulating the area within a fortnight (s.31(2A) and (2D) Local Government Act 1974).

9.3.9. An Ombudsman's report should not normally name or identify any person (s.30 Local Government Act 1974). Therefore, the complainant should not be referred to by name and officers are not identified.

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.

9.4.3. 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.

9.4.4. This report is regarding the Ombudsman's public report relating to how the Council communicated and managed safeguarding concerns regarding a resident in 2023/24. The Ombudsman upheld the complaint, finding that the Council could not evidence timely action in relation to safeguarding referrals, and identified shortcomings in the handling of the complaint.

9.4.5. Acknowledgement of the report and implementation of the action plan will have a neutral impact on equalities. Individuals with protected characteristics particularly disability, race, age, and sexual orientation, are disproportionately likely to be referred for safeguarding. This is not due to the characteristics themselves, but because of the systemic inequalities and barriers they may face. Factors like poverty, care experience, and overlapping vulnerabilities can increase exposure to harm. Therefore, failure to respond to the report and implement the action plan would have a negative impact on equalities in Haringey.

10. Use of Appendices

10.1. Appendix 1: LGSCO Public Report (Ref: 24 014 203)

10.2. Appendix 2: ASC Action Plan

11. Background papers

None

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Local Government & Social Care OMBUDSMAN

Report by the Local Government and Social Care Ombudsman

Investigation into a complaint about London Borough of Haringey (reference number: 24 014 203)

19 August 2025

The Ombudsman's role

We independently and impartially investigate complaints about councils and other organisations in our jurisdiction. If we decide to investigate, we look at whether organisations have made decisions the right way. Where we find fault has caused injustice, we can recommend actions to put things right, which are proportionate, appropriate and reasonable based on all the facts of the complaint. We can also identify service improvements so similar problems don't happen again. Our service is free.

We cannot force organisations to follow our recommendations, but they almost always do. Some of the things we might ask an organisation to do are:

- apologise
- pay a financial remedy
- improve its procedures so similar problems don't happen again.

We publish reports to raise awareness of significant issues, encourage scrutiny of local services and hold organisations to account.

Section 30 of the 1974 Local Government Act says that a report should not normally name or identify any person. The people involved in this complaint are referred to by a letter or job role.

Key to names used

Mr Y	The complainant
Ms X	His friend and co-complainant

Report summary

Adult care services – safeguarding

Ms X complained the Council did not act when she raised concerns about Mr Y's welfare. She also complained about the Council's handling of her complaint. Ms X said the Council's actions caused distress to Mr Y, his family and Ms X. The Council was at fault. It has not evidenced it considered if it needed to act to safeguard Mr Y. This left Mr Y at risk of harm and caused Ms X, Mr Y and his family uncertainty. The Council's complaint handling was poor and this caused frustration to Ms X.

Finding

Fault causing injustice and recommendations made.

Recommendations

The Council must consider the report and confirm within three months the action it has taken or proposes to take. The Council should consider the report at its full Council, Cabinet or other appropriately delegated committee of elected members and we will require evidence of this. (Local Government Act 1974, section 31(2), as amended)

In addition to the requirements set out above, to remedy the injustice caused the Council should carry out the following actions within one month of the date of this report:

- apologise to Mr Y and Ms X for the injustice caused by the fault identified in this case. We publish guidance on remedies which sets out our expectations for how organisations should apologise effectively to remedy injustice. The organisation should consider this guidance in making the apology we have recommended in our findings.
- pay Mr Y £2,000 for leaving him at risk of harm.
- pay Ms X £200 to acknowledge the time and trouble she has spent pursuing this complaint.

Within three months of the date of this report the Council should:

- undertake a lessons learned exercise with all relevant staff and develop an action plan to prevent the same problems recurring in future;
- as part of the action plan, review its safeguarding policy to ensure the Council considers safeguarding referrals, rather than requiring a completed form;
- provide training to relevant staff on accepting safeguarding referrals based on whether it meets the threshold, rather than whether they are in a certain format;
- provide training, with reference to our guidance, to relevant staff on effective complaint handling. This should include identifying the appropriate procedure, sending responses on the correct templates and resolving issues quickly using a common sense approach;
- provide an update on progress against the Council's action plan to deal with the backlog in email communications and police reports and any further action planned if progress is not as planned; and
- refer this report, the lessons learned outcomes and the Council's two action plans to the Cabinet Member for Adult Social Care and the relevant scrutiny committee and keep both regularly updated on progress.

The Council has accepted these recommendations.

The complaint

1. Ms X complained the Council did not act when she raised concerns about Mr Y's welfare. She also complained about the Council's handling of her complaint. Ms X said the Council's actions caused distress to Mr Y, his family and Ms X.

Legal and administrative background

The Ombudsman's role and powers

2. We investigate complaints about 'maladministration' and 'service failure'. In this report, we have used the word 'fault' to refer to these. We must also consider whether any fault has had an adverse impact on the person making the complaint. We refer to this as 'injustice'. If there has been fault which has caused an injustice, we may suggest a remedy. (Local Government Act 1974, sections 26(1) and 26A(1), as amended)

3. We may investigate matters coming to our attention during an investigation, if we consider that a member of the public who has not complained may have suffered an injustice as a result. (Local Government Act 1974, section 26D and 34E, as amended)

4. We may investigate complaints made on behalf of someone else if they have given their consent. (Local Government Act 1974, section 26A(1), as amended)

5. An organisation should not adopt a blanket or uniform approach or policy that prevents it from considering the circumstances of a particular case. We may find fault in the actions of organisations that 'fetter their discretion' in this way.

6. Under our information sharing agreement, we will share this decision with the Care Quality Commission (CQC).

7. We cannot investigate late complaints unless we decide there are good reasons. Late complaints are when someone takes more than 12 months to complain to us about something a council has done. (Local Government Act 1974, sections 26B and 34D, as amended)

8. We exercised discretion to consider events in this case back to June 2023. Ms X continued to pursue this matter and the Council did not fully or meaningfully respond to her complaints.

Legal background

9. A council must make enquiries if it thinks a person may be at risk of abuse or neglect and has care and support needs which mean the person cannot protect themselves. An enquiry is the action taken by a council in response to a concern about abuse or neglect. An enquiry could range from a conversation with the person who is the subject of the concern, to a more formal multi-agency arrangement. A council must also decide whether it or another person or agency should take any action to protect the person from abuse. (section 42, Care Act 2014)

10. Councils should have clear procedures to deal with social care complaints. Regulations and guidance say they should investigate and resolve complaints quickly and efficiently. A single stage procedure should be enough. The council should include in its complaint response:

    - how it considered the complaint;
    - the conclusions reached about the complaint, including any required remedy;

- whether it is satisfied all necessary action has been or will be taken by the organisations involved; and
- details of the complainant's right to complain to the Local Government and Social Care Ombudsman. (Local Authority Social Services and National Health Service Complaints (England) Regulations 2009)

11. The Mental Capacity Act 2005 is the framework for acting and deciding for people who lack the mental capacity to make particular decisions for themselves. The Act (and the Code of Practice 2007) describes the steps a person should take when dealing with someone who may lack capacity to make decisions for themselves. It describes when to assess a person's capacity to make a decision, how to do this, and how to make a decision on behalf of somebody who cannot do so.

12. A key principle of the Mental Capacity Act 2005 is that any act done for, or any decision made on behalf of a person who lacks capacity must be in that person's best interests. The decision-maker also has to consider if there is a less restrictive choice available that can achieve the same outcome. Section 4 of the Act provides a checklist of steps decision-makers must follow to determine what is in a person's best interests.

13. Sections 9 and 10 of the Care Act 2014 require councils to carry out an assessment for any adult with an appearance of need for care and support. They must provide an assessment to everyone regardless of their finances or whether the council thinks the person has eligible needs. The assessment must be of the adult's needs and how they impact on their wellbeing and the results they want to achieve. It must also involve the individual and where suitable their carer or any other person they might want involved.

14. Councils must carry out assessments over a suitable and reasonable timescale considering the urgency of needs and any variation in those needs. Councils should tell people when their assessment will take place and keep them informed throughout the assessment.

15. The Care Quality Commission (CQC) is the statutory regulator of care services. It keeps a register of care providers that meet the fundamental standards of care, inspects care services, and reports its findings. It can also enforce against breaches of fundamental care standards and prosecute offences.

16. The Council's complaint procedure says it would review the complaint to determine the correct process. It says the Council will acknowledge the complaint within two to five working days. It says it would respond to the complaint within 10 working days.

How we considered this complaint

17. We read Ms X's complaint and spoke to her about it on the phone.

18. We considered evidence provided by Ms X and the Council as well as relevant law, policy and guidance.

19. We gave the complainant and the Council a confidential draft of this report and invited their comments. The comments received were taken into account before the report was finalised.

What we found

What happened

20. This is a summary of events, outlining key facts and does not cover everything that has occurred in this case. We have purposely avoided giving precise details and information to protect Mr Y's anonymity.

21. Ms X contacted the Council in June 2023. She reported concerns about Mr Y, who experiences seizures. The Council told Ms X to fill out a safeguarding form. Ms X completed the safeguarding form and sent it to the Council a week later.

22. The Council recorded a referral from another person. The referral reported Mr Y accidentally caused damage to his property following seizures resulting in his landlord wanting to evict him.

23. Ms X contacted the Council at the end of June 2023. She reported Mr Y had been in hospital following a seizure, which led to damage to the property and placed him at significant risk of harm. Ms X confirmed Mr Y was now back at home, but she asked the Council to contact her. The emergency service which attended the scene at the time also sent a referral to the Council raising concerns about Mr Y.

24. Ms X chased the Council in July 2023. The Council asked Ms X to resend her referral form. Ms X resent the form. She raised concerns with her local councillor after no response from the Council.

25. Ms X chased the Council again in August 2023. The Council rejected Ms X's referral as she had not followed the correct process. The Council reconsidered Ms X's reports. It decided to refer Mr X to his GP because of the concerns. A manager then decided the Council needed to complete an assessment of Mr Y's social care needs, ability to make decisions for himself and complete referrals for the home environment.

26. Mr Y's landlord issued him an eviction notice in September 2023.

27. The emergency services again referred Mr Y to the Council in October 2023. It made the referral after Mr Y had a seizure and raised concerns about his care and support and living situation.

28. The Council recorded a police referral in January 2024. The police noted its concerns about Mr Y's home environment, his seizures and considered Mr Y a "possible vulnerable adult". Ms X repeated her concerns to the Council.

29. The emergency services sent another referral in June 2024. The referral details concerns about Mr Y's home environment and his seizures. The Council decided it would allocate a social worker to Mr Y.

30. In July 2024, the Council recorded it tried to contact Mr Y but could not. It noted it would complete a visit a month later.

31. Mr Y was admitted to hospital in September 2024. The Council recorded he suffered an injury from falling while having a seizure.

32. Ms X complained to the Council in September 2024. She said Mr Y was vulnerable and needed help. Ms X said she had been contacting the Council for over a year without response. Ms X confirmed Mr Y had suffered a serious and life-changing injury following the last fall.

33. Ms X chased the Council a week after her complaint. She explained the situation and confirmed Mr Y's landlord was evicting him.

34. The Council issued a stage one corporate complaint response in October 2024. The response confirmed it received a referral from the emergency services in June 2024 and allocated a social worker to complete an assessment. It said the social worker tried to contact Mr Y but could not speak to him. The response confirmed a social worker would complete the assessment.

35. The landlord evicted Mr Y at the end of October 2024. Ms X asked the Council to escalate her complaint to stage two.

36. In November 2024, the Council told Ms X it considered the complaint under its corporate complaint procedure, but it related to adult social care. The Council asked Ms X to submit a new complaint under this process.

37. At the end of November 2024, the Council accepted its response to the stage two request was not suitable and directed Ms X to us.

38. Ms X was not satisfied with the Council's response and has asked us to investigate. Ms X would like the Council to appropriately support Mr Y and financially compensate him.

39. In response to our enquiries the Council stated this case "was a serious oversight by several staff working in the Council at the time". Given the issues raised in the case we were concerned others may also be affected. We made further enquiries to establish the extent of some of the issues we had identified. The Council confirmed it had over 1,100 unread emails in its social work inbox, including over 500 police reports. The Council provided an action plan, detailing how it intended to deal with this backlog. The plan included allocating daily time to clear the backlog with specific targeted action.

Our findings

40. The law says a council "must make whatever enquiries it thinks necessary to enable it to decide whether any action should be taken in the adult's case". The Council received repeated concerns from Ms X. It also received referrals from another person, the police and emergency services. The Council has not evidenced it considered if it should make safeguarding enquiries despite several concerns and referrals from individuals and professionals. This is fault. The Council did not consider if it needed to safeguard Mr Y and so placed him at risk of harm.

41. After one referral the Council triaged this case. It recommended a referral to a doctor. The Council changed this recommendation after management oversight. The Council then recommended a care and support needs assessment and assessments considering Mr Y's ability to make decisions around his care and support and living situation. The Council confirmed it would meet his assessed needs and consider referrals to other agencies. The Council has not evidenced it completed any of the actions it decided it should. This is fault. Mr Y's circumstances were not assessed, leaving him at risk of harm.

42. The Council recorded it rejected Ms X's referral because it did not follow the correct process. The Council has a duty to consider safeguarding concerns. It is unacceptable for a council not to consider concerns because a process is not completed in a particular way. The Council has not shown it assessed the situation and fettered its discretion by applying a blanket policy to a safeguarding referral. This is fault. The Council did not assess Mr Y's circumstances, leaving him at risk of harm.

43. The Council allocated a worker to complete an assessment after the fourth professional referral, a year after the initial concerns were raised. The Council did not attempt to contact Mr Y for a month. When it tried to contact him but could not, it recorded it would try to visit one month later. The Council has not evidenced it completed this visit. The Council should assess the safeguarding concern and act within a reasonable timescale. Taking one month to contact Mr Y then another month to arrange to visit him is not a reasonable timescale. This is fault. This placed Mr Y at risk of harm during this delay.

44. Mr Y injured himself while falling during a seizure. Ms X and Mr Y's family feel the accident could have been prevented. We cannot say what action the Council would have taken if it had properly considered this case. We cannot say if the Council had acted to safeguard Mr Y and provided support, he would not have been injured. However, the Council did not assess Mr Y. Ms X, Mr Y and his family are left with the uncertainty of asking if his injuries would have happened if the Council had acted, completed the assessment and supported Mr Y.

Complaint handling

45. Ms X's complaint reported she had raised concerns for over a year. The Council only commented on the three months before the complaint. It did not fully consider and respond to the complaint. This is fault, frustrating Ms X.

46. The Council considered this complaint using its corporate complaint procedure. This matter was about adult social care, so it should have used the adult social care complaint procedure. This is fault, frustrating Ms X.

47. The Council offered Ms X the right to escalate her complaint to stage two. It then refused to escalate the complaint to stage two. It said it should not have used the corporate complaint procedure. It asked Ms X to put in a new adult social care complaint. The Council's policy says it would decide the correct complaint process. The Council should have considered this complaint under the correct procedure. It should not need Ms X to resubmit a complaint because it did not do this. This is fault, frustrating Ms X.

48. In failing to robustly investigate the case via its own procedures the Council lost the opportunity to identify and begin to address the systemic issues involved. This adds to the risk of others being affected by the Council's failings.

Recommendations

49. The Council must consider the report and confirm within three months the action it has taken or proposes to take. The Council should consider the report at its full Council, Cabinet or other appropriately delegated committee of elected members and we will require evidence of this. (Local Government Act 1974, section 31(2), as amended)

In addition to the requirements set out above, to remedy the injustice caused the Council should carry out the following actions within one month of the date of this report:

- apologise to Mr Y and Ms X for the injustice caused by the fault identified in this case. We publish guidance on remedies which sets out our expectations for how organisations should apologise effectively to remedy injustice. The organisation should consider this guidance in making the apology we have recommended in our findings.
- pay Mr Y £2,000 for leaving him at risk of harm.

- pay Ms X £200 to acknowledge the time and trouble she has spent pursuing this complaint.

50. Within three months of the date of this report the Council should:

- undertake a lessons learned exercise with all relevant staff and develop an action plan to prevent the same problems recurring in future;
- as part of the action plan, review its safeguarding policy to ensure the Council considers safeguarding referrals, rather than requiring a completed form;
- provide training to relevant staff on accepting safeguarding referrals based on whether it meets the threshold, rather than whether they are in a certain format;
- provide training, with reference to our guidance, to relevant staff on effective complaint handling. This should include identifying the appropriate procedure, sending responses on the correct templates and resolving issues quickly using a common sense approach;
- provide an update on progress against the Council's action plan to deal with the backlog in email communications and police reports and any further action planned if progress is not as planned; and
- refer this report, the lessons learned outcomes and the Council's two action plans to the Cabinet Member for Adult Social Care and the relevant scrutiny committee and keep both regularly updated on progress.

51. The Council should provide us with evidence it has complied with the above actions.

Decision

52. We have completed our investigation. We have found fault by the Council, which caused injustice to Mr Y and Ms X. The Council has agreed to take the action identified in paragraphs 49 and 50 to remedy that injustice.

LGSCO
Action Plan Tracker

October 2025

Ref	Action	Deadline	Update	Status
001	Issue formal apologies to Mr Y and Ms X	19/09/25	Apology letters issued	COMPLETED
002	Pay £2000 to Mr Y	19/09/25	Payment made	COMPLETED
003	Pay £200 to Ms X	19/09/25	Payment made	COMPLETED
004	Notify LGSCO of meeting date / response	19/09/25	Provided by Corporate Feedback	COMPLETED
005	Ensure report is available at Council Offices	02/10/25	Printed copies will be made available at Alex House within 2 weeks of the report being published	COMPLETED
006	Place 2 public notices in newspapers/websites	16/10/25	Notices will be published in Haringey Independent by 16th October	COMPLETED
007	Schedule/hold Council or Cabinet consideration	19/11/25	This is on the forward plan for 11th November Cabinet	COMPLETED
008	Lessons learned exercise and action plan	19/11/25	All lessons learned and the action plan is being fed into the wider ASC Improvement Plan	IN PROGRESS
009	Safeguarding policy review	20/2/26	A full Safeguarding review of policy, and practice has been commissioned and is expected to be completed by early 2026. Evidence that this has been commissioned will be provided to the LGSCO.	IN PROGRESS
010	Training: safeguarding referrals	19/11/25	Several training sessions took place in April ’25 for all front door staff, with clear pathways and processes produced. In addition, the Safeguarding Adults Board is providing a programme of targeted staff training to strengthen safeguarding practice and reinforce learning across the workforce. Workforce development in this area is continuous and ongoing.	IN PROGRESS
011	Training: complaint handling	19/11/25 - ongoing	A workforce development programme of training is being implemented, as per the LGSCO guidance on complaint handling and good administrative practice. This will include but not exclusive to: Principles of Good Administrative Practice & Effective Oversight of Complaint Systems.	IN PROGRESS

012	Backlog progress update	19/11/25	The safeguarding team no longer have a backlog of unread emails and safeguarding concerns are triaged within 48 hours.	COMPLETED
013	Refer report & action plans to Cabinet & Scrutiny	19/11/25	This is on the forward plan for November Cabinet and Scrutiny	IN PROGRESS
014	Provide evidence to LGSCO	19/11/25		

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Report for: Cabinet - 11 November 2025

Item number: 14

Title: Adult Social Care Improvement Plan

Report authorised by : Sara Sutton, Corporate Director, Adults, Housing and Health

Lead Officer: Jo Baty, Director of Adult Social Services

Ward(s) affected: All

Report for Key/ Non Key Decision: Key Decision

1.0 Describe the issue under consideration

1.1 The Care Quality Commission (CQC) is the independent regulator of health and adult social care in England. Its role is to ensure that care services provide people with safe, effective, compassionate, and high-quality care, and to encourage improvement across the system. In 2023, CQC introduced a new single assessment framework which extends its regulatory oversight to include local authorities, assessing how effectively they discharge their duties under the Care Act 2014.

1.2 Haringey was inspected in October 2024, and the report was published on 5th February 2025. Overall Haringey was rated 'requires improvement' (with an overall score of 57%). However, areas of strength were evidenced in Safeguarding and Partnerships and Communities, which were rated as good.

1.3 This report sets out our Improvement Plan that aims to build on the progress made to date by providing a clear, phased approach to strengthening the service and embedding sustainable improvement. Implementation of the Plan will be overseen by a new cross-Party Adults Improvement Board which will be chaired by the council's Chief Executive. The council will draw on external expertise to ensure appropriate check and challenge is built into the improvement journey.

1.4 It is important to note that the improvements required are in the context of the council's significant financial challenges. These have the potential to both impact the delivery of this Improvement Plan as well as being a driver for change. Over recent years Adult Social Care has been an area of significant spending pressure for the council due to increases in demand and rising costs. This has been one of the major drivers for the council requiring Exceptional Financial Support to balance its budget for 2024/25 and 2025/26. As the council works hard to achieve its financial recovery there will be a need to ensure excellent value for money in this area. Some of the measures in this plan which aim to improve the efficiency and effectiveness of both processes and Service delivery will bring much needed productivity improvements alongside improvements to resident experience.

1.5 Financial pressures demographic growth, increased demand and provider market challenges are all placing additional demands on our workforce. Hence, this Improvement Plan will also align with a Workforce Development Strategy which will support staff retention and resilience.

2.0 Cabinet Member Introduction

2.1 Adult Social Care often interacts with people at some of the most challenging and complex moments of their life. Navigating these complex moments can be extremely stressful for residents and families, and sometimes very complex for those providing the support. That is why it is so important that we deliver care and support to a good standard. We welcome CQC's feedback as it provides us with the opportunity to reflect on how we can improve the services and support we provide. Something we are fully committed to doing.

2.2 As we respond to ever growing need in the borough, driven by our ageing population and the impact of long-term health and wellbeing on care demand, we are committed to delivering real improvements. We are clear-eyed about what is needed and thoroughly committed to making it happen.

2.3 The Adult Social Care Improvement Plan sets out the council's path to addressing the feedback we received from CQC over the next three years. It sets out a really practical set of actions that we will take - working alongside residents, families, carers, and staff - to deliver services in a way that best supports our residents to live independent and fulfilling lives. The journey will be overseen and scrutinised by our new cross-party Adults Improvement Board (AIB), which is chaired by the council's Chief Executive.

3.0 Recommendations

Cabinet is asked:

3.1 To note the findings in the CQC Assessment report as set out in Appendix 1 and the summary of findings in Appendix 2.

3.2 To approve the Improvement Plan as set out in Appendix 3.

3.3 To note 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.

3.4 To note 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.

3.5 To note 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.

3.6 To note the progress made to date, as outlined in section 10 of this report.

4.0 Reasons for decision

4.1 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.

4.2 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

5.0 Background information

5.1 In 2023, CQC introduced their new assessment framework for local authority assurance. The framework assesses four overarching themes and within those themes, nine quality statements and uses evidence from multiple sources, including people's experiences, performance data, and direct engagement with staff and partners, to form the inspection outcome.

The four overarching themes are:

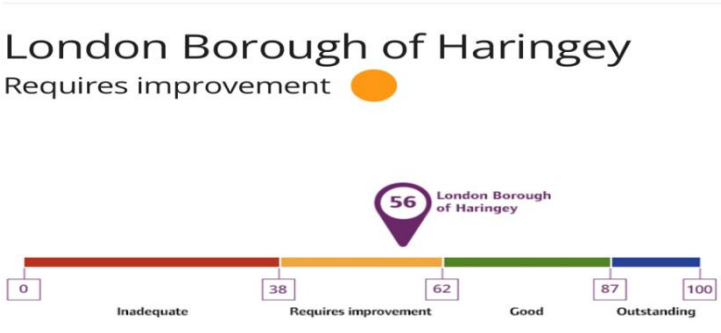
- Working with People
- Providing Support
- Ensuring Safety
- Leadership

The nine quality statements are:

- Assessing needs
- Supporting people to lead healthier lives
- Equity in experience and outcomes
- Care provision, integration and continuity
- Partnerships and communities
- Safe pathways, systems and transitions
- Safeguarding

5.2 To inform their findings the inspection team reviewed data and other documentation submitted by the council via an information return and detailed self-assessment. Alongside this they considered people's experience directly by engaging with a small group of residents receiving care and support and some carers. Feedback was also received from staff, leaders and partners.

Haringey was inspected in October 2024, and the report was published on 5th February 2025. Overall, Haringey was rated as 'Requires improvement' rating, with an assessment score of 56. The scale of the rating is indicated by the graphic below, with the table setting out the scoring per theme:



Theme	Area	Score
How the local authority works with people	1. Assessing people's needs	2 2
	2. Supporting people to lead	2

	healthier lives 3. Equity in experience and outcomes	
Providing support	4. Care provision, integration and continuity of care 5. Partnerships and communities	2 3
How the local authority ensures safety in the system	6. Safe pathways, systems and transitions 7. Safeguarding	2 3
Leadership	8. Governance, management and sustainability 9. Learning, improvement and innovation	2 2

Scoring key:

1. Evidence shows significant shortfalls
2. Evidence shows some shortfalls
3. Evidence shows a good standard
4. Evidence shows an exceptional standard

5.3 CQC identifies a number of areas for improvement which are detailed as part of our Improvement Plan. However, it is important to highlight that several areas of strength were also identified in the report. These include:

- Adult Social Care is embedded into wider local authority plans and strategies to support prevention
- Safeguarding processes are generally strong, and person-centered
- Referral pathway arrangements supported coordinated approaches across different agencies and services
- Integrated teams (e.g. Multi Agency Care Coordination Team) reduced hospital admissions and support independence
- Reablement services are efficient and well-rated
- Senior leaders understood the impact of inequalities across the borough and worked closely with key partners to better understand and reduce local health inequalities
- Strong partnerships in place and the service worked collaboratively with partners to agree and align strategic priorities, plans and responsibilities for people in the area
- Partnerships with Voluntary Community Sector and Health bodies are improving
- Clear arrangements in place to monitor the quality and impact of the care and support services being commissioned
- Care providers said quality assurance processes supported them to improve their systems and practices
- Leadership is visible, compassionate, and committed to transformation
- Workforce development and training opportunities are robust
- We are working closely with peers to support and improve their practice and within the North Central London system to retain oversight of residential and nursing care provision across the system.

6.0 Introduction to the Improvement Plan

6.1 The ASC Improvement Plan sets out what we will do to improve communication and service delivery to residents; to improve efficiency and performance; and to ensure regulatory compliance. Our improvement plan sets out a clear roadmap over the next three years, with prioritised actions in the areas that will have the greatest impact on outcomes, quality, and financial sustainability.

6.2 It is recognised that aligned to the areas which CQC highlighted, we also need to improve ‘getting the basics right’ across the service. All of which, require a culture of individual and collective accountability, minimum standards in how we communicate with our residents , a performance culture that enhances the sense of pride in being part of Adult Social Care in Haringey.

7.0 Year One Objectives of the ASC Improvement Plan

7.1 The first year of the Adult Social Care Improvement Plan is focused on consolidating progress and setting a strong foundation for ongoing improvement. This initial phase has concentrated on the priorities identified as essential to strengthening services and achieving sustainable outcomes for residents. Our key objectives for the first 12-months will focus on ten priority areas for action:

Priority one: Improving waiting times for assessments and reviews – review and streamline the 'front door' to Adult Social Care, streamlining how we use digital technology and training our staff so that all residents get a timely, compassionate and professional service on first point of contact.

Priority two: Improve Information, Advice and Guidance, communications and responsiveness – working as part of wider Council transformation to enable residents get what they need to understand, navigate, and make informed decisions about their care and support options (including Advocacy).

Priority three: Strengthening our leadership capacity to support delivery of the improvement plan and implement our workforce planning approach to ensure the right balance of resources to manage service demand

Priority four: Building upon our local offer of care and support in Haringey – working with stakeholders and our residents to identify gaps and seize opportunities to do more locally, be it in context of Day Services or Supported Living, as examples. We will revisit our Market Position statement as part of this.

Priority five: Reviewing how we further embed co-production across the Service, not only with our residents, but with stakeholders and providers of care and support, including strengthening the work with the Joint Partnership Board and its' reference groups

Priority six: Conduct an Independent Review of how we fulfil our statutory safeguarding functions to provide an objective assessment of current arrangements, identify further areas for improvement, and inform future Service development.

Priority seven: Improving complaint handling and embedding learning from complaints – de-escalating at the earliest opportunity, leading to a reduction in numbers of complaints, and a reduction in complaints which escalate to the Local Government and Social Care Ombudsman.

Priority eight: Launching and implementing our co-produced Carers Strategy to transform and improve the offer for unpaid Carers across the borough, recognising their essential role and providing tailored resources, support and guidance to sustain their wellbeing and contribution.

Priority nine: Further embedding our Locality-based approach working side by side with NHS and voluntary and community sector partners in our Neighbourhoods to ensure together we can best meet the needs of our residents, including signposting residents earlier to community led support where it is appropriate to prevent escalation of need.

Priority ten: Implementing a Workforce Development Strategy to support and further develop talent and improve staff wellbeing which will support staff retention and resilience.

7.2 Critical to our success is ensuring we deliver Value for Money (VfM): across all areas of improvement, prioritising expenditure that best meets the needs of our residents eligible for care and support.

8.0 Governance and Monitoring

8.1 The Adult Social Care (ASC) Improvement Board (AIB) was established post CQC Inspection outcome in March 2025 to oversee, provide a steer, monitor and provide advice to officers on actions in relation to the ASC Improvement Plan.

8.2 The AIB comprises of cross-party membership and meets every 8 weeks to monitor progress against the Improvement Plan. The terms of reference for the board can be found in Appendix 4.

8.3 The Adults Improvement Board (AIB) will serve as the central governance mechanism for overseeing delivery of the ASC Improvement Plan.

8.4 The Improvement Plan is also presented to Cabinet by way of this report and will subsequently be presented to the Adults and Health Scrutiny Panel, with a recommendation that annual updates are formally submitted to Scrutiny thereafter. In addition, we are developing proposals for engaging our residents, key partners and wider stakeholders in our improvement journey.

9.0 Overarching key risks are:

9.1 Workforce – balancing resourcing and capacity across managing increased levels of demand.

9.2 The need for clarity on roles and responsibilities around Service Improvement and the leadership and operational team needed.

9.3 The council's financial challenges may risk affecting delivery of some of these projects and lead to a need for some key areas of improvement to be delayed or curtailed.

9.4 Resident engagement and co-production to ensure the voice of those in receipt of care and support from Adult Social Care, and their Carers, is central to service improvement.

9.5 Market/provider failure and associated availability of local care and support provision to assist the Council in delivering the Improvement Plan.

10 Progress made to date

10.1 We have established a new Adults, Housing and Health Directorate bringing together these services aims to ensure a more joined-up and integrated approach to supporting vulnerable residents.

10.2 Since April 2025, a new Corporate Director of Adults, Housing and Health and a new Director of Adult Social Care have been in post, providing stable, refreshed leadership to drive forward the Adult Social Care Improvement Plan.

10.3 We have also recruited a new Head of Integrated Care and an Interim Principal Social Worker. We will also shortly be recruiting into a Deputy Director of Adult Social Services role and bolstering our commissioning capacity to ensure we have the leadership and commissioning resilience required to deliver our improvement ambitions.

10.4 New internal governance arrangements have been implemented by the Adult and Health Board, strengthening oversight and supporting coordinated delivery of improvements.

10.5 A new Safeguarding Adult Board Chair is now in place, providing refreshed oversight and leadership in safeguarding practice.

10.6 External assurance and support have been brought in to strengthen key areas of the Directorate's work, including:

- An independent review of the Localities operating model, providing valuable insights and recommendations that will support the development of a new target operating model for ASC. The first phase of this work will see the Connected Communities team integrated into ASC to become a new Independence and Early Intervention Service from November 2025.

- Specialist support from independent organisations in thematic areas such as financial assessments, ASC front door redesign, transitions, and demand management/forecasting.

10.7 A workforce planning approach is being implemented to ensure the right balance of resources against service demand, retaining expertise and supporting sustainable service delivery.

10.8 With Carers, we co-produced our Carers Strategy and as part of that journey have led Health and Well-being Event, celebrated Carer and Dementia Action Week, launched our Carer Hospital Toolkit. We plan to launch our Carers Strategy at Carers Rights Day in November.

10.9 The Directorate continues to support and deepen its community connections, including attending community networks and supporting initiatives such as the Age Well Festival, a collaborative effort led by the voluntary and community sector.

10.10 The Service has been proactive in building trust and developing stronger relationships with the NHS. We are working closely on improving ways of working in our Neighbourhoods, to reduce hospital admissions and as part of this we have also implemented a new Memorandum of Understanding with our Mental Health Trust.

10.11 We continue to grow our and embed our approach to co-production and via our commissioning Co-production Board and have reached out to Leaders within our 'seldom heard' communities to begin to develop trust and to hear what would make us more accessible and inclusive as a Service.

10.12 Referral pathways have been redesigned and the front door and safeguarding operating model have been strengthened and new processes have been implemented to manage complaints and ombudsman cases, ensuring more effective handling and improved responsiveness.

10.13 We worked hard to demonstrate leadership and commitment to the Review of the Joint Partnership Board, recruited an Interim Chair, and will continue to work with the JPB to ensure it plays a vital role not only in informing and overseeing the improvements in ASC, but in the wider Council and NHS. The review of the JPB and the co-produced recommendations was presented to scrutiny in September 2026.

10.14 Hosted two sessions with our commissioned providers of Homecare, Nursing, Residential and Supported Living to improve relationships and trust and explore avenues for market development and integrated workforce activities.

10.15 Brought our staff together around the Workforce Race Equality Scheme to hear their experience of working in Haringey and identify what would build trust and enable us to grow and retain staff across the Service.

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

11.1 The confirmed continued improvements and reviews contribute to Theme 4 of the Corporate Delivery Plan – Adults, Health and Welfare specifically the vision of a borough where every adult in our community gets the support they need to live a good life, no matter what challenges they may face.

12.0 Statutory Officer Comments

12.1 Finance

12.1.1 The net annual investment in Adult Social Care of £105.2m in 2025/26. It is anticipated that further investment is required to reflect both the demand and cost of services to individuals with eligible needs and support investment in staffing capacity to meet the increasing demand on the service to that end the budget will be increased by £5.6m as approved in the MTFS 2025/26 with a further net investment of £9.5m in draft budget proposals contained in the MTFS for 2026/27. With £3.6m specifically invested in staffing capacity.

12.2 Procurement

12.2.1 Strategic Procurement has been consulted on and notes the content of this report. There are no immediate procurement ramifications

12.3 Head of Legal & Governance

12.3.1 The Head of Legal and Governance has been consulted in the drafting of this report and has no further comments.

12.4 Equality

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

- Eliminate discrimination, harassment and victimization 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.

12.4.2 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.

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

12.4.4 The report and decision are regarding the approval of the attached Adult Social Care Improvement Plan as set out in Appendix 1. This Plan sets out how we will improve the council's delivery of statutory functions under the Care Act 2014 and act upon areas for improvement identified in the CQC Inspection of Adult Social Care Report February 2025.

12.4.5 Haringey's Adult Social Care Improvement Plan has the potential to positively advance equalities by addressing systemic barriers and improving access to high-quality care for individuals with protected characteristics who are disproportionately represented in adult social care. This includes older adults, disabled people, and those with long-term health conditions, as well as individuals from ethnic minority backgrounds who may face cultural or language barriers in accessing services. The plan will help reduce inequalities in care outcomes, promote dignity and independence, and ensure that services are responsive to diverse needs across age, disability, race, gender, and other protected characteristics.

12.4.6 Significant actions in the plan will be screened for their potential equalities impact. Where necessary, detailed Equality Impact Assessments (EQIAs) will be conducted to identify risks and mitigate unintended consequences. This approach will help embed fairness and accountability throughout the implementation process, ensuring that improvements benefit all target residents.

Use of Appendices
Appendix 1 – CQC Report
Appendix 2 – CQC Summary Findings
Appendix 3 - Adult Social Care Improvement Plan
Appendix 4 – Adults Improvement Board Terms of Reference

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London Borough of Haringey: local authority assessment

How we assess local authorities

Assessment published: 7 February 2025

About London Borough of Haringey

Demographics

The London Borough of Haringey is home to over 260,000 residents. The borough's population has grown by 3.6% since the last census in 2011. Although Haringey has a younger age profile compared to England and Wales, Haringey is ageing faster compared to other London Boroughs. The number of residents who are aged 65+ has seen an increase of around 24% since the Census carried out in 2011.

The majority of Haringey's population identifies themselves as White, making up 56.99%. The local authority identifies as a diverse borough; 17.58% are from Black, Black British, Caribbean or African, 8.73% are from Asian, Asian British and 9.67% identified themselves under 'other' category.

The population has an Index of Multiple Deprivation score of 9 (1 is the least deprived, 10 is the most deprived) meaning it is one of the most deprived local authorities in England. Highest levels of deprivation were in the east of the borough.

Haringey is in the North Central London Integrated Care System together with 4 other London boroughs. The London Borough of Haringey is a Labour-led council, with a large majority.

Financial facts

- The local authority estimated in 2022-2023, its total budget would be **£499,480,000**. Its actual spend for the year was **£536,936,000**, which was **£37,456,000** more than estimated.
- The local authority estimated it would spend **£100,567,000** of its total budget on Adult Social Care in 2022-2023. Its actual spend was **£113,681,000**, which was **£13,114,000** more than estimated.
- In 2022-2023, **21%** of the budget was spent on Adult Social Care.
- The Local Authority has raised the full Adult Social Care precept for 2023-2024, with a value of **2%.** Please note the amount raised through Adult Social Care precept varies from Local Authority to Local Authority.
- Approximately **3,625** people were accessing long-term Adult Social Care support, and approximately **700** people were accessing short-term Adult Social Care support in 2022-2023. Local authorities spend money on a range of Adult Social Care services, including supporting individuals. No 2 care packages are the same and vary significantly in their intensity, duration, and cost.

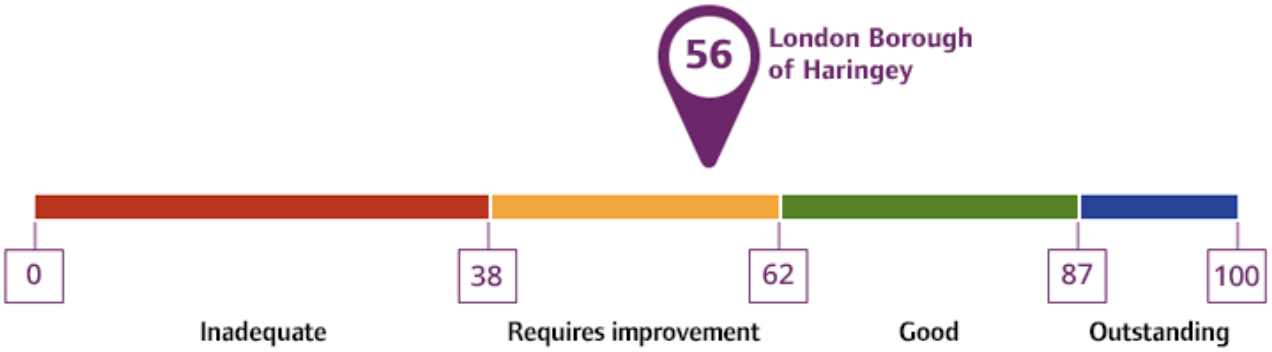
This data is reproduced at the request of the Department of Health and Social Care. It has not been factored into our assessment and is presented for information purposes only.

Overall summary

Local authority rating and score

London Borough of Haringey

Requires improvement



Quality statement scores

Assessing needs

Score: 2

Supporting people to lead healthier lives

Score: 2

Equity in experience and outcomes

Score: 2

Care provision, integration and continuity

Score: 2

Partnerships and communities

Score: 3

Safe pathways, systems and transitions

Score: 2

Safeguarding

Score: 3

Governance, management and sustainability

Score: 2

Learning, improvement and innovation

Score: 2

Summary of people's experiences

People’s experience of the local authority’s services, care and support was mixed, with examples of both positive and negative outcomes.

Most feedback from unpaid carers was negative. This was related to the availability, quality and outcomes of assessments. Some carers told us support was not easily accessible or suitable and they did not feel supported in their caring roles. Carers who had access to an allocated worker told us their workers were responsive and supported them. Some carers told us getting a break was difficult. This was detrimental to their wellbeing and left carers at risk of breakdown.

People’s experiences of assessment, care planning and reviews was mixed. Assessments were broadly person-centred, strength-based and reviewed people’s needs holistically. However, timeliness of assessments and reviews were a barrier for people, with people facing long waits to be assessed or access support. Where people had accessed support, there were examples of positive outcomes for them. Contacting the local authority was also a barrier, with information not always being accessible. Communication needs were not always considered for people.

People had positive experiences of being supported by multi-agency integrated teams which enabled people to access services and stay independent. People were supported to access care provision within the local Integrated Care System (ICS) where in-borough provision was not available, but access to some provision was limited. This included day services and respite. There were mixed experiences of transitions between services such as Children's to Adult's services. Most people who used services felt safe but contact with people and partners following safeguarding referrals was not always consistent. People were receiving increased engagement through coproduction activities such as carers and coproduction groups.

Summary of strengths, areas for development and next steps

The local authority was undergoing a transformation to a locality-based model to improve their processes and better support communities. Senior leaders told us they recognised their areas for development and the transformation was in response to this. Impact of this transformation was not yet clear, but staff and partners told us this was a positive change.

Carers' support was a key area for development, and this was reflected in data which showed significantly worse performance than national averages in several areas. The local authority had taken steps to improve their unpaid carers offer including a further commissioned carer support partner. A coproduced carers strategy was being developed but the current strategy was out of date.

Waiting lists delayed people accessing support. The local authority had reduced their waiting lists, including by outsourcing backlogs. Staffing had been increased across social care significantly to help manage workloads, which included frontline teams, but some staff told us capacity was still an issue.

Information was not always accessible. This included supporting people with reasonable adjustments, so information was available in a suitable format. Support for people with sensory impairments was limited, although the local authority was taking steps to increase this. The front-door of adult social care had moved to localities to streamline contact processes and there were plans for physical hubs to support people to access information.

There was a strength-based and outcome focused model. Staff feedback and assessments broadly reflected this approach. Access to care provision was limited and this had some impact on people's choice over services. The local authority had strong working relationships with neighbouring local authorities to access out-of-borough services.

Coproduction to influence change was recognised as an area for improvement. Partners told us support and investment for coproduction had been limited and there was mistrust from communities following, for example, a cancelled coproduced project. The local authority was taking steps to address this, and this was reflected in strategies and processes such as specific coproduction groups.

Safeguarding processes reduced the risk of abuse and/or neglect to people. Communication with people and partners was inconsistent following referrals but staff understood the need to make safeguarding personal. Transitions pathways from Children's to Adult services were being transformed to support earlier contact with young people and more robust processes.

The local authority's integrated teams performed strongly. The Multi-Agency Care and Coordination Team (MACCT) offered people a coordinated service which reduced hospital admissions and supported independence. Similarly, reablement services were performing well and reduced readmission to hospital.

Senior leadership was visible, supportive of staff, and worked together to support a positive culture. There was a positive workforce development offer with opportunity for progression. Quality assurance systems supported the local authority to improve their systems and processes.

Theme 1: How London Borough of Haringey works with people

This theme includes these quality statements:

- Assessing needs
- Supporting people to live healthier lives
- Equity in experience and outcomes

We may not always review all quality statements during every assessment.

Assessing needs

Score: 2

2 - Evidence shows some shortfalls

What people expect

I have care and support that is coordinated, and everyone works well together and with me.

I have care and support that enables me to live as I want to, seeing me as a unique person with skills, strengths and goals.

The local authority commitment

We maximise the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Key findings for this quality statement

Assessment, care planning and review arrangements

The local authority was undergoing a transformation of their pathways for people accessing assessments, care and support. There had been a recent transition to a locality-based model, which meant some frontline teams were specific to areas of the borough. This transformation was ongoing and new teams were being embedded.

Access to assessments and reviews was limited due to challenges contacting the local authority. People and partners told us contacting the local authority over the phone to request assessments or support was time consuming as it was difficult to get through to speak with staff. Conversely, people who already had an allocated worker told us their workers were contactable and responsive to them.

As part of their new localities model, the local authority's front-door for social care was also being transformed. Locality front door teams received and screened referrals for assessment and services. This replaced the previous borough-wide 'first response' team. There were plans for the new front door system to include walk-in services at hubs across the borough as well as access to services through telephone and email. Leaders and staff felt this would improve the local authority's responsiveness to those requiring support from adult social care services.

Most people and relatives we spoke with who had received assessments told us their views, needs and wishes were respected and they were happy with their commissioned support. However, some relatives felt their loved one's needs had not been holistically assessed, and long-term goals and support for independence had not been considered. A person-centred approach was not always consistent, and this was reflected by data. The local authority's own Haringey 'Survey of Adult Clients (2023-2024)' found only 54% of clients felt they had enough choice over the support they received. This was 8.3% less than the previous year. Data from national sources showed 55.06% of people were satisfied with care and support which was a negative variation as compared to the England average of 62.72% (Adult Social Care Survey – ASCS 2023-2024).

The local authority had adopted their own model of strengths-based practice to support person-centred assessments and deliver outcome focused support for people. For example, staff undertaking assessments asked people to score themselves out of 5 in key areas (independence, connection to community, social interaction, safety and contentedness) and this was used as a wellbeing benchmark and was re-scored when completing subsequent reviews to measure improvement.

Staff teams told us they used a person-centred and strength-based approach. For example, frontline teams told us people were supported to access their choice of moving to a different area to be closer with their family where possible. Frontline teams also adopted an approach to promoting independence, supporting people to stay at home where this was their preference. While staff teams understood people's right to choice, national data showed 66.96% of people felt they had control over their daily life. This was a negative variation as compared to the England average of 77.62% (ASCS 2023-2024).

Referral pathway arrangements supported co-ordinated approaches across different agencies and services. For example, the learning disability service had multi-disciplinary pathways to support co-ordination, including a complex physical health needs pathway and a dementia pathway.

Assessment teams were competent in carrying out assessments. Teams were supported by their managers, who considered complexity and current workload when allocating cases to staff. Staff were also supported to access training to support them in specialist assessments. An example being the learning disability team who accessed training to support people with communication needs.

Timeliness of assessments, care planning and reviews

Assessments and care planning arrangements were not always completed in a timely manner and there was a risk this would impact on people negatively. For example, a person told us they did not access day service support for 12 months due to delays in assessment processes. Partners also fed back people were waiting for prolonged periods, with a partner telling us people were waiting too long to be assessed.

The significant waits for assessments and reviews were reflected in the data provided by the local authority. As of 15 October 2024, 248 people were waiting for an assessment and 1600 had been waiting for a review. The median wait time for assessments was 55 days and the maximum waiting time was 523 days. The median waiting time for a review was 190 days and the maximum waiting time was 882 days. National data showed the local authority had reviewed (planned or unplanned) 37.22% of long-term support clients which was tending towards a negative variation as compared to the England average of 57.14% (Short and Long-Term Collection - SALT 2023-2024).

The local authority recognised waiting lists as an area for improvement and there had been a reduction in people waiting since June 2024. The local authority had outsourced 600 assessments and reviews to reduce their backlog to coincide with their move to a locality model. A senior leader told us there was a wider approach to increasing team capacity following the move into localities which would support the completion of more assessments. A frontline team told us their waiting lists had reduced following a move to a locality model. Initial indication was the locality model was having a positive impact on timeliness of assessments, but it was not yet clear if this was a sustainable long-term model.

The local authority had systems to mitigate risk across their waiting lists. Referrals were being screening and prioritised to ensure people with the most urgent needs were contacted more quickly. Managers also had ongoing oversight of the review waiting list, with prioritisation given where there was a change in need. The local authority had also carried out checks on people receiving support to mitigate risk. In the last 12 months out of 3800 people who had received care and support, 3600 had been contacted for a '360 review', which acted as a non-statutory review of needs. Where it was identified increased or reduced care was required, this was referred to assessment teams for appropriate action. This reduced risks to people but there remained a risk to people not able to access services.

Once assessments were allocated, front line teams told us they met set timeframes, except for more complex cases. A frontline team told us they had an assessment completion target of 28 days from allocation, but there was flexibility where more time was required to complete the assessment.

Care providers gave mixed feedback about their involvement in reviews. Some providers told us they were consulted when reviews were taking place, but others felt they were not involved with the process. This inconsistency risked relevant information from care providers about people's care and support not being included within people's reviews and impacting on their outcomes.

Assessment and care planning for unpaid carers, child's carers and child carers

The local authority told us they recognised the needs of unpaid carers as distinct from the needs of the people they supported. Despite this, carers consistently gave negative feedback about how they were assessed and supported. This was also reflected in national data, with Survey of Adult Carers in England (SACE) metrics (2023-2024) showing 23.29% of carers satisfied with social services, which was worse than the England average of 36.83%.

Some carers told us support for their wellbeing could be improved. These carers reflected support had not had a positive impact on their lives and their health and wellbeing was declining. A carer told us the inaction of the local authority had a profound impact on them, with others telling us their caring role was detrimental to their physical and mental health. Carers' wellbeing not being supported effectively increased the risk of carer breakdown.

Accessibility of information, assessments, reviews and services were a barrier for some carers. Partners told us it was time consuming for carers to contact the local authority, and prolonged waits for assessments contributed to carer stress. Another partner told us as carers often found it difficult to make continuous plans, such as respite, when there was not an allocated worker involved. Some carers told us they were waiting prolonged periods to access assessments, reviews and decisions on commissioned support.

Despite concerns in delays in assessment and support, the local authority had reduced its carers assessment waiting list. As of 15 October 2024, there were 17 carers waiting for an assessment, with a median waiting time of 32 days and a maximum waiting time of 309 days in the last 12 months. However, the local authority had a target of completing assessments within 28 days and average wait times still fell outside of this timescale. Senior leaders told us there was an identified data issue in relation to the transfer of carers information across their systems that resulted in some delays. This issue was said to be now addressed.

When assessments were accessed, carers felt their needs were not adequately identified and met. Unpaid carers told us assessing staff were nice and listened, but there was a lack of understanding and recognition of their needs. Carers told us of being given support, which was not appropriate for them, without other options being considered. Carers told us their needs were not identified when the cared for person was being assessed. This was in line with feedback from partners who told us the local authority could improve consistency in offering joint assessments for both the unpaid carer and cared for person. National data showed 48.15% of unpaid carers felt involved or consulted as much as they wanted to be in discussions, which was statistically significantly worse than the England average of 66.56% (SACE 2023-2024).

The local authority completed carers assessments in-house but also had a commissioned partner to provide information, advice, emotional support and guidance for carers. They delivered this in several ways depending on need. This included online, face to face, over the telephone or via a home visit. Some carers told us access to this commissioned partner had allowed them to access support groups and connect with other unpaid carers.

Staff teams gave examples of systems to support carers. A frontline team told us they worked with a partner organisation to identify carers, and any support needed in their caring role. For example, carers were supported to access technology which allowed them to leave home for short periods and this supported them to manage risks to the cared for person.

Senior leaders told us they had acted to make improvements to their unpaid carers offer, which included an improvement plan. This included improved systems to support staff with completing carers' assessments; drop-in services for carers to access assessments and support; a further commissioned partner who supported with information and advice, and the creation of a carers coproduction group. While these were positive developments, the impact of these actions was not yet clear. A partner, however, shared there had been some recent improvements to the carers offer since a move to localities.

There was a commissioned partner who supported young carers. The partner provided information, advice and youth groups support. The frontline transitions team told us they made referrals to the partner where they identified young carers. A senior leader told us they recognised young carer outreach could be improved. The newly commissioned carers service also supported with identifying young carers.

Help for people to meet their non-eligible care and support needs

The local authority had services to support people with non-eligible needs. Staff told us how the locality front door teams supported signposting to teams and services following the start of the transformation. The transitions team also told us they supported young people to access information on housing and employment.

A team consistently referred to by other staff teams was the Connected Communities team. This team provided bespoke support for people until they had access to the services they needed, with no limits on the time spent supporting people. The team supported people to access a range of services, such as housing and community groups.

Other services within the borough which supported people with non-eligible needs included the autism hub, which supported over 500 autistic people. A relative of a person accessing this service told us they loved going there and accessing the available activities. A further example was the Haynes dementia hub, which was a local authority run service providing dementia support and awareness to the wider community.

Eligibility decisions for care and support

The local authority used national eligibility criteria to decide whether people and unpaid carers were eligible for care and support. The framework for these eligibility decisions was clear. The local authority had systems to provide outcomes of assessments, including written decisions on eligibility.

The local authority used their wider complaints process for appeals of eligibility decisions and did not currently have a separate process for appeals. In the 12 months preceding June 2024, there had been no appeals against the outcome of assessments.

Financial assessment and charging policy for care and support

The local authority had a significant backlog of financial assessments. As of 11 October 2024, 553 financial assessments had been awaiting assessment/completion for over 28 days. The median waiting time for financial assessments to be completed was 174 days and the maximum waiting time was 464 days. Senior leaders told us this was due to an increase in demand which had now been outsourced and all outstanding financial assessments were planned to be completed by February 2025.

Delayed financial assessment and billing were raised as a concern within a recently published Safeguarding Adult Review (SAR) in 2024. In their response the local authority referred to bringing financial assessment processes under a single leadership team with other social care functions to improve internal working.

The local authority had contributions for community care services and fairer contributions policies available on their website. There was also further information available on the website about charging, including for people who accessed residential services.

There had been a process outlined for appealing the outcomes of financial assessments. This included an initial review, followed by an appeal reviewed by a panel if required. The local authority told us there were no recorded appeals in the 12 months prior to June 2024.

Provision of independent advocacy

An advocate can help a person express their needs and wishes and weigh up and make decisions about the options available to them. They can help them find services, make sure correct procedures are followed and challenge decisions made by local authorities or other organisations. The local authority had a commissioned advocacy provider in place who supported people to access statutory advocacy.

People did not always have timely access to advocacy. Some frontline teams told us delays in accessing advocacy could lead to delays in processes such as assessments and reviews. Teams told us waiting times varied, with the longest wait being over 6 weeks. However, the wait was usually 1-3 weeks depending on priority. Delays in advocacy put people at risk of not accessing timely support. Senior leaders told us the local authority worked closely with the commissioned advocacy provider to improve recruitment and retention of their staff, prioritise risk and to reduce waiting times for advocacy.

Frontline staff gave examples of when advocacy was used to support people. There was an advocacy decision support tool which supported staff with referrals for advocacy services. A partner told us staff understanding of advocacy had improved over time. Staff also accessed support from the commissioned advocacy provider to develop understanding and support referral decision making.

Supporting people to live healthier lives

Score: 2

2 - Evidence shows some shortfalls

What people expect

I can get information and advice about my health, care and support and how I can be as well as possible – physically, mentally and emotionally.

I am supported to plan ahead for important changes in my life that I can anticipate.

The local authority commitment

We support people to manage their health and wellbeing so they can maximise their independence, choice and control, live healthier lives and where possible, reduce future needs for care and support.

Key findings for this quality statement

Arrangements to prevent, delay or reduce needs for care and support

The local authority was moving toward a prevention and early intervention model. It was a key pillar within their adult social care strategy (2024-2025), which highlighted promoting people's wellbeing, resilience, and independence. This was focused on being both cost-efficient and giving empowerment to people to lead healthy and fulfilling lives.

Adult social care was embedded into wider local authority plans and strategies to support prevention. The new Health and Wellbeing Strategy, which was due to be published, outlined prevention approaches with partnership between adult social care, public health and housing. Senior leaders also told us adult social care, housing and public health all broadly aligned in their prevention vision. The adult social care prevention strategy (2024-2026) was clear and concise but was not recorded as being coproduced.

Senior leaders recognised the key challenges people faced which impacted on their health and wellbeing, with availability and quality of housing being a significant issue. The most recent housing strategy acknowledged the potential impact of these issues on people's physical and mental health and targeted improved access to housing and repair services to support prevention of needs.

The Haringey State of the Borough report (2023) outlined Haringey had the 8th highest rate of statutory homelessness (living in temporary accommodation) in London, compared to being 5th the previous year. There had been a 71% reduction in rough sleeping since July 2018. The current housing strategy, a coproduced Rough Sleeping Strategy (2023-2027), and plans for a new coproduced homelessness strategy, were targeting prevention of homelessness and supported people to reduce risks to their health and wellbeing.

Mental health was also recognised as a key risk by leaders and partners. Prevention strategies were aligned on the need to improve mental health early intervention. The local authority worked with partners to fund prevention activity, such as the mental health wellbeing network. There were also plans for a refurbished mental health centre which would support people before they reached crisis point, but this project had experienced significant delays.

The local authority had prevention services which had a positive impact on well-being outcomes for people. The Multi-Agency Care and Co-ordination Team (MACCT) was an integrated service which supported adults living with frailty and/or multi-morbidity concerns to maintain or improve their health, independence and well-being. For example, supporting people with falls prevention was an area of focus and had supported people to be more confident and stable with their mobility which helped to reduce accident and emergency visits.

The Connected Communities team also supported a prevent, reduce, delay approach. The team was spread across the borough to be closer to the communities it supported and provided a proactive approach to prevention. The team worked closely with partners, for example, being part of a local hospital advice hub which supported people with accessing universal services such as housing and finance. Partners fed back they were grateful to the local authority for supporting this. However, the Connected Communities team had reduced its staffing numbers, and this put a strain on the service.

The local authority's website had a range of resources which supported prevention. For example, information was available for ageing well, including an ageing well guide for people which was produced with partners. The guide covered topics for maintaining health and independence and was a positive example of collaborative working between the local authority and health partners to support prevention.

National data showed where people were able to access services, they had positive outcomes. For example, 69.57% of people said help and support helps them think and feel better about themselves which was statistically better than the England average of 62.48% (ASCS 2023-2024). This highlighted the positive outcomes achieved by the prevention approach in the area.

Provision and impact of intermediate care and reablement services

The local authority worked with partners to deliver intermediate care and reablement services which enabled people to return to their optimal independence. There had been an ongoing transformation of reablement services, with senior leaders telling us this was one of the local authority's strengths.

Local authority data showed, following phase 1 of their transformation, reablement pathways had become more efficient, with the service completing 99.2% assessments within 28 days (Information provided June 2024).

Haringey's reablement provision was made up of 2 teams, a community reablement service of carers and a reablement therapy team, whose input supported people to regain function. Approximately 85% of referrals came from hospital discharge, with 15% coming from the community to support reduction of hospital admissions. In an example given by the local authority, a person was referred from their GP following a serious injury and was put on the reablement pathway to reduce the risk of a hospital admission. Structures were in place to help prevent unnecessary admissions and promote independence.

Domiciliary homecare providers also supported with reablement care if required. A care partner told us reablement pathways were working well and they were able to work closely with occupational therapists to reduce people's care needs. They also told us the local authority had improved their reablement review timescales, so assessments were completed within 6 weeks. This supported people to plan next steps in a timely manner.

People had good access to reablement and rehabilitation services. A person told us they had accessed rehabilitation following a short time in hospital, this supported them to access additional support to eventually return home. National data showed 6.50% of people aged 65+ received reablement/rehabilitation services after discharge from hospital, which was statistically significantly better than the England average of 2.91% (Adult Social Care Outcomes Framework 2022-2023).

National data also showed 66.67% of people 65+ were still at home 91 days after discharge from hospital into reablement/rehab which was a negative variation as compared to the England average of 83.70% (SALT 2023-2024). However, the local authority told us these figures were not accurate due to an internal data recording issue. The local authority's data for between 01 October 2023 and 01 January 2024 showed this to be 91.07%, which demonstrated the local authority performing strongly.

Access to equipment and home adaptations

There was a significant waiting list for people accessing occupational therapy (OT) assessments and this impacted on people getting timely access to equipment. As of 15 October 2024, data provided by the local authority showed the waiting list was 420 people. However, the local authority had also outsourced 600 assessments to a third-party provider shortly before the data was provided. These 600 assessments had not been included in the waiting list data and therefore people waiting for an assessment was significantly more than 420. The median average wait time for people over the previous 12 months was 172 days and the maximum wait time was 465 days. The OT team also supported Children's services and health services in their roles.

Partners told us about the impact the waiting lists was having on people, for example, they were concerned for people's welfare as there were delays in assessment and completion of home adaptations.

The local authority had increased resource to reduce the waiting list and mitigate risk. The local authority had expanded staffing within the OT team through recruitment. The team used screening and prioritisation to triage referrals based on risk. For example, the team told us they could make urgent visits for people such as those requiring palliative care, so equipment was in place to make them comfortable. Contact was also being made with people on the waiting list to check if there had been a change in need or if any low-level aids could support people in the interim.

Following the move to a locality model, systems supported joint working between the OT team and frontline teams. A frontline team told us OTs on duty worked closely with them to review referrals and where there was urgent need, assessments were completed within 48 hours. They also told us members of frontline teams were trusted assessors which supported people to access low-level aids and equipment in a timelier manner and reduced workload on OTs.

Frontline teams told us equipment deliveries were generally not an issue, with set timescales for urgent and non-urgent deliveries. Local authority data showed, in the 12 months prior to September 2024, 328 out of 424 deliveries were completed on time, this equated to approximately 77%. In September 2024, 61 out of 77 delivery orders were completed within a month, which was a rate of 80%. The target delivery timescale was 2-3 weeks. A care partner told us provision of equipment for people had recently improved and people were getting access to aids and equipment in a timelier manner.

The local authority also had an assistive technology offer to support people to remain independent. They supported people with a range of technology, with approximately 2500 people supported with an emergency lifeline. The team received referrals from frontline teams and partners. For example, the team told us they received referrals from a hospital where a person was at risk of falls and required technology for discharge, such as falls sensors or alarms. People's assessment records showed the local authority utilised assistive technology, as they were supported to have a key safe and lifeline pendent.

There was a waiting list of approximately 100 people for assistive technology as of 8 October 2024, but the team told us they prioritised urgent referrals, such as hospital discharges, safeguarding and readmission prevention. The team told us these referrals were completed within 2 days.

Frontline staff teams were passionate about supporting people with their independence using aids and equipment. For example, a frontline team told us how a person was supported to access an unconventional adaptation to allow them to leave their home and take part in social activities. The team also told us they were proud to reduce the waiting time for people and support people to access equipment as soon as possible.

The local authority incorporated adaptations and equipment into their future planning. A staff team told us OTs were working with housing to support a new house building programme, so people's homes were more 'future-proof' and adaptable to support people's needs. A senior leader also told us bespoke homes were being built for people with future additional needs and they had received positive feedback around this.

Provision of accessible information and advice

People could not always easily access information and advice on their rights under the Care Act and ways to meet their care and support needs. This included unpaid carers. Partners told us information and advice was difficult to access. A key issue highlighted was people not being able to get through to speak with the local authority, with contact attempted by people several times. Another partner raised concerns about the local authority not responding to people. They told us this created a great deal of frustration for people and was across several areas of the local authority.

Recent local authority survey data (Haringey Survey of Adult Clients 2023-2024) showed 25% of people finding it fairly or very difficult to find information and advice about support, services or benefits (a 2.5% increase compared to the previous year). 17% of people found it very easy to find this information, which was 7% less than the year before. However, National data reflected the local authority was performing in line with other areas. The ASCS 2023-2024 showed 63.35% of people who use services found it easy to find information about support which was in line with England average of 67.12%.

Accessibility to information and advice was a priority area of the local authority's Adult Social Care Prevention Strategy (2024-2026). This included enhancing the website to provide clear and accessible information, launching a public awareness campaign to ensure people know how to access the right information and development of locality hubs. A staff team told us the move to localities allowed people to access information or support all in one place and this would be especially beneficial for people with disabilities who would be able to be supported with multiple services at once.

The local authority had a range of information on their website which outlined their duties under the Care Act 2014 to meet care and support needs. This included 'Haricare' which was a directory for adults who needed care and support. The website had useful tools for people such as an eligibility checker which informed people where a Care Act assessment may be required. Despite this offer, some partners told us the local authority website was difficult to navigate and understand for people which prevented them accessing information easily.

The Connected Communities team supported access to information and advice. For example, the team told us an area of community concern was social isolation. The team had recently produced a leaflet signposting people to organisations who could help. The team also facilitated weekly community-based drop-ins which were advertised across the borough. The team told us they felt like a truly front-door team, based in the community and visible to people. This was a positive example of proactively supporting people to access information.

The local authority had specific roles to support provision of information and advice. For example, there was a dementia co-ordinator who supported people with dementia and their relatives with accessing information. A partner told us this role had a positive impact for the community as the role supported knowledge of services and they also held events to promote understanding and dementia awareness across the borough.

Provision of accessible information and advice for unpaid carers was an area for development. National data showed 42.65% of carers found it easy to access information and advice, which was statistically significantly worse than the England average of 59.06% (SACE 2023-2024). Other data also showed 71.43% of carers found information and advice helpful, which was significantly worse than the England average of 85.22% (Survey of Adult Carers in England 2023-2024). There was mixed feedback from carers on available information and advice**.** Some carers told us they had received relevant information from their social workers and partners. However, some other carers felt it was difficult to get information and advice directly from the local authority.

The local authority had increased their support services for unpaid carers, with a further commissioned digital offer which included social connection and foundational support for people in their caring roles**.** However, carers and partners told us unpaid carers were not consistently signposted to commissioned information services and would have to source information themselves. While provision of information was available, supporting carers to understand what was available to them was an area for development.

Direct payments

The local authority was supporting people to access direct payments, which were used to improve people's control of how their care and support needs were met. National data showed 24.56% of people using services received direct payments and this was in line with the England average of 26.22% (Adult Social Care Outcomes Framework 2022-2023). Uptake of direct payments for people aged 18-64 and over 65 was also in line with the England average for each age group.

There was no waiting list for direct payments. The local authority told us they implemented robust, real-time monitoring to ensure direct payment referrals were progressed promptly. The local authority was planning to retrospectively report on the time from the agreement of an individual budget to the start of a direct payment, but this was not yet possible.

Unpaid carers gave us mixed feedback on direct payments. Some carers had heard of direct payments but felt they would not have anyone to support them with it. However, carers who did access direct payments were positive about their experience. They told us the direct payment was manageable and allowed them to take their relatives into the community and take part in activities. They also told us the local authority was involved with the monitoring of the direct payment use.

There was a designated Direct Payment team who supported people and staff to know how direct payments worked and if they were suitable. The team offered support and practical assistance to people, including with administrative tasks related to the direct payment. The team told us they undertook financial monitoring and regular audits of direct payment use. There was also a commissioned partner to give people support with direct payments. This included a personalised service which empowered people and gave choice in their care and support. The service also helped people to source Personal Assistants (PAs) if this was required. There were 2 direct payment advisors within the borough. A frontline team told us they would usually refer people to this service if they wanted a direct payment, so they fully understood the responsibilities of this. This was reflective of staff having knowledge of resources around direct payments.

Frontline staff told us they supported people to access direct payments. A team told us they supported a person to access a gender specific provision as this was appropriate for their needs. The local authority understood barriers to accessing direct payments and was taking steps to remove them. There was monitoring of direct payment uptake, including around equitable uptake across the population and a quarterly monitoring report. Information indicated direct payment uptake was broadly reflective of the population accessing adult social care services across demographics and location.

Equity in experience and outcomes

Score: 2

2 - Evidence shows some shortfalls

What people expect

I have care and support that enables me to live as I want to, seeing me as a unique person with skills, strengths and goals.

The local authority commitment

We actively seek out and listen to information about people who are most likely to experience inequality in experience or outcomes. We tailor the care, support and treatment in response to this.

Key findings for this quality statement

Understanding and reducing barriers to care and support and reducing inequalities

The local authority understood its local population profile and demographics but recognised reducing inequalities in experience and improving outcomes was a continued area for development. This was recognised as a priority of the 'Haringey Deal' which sought to reduce inequalities in Haringey, supporting people to live a secure, healthy, and fulfilling life. Senior leaders understood the impact of inequalities across the borough, with identifying and listening to seldom-heard groups a priority for the local authority.

Haringey is the 4th most deprived borough in London with deprivation concentrated in the east, as compared to the west (Index of Multiple Deprivation 2019). The local authority told us high levels of deprivation contributed to lower healthy life expectancy. This was as low as 55 years of age in some wards. This meant people were starting to experience poor health and wellbeing much younger than the national average of 63 for men and 64 for women.

The borough was ethnically diverse. 65.1% of the population identified as from black and minority ethnic groups (BME) or other white ethnic groups (Office of National Statistics Census 2021). The local authority had also identified health inequalities across ethnic groups. For example, disparities in health outcomes were particularly stark for eastern Europeans and black African Caribbean, as compared to white British people.

The local authority had regard to its Public Sector Equality Duty (Equality Act 2010) in the way it delivered its Care Act 2014 functions. However, strategies to reduce inequalities and improve outcomes for people were an area for development. For example, we were not assured strategies in this area had been coproduced and therefore fully represented people's needs. Equality strategies, objectives, and action plans did acknowledge and include plans to improve coproduction in this area.

The local authority used equality impact assessments (EIAs) to support decision making. However, a senior leader told us they felt the quality of equality information and data in EIAs could be improved to better inform decision making. The adult social care commissioning peer review (2022) also identified updates being needed to Equality Impact Assessments.

The local authority worked closely with key partners to better understand and reduce local health inequalities. For example, a senior leader told us they worked closely with public health and had developed an anti-racism coordination partnership group to support a reduction in inequalities.

The local authority commissioned research to better understand its communities and their needs. For example, 'Community Voices' used researchers who represented their own community groups to speak with a range of people from different ethnic backgrounds to understand their experiences of the cost-of-living crisis. The research informed opportunities and actions for the local authority to improve their relationships and support for communities.

The local authority had established links to community partners to support understanding of their communities and tackle inequalities. This included the use of the Borough Partnership Board and the more recently established Equality, Diversity and Inclusion (EDI) working group to support people to have a voice and reduce inequalities. Impact of the EDI working group was not yet clear. Some community partners highlighted there was still work to be done to understand and support seldom heard communities.

Haringey commissioned a range of health inequalities projects, with 17 projects overseen by a Neighbourhoods & Inequalities Board. For example, there was a specific project to support Somali mental health, which was an area identified for development by a partner. The local authority monitored projects and received positive feedback which supported their continued funding in most cases. The local authority recognised involvement of the voluntary and community sector in projects led to better outcomes for people, and it was recognised some projects would benefit from reaching out to these partners.

The local authority had also supported the introduction of community health champions and proactively approached to engage communities such as the Gypsy, Roma and Traveller community.

The local authority's move to a locality-based model was an opportunity to be closer to, and better understand communities. The Adult Social Care Strategy Action Plan (2024-2025) outlined plans to develop outreach into communities at a locality level for better engagement. This was also in line with an identified action from the Community Voices research project, which highlighted improvement to contact points for people. This work was still under development and there remained scope for increasing outreach at a frontline level for adult social care.

Support for unpaid carers from ethnic minority communities was an area for development. Partners told us there was a need for more work with these communities to support people in their caring role. The local authority had begun to reach out to unpaid carers from different backgrounds through, for example, their carers co-production group. The newly commissioned carers online service was also supporting with identifying 'hidden carers' which included those from minority backgrounds.

People and staff gave examples of staff having a good understanding of cultural diversity. For example, a frontline team told us they took steps to meet people's diverse needs, such as support for people to access places of worship. A person told us how they were able to have culturally appropriate meals from their commissioned support and this was very important to them, having a positive impact on their life.

Inclusion and accessibility arrangements

People's experience of accessibility arrangements was not always positive, and this created barriers when accessing support. The Office of National Statistics Census (2021) highlighted the importance of translation provision in Haringey with 30% of Haringey residents not speaking English as their first language and approximately 1 in 4 of this group identifying as not speaking English well or not at all.

Partners told us there was a lack of information available in other accessible formats and said the local authority's website did not include information in different languages for people whose first language was not English. The local authority's website had a translation function for multiple languages, but the local authority recognised this function was not always easy to find for people using the website. This created a barrier to people accessing information in a language they understood, especially for those not digitally competent.

Provision of accessible information for people was variable. For example, a frontline team told us they would use online tools to translate documents rather than access local authority translation services. Another frontline team told us they had internally requested translated versions of documents, such as assessments, for people. This highlighted an inconsistent approach being taken by frontline teams.

The local authority had commissioned interpretation services to support people. Staff were positive about access to these services when speaking with people. A staff team told us over the phone and in person interpreters could be booked and in place in a timely manner. This included access to British Sign Language (BSL) interpretation.

The local authority's use of easy-read information to support people with learning disabilities and/or neurodivergence was inconsistent. A person's relative told us communication needs were not considered before the person's assessment, such as easy-read information, to prepare them for the process. A partner also told us they felt there was a lack of easy-read information available for people.

Staff teams, however, told us how they adjusted processes to improve accessibility for people. A frontline team told us they could link in with the learning disability team to access easy-read material to support them in their role.

The local authority supported staff to access training to support people with diverse needs. Frontline teams told us how they received training to support communication with people with learning disabilities, autism, neurodivergence and hearing impairments. This supported staff to make conversations more accessible for people.

The local authority had a rehabilitation officer who supported people with sensory needs, such as those who had a sight and/or hearing loss. They supported people with sensory assessments and to use services, such as transport. There was only one staff member in this role, and this increased wait times to access services. A partner also told us there was a lack of commissioned services for people with sight loss. A staff team told us the local authority planned to increase the number of rehabilitation officers.

The local authority had provision to provide documents in formats accessible for people with sensory impairments. For example, large print, braille and audio tape was available for people with sight impairment.

Partners felt digital exclusion was a barrier for people in accessing services. The local authority recognised this, and digital inclusion was a priority area within the Adult Social Care Prevention Strategy (2024-2026). This included expanding digital training programmes to help residents use online services; providing access to digital tools and equipment through community hubs; developing online platforms to facilitate virtual support and social connections.

The local authority held events for people which were accessible and inclusive of communities. For example, the local authority's dementia co-ordinator held dementia friendly events for people. These events allowed people and unpaid carers to connect to a range of community groups and services who supported people to access information in appropriate languages. Groups and services at these events supported the borough to be more dementia-friendly and inclusive.

Theme 2: Providing support

This theme includes these quality statements:

- Care provision, integration and continuity
- Partnerships and communities

We may not always review all quality statements during every assessment.

Care provision, integration and continuity

Score: 2

2 - Evidence shows some shortfalls

What people expect

I have care and support that is co-ordinated, and everyone works well together and with me.

The local authority commitment

We understand the diverse health and care needs of people and our local communities, so care is joined-up, flexible and supports choice and continuity.

Key findings for this quality statement

Understanding local needs for care and support

The local authority worked with stakeholders to understand local needs for care and support but also recognised the need to work more closely with local people and communities and this was reflected in the Commissioning Strategy for Adult Social Care (2024-2029). Leaders also told us the local authority's move to a localities model would support a better understanding of people's needs.

Haringey had launched a commissioning coproduction board as a mechanism for providers and people to support commissioning design and implementation. Due to its infancy, the impact of this approach was unclear, but there was some evidence the board had begun to influence processes such as quality assurance of services.

The adult social care commissioning strategy identified a range of key service needs which included: day opportunities, digital inclusion and technology, more and enhanced respite, developed and expanded support for unpaid carers, support for people with complex needs and behaviours that challenge, more move-on accommodation for people with mental health needs, dementia-friendly services and strengthening of transition services. These areas were in line with feedback we received from people, partners, staff and leaders and showed an understanding of local need.

There were positive outcomes where the local authority had worked with people to respond to local care needs. For example, partners were positive about the provision of the local Autism Hub, which was coproduced and described as an exemplar service.

The local authority worked with local stakeholders to utilise data to understand care and support needs of the community. Data was available on their systems, such as within their Joint Strategic Needs Assessment (JSNA) and market position statement, which helped to inform commissioning practices. A senior leader told us the JSNA and other relevant reports, informed decision making on the best use of resources. There was a focus on the local authority becoming data-led in their decision making and this included commissioning.

Market shaping and commissioning to meet local needs

People's access to a diverse range of local support options which were effective, affordable, and high-quality was inconsistent. Care provision within the borough was limited, but the local authority worked closely with other North Central London (NCL) boroughs to provide support for people.

Staff and partners told us about gaps in service provision in the area. This included care homes, dementia-friendly services, specialist accommodation for autistic people, complex placements and mental health provision. These areas were outlined within the local authority's Market Position Statement (2024) as service needs, except for specialist autism services. There was, however, a separate Haringey All Age Autism Strategy (2021-2031) which did refer to improved autism provision for young people and adults.

The local authority's Adult Social Care Commissioning Strategy (2024-2029) and Market Position Statement (2024) outlined the need for an outcome-based and person-centred commissioning model. Available provision within the borough made a person-centred model more limited. For example, staff told us there was a lack of available placements for people at a higher risk of falls or needing 1:1 support. They gave an example of a person being ready for discharge from hospital for 10 days as there were no available local placements for them.

The local authority's commissioned homecare was focused on outcome-based support and was delivered by a small number of domiciliary-care providers which were locality-based. People told us they were supported to access homecare support, which was flexible, person centred and of good quality.

People and partners were not always included in market shaping activity. The Adult Social Care Commissioning Strategy was not recorded to be coproduced, although it was said to be informed by the voices of people and other stakeholders. Some care providers felt they were not given an opportunity to voice their views on local needs and engagement was limited. Despite this, the local authority held monthly care provider forums to understand provider perspectives and gather feedback. A care provider told us the forums were useful and they were also used for external agencies to provide input for local providers.

The local authority's commissioning approach aligned with internal and external stakeholders. This included the objectives of housing, public health and the ICB. The commissioning strategy, alongside other relevant partner strategies were reviewed by the Health and Wellbeing Board, supporting joined up approaches. Staff, leaders and partners in each of these areas also told us about joined up working at a strategic level. For example, a senior leader and a staff team told us about reduced capacity of accommodation for people with a learning disability, especially for those who required wheelchair accessible housing. Support in this area was reflected in the Housing Strategy (2024-2029) which was committed to supporting accessibility in a set proportion of homes.

Haringey told us there was a range of market shaping activity taking place to improve their carers offer. This included plans to have a carers 'representative' at each locality site at least once a week; improved outreach to the hard-to-reach carers; improved identification of carers; strengthened review and assessment arrangements and better contingency care arrangements. The local authority had also introduced a second commissioned provider for carers support. This organisation supported with online information and advice as well as identifying 'hidden' carers who did not access support.

Ensuring sufficient capacity in local services to meet demand

Capacity for care and support within the borough was limited and as a result, a large proportion of care and support was commissioned out of the borough.

Data provided by the local authority in June 2024 showed 45.8% of people's placements were outside of the borough. 45.2% of placements in the last 12 months were also out of the borough. The local authority told us most of these placements were within the NCL sub-region, with which the local authority had a close working relationship. The most recent Market Sustainability Plan outlined a significant proportion of placements outside of the NCL region (approximately 30%). Reasons cited by the local authority for the large proportion of out-of-borough placements included limited suitable accommodation or services; client and family choice and specialist care provision not being available.

The local authority had outlined strategic plans to reduce out-of-borough placements. Staff told us there was a recent project to understand how people could be returned to the borough to reduce out-of-borough placements. This included considerations such as placements in supported living accommodation or other development opportunities such as units to support older people with more complex needs such as dementia.

There was a recognition of the need to ensure sufficient capacity in care provision to meet increasing need within the borough and this was reflected in the Commissioning Strategy for Adult Social Care. For example, it was recognised there was an ageing population, and this would increase demand for services such as homecare, residential care and day services. There was acknowledgement this would require investment in capacity, workforce development, and infrastructure to meet growing demand.

The local authority worked closely with the NCL system to retain oversight of residential and nursing care provision across the system. There was shared consideration of block bed arrangements where there was capacity, which supported consistent capacity for the local authority. This approach helped to mitigate risk to people who required care home placements.

Access to some specialist accommodation was limited, particularly for people with complex needs. While a partner told us a large majority of people's accommodation needs can be met within the NCL, another frontline team said this was a challenge. Immediate placements for people with complex mental health needs were difficult to source. Another partner told us there was a risk to people residing in institutions, such as long-stay hospitals, facing lengthy waits for placements. Despite these concerns, the local authority had effectively managed waiting times for supported housing. As of June 2024, in the preceding 3 months, 3 people waited for supported housing for over 7 days from the date of their support plan agreement, with an average of a 19 day wait for these people.

Data provided by the local authority in June 2024 showed people could experience delays in accessing care and support where there was reduced care provision capacity. For example, the longest average waits in the 3 months preceding June 2024 were for nursing care provision and supported living services. Waits for these services averaged 27 days from support plan agreement. The local authority cited the likely cause of delays to accessing service provision was a lack of capacity in the market to meet the specific needs of individuals.

The local authority had sufficient capacity in their homecare market to meet demand. A frontline team told us they did not encounter delays with homecare being sourced for people. People were also said to usually have more than one option with language and religious needs considered where applicable.

Lack of local provision had some impact on people accessing personalised services such as day services. A person's relative told us how a lack of day service provision had meant the service the person attended did not offer access to the type of activities they wanted. National data showed 63.16% of people who use services felt they have choice over services which tended towards a negative variation from the England average of 70.28% (ASCS 2023-2024). This reflected reduced choice over services in the local area.

National data showed unpaid carers accessing breaks from their caring roles was in line with or slightly above national averages. For example, 23.16% of carers reported accessing support or services allowing them to take a break from caring for more than 24hrs which was slightly better than the England average of 16.14%. 16.84% of carers accessed support or services allowing them to take a break from caring for 1-24hrs was in line with the England average of 21.73% (SACE 2023-2024). While this was at least in line with national averages, a large proportion of carers did not feel they were accessing services to allow them to have a break. A staff team told us there were difficulties in sourcing respite for carers. A partner also told us respite was not in place quickly enough and they were aware of carers waiting over 6 months to hear about respite support.

A partner told us a specialist provision which offered high quality services and advice was the Dementia Hub. The Dementia Hub offered information and advice for people as well as day service provision. A senior leader was positive about this provision but felt it was more accessible to people in the West of the borough, where it was located. A staff member also felt dementia services in the East could be more developed. However, the local authority had invested in dementia services in the East, which included, for example, an older person's day service which was coproduced and met dementia-friendly design standards. Access to support across the borough was also being actioned as part of a NCL dementia working group which were looking at transport and provisions to support people access support in the East. Dementia-friendly services were identified as a key service need by the local authority.

Ensuring quality of local services

The local authority had clear arrangements to monitor the quality and impact of the care and support services being commissioned for people and it supported improvements where needed. Quality of services data was positive. For example, 87.50% of residential care homes were rated good by CQC rating and the only nursing care home in the borough was also rated good. 66.67% of Homecare services were rated good, and 12.96% rated requires improvement. 42.86% of Supported Living rated good by CQC rating, the remaining services were not yet rated. The local authority had also had no commissioning embargoes related to quality concerns in the last 12 months.

The local authority had a Quality Assurance and Contract Monitoring (QACM) framework which set out the approach they took to ensure local care and support services provide what individual service users needed. The Quality Assurance and Contract Monitoring Board met monthly to oversee and ensure the integrity and effectiveness of service delivery by contracted providers, located within the borough and local NCL system. The local authority worked with partners, such as the ICB, to assess performance data assess compliance with quality standards, and address any issues or concerns.

There were processes to apply suspensions on providers where concerns were raised. The quality assurance team told us they worked closely with other agencies and the provider to analyse any issues and support the provider to create an improvement plan. A staff team told us they worked with the Quality Assurance team and the Safeguarding team to create an action plan and monitor progress where a concern was raised about a provider. There were also processes in place to ensure urgent reviews of people's care were prioritised when concerns were present about services they used.

There was not a clear process for reviewing the quality of people's placements outside of the NCL system. While the local authority sourced feedback about placements from people and their representatives during '360' non-statutory reviews, this was a light touch process and did not fully review the quality of the services people received. There were clear processes where concerns could be raised about providers, however, the backlog and delays of people's statutory Care Act annual reviews highlighted a potential risk of concerns about people's care services not being known to the local authority which may have been identified during this process.

As part of their contracting arrangements, the local authority did not commission new care with registered services which were rated requires improvement or inadequate. This approach mitigated risk when placing people.

Quality assurance arrangements were in place to support quality of local services. The quality assurance team told us they tried to ensure they visited service providers at least once a year to complete mock inspections and identify potential areas for improvement. They also told us they regularly checked CQC ratings for changes and where ratings had reduced, they requested service improvement plans from providers.

Commissioned partners in the voluntary and community sector were monitored for the quality of their performance. For example, a commissioned partner told us they completed quarterly reports for their commissioner with themes. This supported people to receive better quality services and outcomes.

Care providers told us quality assurance processes supported them to improve their systems and practices. They told us staff were available to speak with them and were part of regular meetings which supported.

The local authority was focused on improving people's voice in improving quality of services. For example, the Commissioning Coproduction Board had developed a methodology to support people's voice in contract management and quality reviews of services. This was still being developed but would support people's voice within this process.

Ensuring local services are sustainable

Engagement and monitoring arrangements enabled the local authority to get early warnings of potential service disruption or provider failure; contingency plans were in place to ensure that people had continuity of care provision in this event.

The local authority had developed a shared commitment to paying a sustainable market rate for accommodation with the NCL system, underpinned by sub-regional market analysis of costs and transparent relationships with providers. The system used this evidence base to support market sustainability and where appropriate efficiencies in negotiations with individual providers, including through inflationary uplifts, agreeing common spot rates, agreeing access to each other's block contract arrangements and agreeing some joint block arrangements.

The local authority had adopted commissioning approaches to support a sustainable market. For example, for homecare, most care was supported by regular contracted homecare providers who had 'bundled hours' arrangements (approximately 70%). The remaining proportion of homecare were spot purchases which were sourced through a dynamic purchasing system. This was a system which involved home care providers registering their ability to pick up people's care without tied contract arrangements. This approach allowed smaller and medium sized providers to stay in the market as they still accessed local authority commissioned care.

Some care providers told us they were concerned about sustainability. A care provider told us they used zero hours contracts and at times where there was a lack people to support, it was more difficult to keep staff and put pressure on their sustainability. The local authority engaged with providers to understand workforce challenges and needs. Provider forums were used as a platform for the local authority to listen to providers.

In the 12 months preceding June 2024, 2 homecare. 3 supported living, 3 residential care homes and a nursing care home handed back contracts early. This impacted the care of 34 people, with 16 of these people in a residential care home. The local authority told us this was due to financial viability of individual packages of care or the business model of the providers. All people's care was reallocated to ensure continuation of services.

The local authority actively promoted the use of Skills for Care training for care providers. They told us they encouraged and supported them to access these resources during visits, provider forums, and through Proud to Care North London. National data showed 61.45% of adult social care staff with the care certificate in progress or partially completed or completed, in line with the England average of 55.53% (Adult Social Care Workforce Estimates ASC-WE 2023-2024). The local authority told us providers could access training and support to enhance their skills through the NCL Market Programme.

The local authority had identified the need to increase personal care services for people using direct payments and commissioned a partner to promote the role of becoming a personal assistant to support people's choice in services. Data showed a positive impact of investment in these services, with an increase of 117 people (20%) using direct payments in December 2024 as compared to April 2024.

Providers gave mixed feedback on the level of support they received for recruitment and retention. They told us some recruitment information was shared with them, but this was not always beneficial. Despite this, national data showed the local authority to be performing better than national averages in this area. For example, 8.44% of adult social care jobs were vacancies which was slightly better than the England average of 9.74%. There was also a statistically significantly better rate of turnover of adult social care employees, 0.12, as compared to the England national average of 0.25. (ASC-WE 2023-2024).

The local authority had a market sustainability plan which assessed the sustainability of local care markets. The plan outlined how the local authority supported the fair cost of care. For example, the agreed cost of care with residential providers was said to not require further subsidy from self-funding users of residential services. The plan recognised the risks posed to local services.

The local authority facilitated fair pay for adult social care staff. As part of contract arrangements, homecare providers were required to pay the London Living wage. There were also arrangements for homecare providers being required to pay for travel and waiting times for staff.

Partnerships and communities

Score: 3

3 - Evidence shows a good standard

What people expect

I have care and support that is coordinated, and everyone works well together and with me.

The local authority commitment

We understand our duty to collaborate and work in partnership, so our services work seamlessly for people. We share information and learning with partners and collaborate for improvement.

Key findings for this quality statement

Partnership working to deliver shared local and national objectives

The local authority was developing strong partnerships and worked collaboratively with partners to agree and align strategic priorities, plans and responsibilities for people in the area. Since service restructures following the establishment of the North Central London Integrated Care Board, the local authority told us they were resetting partnership arrangements to ensure a positive and productive approach moving forward.

The local authority came together with the ICB and other local health and care partners in the Haringey Borough Partnership (HBP). The HBP reported to the Health and Wellbeing Board alongside the NCL Care Partnership. The partnership was used to support shared ambitions, strategy and priority actions for the health and wellbeing of people. The partnership also input from communities through membership from the Voluntary, Community and Social Enterprise sector (VCSE) representatives.

A senior leader told us the HBP helped strengthen internal and external relationships with Children's services, Public Health, Housing and senior health partners. The local authority had shared objectives and alignment at a strategic level with partners, for example through the Health and Wellbeing Strategy. A senior leader told us strong partnership working with VCSE and health partners was reflected in the HBP's thematic delivery areas 'start well', 'live well' and 'age well' which aligned with the strategy.

There were local authority teams who worked with partners to achieve national and local objectives. For example, the Integrated Reablement team were undergoing a transformation and had seen improvements in its performance. The integrated service provided support through OTs and physiotherapists who worked closely alongside local authority care staff. This supported people to achieve reablement goals. The team also worked closely with a health Rapid Response team, who referred individuals from the community who were at risk of admission. The team would support these people for short periods to reduce risk of admission.

A senior leader told us there was still scope for improvement of integration of adult social care and health services. However, opportunities for further integration had been recognised and joint working was said to be improving. They gave a positive working example of a multi-agency drugs and alcohol team who supported people to achieve better outcomes. A safeguarding adult thematic review also highlighted there had been significant improvement in multi-agency communication because of the introduction of the localities model, for example for hospital discharge.

Arrangements to support effective partnership working

There were clear governance, accountability and monitoring arrangements for the HBP, with clear roles and responsibilities. The HBP had a clear structure with defined roles and set priorities. The partnership was co-chaired by a senior leader of the local authority and a local health trust. Structures within the partnership were built around the HBPs thematic areas of focus, with a board for each area with set roles and priorities.

The local authority had both formal and informal partnership working arrangements to support delivery. For example. the local authority had a Section 75 (NHS Act 2005) agreement with the ICB to facilitate partnership working but this was currently being jointly reviewed.

People benefited from a joined-up approach from the local authority and partners where there were integrated services. For example, people were supported by learning disability services to access both social care support and healthcare to reduce risks and identify positive outcomes.

Where Section 75 agreements were not in place, such as with the Mental Health Trust, teams worked with health partners to support people, but approaches could be inconsistent. There was mixed feedback from staff on how well these processes worked.

Partnership working to facilitate agreement of funding splits was an area for development. A senior leader told us data showed the local authority had a disproportionate level of health funding for complex care packages as compared to other areas and this impacted on the local authority financially. A staff team also told us funding splits were being reviewed for people with mental health needs to ensure these were reflective of people's social care and health needs. Staff told us they had received support and training to take part in joint funding discussions with health colleagues. Staff understood the level of evidence required to support joint funding decisions.

The local authority used pooled resources, such as the Better Care Fund, to deliver positive outcomes for people through integrated services. This included the reablement pathway and the MACCT.

The MACCT was a positive example of proactive integrated working. The team worked to reduce and prevent inappropriate hospital admissions. For example, the team told us they were able to support a person who was at high risk of falls. Following a referral, they supported them to receive a physical and functional assessment, a Care Act assessment, a medicines review, an OT assessment for a wheelchair and eventually an agreed package of care. The team did not have a time limit on input and continued their support until the person was safely discharged from the service.

People's experience of the MACCT was mostly positive with 94.4% of 53 responders to a patient survey responding they felt the service was very good or good. A person fed back on the service, stating they had provided strong support for their relative who had complex needs. They said the team offered a broad range of services but managed to execute their role as a team effectively.

Internal partnership working arrangements also supported people to achieve positive outcomes. People told us adult social care and housing had worked closely together to support them to get support. A frontline staff team also told how they had close working relationships with the housing team, and they had supported a person to remain in their home while relevant assessments were taking place at their newly allocated property.

Impact of partnership working

The local authority and its partners monitored their partnership working and the impact it had on outcomes for people. Effective use of pooled resources was also monitored. An outcome monitoring framework for the HBP monitored performance across their priorities and objectives. A performance dashboard monitored performance across several local health and care indicators. For example, there was a measure of care home admissions for people aged over 65 over a quarterly period and this was compared to regional and national averages.. As of October 2023, this approach was being developed with a focus on linking specific outcomes to more holistic wider population health outcomes. Monitoring frameworks were planned for projects to measure efficacy and outcomes for people. For example, the local authority was working with partners to improve the local dementia offer for people and as part of this work were part of a dementia working group. This included development of monitoring framework to show how outcomes were being improved.

Better Care Funding projects were also monitored to measure effectiveness. For example, for people referred to the MACCT there had been a 40% decrease in hospital emergency department attendance in the year following MACCT intervention, as opposed to the year before. Monitoring information which showed efficacy was used to support future funding decision making such as continuation and potential expansion of the MACCT.

Working with voluntary and charity sector groups

The local authority's structures were being developed to support collaborative working with voluntary and charity organisations to understand and meet local social care.

The local authority supported the contribution of voluntary, community and social enterprise sector at a strategic level. For example, the VCSE sector was represented at the Joint Partnership Board (JPB) and the Health and Wellbeing Board, to help inform decision making at a strategic and executive level. There was mixed feedback from partners on whether they felt listened to or had opportunities to inform strategies and projects. A commissioned partner told us they had worked closely with the local authority to coproduce strategies and gave examples of where they had supported regeneration projects within the borough. However, some non-commissioned VCSE partners told us they felt ignored, did not inform strategy or the local authority was not responsive to them.

The local authority recognised they needed to develop and build capacity in the VCSE sector. The local authority had formed the 'Haringey Community Collaborative' as a platform to support this. The aim of this collaborative was to support grassroots organisations and underserved groups to strengthen governance, grow fundraising channels, build capacity, and increase impact. It also aimed for the VCSE sector to have a stronger voice in council decision making and strategy development.

The VCSE sector were being supported to have more input into local authority processes. For example, the VCSE sector was invited to be part of the commissioning coproduction board. A commissioned VCSE partner was also part of the carer's coproduction group, and a staff member told us links with this partner were strong. The partner told us they were hopeful their membership of the group would support outreach to new carers.

The local authority understood the unique contribution of the VCSE sector and commissioned well placed partners to support communities. For example, partners were commissioned to provide direct payment support, befriending services, wellbeing network and a home from hospital service.

The local authority also worked with the ICB to fund VCSE-led projects. For example, a senior leader told us about 'Tottenham Talking'. This project involved VCSE support for peer led group activities and therapy support for people with long standing mental illness. This supported the sector to access funding to support their communities effectively.

The local authority had staff roles which facilitated the work of VCSE groups. For example, a partner told us they worked closely with the dementia coordinator who was supporting them by advertising their services to people who may not know about them.

Staff told us they referred people to VCSE sector when required. A staff team told us they used 'Haricare' to search for services to support people, but the team told us they also had to keep their own list of services to make sure they had the most up to date information to support people.

Theme 3: How London Borough of Haringey ensures safety within the system

This theme includes these quality statements:

- Safe pathways, systems and transitions
- Safeguarding

We may not always review all quality statements during every assessment.

Safe pathways, systems and transitions

Score: 2

2 - Evidence shows some shortfalls

What people expect

When I move between services, settings or areas, there is a plan for what happens next and who will do what, and all the practical arrangements are in place. I feel safe and am supported to understand and manage any risks.

I feel safe and am supported to understand and manage any risks.

The local authority commitment

We work with people and our partners to establish and maintain safe systems of care, in which safety is managed, monitored and assured. We ensure continuity of care, including when people move between different services.

Key findings for this quality statement

Safety management

The local authority understood the importance of safety and the risks people faced across their care journey. They identified and mitigated risks to safely manage peoples' care. The Safeguarding Adults Board (SAB) provided measurement and monitoring of safety processes on a regular basis. The views of people who used services, partners and staff were listened to and considered by the local authority.

The local authority had systems and planning in place to respond to seasonal pressures, such as winter. The local authority, in partnership with the ICB, used investment to support safe management of care and support. For example, extra funding was used to support block bed capacity in residential services.

Senior leaders told us they managed safety in the care system by ensuring that all local authority staff were properly supported and equipped with the tools they needed to safely manage care. Support was provided through supervisions and learning and development opportunities, such as a Multi-Agency Solutions Panel (MASP). The MASP provided multi-agency support to staff in managing high levels of risk and complexity. Advocacy services were accessed by staff where required, but assignment of advocates was not always timely.

The local authority understood their processes for the safe movement of people between services. Staff spoke about cohesive partnerships within the local authority which supported safe, secure, and timely sharing of information to enable people to move safely between services. The move to the localities model also supported a more integrated approach across teams. Staff told us teams could work more closely together to support people and mitigate risk, such as supporting people to access urgent OT assessments and Care Act assessments.

Safety during transitions

The local authority was developing its approach to support people with transitions. There were some inconsistencies with how care and support was planned and organised with people, together with partners and communities to support safe transitions.

There was mixed feedback on experiences of hospital discharge from people and partners. Although reablement processes were performing well, partners told us the local authority could improve communication and timeliness of hospital discharges. This included people detained under the Mental Health Act 2005 who required Care Act assessments to support their discharge.

Care providers told us there had been recent improvements to hospital discharge but there had been some examples of people being discharged without appropriate support or provisions in place, with a care provider telling us they had to mitigate this risk. Some partners felt communication concerns and delays to discharge were due to a high workload and a lack of availability of local authority workforce.

The hospital discharge team told us they were now at full staffing capacity but recognised there could be delays to hospital discharges. They told us there were sometimes disagreements on the level of support required for people on discharge between staff and health partners. The team told us there was a pilot project underway to improve multi-agency discharge planning and processes to support strength-based practice.

There were clear, person-centred pathways and protocols to help prevent risk to people's continuity of care. The hospital discharge team told us their Home First and early-intervention approach supported safe transition for people from hospital to home. For example, a staff team told us a deep-clean of a person's home was organised in advance of their hospital discharge to minimise delays.

A SAR thematic analysis in September 2024 identified there was scope to improve hospital discharge processes, including discharge planning for people with complex needs and multi-agency working. The analysis recommended the Haringey Safeguarding Adults Board (HSAB) audited the effectiveness of practices supporting people leaving hospital where they had complex needs. The hospital discharge team told us due to now having a fully staffed teams, social workers could spend more time and focus on people with complex needs awaiting discharge from hospital.

Senior leaders told us there was ongoing improvement to discharge pathways, including an increase in discharging people home rather than to care settings. They told us following a move to multi-disciplinary working, communication and timeliness of decision making around discharge had improved. This supported the local authority to move towards meeting discharge targets.

Leaders, staff, and people identified safe, effective transitions from Children's to Adult services was an area for development. A new cross-directorate and multi-agency Integrated Transition Service had been in development since April 2023. The service aimed to build on Haringey's Preparation for Adulthood Action Plan (2022-2024) and drew on learning from a recent external regulator's report to improve support for vulnerable young people (14-25) transitions to adulthood. Staff told us the new strengths-based approach, which was in a pilot stage, aimed to engage young people earlier. This would allow sufficient planning time to prepare people for adulthood, employment and potential housing options.

The local authority understood the importance of maximising people's independence whilst mitigating risks. For instance, we heard young people's records were consistently updated on digital systems to ensure care continuity and safe transition to Adult services.

Pathways for identifying, assessing, and allocating complex and non-complex cases for people moving between Children and Adult services were well-understood by the local authority. Partnership working improved outcomes for young people who would not otherwise have achieved these results. Additionally, staff were aware young people undergoing this transition often had dual needs or diagnoses such as learning disability or mental health needs and worked with them and their families to provide holistic support. For example, a young person was supported to move to Adult services whilst remaining with the same provider service; this service received training from the local authority to enable them to continue to support the person as they reached adulthood.

People's and carers' experiences of transitions between Children's and Adult services were mixed. An unpaid carer told us they felt well-informed throughout their child's transition to Adult services and had a clear sight of next steps. Conversely, some young people experienced lengthy waits and struggled to access resources. Another person's relative also told us they had to chase the transitions team for the outcomes of the young person's assessment.

A carer's coproduction group facilitated by the local authority said there was work being done to improve transitions between children's and adult's services, but this was in its infancy.

Systems and processes to support people moving out-of-borough were in place. People's safety and wellbeing was supported when people transitioned to a new local authority area. The local authority funded ongoing care for 6 weeks once a person had moved to another area. The local authority ensured the receiving local authority were informed of any moves. The local authority also funded incoming people's care and support indefinitely where there were disputes over funding with other authorities until an outcome was reached.

Contingency planning

The local authority undertook contingency planning to ensure preparedness for possible interruptions in the provision of care and support. Some processes of contingency planning required development.

The local authority had clear processes to respond to interruptions to people's care and support such as in the event of provider failure, unplanned events, emergencies and cross-border service interruptions. This involved pre-set arrangements with local providers and agencies, as well as other local authority partners, to ensure services could be rapidly stood up and to secure care continuity if the need arose. Similarly, systems were in place to provide immediate care to keep people safe out of hours.

Quality assurance processes were in place to help monitor provider effectiveness and any concerns were discussed in a multi-disciplinary forum. There was a clear process to inform all relevant internal and external parties of business failure (including other local authorities using the provider) to minimise risk to those receiving care and support, and the circumstances that would lead the suspension or decommissioning of a service. Learning was fed back into the commissioning cycle, including feedback from people who used the service and their families.

Frontline staff told us proactive contingency planning was an integral part of their work. For instance, they worked closely with emergency services as part of their contingency planning to keep highly vulnerable people safe. An Emergency Duty team worked across Children's and Adult services to support care continuity 'out-of-hours', with daily handovers to the day team. Staff said they involved families to support contingency planning for those with learning disabilities in the first instance; thereafter, they would engage day services and homecare providers to mitigate risks.

We were told contingency planning for unpaid carers was important to the local authority. However, details around how they planned with carers to minimise risk when they could not fulfil their caring duties were vague. Additionally, some carers told us they did not feel the local authority had considered their future caring responsibility. A carer told us they were worried about how they will manage their caring role in the future, and another told us that future plans and respite care were not discussed as part of their carers assessment. However, some carers felt that plans for care and support were clearly explained to them and their wishes for the future were considered in their assessments.

Safeguarding

Score: 3

3 - Evidence shows a good standard

What people expect

I feel safe and am supported to understand and manage any risks.

The local authority commitment

We work with people to understand what being safe means to them and work with our partners to develop the best way to achieve this. We concentrate on improving people's lives while protecting their right to live in safety, free from bullying, harassment, abuse, discrimination, avoidable harm and neglect. We make sure we share concerns quickly and appropriately.

Key findings for this quality statement

Safeguarding systems, processes and practices

The local authority had transformed its safeguarding referral pathway following the introduction of its localities model. A central safeguarding team screened and triaged referrals based on eligibility and urgency. As pathways were still developing, referrals reached the local authority via different routes, including directly to the safeguarding team, through the first response team, and through the locality front door team. There were target timescales for dealing with safeguarding referrals. For example, it was expected referrals were screened or triaged within 24 hours and cases were allocated to staff members by a manager within 48 hours. Data provided by the local authority in June 2024 stated the median processing time for a safeguarding concern was 13 days from start to finish.

While there were processes to support staff to raise safeguarding concerns, these were not always followed. For example, a person was recorded to have raised an allegation of abuse in their assessment, but this had not been formally raised as a safeguarding concern. Despite this, risk to the person was mitigated immediately and a personalised approach was taken to support them to stay safe. The local authority acknowledged this reporting error but told us staff were now supported with training and workshops to ensure understanding of processes. Staff also told us the safeguarding systems and processes were person-centred and reflected peoples' wishes to support them to remain safe.

The local authority worked closely with the Safeguarding Adults Board (SAB) which met quarterly. For example, the SAB Quality Assurance Subgroup reviewed the local authorities processes around managing provider failure and service interruptions and refreshed their Joint Section 42 (s.42) Enquiry Framework. We heard the local authority's data team shared safeguarding data with the HSAB when requested, including information relating to timeliness of actioning safeguarding concerns.

The local authority acknowledged the importance of joint training and multi-agency collaboration to ensure the safe sharing of confidential information relating to vulnerable children, families, and adults. For example, there was a clear procedure for triaging urgent police referrals and the actions leading to a protection measure being implemented. The local authority used a regional multi-agency adult safeguarding to support their procedures.

The local authority monitored their safeguarding processes and strived to improve them where possible. Following an internal audit of safeguarding processes, the organisation had made several operational changes, for example, to how staff recorded people's information. They continued to monitor the consistency of this documentation. Other areas of action included the need for more proactive planning and professional meetings so clear actions could be agreed within set timeframes with responsible parties outlined. This included care providers and other agencies such as housing.

Safeguarding concerns which did not meet the statutory referral criteria were processed in appropriate ways which informed internal colleagues and community health partners of the risks to people. This approach helped identify the support people needed and prevented an escalation of needs.

The Safeguarding Adults Board told us that the local authority made use of Safeguarding data themes and trends to better understand risks to people. This enabled shared learning and drove improvement.

68.12% of people who used services felt safe in Haringey, which was in line with the national average of 71.06% (ASCS 2023-2024). 81.16% of people said the services they used made them feel safe and secure which was tending towards negative variation from the national average of 87.82% (ASCS 2023-2024). 78.35% of carers felt safe which was in line with the national average of 80.93% (Survey of Adults Carers in England 2023-2024).

Responding to local safeguarding risks and issues

There was a clear understanding of local safeguarding risks and issues. A senior leader told us there was a focus on homelessness and transitional safeguarding. For example, they told us there were risks for young people who did not meet statutory criteria for support, but work was being undertaken to safeguard young people. A Transitions Board supported processes to support the young people. The SAB chair told us there had been successes in transitional safeguarding and stronger partnership working had supported young people to the right outcomes.

SAB structures supported the reduction of risk and prevention of abuse and neglect. Sub-groups were structured around key risk areas and supported improvement. For example, there was also a sub-group which was focused on prevention and engagement to gather people's voice around key issues.

There had been 2 commissioned SARs since 2023. These reviews identified a range of recommendations and learning for the local authority and relevant partners. SARs included action plans with relevant recommendations, actions required, set timescales and lead officers identified. This supported implementation of improvements and partners being held to account by the SAB. For example, a recommendation had identified improvements to the Mental Capacity Practitioner Manual for adult social care staff. This had been actioned accordingly and was marked as completed.

Local authority staff were supported to access training and learning from SARs. A staff team told us issues and learning from SARs gave them an opportunity to reflect on and discuss practice, including at safeguarding learning forums.

Partners were supported to improve practices to keep people safe following SARs. For example, following a concern raised in a SAR around pressure ulcers, providers told us they had been supported to access training around pressure ulcers which enabled them to keep people safe. However, care providers were not always supported to learn from safeguarding investigations. While some providers told us the local authority shared learning with them, others told us this was inconsistent or did not happen.

There was a multi-agency information sharing agreement which supported local agencies to share information appropriately and quickly. For example, there was a system in place for the police to share safeguarding concerns, where they were rated on urgency. This supported the safeguarding team to triage referrals and plan appropriate responses.

Effective processes were in place to respond to Deprivation of Liberty Safeguards (DoLS) referrals. The majority of DoLS applications were outsourced. However, an internal DoLS team monitored the progress of applications and provided supervisory approval of applications, while supporting external partners such as care homes to navigate the process. There was a clear process in place for triaging DoLS applications and the Chair of the SAB was assured the local authority was actioning DoLS assessments effectively.

The median processing time for DoLS applications was 14 days, with a maximum processing time 50 days. There was no DoLS waiting list and the majority of DoLS referrals were outsourced.

Responding to concerns and undertaking Section 42 enquiries

Partners told us they did not always receive updates, outcomes and responses when making safeguarding referrals. This included both care providers and partners from the VCSE sector. Some partners told us they had raised concerns to the local authority about this but had not observed any improvement. However, another partner told us they had built a positive relationship with the local authority around safeguarding, and they felt able to challenge the local authority where necessary.

An internal audit completed by the local authority identified 71% of referrers were informed of the outcome of s.42 enquiries. The local authority felt this proportion demonstrated good practice around communication as it was not always appropriate or possible to respond to referrals. However, feedback we received indicated communication around safeguarding remained an issue.

Staff told us they worked with partners to safeguard people. For example, residential care homes were asked to complete investigations and take steps to safeguard people where appropriate following referrals. Staff told us they challenged partners where protection plans did not mitigate risk to people. The local authority retained oversight of this process. This supported people to be protected from the risk of abuse or neglect.

Local authority data showed, as of June 2024, the median processing time of a safeguarding concern was 13 days, the longest processing time was 302 days. The median processing time of a s.42 enquiry was 21 days, with the longest processing time 51 days. There was no waiting list for concerns or s.42 enquiries.

Partners gave us mixed responses on the timeliness of responses to referrals. Some partners felt concerns were dealt with quickly, whereas others did not.

The local authority had created a multi-agency s.42 enquiry framework and guidance, which was to be used by all staff managing or undertaking a Statutory Safeguarding Adult Enquiry under Section 42 of the Care Act 2014. The guidance included a process flowchart showing the different stages of the process including alternative responses if s.42 safeguarding enquiry criteria had not been met. The guidance emphasised the importance of involving the person at risk of abuse or neglect from the beginning and gaining their views on what they would like as the outcome. There was clarity on what constituted a s.42 safeguarding concern and when s.42 safeguarding enquiries were required, and this was applied consistently. There was a clear rationale and outcome from initial enquiries, including those which did not progress to a s.42 enquiry.

The local authority also used London ADASS (Association of Directors of Adult Social Services) s.42 guidance to support consistent decision making. Support was available to staff to undertake their safeguarding duties effectively and this was reflected in national data. 69.31% of independent/ local authority staff had completed safeguarding adults training, which was significantly better than the England average of 48.70% (ASC-WE 2023-2024). Partners also gave mixed responses about the knowledge of staff around safeguarding with some partners feeling staff were knowledgeable but others not.

Making safeguarding personal

Staff told us they contacted people, or their representative, once safeguarding concerns were received to gather more information and check their desired outcomes. A frontline team told us some people found it important for a face-to-face approach and in line with learning from SARs, this approach was adopted where possible. The team gave an example where an appointment had been made with a person at risk at a place where they felt safe to speak with staff about safeguarding concerns. However, a person's relative told us neither they, nor their loved one, was contacted by the local authority following raising an allegation of abuse. While feedback from people was limited, a partner also told us people were not always kept up to date on ongoing investigations or outcomes.

Systems supported a making safeguarding personal (MSP) approach. For example, referrals which met s.42 criteria, had clear processes in place regarding the division of responsibility for further enquiry. Where there was an allocated staff member who already worked with the individual, further enquiries would be allocated to this staff member. This supported continuity and support from a staff member the person knew. However, if there was not an allocated staff member, the person was safeguarded by the central safeguarding team.

Staff we spoke with demonstrated a strong understanding of a personalised approach to safeguarding and this was reflected in examples they gave. For example, a frontline team told us about concerns raised about an individual with care and support needs. The referral was due to concerns about neglect and the caregivers' approach to supporting the person. A staff member visited the person and took the time to build rapport, understand their needs and recognise there were no concerns around neglect and supported them to remain where they chose to be.

Staff told us people's rights were respected and staff followed relevant legislation such as the Mental Capacity Act 2005 and the Equality Act (2010) to support people to make choices that balanced risks with positive choice and control in their lives. For example, a frontline team told us how they supported a person at risk to make their own choices following a mental capacity assessment which showed them to have capacity to make their own decisions.

Staff understood the need for advocacy and upholding the rights of those they supported However, staff told us statutory advocacy was not always readily accessible and it took up to 6 weeks to get an advocate for people. National data showed 14.29% of individuals lacking capacity were supported by advocate, family or friend which was significantly lower than the England national average of 83.38% (Safeguarding Adults Collection 2023-2024). It was not clear if this again was due to a recording issue within the local authority's safeguarding systems.

The local authority's data showed, in 2022-2023, the proportion of people asked about their desired outcomes from safeguarding enquiries was 86% which was 4% less than their target of 90%. They also found 94% of people's outcomes met or partially met. The local authority told us the most recent data indicated 95% of people felt they had their outcomes met or partial met, which was a positive performance indicator.

Theme 4: Leadership

This theme includes these quality statements:

- Governance, management and sustainability
- Learning, improvement and innovation

We may not always review all quality statements during every assessment.

Governance, management and sustainability

Score: 2

2 - Evidence shows some shortfalls

The local authority commitment

We have clear responsibilities, roles, systems of accountability and good governance to manage and deliver good quality, sustainable care, treatment and support. We act on the best information about risk, performance and outcomes, and we share this securely with others when appropriate.

Key findings for this quality statement

Governance, accountability and risk management

It was clear the leaders recognised the need to improve people's experiences, and this was supported by the local authority's strategies and action plans. However, systems and processes had not always supported people to have positive outcomes. This was particularly evident in the experiences of unpaid carers and people awaiting assessments. There was evidence of some improvement in outcomes, and this coincided with ongoing transformations, but the impact of these changes was not clear and some concerns remained.

There was a stable adult social care leadership team with clear roles, responsibilities and accountabilities. Leaders were visible, capable and compassionate. Leaders are experienced adult social care professionals which allowed them to support staff effectively in their roles. Staff told us local authority leaders made them feel valued in their roles. The local authority's political and executive leaders were broadly well informed about the potential risks facing adult social care.

Adult social care structures were undergoing a large transformation as the local authority had adopted a new localities model. Senior leaders told us the local authority's new structure reflected the communities they supported, was based on improving strength-based practice, and would help the local authority improve their delivery of Care Act 2014 functions. Structures were still being embedded and concerns the new structures sought to address remained, but initial feedback from staff and partners was positive.

Governance structures supported internal working relationships. For example, public health and housing demand functions sat under the Adults, Health and Communities Directorate which meant these areas, alongside adult social care, reported to the Director of Adult Social Services (DASS). This supported an aligned delivery of functions and a co-ordinated, preventative approach.

There was an adult social care risk register which documented the main risks to delivery performance. This included relevant actions to improve performance, and a risk rating system based on level and risk. Escalation processes were also incorporated into the register.

There was mechanism for challenge at a member level despite there being a large political majority. The local authority had an Adults and Health Scrutiny Panel, which scrutinised a range of functions related to Care Act 2014 duties. Roles in this panel were cross-party. This panel supported counsellors being held to account.

The local authority undertook quality assurance activities to inform its approach. The Quality Assurance Board met quarterly to provide an overview of the quality and safety of practice, process and systems. Internal and external audits, performance data, people's and staff's feedback all fed into the Board to inform service delivery, strategic planning and commissioning. Senior leaders told us they undertook, along with managers and senior practitioners, a range of audits and supervisions including monthly case file audits and thematic audits. They told us how this fed into senior leadership meetings and supported improvement of practice. Externally completed work, such as DoLS authorisations were subject to review and sign off from an internal manager to ensure quality and consistency of approach.

Strategic planning

Senior leaders acknowledged current challenges which impacted on delivery of Care Act 2014 duties, but allocation of resources was focused on supporting improved performance. Leaders understood the key areas for development and the investment in the locality model reflected this.

Most strategies were up-to-date and highlighted relevant key areas of development for the local authority. There was not an up-to-date Carers Strategy however, with the previous strategy running between 2020-2023. A lack of an up-to-date strategy for carers was significant due to the negative experiences of unpaid carers reflected in this assessment report. However, a new coproduced Carers Strategy was being developed and senior leaders told us they were focused on bringing tangible improvements to services and support for carers.

Workforce and recruitment challenges put pressure on frontline services. A partner told us assessment delays were due to the lack of availability of staff. Some staff teams also told us they were understaffed which increased their workload. There was a reliance on agency/locum staff to fill these gaps. Use of agency/locum staff was significant, making up 26% of the adult social care workforce (full time equivalents) as of July 2024. They told us there was ongoing work to reduce this, including through converting agency/locum staff to permanent staff where possible.

Turnover of staff also impacted people receiving services. A partner told us people wanted more consistency in staff they were speaking to as they built trust with an allocated staff member only to find they had left soon after.

Despite the concerns of some staff teams, the local authority told us they had increased staffing to support the implementation of the locality model by 25% and these posts were built into the budget for 2025-2026. Staffing had also been weighted in line with need, with increased staffing in the East of the borough where people's needs were generally higher. Staff told us since the move to a locality model, recruitment, retention and caseloads had improved. Senior leaders told us increased levels of agency/locum staff were in part due to this increased staffing to support the new locality model and allowed testing of staffing levels and roles required to respond to demand.

The local authority's use of data and insight to inform on risks, performance and strategy was continually being developed. A staff team told us senior leaders had recently brought influential changes to data collection and presentation. Data was being used to monitor risk areas, such as waiting lists, but some data presentations were still being refined to provide more granular details for leaders and managers. The team told us there had been major improvements since the change to a new data system and they were able to support data reporting for leaders to inform decision making and performance review. Systems to support leaders accessing data were not always consistent. While there were data reports and dashboards for leaders, a senior leader also told us they did not always receive regular performance information about adult social care. Despite this, they told us they did regularly meet other leaders, and they were proactive in seeking information which supported them in their role.

Information security

The local authority had arrangements to maintain the security, availability, integrity and confidentiality of data, records and data management systems. There was a data protection policy which supported staff to keep people's personal information safe. There was also a data protection officer and senior information risk owner who supported governance of data sharing.

The local authority used a secure data management system to store people's information related to adult social care.

Staff told us there were clear arrangements for when they shared information with external organisations. For example, a staff team told us they used encryption of emails where necessary when sharing information over email. A staff team also told us they knew to consult the Caldicott Guardian where needed. A Caldicott Guardian is a senior staff member responsible for protecting the confidentiality of people's health and care information and making sure it is used properly.

There were clear processes for data breaches. Where there was a data breach, staff and leaders reported this to the Information Commissioner's Office as required by the Data Protection Act (2018).

Learning, improvement and innovation

Score: 2

2 - Evidence shows some shortfalls

The local authority commitment

We focus on continuous learning, innovation and improvement across our organisation and the local system. We encourage creative ways of delivering equality of experience, outcome and quality of life for people. We actively contribute to safe, effective practice and research.

Key findings for this quality statement

Continuous learning, improvement and professional development

Partners told us coproduction was not well embedded and this was recognised by the local authority. For example, a partner told us it was not clear how coproduction was influencing change. Other concerns included the local authority not investing in supporting people to take part in coproduction which created barriers for people. We were told when there was effective coproduction, the local authority did not always follow through with projects. A senior leader told us the local authority had not communicated effectively with people to explain decisions when coproduced projects had been stopped. This all contributed to mistrust of the local authority from communities.

Despite concerns in this area, the local authority was committed to developing coproduction. Corporate local authority priorities included 'The Haringey Deal', which acknowledged they needed to do better to gather people's voice. The local authority had committed to improving relationships with communities and to work with people to support them to have a say in decision making. This approach was beginning to embed, with new strategies taking a coproduced approach. Senior leaders also told us the local authority supported people to access coproduction opportunities through reasonable adjustments, such as pre-meetings, easy read documents and accessible building and times of day in which sessions were held.

New processes reflected people's voice supporting decision making. The local authority had introduced carers and commissioning coproduction groups. These processes were still being developed but a partner told us people felt more listened to with this approach and it was more representative of communities. People told us they would benefit from more coproduction training to contribute effectively, and the local authority told us coproduction training was ongoing for these groups. A partner told us while previous coproduction had felt more tokenistic, a coproduction group demonstrated a positive approach.

The localities model was responsive to local communities and was an opportunity to improve coproduction and relationships. A senior leader told us the localities model supported coproduction of a newly developed journey through adult social care for people, and an external partner was supporting to map this journey so improvements could be made. The approach was still being embedded, with plans for physical hubs so people could receive a face-to-face service. Data was being collected on people's experience of the locality model and there were plans for this to develop services further.

The local authority worked closely with peers to support and improve their practice. For example, senior leaders met with local counterparts to share best practice. A senior leader told us the local authority had benefitted from a Local Government Association (LGA) peer review and this had highlighted the need for more coproduction in commissioning practices. This had triggered the implementation of the commissioning coproduction group.

The local authority also worked with external partners to learn and continuously improve. For example, following an external review in May 2023, the local authority took over the line management of mental health staff and commissioned services from the mental health trust. The review identified staff were undertaking Care Act 2014 statutory responsibilities 31% of the time. Senior leaders told us this transition had been managed well, without a drop in performance. A staff team told us the restructure had supported the adoption of a recovery model, rather than a medical model, which was in line with the Care Act 2014. They told us they now felt more represented at a strategic level and could be more flexible in presenting funding decisions. However, staff told us they were still embedding into their new roles as new structures continued to develop.

A senior leader told us the local authority had not previously been an early adopter of technological tools and strategies. However, this was beginning to change, with an example being the 'Technology for our Ageing Population: Panel for Innovation' (TAPPI) project. The local authority had been awarded funding to take part in a coproduced project, along with 5 other local authorities, to improve the way technology was used in housing and care. This project was also supported by University of Cambridge researchers, to study the benefits of the project and share learning to the wider care and housing sectors.

Staff told us of a positive working culture which supported continuous learning and improvement. Staff were supported with their continuous professional development, with a range of training and progression opportunities which were driven by leaders. There was a staff learning and development plan in place which outlined the training staff were supported to access in their roles. A staff team told us they could request specific training if they felt it would be beneficial to them and they would be supported to take part in it. Staff also accessed frequent case discussions with senior staff and leaders to aid their learning and support people to better outcomes.

The local authority had a strong learning and development offer. Leaders in senior roles, were an example to staff of the local authority investing in development. Both the Principal Social Worker (PSW) and DASS had progressed from a practitioner level to senior leader roles. The local authority supported apprenticeships and Assessed and Supported Year in Employment (ASYE) for newly qualified social workers. Staff gave several examples of opportunities for progression, but some staff teams shared staff moving to more senior roles put pressure on services on the frontline as they were not replaced with permanent staff.

Learning from feedback

The local authority had systems to receive feedback from staff, partners and people but recognised this needed continuing development. People and partners did not always feel listened to at a strategic level. For example, the local authority commissioned a Joint Partnership Board (JPB) with reference groups as a mechanism for people's voice to be heard on aspects of health and social care. While there were previous examples of positive impact from the JPB, attendees of the Board had raised concerns about the governance and effectiveness of the JPB in supporting a diverse range of people to give feedback and be listened to. A partner also told us the JPB initially worked well and supported input from people with lived experience, but input had gradually decreased, and funding was not present to support the Board sufficiently as it was labour intensive. Senior leaders told us a review of the JPB had taken place in response to feedback and an action plan was being developed with a third party to improve JPB processes.

Despite these concerns, other partners told us the local authority listened to feedback at an operational level. For example, a partner told us the local authority listened to and responded to concerns they had, which improved staff practices.

The local authority sought feedback on experiences from people, unpaid carers, and staff. For example, the local authority supported the establishment of third-party organisation Disability Action Haringey (DAH). The local authority commissioned DAH as a representative of disabled people to support their voice to be heard and provide more inclusive and effective services and was a positive example of sourcing feedback from people. The local authority also completed their own carers survey and adult social care survey. The local authority stated areas for development from surveys were being addressed through their new localities model, through better access to services, and through better communication. There was also provision given to support assessments/ reviews to be undertaken earlier. The local authority was part of a Department of Health and Social Care project to design and test a prototype for a standard assessment toolkit for local authorities. As part of this work, people were being contacted for feedback on assessment processes to inform future improvements to national processes.

The local authority gathered feedback from people as part of their quality assurance reviews as well as asking people if they wanted to take part in future co-production activity. Themes from this feedback were being used to inform training, continued professional development and were part of known challenges the local authority was working to address such as communication, waiting times and commissioned care. This feedback was also used as part of the service re-design for the move to a locality model.

The local authority sought feedback from staff to support practice improvements. For example, through the LGA annual health check survey (2024). The local authority scored consistently highly in areas of feedback from social workers, including for effective workforce planning systems, wellbeing, and safe workloads and allocations. Haringey ranked 15th nationally based on average responses to all standards measured within the survey, for local authorities which took part.

A leader told us reflective practice was an important part of the working culture and was embedded with staff supervisions. This was also shown in the LGA annual health check survey (2024), where social workers scored highly for supervision helping to critically reflect on work and supervisions helping to reflect on how regulatory standards were met.

There were 13 detailed investigations completed by the LGSCO related to the local authority. The local authority was late with remedies 50% of the time, as compared to the average of 25.34%. This meant the LGSCO agreed with over 9 out of 10 complaints made to them about the local authority and in half of the complaints, the local authority was slow to respond to recommendations.

The local authority received 223 complaints about adult social care in the 12 months prior to 1 June 2024, with an average 29-day response time. Complaints were analysed and relevant actions were taken to support improved performance with findings and actions discussed at quarterly monitoring boards. Managers and leaders received reports on complaints to keep oversight of concerns. The local authority had started recording compliments in 2024 and as of 1 June 2024 had received 15. The local authority told us they were shared with staff to help boost morale and support motivation for high standards.

Learning was evident when things went wrong. Staff were supported to access 7-minute briefings and access training and reports following SARs. The Safeguarding Adult Board and a relevant sub-group oversaw actions to improve processes following SARs.

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Adult Social Care CQC Inspection Outcome Summary Of Findings

Overall score

London Borough of Haringey

Requires improvement



Quality statement scores

Assessing needs
Score: 2

Supporting people to lead healthier lives
Score: 2

Equity in experience and outcomes
Score: 2

Care provision, integration and continuity
Score: 2

Partnerships and communities
Score: 3

Safe pathways, systems and transitions
Score: 2

Safeguarding
Score: 3

Governance, management and sustainability
Score: 2

Learning, improvement and innovation
Score: 2

Requires Improvement: Evidence shows some shortfalls

Summary

- Experience of care and support was mixed
- Most feedback from unpaid carers was negative and related to the availability, quality and outcomes of assessments
- Carers will access to support fed back that staff were responsive and supported them
- Assessments were broadly person-centred, strength-based and reviewed people's needs but
- Timeliness of assessments and reviews were a barrier for people
- Contacting the local authority was also a barrier, with information not always being accessible
- People had positive experiences of being supported by multi-agency integrated teams which enabled people to access services and stay independent
- There were mixed experiences of transitions between services such as Children's to Adult's services
- Most people who used services felt safe but contact with people and partners following safeguarding referrals was not always consistent.
- People were receiving increased engagement through coproduction activities such as carers and coproduction groups.

Theme 1. How the Local Authority works with people

Assessing Needs

Strengths

- people who already had an allocated worker told us their workers were contactable and responsive to them.
- The local authority had adopted their own model of strengths-based practice to support person-centred assessments and deliver outcome focused support for people and staff teams told CQC they used a person-centred and strength-based approach.
- Referral pathway arrangements supported co-ordinated approaches across different agencies and services. For example, the learning disability service had multi-disciplinary pathways to support co-ordination, including a complex physical health needs pathway and a dementia pathway.
- As part of their new localities model, the local authority's front-door for social care was also being transformed. Leaders and staff felt this would improve the local authority's responsiveness to those requiring support from adult social care services.
- The local authority had systems to mitigate risk across their waiting lists. Referrals were being screening and prioritised to ensure people with the most urgent needs were contacted more quickly
- Senior leaders told us they had acted to make improvements to their unpaid carers offer, which included an improvement plan. This included improved systems to support staff with completing carers' assessments; drop-in services for carers to access assessments and support; a further commissioned partner who supported with information and advice, and the creation of a carers coproduction group
- A team consistently referred to by other staff teams was the Connected Communities team. This team provided bespoke support for people until they had access to the services they needed
- Other services within the borough which supported people with non-eligible needs included the autism hub, which supported over 500 autistic people
- A further example was the Haynes dementia hub, which was a local authority run service providing dementia support and awareness to the wider community.
- Frontline staff gave examples of when advocacy was used to support people and accessed support from the commissioned advocacy provider to develop understanding and support referral decision making.

Theme 1. How the Local Authority works with people

Assessing Needs

Areas of development

- Access to assessments and reviews was limited due to challenges contacting the local authority.
- People and partners told us contacting the local authority over the phone to request assessments or support was time consuming as it was difficult to get through to speak with staff.
- Assessments and care planning arrangements were not always completed in a timely manner
- Some relatives felt their loved one's needs had not been holistically assessed, and long-term goals and support for independence had not been considered. A person-centred approach was not always consistent.
- Care providers gave mixed feedback about their involvement in reviews. Some providers told us they were consulted when reviews were taking place, but others felt they were not involved with the process
- Some carers told us support for their wellbeing could be improved. These carers reflected support had not had a positive impact on their lives and their health and wellbeing was declining.
- Accessibility of information, assessments, reviews and services were a barrier for some carers
- Some carers told us they were waiting prolonged periods to access assessments, reviews and decisions on commissioned support.
- The local authority had a significant backlog of financial assessments
- People did not always have timely access to advocacy. Some frontline teams told us delays in accessing advocacy could lead to delays in processes such as assessments and reviews.

Theme 1. How the Local Authority works with people

Supporting people to live healthier lives

Strengths

- Adult social care was embedded into wider local authority plans and strategies to support prevention.
- The current housing strategy, a coproduced Rough Sleeping Strategy (2023-2027), and plans for a new coproduced homelessness strategy, were targeting prevention of homelessness and supported people to reduce risks to their health and wellbeing.
- The local authority worked with partners to fund prevention activity, such as the mental health wellbeing network.
- The Multi-Agency Care and Co-ordination Team (MACCT) was an integrated service which supported adults living with frailty and/or multi-morbidity concerns to maintain or improve their health, independence and well-being.
- The Connected Communities team also supported a prevent, reduce, delay approach.
- The local authority's website had a range of resources which supported prevention. For example, information was available for ageing well, including an ageing well guide for people which was produced with partners.
- There had been an ongoing transformation of reablement services - reablement pathways had become more efficient, with the service completing 99.2% assessments within 28 days
- The local authority had expanded staffing within the OT team through recruitment. The team used screening and prioritisation to triage referrals based on risk. OTs on duty review referrals and where there was urgent need, assessments were completed within 48 hours. Frontline teams were trusted assessors which supported people to access low-level aids and equipment in a timelier manner and reduced workload on OTs.
- The local authority also had an assistive technology offer to support people to remain independent and frontline staff teams were passionate about supporting people with their independence using aids and equipment

Theme 1. How the Local Authority works with people

Supporting people to live healthier lives

Strengths continued

- The local authority incorporated adaptations and equipment into their future planning
- The Connected Communities team supported access to information and advice - a positive example of proactively supporting people to access information.
- A dementia co-ordinator supported people with dementia and their relatives with accessing information. A partner told us this role had a positive impact for the community as the role supported knowledge of services and they also held events to promote understanding and dementia awareness across the borough.
- There was no waiting list for direct payments and carers who did access direct payments were positive about their experience. They told us the direct payment was manageable and allowed them to take their relatives into the community and take part in activities.
- The local authority understood barriers to accessing direct payments and was taking steps to remove them

Areas of development

- There was a significant waiting list for people accessing occupational therapy (OT) assessments and this impacted on people getting timely access to equipment
- People could not always easily access information and advice on their rights under the Care Act and ways to meet their care and support needs
- A key issue highlighted was people not being able to get through to speak with the local authority and some partners told us the local authority website was difficult to navigate and understand for people which prevented them accessing information easily.
- Some carers felt it was difficult to get information and advice directly from the local authority and unpaid carers were not consistently signposted to commissioned information services and would have to source information themselves.

Theme 1 – How the Local Authority works with people

Equity in experience and outcomes

Strengths

- Senior leaders understood the impact of inequalities across the borough, with identifying and listening to seldom-heard groups a priority for the local authority and worked closely with key partners to better understand and reduce local health inequalities.
- Example; 'Community Voices' used researchers who represented their own community groups to speak with a range of people from different ethnic backgrounds to understand their experiences of the cost-of-living crisis.
- Haringey commissioned a range of health inequalities projects, with 17 projects overseen by a Neighbourhoods & Inequalities Board.
- local authority had also supported the introduction of community health champions and proactively approached to engage communities such as the Gypsy, Roma and Traveller community.
- People and staff gave examples of staff having a good understanding of cultural diversity
- Frontline teams told us how they received training to support communication with people with learning disabilities, autism, neurodivergence and hearing impairments. This supported staff to make conversations more accessible for people.
- The local authority had a rehabilitation officer who supported people with sensory needs, such as those who had a sight and/or hearing loss

Areas of Development

- Support for unpaid carers from ethnic minority communities was an area for development.
- Partners told us there was a lack of information available in other accessible formats and said the local authority's website did not include information in different languages

Theme 2 – Providing Support

Care provision, integration and continuity

Strengths

- Haringey had launched a commissioning coproduction board and there was some evidence the board had begun to influence processes such as quality assurance of services
- partners were positive about the provision of the local Autism Hub, which was coproduced and described as an exemplar service
- People told us they were supported to access homecare support, which was flexible, person centred and of good quality.
- The local authority worked closely with the NCL system to retain oversight of residential and nursing care provision across the system.
- A partner told us a specialist provision which offered high quality services and advice was the Dementia Hub
- The local authority had clear arrangements to monitor the quality and impact of the care and support services being commissioned for people and it supported improvements where needed
- Care providers told us quality assurance processes supported them to improve their systems and practices
- The local authority was focused on improving people's voice in improving quality of services. For example, the Commissioning Coproduction Board had developed a methodology to support people's voice in contract management and quality reviews of services
- The local authority had identified the need to increase personal care services for people using direct payments and commissioned a partner to promote the role of becoming a personal assistant to support people's choice in services

Theme 2 – Providing Support

Care provision, integration and continuity

Areas of development

- People's access to a diverse range of local support options which were effective, affordable, and high-quality was inconsistent
- partners told us about gaps in service provision in the area. This included care homes, dementia-friendly services, specialist accommodation for autistic people, complex placements and mental health provision
- People and partners were not always included in market shaping activity
- Capacity for care and support within the borough was limited and as a result, a large proportion of care and support was commissioned out of the borough.
- There was not a clear process for reviewing the quality of people's placements outside of the NCL system – and the backlog and delays of people's statutory Care Act annual reviews highlighted a potential risk of concerns about people's care services not being known to the local authority

Theme 2 – Providing Support

Partnerships and communities

Strengths

- The local authority was developing strong partnerships and worked collaboratively with partners to agree and align strategic priorities, plans and responsibilities for people in the area
- The Haringey Borough Partnership helped strengthen internal and external relationships with Children's services, Public Health, Housing and senior health partners.
- the Integrated Reablement team were undergoing a transformation and had seen improvements in its performance, working closely with a health Rapid Response team
- a positive working example of a multiagency drugs and alcohol team who supported people to achieve better outcomes
- Staff told us they had received support and training to take part in joint funding discussions with health colleagues
- The local authority used pooled resources, such as the Better Care Fund, to deliver positive outcomes for people through integrated services. This included the reablement pathway and the MACCT.
- People told us adult social care and housing had worked closely together to support them to get support.
- A commissioned VCSE partner was also part of the carer's coproduction group, and a staff member told us links with this partner were strong. The partner told us they were hopeful their membership of the group would support outreach to new carers
- The local authority also worked with the ICB to fund VCSE-led projects. For example, a senior leader told us about 'Tottenham Talking'

Theme 2 – Providing Support

Partnerships and communities

Areas for development

- Partnership working to facilitate agreement of funding splits was an area for development. Data showed the local authority had a disproportionate level of health funding for complex care packages as compared to other areas and this impacted on the local authority financially.
- JPB - there was mixed feedback from partners on whether they felt listened to or had opportunities to inform strategies and projects
- Still scope for improvement of integration of adult social care and health services
- Where Section 75 agreements were not in place, such as with the Mental Health Trust, teams worked with health partners to support people, but approaches could be inconsistent. There was mixed feedback from staff on how well these processes worked.

Theme 3 – How the Local Authority ensures safety within the system

Safe pathways, systems and transitions

Strengths

- Staff spoke about cohesive partnerships within the local authority which supported safe, secure, and timely sharing of information to enable people to move safely between services.
- The local authority understood the importance of safety and the risks people faced across their care journey. They identified and mitigated risks to safely manage peoples' care.
- There were clear, person-centred pathways and protocols to help prevent risk to people's continuity of care
- Pathways for identifying, assessing, and allocating complex and non-complex cases for people moving between children and adult services were well-understood by the local authority

Areas of development

- some inconsistencies with how care and support was planned and organised with people, together with partners and communities to support safe transitions.
- the local authority could improve communication and timeliness of hospital discharges.
- Leaders, staff, and people identified safe, effective transitions from Children's to Adult services was an area for development and people's and carers' experiences of transitions between Children's and Adult services were mixed
- However, details around how they planned with carers to minimise risk when they could not fulfil their caring duties were vague

Theme 3 – How the Local Authority ensures safety within the system

Safeguarding

Strengths

- Staff also told us the safeguarding systems and processes were person-centred and reflected peoples' wishes to support them to remain safe.
- there was a clear procedure for triaging urgent police referrals and the actions leading to a protection measure being implemented
- Safeguarding concerns which did not meet the statutory referral criteria were processed in appropriate ways which informed internal colleagues and community health partners of the risks to people
- SAB chair told us there had been successes in transitional safeguarding
- Local authority staff were supported to access training and learning from SARs and partners were supported to improve practices to keep people safe
- Effective processes were in place to respond to Deprivation of Liberty Safeguards (DoLS)
- There was no waiting list for concerns or s.42 enquiries
- There was clarity on what constituted a s.42 safeguarding concern and when s.42 safeguarding enquiries were required, and this was applied consistently
- Staff we spoke with demonstrated a strong understanding of a personalised approach to safeguarding and this was reflected in examples they gave

Theme 3 – How the Local Authority ensures safety within the system

Safeguarding

Areas of development

- While there were processes to support staff to raise safeguarding concerns, these were not always followed.
- Care providers were not always supported to learn from safeguarding investigations
- Partners told us they did not always receive updates, outcomes and responses when making safeguarding referrals
- However, staff told us statutory advocacy was not always readily accessible, and it took up 36 to 6 weeks to get an advocate for people

Theme 4 – Leadership

Governance, Management and Sustainability

Strengths

- There was a stable adult social care leadership team with clear roles, responsibilities and accountabilities
- Leaders were visible, capable and compassionate
- Governance structures supported internal working relationships
- Senior leaders told us they undertook, along with managers and senior practitioners, a range of audits and supervisions including monthly case file audits and thematic audits

Areas of development

- There was not an up-to-date Carers Strategy, with the previous strategy running between 2020-2023
- Use of agency/locum staff was significant, making up 26% of the adult social care workforce (full time equivalents) as of July 2024 and turnover of staff also impacted people receiving services
- Systems to support leaders accessing data were not always consistent.

Theme 4 – Leadership

Learning improvement and innovation

Strengths

- The local authority had committed to improving relationships with communities and to work with people to support them to have a say in decision making. This approach was beginning to embed, with new strategies taking a coproduced approach
- The local authority had introduced carers and commissioning coproduction groups. These processes were still being developed but a partner told us people felt more listened to with this approach, and it was more representative of communities
- The local authority worked closely with peers to support and improve their practice (e.g. LGA Peer Review)
- 'Technology for our Ageing Population: Panel for Innovation' (TAPPI) project
- Staff told us of a positive working culture which supported continuous learning and improvement
- Good progression opportunities, PSW, DASS, ASYE, Locality Team opportunities as examples
- Establishment and collaboration with Disability Action Haringey
- 7 Min Briefings

Areas of development

- Partners told us coproduction was not well embedded, and this was recognised by the local authority
- Other concerns included the local authority not investing in supporting people to take part in coproduction which created barriers for people
- Taking forward recommendations of review of Joint Partnership Board

Haringey Adult Social Care Improvement Plan

October 2025

Introduction

The Care Quality Commission (CQC) is the independent regulator of Health and Adult Social Care in England. Its role is to ensure that care services provide people with safe, effective, and compassionate, and high quality care, and to encourage improvement across the system. In 2023, the CQC introduced a new single assessment framework which extends its regulatory oversight to include local authorities, assessing how effectively they discharge their duties under the Care Act 2014.

Haringey was inspected in October 2024, and the report was published on 5th February 2025. Overall Haringey was rated 'requires improvement' (with an overall score of 56). Some areas of strength were evidenced in Safeguarding and in Partnerships and Communities, which were rated as 'good'.

This Improvement Plan aims to build on the progress made to date by providing a clear, phased approach to strengthening the Service and embedding sustainable improvement over the next 2-3 years.

Foreword

"In Haringey, our commitment to supporting our most vulnerable residents is unwavering. This is reflected in the year on year investments that we have made into adult social care despite more than a decade of structural under-funding from government.

"We are also an organisation that is committed to learning when we get things wrong and being honest about what needs to change. We were disappointed with the outcome of the CQC inspection, but we see it as an opportunity to listen and improve. This Plan is about building on the foundations already in place and making that change happen. It is also important to recognise that we are building on some positive areas of practice, that were highlighted by the CQC, in safeguarding and in our partnership working with key stakeholders and with our residents.

"The first year of the Adult Social Care Improvement Plan is focused on setting a strong foundation for ongoing improvement. Our key objectives for the first 12-months will focus on ten priority areas for action:

- ✓ *Improving waiting times for assessments and reviews*
- ✓ *Improving Information, Advice and Guidance, communications and responsiveness*
- ✓ *Strengthening our leadership capacity and implementing our workforce planning approach*
- ✓ *Building upon our local offer of care and support in Haringey*
- ✓ *Reviewing how we further embed co-production across the Service*
- ✓ *Conducting an independent review of how we fulfil our statutory safeguarding functions*
- ✓ *Improving complaint handling and embedding learning from complaints*
- ✓ *Launching and implementing our co-produced Carers Strategy*
- ✓ *Further embedding our locality/neighbourhood-based approach working side by side with NHS and voluntary and community sector partners*
- ✓ *Implementing a Workforce Development Strategy*

"This is a demanding time for delivering change. We are responding to increasing need across the borough, driven by an ageing population and the long-term impact of health and wellbeing on care demand. Haringey is also facing financial pressures, with rising adult social care costs being a key factor. Despite these challenges, we are determined to deliver this Plan to strengthen our services - building on what works, continuously learning and evolving to meet changing needs. We are committed to working together with residents, families, carers, staff, and partners to deliver the best possible care and support, helping residents to live independent and fulfilling lives."

Cllr Lucia das Neves, Cabinet Member for Health, Social Care and Well-being

Adult Social Care Improvement Plan

Key: Year one priority Completed

CQC Theme	CQC Quality Statements	Areas of Improvement	Action	Progress Update – Oct 2025	Suggested KPIs	Milestones and Dates	Lead Officer(s)
1: How Haringey Works with People	1.1 - Assessing needs	Improve timeliness and accessibility of Assessments and Reviews	1.1.1 Review demand and capacity within ASC develop business case for staffing requirements to meet increased demand.	In Progress – Working closely with colleagues in Finance and HR, the service has undertaken a staffing review to ensure that capacity is aligned to demand and that roles and responsibilities are clearly defined across the pathway. This staffing review is being finalised by the end October 2025. Recruitment to essential roles is underway. Future requirements will be built into 26/27 budget.	% of Assessments or reviews completed within timescales % reduction in average waiting time for Assessments Volume of outstanding assessments / reviews Average caseload per Social Worker	Oct 2025 - final proposals developed Dec 2025 – recruitment plan implemented March 2026 - 26/27 staffing budget approved	DASS, Head of Service, Development & Improvement Finance Business Partner
			1.1.2 Develop a Target Operating Model for Adult Social Care aligned with demand drivers for service to provide a sustainable service going forward	In Progress – Referral pathways have been redesigned and the front door and safeguarding operating model has been strengthened and new processes have been implemented to manage complaints and ombudsman cases, ensuring more effective handling and improved responsiveness. An external review of the Localities Operating Model has was completed in June 2025 and was presented to the AIB on 8th Sept 2025. The external partner is now supporting the re-design of the ASC front door and operating model. As part of this	% of Assessments or reviews completed within timescales % of teams operating with agreed caseload thresholds Volume of outstanding assessments / reviews Average caseload	June 2025 – Review completed Sept 2025- Presentation at AIB Sept 2025 November 2025 – New Independence and Early Intervention Service goes live December 2025 – updated ASC Stabilisation Plan in	DASS, Principal Social Worker Head of Service, Development & Improvement and Heads of Localities

				Connected Communities will integrate into ASC to become the Independence and Early Intervention Service from Nov 25. ASC Stabilisation Plan is in place to support the interim period.	per Social Worker	place Autmn 2026 - New operating model implemented (TBC)	
			1.1.3 Undertake an Options appraisal for ASC Reviews. Identify alternative delivery options to complete statutory reviews in a more timely and effective way	In Progress – this was planned summer 2025 but was delayed due to the recruitment of a new interim PSW who will start mid Oct 25. Option to develop a business case to seek to commission external capacity is being developed.	% increase in number of statutory Reviews completed within 12 months Review backlog reduction rate (%) over time	August 2025 - Business case is now delayed until Nov 25 Autmn 2026 – New operating model implemented (TBC)	Principal Social Worker
			1.1.4 Improve financial assessment process including implementing an automated calculation. This will reduce manual processing by the Financial Assessment Team and ensure higher levels of information are provided to residents	In Progress – Initial financial Assessment project commissioned an external provider to help reduce backlog and we are finalising plans to continue with this external support until the additional resources that will be identified as part of 1.1.1 are in place. Digital changes where the financial assessment information will be automatically populated to ContrOCC reducing manual processing effort to be in place by Aug 2026.	Reduction in manual processing time by the Financial Assessment Team % of residents receive draft calculations within 24 hours of submission. % of draft calculations aligning with final assessed outcomes	Dec 2025 – Phase 2 of financial assessment project in place August 2026 - Digital changes in place	Head of Service Development & Improvement Head of Commissioning and Quality Assurance
			1.1.5 Improve financial outcomes for residents by ensuring funding arrangements for care are sourced and allocated from the correct funding stream, Dedicated CHC Project Improvement of workforce	Complete – CHC project closed, and future requirements have fed into proposal for 1.1.1	Reduction in delayed funding decisions. Income collected	December 2024	DASS Head of Service Development & Improvement

			skills.				
			1.1.6 Digital improvements - Case status update will be visible to service users via the Netcall portal. Manual administration to populate personal details to Liquid Logic will be automated ensuring more of a transparent and efficient journey for residents	In Progress	% of cases with real-time status updates available on Netcall. Reduction in manual data entry tasks into Liquid Logic	August 2026	Head of Service, Development & Improvement Principal Social Worker
	1.2 - Supporting people to live healthier lives –	Strengthen prevention and early intervention	1.2.1 Re-design of the ASC Front Doors, to improve response times to safeguarding concerns and to assessing residents' needs. The new model establishes clear triage processes with dedicated screen capacity with stronger links to community support, Reablement and operational teams with the integration of Connected Communities into a new Independence and Early Intervention Service.	In Progress - Working closely with colleagues in Finance and HR, the service has undertaken a staffing review to ensure that capacity is aligned to demand and that roles and responsibilities are clearly defined across the pathway. A key focus has been on understanding the community support offer available locally and re-aligning the Connected Communities service to a new Independence and Early Intervention Team, so that residents are supported earlier and more effectively. Work has also progressed to map demand patterns and to finalise processes, flows, and interdependencies between each area of the service, ensuring that referrals are directed to the right teams without unnecessary delay. This redesign work is linked to 1.1.2 and is being delivered in partnership an external provider and is on track for completion in November /December 2025. Together, these changes will support a more responsive, efficient, and sustainable service model, improving	% of safeguarding concerns responded to within 24/48 hours Average referral-to-triage time reduced % of referrals correctly directed first time Resident satisfaction with initial contact Reduced demand at Localities Front Doors	November 2025 – New Independence and Early Intervention Service will go live. Refer to 1.1.2 for further timelines and milestones.	Head of Service, Development & Improvement Business Service Manager

				both safeguarding practice and wider adult social care delivery. This also aligns to the Neighbourhood health work being led by the Haringey Borough Partnership and the Health and Wellbeing Strategy.			
			1.2.2 Sustain Reablement performance by development of a performance dashboard for Reablement and improve service data recording for maintaining high success rates of people regaining independence following intervention	In Progress – performance remains on track.	% of service users requiring no ongoing support post-Reablement. Reablement dashboard utilisation rate	March 2026	Head of Service Development & Improvement. Principal Social Worker
			1.2.3 Improve staff recruitment with the Occupational Therapy Team, including apprenticeships to slot into future and current vacancies	In Progress – linked to 1.1.1.	% of OT vacancies filled within a defined period Number of OT apprentices recruited and retained for 6-12 months.		Head of Integrated Care Workforce Development
			1.2.4 Undertake a review of Occupational Therapy delivery model, leading to option appraisal for an enhanced delivery model – ensuring interim support is available for residents awaiting adaptations by providing temporary aids/modifications and commissioned support where required.	In Progress – this has been delayed due to the Community Equipment Provider failure and resources being focused on business continuity and mobilsation of a new provider.	Reduction in average waiting time for OT assessments % of residents receiving interim support within X weeks	October 2025 – this has now been delayed to 2026.	Head of Integrated Care
			1.2.5 Refurbishment of the	In progress – Practical completion	Milestones	Sept 2025 –	DASS

			Canning Crescent clinic to create new Adult Mental Health Facility to strengthen early intervention and prevention offer	achieved. Recovery College are now operational from the site with the North London Foundation Trust and MIND expectation to move in shortly subject to final leases agreements.	complete and operational	Practical Completion October 25 – Recovery College moved Jan 2026	Head of West Locality & Mental Health
			1.2.6 Work with disabled people to explore changes in charging policy for people requiring independent living support	Review underway as part of budget review	Number of disabled people engaged in Co-production activities Satisfaction rate with engagement process. Policy change implementation Number of complaints	April 2026/27	DASS & ASC Lead Member
		Embed consistent person-centred, strength-based practice	1.2.7 Review and update practitioner guidance and communicate changes	Complete / ongoing	Evidence of good practice through case file audits	May 2025	Principal Social Worker
			1.2.8 Develop Learning and Bitesize Learning sessions to reinforce and embed change	Complete / Ongoing – regular training sessions planned	Number of learning sessions delivered Staff participation rate in sessions	September 2025	Principal Social Worker
			1.2.9 Undertake regular audit sample to verify Practice Guidance change is being embedded	Complete – case file audit process in place	Evidence of good practice through case file audits	September 2025	Principal Social Worker
			1.2.10 Improve the effectiveness and efficiency of Panels within ASC by streamlining their purpose, structure and decision-making processes to focus on achieving timely,	In Progress – panel review underway and will report back in early 2026, supported by external capacity	% of cases reviewed and decided within agreed timescales and in accordance with standard operation	March 2026	DASS Heads of Service

			person-centred outcomes		procedures.		
			1.2.11 Undertake a review of Sensory Impairment Support	Not started	Completed Review	2027/28	Head of Integrated Care
		Enhance carer assessments and support	1.2.12 Implement the Carer and Hospital Discharge Toolkit to support better identification of carers	Complete	A step-by-step process for staff involving and supporting carers during discharge planning	July 2025	DASS Head of Service Development & Improvement
			1.2.13 Options appraisal for Carers reviews following Carers review project	In progress – report to be finalised by the end of October 25	Report completion	October 2025	Head of Service Development & Improvement
			1.2.14 Develop a Carers Self-Assessment Referral Form, with the use of AI giving social workers greater context and enable more focused conversations. Referral data will be populated to line up business systems via an automated method reducing manual input. AI content classification will provide an indicative prioritisation for cases with the greatest need or vulnerability	In Progress- in development	Online Referral Form available to use	Summer 2026	Head of Service Development & Improvement Principal Social Worker
			1.2.15 Indicative Financial Assessments – All new referrals via the digital front door will receive an indicative calculation on whether they will be liable for care costs before	In Progress – In development	Online Assessment Form available to use	Summer 2026	Head of Service Development & Improvement Principal Social Worker

			receiving a Carer's Assessment. Further reduction anticipated due to indicative financial assessment				
		Reduce delays in accessing OT equipment & assistive technology	1.2.16 Review performance relating to Occupational Therapy and Major Adaptations and develop action plan to address current backlogs. Review current waiting times and performance for Occupational Therapy and Major Adaptations, develop action plan to address and improve performance.	Not Started	Average waiting times for assessments and major adaptations, along with number of cases exceeding targeted timeframes	2026/27	
		Direct Payments	1.2.17 Review and improve the Direct Payments offer, by simplifying processes, increasing flexibility and strengthening support for both carers and individuals	In Progress – Phase 1 Direct payment project complete. Phase 2 to be implemented in 2026 including the recommissioning of the DP support contract.	Streamlined assessment and payment systems to reduce administration burdens, offering clearer guidance and accessible information and enhancing support through peer networks	2026/27	DASS Head of Commissioning and Quality Assurance
	1.3 Equity in experience and outcomes	Improve access to clear, accessible information and advice. Improve outreach and engagement with seldom heard communities	1.3.1 Refreshed website IAG and community support directory (first iteration). This will include: -Refreshed community directory -Improved navigation to find support in the community -Joined up journey including financial	In Progress – digital front door project in place supported by digital services.	Completion of first iteration User engagement with Community directory along with user satisfaction	2026/27	Head of Service Development & Improvement Principal Social Worker

			considerations -Improved information and advice for unpaid carers -Improved website navigation				
			1.3.2 Access to information, advice and guidance, referral and contact forms will be provided via the virtual assistant in WhatsApp to enable greater digital channel shift amongst users less able to use traditional digital channels.	In Progress – digital front door project in place supported by digital services	Number of users accessing services via WhatsApp Virtual Assistant Completion rate of referral and contact forms via WhatsApp	2026/27	Head of Service Development & Improvement Principal Social Worker
			1.3.3 The integration of a Virtual Assistant which can explain eligibility criteria, signpost users within the referral process to relevant VCS organisations contained in the Community Directory where relevant.	In Progress – digital front door project in place supported by digital services	Accuracy of eligibility information provided Number of successful signposts to VCS organisations	2026/27	Head of Commissioning & Quality Assurance
			1.3.4 Commissioning review of Advocacy service to be undertaken to ensure that they meet statutory requirements in terms of coverage, timeliness and quality and accessibility for residents.	Not started	Compliance with statutory Advocacy requirements Timeliness of Advocacy support provision	Feb 2026 – project to be scoped	Head of Commissioning & Quality Assurance
			1.3.5 Develop a Feedback Impact section on the ASC Website pages, which will inform “You Said, We Did” arears of improvement	Not started	Number of feedback items published User engagement with the Feedback Impact section	March 2026	Head of Service Development & Improvement

		Strengthen understanding of our Diverse Communities & use the data more effectively	1.3.6 Undertake a review of equalities data gathering, identifying gapes particularly in regard to protected characteristics	Not started	Completeness of equalities data across service users Number of identified data gaps and actions taken	June 2026	Principal Social Worker
			1.3.7 Develop Equalities data action plan to improve data collection and embed continuous improvement and monitoring of data accuracy	Not started	% improvement in equalities data recording	June 2026	Principal Social Worker
			1.3.8 Develop and deploy communication plan to increase awareness of ASC aligned to a focus on equity in experience and outcomes	Complete / Ongoing – Communication plan now in place for ASC.	Analysis of comms campaigns	July 2025	Communications Team Principal Social Worker
			1.3.9 Continue to grow our and embed our approach to co-production and via our commissioning Co-production Board and have reached out to Leaders within our seldom heard communities to begin to develop trust and to hear what would make us more accessible and inclusive as a Service.	In progress – Co-production boards are now well established and meeting regularly. DASS and service representatives have attended a number of Community Network meetings.	% of policies/strategies/ projects co-produced with residents % of participants who feel their input influenced decisions or outcomes	Ongoing	DASS All Heads of Service
		Enhance translation, accessibility and digital inclusion	1.3.10 Communicate to ASC staff on the new Translation Service,	Complete – corporate and local communication issued	Staff utilisation of the service	May 2025	Principal Social Worker Comms Tean
			1.3.11 Review of all existing key documents	Not started – However, any new documents will be translated.	Key documents	2026/27	Principal Social Worker

			required for translation and accessible formats uploaded onto the website and deployed into key community buildings Develop a review and monitoring process for all new public documents being created		available in community languages and accessible formats Review process in place		Business Service Manager
2: Providing Support	2.1 - Care provision, integration and continuity	Expand local care provision to reduce reliance on out-of-borough placements.	2.1.1 Implement actions from Market Sustainability Plan by increasing the number of Care Home beds available, ensuring there is an increase in the number of residents being placed within the Borough	Not started	Net increase in Care Home bed capacity within the borough % of residents placed in Borough	March 2026	Head of Commissioning & Quality Assurance
			2.1.2 Review block contracts arrangements to support more in borough and local placements	In progress – commissioning strategy in development	Number of block contracted beds secured and % of placements made through these contracts	March 2026	Head of Commissioning & Quality Assurance
			2.1.3 Complete a Commissioning review for day opportunities, to enable more adults to access in-house facilities	In Progress – Review is underway and on track. Quick win opportunities identified.	Completion of Commissioning review milestones Increase in number of adults accessing in-house day opportunities	December 2025	Head of Commissioning & Quality Assurance
		Address delays caused by limited capacity in nursing care and supported living markets	2.1.4 Commissioning review for supported living by increasing the number of supporting accommodation beds available in the Borough	Not started	Net increase in supported living bed capacity in Borough	September 2026	Head of Commissioning & Quality Assurance

			2.1.5 Review Capital Programme to identify possible business cases to look at future development opportunities	Not started	% of Capital project aligned with strategic priorities Feasibility assessment completion rate	2026/27	Head of Commissioning & Quality Assurance
			2.1.6 Optimise use of assets and in-house provision by utilising Ermine Road, moving individuals in-house and explore possible expansion	In Progress - Quick win opportunities identified	Reduction in external placement Occupancy/utilisation rate Savings achieved	March 2026	DASS
		Strengthen Market sustainability and development	2.1.7 Review current Reablement support delivery model with the purpose of identifying and developing solutions that will directly reduce long-term care and hospital discharges	In progress - review underway of current services support people to regain independence, focusing on timeliness, effectiveness and use experience. Insights from data and stakeholder feedback with shape improvements to pathways, capacity and outcomes	Reduction in long-term care admissions post-Reablement Reduction in delayed hospital discharges attributed to Reablement	May 2026	Head of Integrated Care
			2.1.8 Complete options appraisal for Reablement support for formal decision on revised model	In Progress- review underway and will report back in early 2026.	Completion of report Number of viable Reablement Model options evaluated	May 2026	Head of Integrated Care
			2.1.9 Improve relationships with providers of Homecare, Nursing, Residential and Supported Living	In progress – we have hosted two sessions with our commissioned providers of Homecare, Nursing, Residential and Supported Living to improve relationships and trust and explore avenues for market development and integrated workforce activities.	Reduction in provider complaints	June 2026	DASS Head of Commissioning
	2.2 - Partnerships & Communities –	To strengthen and sustain collaborative partnerships, ensuring inclusive governance and	2.2.1 Review of the Joint Partnership Board (JPB)	Completed – review complete and final report and co-produced recommendations presented to scrutiny September 2025.	Review report	June 2025	DASS
			2.2.2 Implement the	In Progress – New interim chair	% of	Sept 2026 – update	DASS

		co-produced strategies, reflecting the diverse needs of our residents	outcomes of the JPB review including the recommissioning of the contract	appointed Sept 2025. Contract to be re-commissioned in 2026.	recommendations implemented New structures and governance in place Increased representation within the reference groups Contract in place	to Scrutiny	
			2.2.3 Haringey Borough Partnership's (HBP) – strengthen joint delivery and accountability. Develop and agree a refreshed set of shared plans, outcomes and performance measures for the Haringey Borough Partnership (HBP) and its subgroups, with a focus on integrated neighborhood-based approaches and delivery Enhance resident and voluntary sector involvement in shaping local improvements	In Progress – we are now part of a 'Integrator Alliance' with the Whittington and Haringey GP Federation to support the development of neighborhoods this will include the VCS. A further review of HBP including a refreshed set of shared plans, outcomes and performance measures will be progressed in 2026 once we understand the impact of the changes to the ICB and national policies, Section 75 agreements will be updated in 2026/27 and BCF arrangements are likely to continue in 26/27 before a wider review in 27/28. Integrated Workshops delivered in to explore opportunities for Health, Social Care and VCS to work more closely • Whittington Health and Social Care. • Avoidable Hospital Admissions	BCF metrics Completion of updated joint actions plans Tracking of outcomes and performance metrics by way of a Dashboard	Jan 2027	DPH DASS Corporate Director
			2.2.4 Develop a process to ensure that a summary report is developed and circulated after each consultation or co-production event	In Progress	Report completed and circulated in a timely manner. Stakeholder satisfaction with summary reports	October 2025	Head of Service Development & Improvement Business Service Manager

			2.2.5 Develop a co-produced Carers strategy	Completed - Carers Coproduction Group formed in April 2025 and number of projects underway. Further work to establish connection to new carers strategy and reference group when implemented. Carers Strategy has finalised and will be taken to Cabinet in November	Carers strategy published	November 2025	DASS
			2.2.6 Implement Carers strategy	In progress – work to commence post approval of the strategy at Cabinet in November.	Number and proportion of carers identified and registered, uptake of carers assessments, support plans, timeliness of assessments and reviews and carers satisfaction and quality of life through surveys etc.	November 2026	DASS
			2.2.7 Strengthen partnership arrangements post-ICB establishment by identifying potential additional areas for integrated working	In Progress - Integrated Workshops held in October to explore opportunities for Health, Social Care and VCS to work more closely • Whittington Health and Social Care. • Avoidable Hospital Admissions	Integrated working initiatives identified and implemented with stakeholder engagement and satisfaction score	January 2026	Heads of Service ASC
3. How do we ensure safety within the system	3.1 - Safe pathways, systems and Transitions	Development on Transitions pathways	3.1.1 Review and identify Improvements in transitions for younger adults. Promoting wellbeing and independence and finding innovative solutions to meet their needs and enhance their autonomy.	In Progress – Transition Programme in place, overseen by Transitions Board and chair by DASS / Director of Safeguarding & Social Care (Children's Services) Also links to the wider Preparation of Adulthood workplan.	% of young adults transitioning to education, volunteering or employment. Young Adult Wellbeing and Independence	March 2026	DASS Director of Safeguarding & Social Care (Children's Services)

			This may be through education, volunteering opportunities and paid employment	Partners in Care and Health are also doing an independent review of our transitions programme.	scores based on surveys and assessments		
			3.1.2 Develop and implement plan to embed recommended improvements identified in review of Hospital discharge pathways, Reablement and Admission avoidance activities	In Progress – Significant improvements seen in this area and further work underway. Admission avoidance workshop held with partners, VCS reps and residents in Oct 2025 and action plan developed. 3/5 BCF metrics are green, 2 amber but showing steady progress.	Reduction in delayed discharges and Reablement success rates increased by X and avoidable admission rate. Links also to BCF metrics.	December 2025	Head of Integrated Care
			3.1.3 Review of young people's transition interim model and options appraisal for a future delivery model for young people's transitions to be developed and embedded into service operations following review	In Progress- Partners in Care and Health are also doing an independent review of our transitions programme.	Completion of options appraisal and implementation plan with % of services adopting a new transition model	January 2026	Heads of Service ASC
		Enhance partnerships across multi-agencies to support safer pathways	3.1.4 Develop and implement contingency and Business continuity plans (with multi-agency input) to address any gaps identified following review	A structured multi-agency approach will be taken to develop and implement robust contingency and business continuity plans. Governance arrangements are being established to provide clear accountability. Plans will include roles, responsibilities, communication protocols, escalation routes and recovery arrangements.	Updated plans in place	December 2026	Business Service Manager
	3.2 -Safeguarding –	Safeguarding referral updates and communications	3.2.1 Safeguarding mailbox management and AI classification. Safeguarding referrals will receive an initial RAG rating to assist prioritisation	In Progress – to be scoped as part of digital solution	% of safeguarding referrals RAG rated within target timeframe with CRM recording compliance rate. Increase in	August 2026	Head of Service Development & Improvement Principal Social Worker

			of urgent referrals. All safeguarding referrals will be recorded in a CRM enabling improved visibility of repeat contact and ensures communications levels are tracked monitors, enabling a 100% response rate to partners, agencies and residents via manual responses and automated workflow		response rate to referrals and communications and fewer complaints		
			3.2.2 A comprehensive Safeguarding Review has been commissioned to evaluate the effectiveness of current safeguarding arrangements across adult social care. The review focuses on how well the local authority, and its partners identify, respond to, and learn from safeguarding concerns. Central to this work is the introduction of the Safeguarding Circle — a structured, multi-agency forum designed to strengthen oversight, improve collaboration, and ensure a shared focus on "Making Safeguarding Personal." The Circle brings together key stakeholders to review complex cases, share learning, and identify system-level improvements in a proactive and coordinated way.	The outputs of this review will include clear governance structures, improved information-sharing protocols, and enhanced multi-agency learning loops to drive practice improvements. We expect to see more consistent and timely responses to safeguarding referrals, improved engagement with people and partners following concerns, and better use of data to identify trends and inform targeted action.	Completed Review	January 2026	DASS Principal Social Worker Head of East Locality & Safeguarding

4. Leadership	4.1 - Governance, management & sustainability –	Workforce capacity	4.1.1 Workforce alignment to be agreed with Finance to ensure staffing and funding are correctly aligned.	Complete	Confirmed establishment structure, aligned to budget	July 2025	Head of Service Development & Improvement Finance Business Partner
			4.1.2 Appointment of ASC Deputy DASS to strength Service resilience and leadership capacity.	In Progress – internal approval underway.	Postholder in place	November 2025	Corporate Director of Adults, Health and Housing and Director of ASC.
			4.1.3 Review and improve induction, exit tracking and interview process, to include performance management,	Partially Complete – review of induction training is underway.	Processes in place and continually monitors and evaluated. Further work needed on performance management which will be supported by our HR colleagues	January 2026	Principal Social Worker Business Service Manager HR Business Partner
			4.1.4 Ensure safeguarding training is mandatory and that all staff including managers complete training and safeguarding competencies	In Progress/Completed – All safeguarding training is mandatory	Monitored through data and My Conversations	Ongoing	Principal Social Worker Workforce Development Manager
		Financial Management	4.1.5 Review and improve corporate debt collection, update policies, establish governance structures to maximise income and improve forecasting information	In Progress – ASC debt plan in place and working with an external provider to support the process. Additional capacity scoped as part of staffing and budget proposal.	% increase in debt recovered, reduction in aged debt and budget variance within tolerance levels	December 2025	DASS Head of Commissioning and Quality Insurance

			4.1.6 Deliver targets saving through service and process redesign, by embedding CHC processes, use of Direct Payments, renegotiate contracts and reduce duplication	In Progress – Significant progress has been made in this area resulting in additional income regarding CHC and a steady increase in direct payments.	Savings achieved v target. % increase in CHC funded cases Update of Direct Payments % reduction in duplicated packages	March 2026	DASS
		Performance Management & Data	4.1.7 Develop a performance dashboard and communication cascade, to provide updates as appropriate.	In Progress – initial dashboard developed with further enhancements planned.	Performance Dashboard in place, which informs performance accurately in all areas of the service, which can be fed into workforce development and staff supervisions	Dec 2025	DASS
			4.1.8 Ensure senior leaders and Councillors receive concise, relevant performance data (with breakdowns by locality, user groups, etc.) on a routine basis to inform decisions	In Progress – data will be presented in Cabinet Member 1:1's and through the improvement board.	Timeliness of performance data reports, with data coverage and granularity score Stakeholder satisfaction with data quality and usefulness	Dec 2025	DASS
		Risk	4.1.9 Develop and update risk register to include high risks with mitigation plans and incorporate into performance management process	In Progress – Risk registers are updated on a regular basis which can then be tracked to whether controls and improvement actions are being delivered, escalating emerging risks that may affect performance targets	% of high / medium risks with up-to-date action plans, delivered to schedule, frequency of risk reviews completed on time	June 2025	Business Service Manager Heads of Service ASC
		Equality	4.1.10 Workforce Race Equality Standard action plan deployment to be included in plan once	Complete	Action Plan Deployed	July 2025	Workforce Development HR Business

			developed and agreed				Partner
	4.2 - Learning, improvement and innovation	Development of a digital offer	4.2.1 Demand triage and contact management through a combination of Voice Bot, IVR and AI content classification, inbound contacts will be routed to the correct team removing manual processing by Community Care Officers. Manual triage of emails via Outlook will be removed.	In Progress – digital solution business case and options developed as part of the service modernisation programme and will now go through governance routes for approval.	Digital solution implemented and benefits realised	Timeline TBC	Head of Service Development & Improvement Principal Social Worker DASS
		Development of co-production	4.2.2 Continue to develop our co-production work through our Commissioning Co-production Board and working collaboratively with the Joint Partnership Board	In Progress - Commissioning Co-production Board, Carers Co-production Group meet regularly. – this governance will be strengthened going forward through the Joint Partnership Board and its' 8 Reference Groups.	Number of co-production activities held with good implementation rate of co-produced recommendations	March 2026	Director of Adult Social Care Commissioning Programme Manager
		Innovation	4.2.3 AI transcription will take meeting minutes and complete draft care assessments. AI document summarisation will reduce review time for longer documents such as customer complaints. AI redaction may enable some time savings for SAR and other data requests	In Progress – AI trail underway and evaluation due with plan for implementation by March 2026.	Benefits realization tracker as part of project.	March 2026	Head of Service Development & Improvement Principal Social Worker

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Adult Social Care (ASC) Improvement Board

Draft Terms of Reference
March 2025

Draft

Approvals
This document requires the following approvals:
C = Checker
A= Approver

Version	Date	Name	Title	C / A
V1.1	31.1. 25	Jo Baty	Interim Director of Operations	C
V1.2	14.2.25	Jo Baty	Interim Director of Operations	C
V1.3	14.2.25	Sara Sutton	AD Partnerships & Communities	C
V1.4	20.2.25	Sara Sutton	AD Partnerships & Communities	C
V1.5	4.3.25	Sara Sutton	AD Partnerships & Communities	C

Distribution
This document has been formally distributed to:

Name	Title	Version
Name	Title	V
Adults Improvement Board Members	All	V1.5

Draft

1. Purpose

The Adult Social Care (ASC) Improvement Board has been established to oversee, provide a steer, monitor and provide advice to officers on actions in relation to the ASC Improvement Plan. In particular, the Board will advise and inform officers as to the appropriate governance routes to approve any actions and progress any changes required.

2. Function of the Members Improvement Board

2.1. The function of the Board will be to:

- To approve the ASC Improvement Plan that sets out how the Service, working collaboratively with other Council services, with the NHS, the voluntary and community sector and with our residents will implement the change and transformation required as identified in the Care Quality Commission Inspection Report (February 2025).
- To receive regular progress reports on the ASC Improvement Plan
- Progress and advise on any changes/actions required corporately and constitutionally to implement changes via the most appropriate governance routes.
- To receive key performance information in relation to delivery of statutory functions and on areas of the Service which CQC identified as requiring improvement and corrective actions were necessary
- Review changes required to improve transparency and understanding of statutory regulations and processes
- Ensure that the Service meets regulatory and statutory obligations
- To ensure culture change and accountability within the Service to provide high-quality services and support across all functions
- Receive regular reports on Complaint, Feedback and Satisfaction
- To receive progress reports on embedding Co-production across the Service
- Consider and take forward recognised good practice via approved governance routes.
- Approve the communication in relation to the Boards work
- To receive other relevant information in relation to ASC as deemed necessary by the Board.

3. Link to other governance

- Adults & Health Scrutiny Panel
- Health & Wellbeing Board
- Haringey Borough Partnership Boards
- Joint Partnership Board
- Cabinet
- Joint Health Overview & Scrutiny Committee
- Commissioning Co-production Board
- Carers Co-production Board

4. Membership of the Board

4.1. The proposed core membership is as follows:

Name	Title	Role
Andy Donald	Chief Executive	Chair
Sara Sutton	Corporate Director of Adults, Housing and Health	Vice Chair
Cllr Lucia das Neves	Cabinet Member for Health, Social Care, and Wellbeing	Member
Councillor Cressida Johnson	Chair of General Purposes Committee, Cllr for Crouch End	Member
Councillor Dr Thayahlan Iyngkaran	Adults & Health Scrutiny Panel Member, Cllr for Woodside	Member
Cllr Michelle Simmons-Safo	Standards Committee Member, Cllr for Seven Sisters	Member
Councillor Pippa Connor	Chair of Adults and Health Scrutiny Panel, Cllr for Muswell Hill	
Non-core members		
Jo Baty	Director of Adult Social Care (DASS)	

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5. Quorum

5.1 The quorum of a meeting of the Members Improvement Board will be 4 members.

5.2 Stakeholders will be invited to attend meetings as and when appropriate to assist the function of the working group.

6 Frequency

6.1 The Board will be held every 8 weeks (although ad-hoc meetings can be called by the Chair).

7 Reporting structure

7.1 Agenda items will be agreed prior to each meeting.

7.2 The agenda and supporting papers will be circulated to Board members 3 days prior to each meeting.

7.3 The actions of the Board will be agreed at the next suitable meeting.

End

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Report for: Cabinet – 11 November 2025

Item number: 15

Title: Haringey Adult Carers Strategy, 2025-2028

Report authorised by: Sara Sutton, Corporate Director, Adults, Housing and Health

Lead Officer: Jo Baty, Director of Adult Social Services

Ward(s) affected: All

Report for Key/ Non Key Decision: Key Decision

1. Describe the issue under consideration

1.1. This report presents Haringey's Adult Carers Strategy 2025-2028 for Cabinet approval. It outlines the strategic direction and priorities for supporting unpaid Carers in the borough, following extensive engagement and co-production with Carers, partners and stakeholders. It seeks Cabinet's approval of the Strategy and endorsement of the proposed first-phase delivery plan.

2. Cabinet Member Introduction

2.1. I am pleased to introduce the Haringey Adult Carers Strategy 2025–2028, a vital and heartfelt commitment to the thousands of unpaid adult Carers who support family or friends across our borough.

This Strategy is the result of collaboration, co-produced with carers themselves, alongside our partners in health, social care and the voluntary sector. It reflects the values of Haringey Deal, placing residents at the heart of service design and delivery, and ensuring that our approach is inclusive, responsive and rooted in lived experience.

2.2. Adult carers are often unsung heroes. Whether caring for a parent, partner, sibling, or friend – often while managing work, family or their own health; carers play a vital role in sustaining wellbeing and independence and helping residents live and age well, in the way they choose. This Strategy sets out clear priorities to improve access to support, enhance wellbeing and reduce inequalities. It is a recognition of the challenges carers face and a promise to stand with them, ensuring they are seen, heard and valued.

3. Recommendations

3.1. For the reasons set out in this report and appendices, Cabinet is recommended: to approve the Haringey Adult Carers Strategy 2025 - 2028 and endorse the proposed first-phase delivery plan.

4. Reasons for decision

4.1. 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.

4.2. 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.

4.3. 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.

4.4. 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.

5. Background information

5.1. Carers in Haringey provide an approximately 490,000 hours of care each week this equates to care worth in excess of £480 million per year. They provide vital support to family members, friends or neighbours who are older, disabled or experiencing illness. The contribution of Carers is indispensable, yet many face significant challenges including financial hardship, isolation, and impacts on their own health and wellbeing.

5.2. The Haringey Carers Strategy 2025-28 builds upon Haringey's previous Carers' Strategy and aligns with the Council's Care Act 2014 duties, national policy, the Corporate Delivery Plan, the Haringey Deal and Haringey's commitment to delivering inclusive, person-centred support services.

5.3. We want to ensure that our improvement journey puts Carers at the heart of what we do and that we prioritise the changes and improvements that are important to them. Our Carers' Strategy has undergone several engagement events with Carers, to co-produce the next action-steps of the updated Carers' Strategy.

5.4. The Strategy has been shaped through a wide-reaching programme of engagement and co-production activity between October 2023 and May 2025.

5.5. The Adult Social Care (ASC) Commissioning team and the senior ASC leadership team have led on the co-production work described below and have worked closely with the Council's Engagement Team to ensure that we have reached as many communities within Haringey as possible. This has included work with our African and Caribbean Network, Turkish and Kurdish Community

Network and Somali Community Network to build relationships with these communities.

5.6. We have also held multiple events across each locality in Haringey, at different venues, across different times of day, including evenings and weekends, to ensure we can maximise participation of Carers.

5.7. The topics reflect those which Carers told us mattered to them most. The engagement and co-production to develop these topics and associated areas for improvement included:

5.7.1. **Surveys on Commonplace:** Members of the Carers Co-Production Group co-produced a Carers' survey, which was then circulated both online and via postal submissions to ensure that Carers could share their valuable feedback and suggestions. 274 submissions were received, representing an 11% response rate.

5.7.2. **Carers Strategy workshops:** Carers and partners participated in workshops to identify the priority areas within each theme and tangible actions that would make the most difference in the next 6-18 months. Over 100 Carers attended one of three in-person workshops and one online workshop.

5.7.3. **Walk-in Opportunities:** We provided walk-in opportunities at libraries across the three localities allowing Carers to engage with us in person.

5.7.4. **Carers' Rights Day:** This event facilitated community building and open dialogue, enabling Carers to connect and share their experiences with ASC Commissioning team colleagues.

5.7.5. **Carers' Coffee Morning:** Receiving feedback from Carers who attend this weekly held session for Carers to discuss their needs and challenges.

5.7.6. **Multiple Reference Groups:** We attended several reference groups to ensure ongoing input and collaboration from Carers.

5.7.7. **Commissioning Co-production Board:** Feedback from Carer representatives and system partners has regularly happened in this 6-weekly meeting since July 2024.

5.7.8. **Carers' Coproduction Group:** A dedicated group in Haringey ensuring Carers' voices integral to shaping the services and Strategy.

5.7.9. **Dementia Café Sessions:** These sessions offered a supportive environment for Carers of individuals with dementia to discuss their unique challenges and needs.

5.7.10. **Carers' Working Group:** These sessions include carer representatives and system partners overseeing the progress of the previous strategy.

5.8. This collaborative approach has ensured that the Strategy is rooted in the real experiences and priorities of Carers in Haringey.

5.9. Upon publication of the Carers Strategy and building on existing co-production governance, we will establish a new Carers' Strategy Working Group to further develop the Action Plan for the Strategy. The Working Group will be co-chaired between a Commissioner from ASC and a Carer and with representation from a diverse range of Carers and the organisations and services supporting them. The Carers' Strategy Working Group will report into existing Haringey governance including the Health and Wellbeing Board, the Borough Based Partnership, the ASC Improvement Board and Adults and Health Scrutiny Panel.

6. Contribution to strategic outcomes

6.1. The Carers Strategy will contribute to the following Council key themes cited in the Corporate Delivery Plan:

6.1.1. Resident experience and working together: improving how residents interact with the council and fostering community collaboration;

6.1.2. Adults, health, and welfare: enhancing health and welfare services for adults.

7. Statutory Officers comments

7.1. Finance

7.1.1 Haringey Adult Carers Strategy 2025-2028 builds on existing resources accounted for within Adult Social Care's budget for the provision of carers. £1.491m Better Care Fund remains in place to support the deliverables as set out within the strategy.

7.1.2 It is anticipated there are no additional cost pressures in the delivery of the Haringey's Adults Carer's strategy.

7.2. Strategic Procurement

7.2.1 Strategic Procurement has been consulted on and notes the content of this report.

7.3. Legal

7.3.1. The Care Act 2014 section 10 sets out the local authority's (LA) responsibilities to carers for adult members of the community.

7.3.2. The Children and Families Act 2014 and the Care Act 2014 significantly strengthened the rights for parent carers and young carers up to the age of 18. They also recognised the need to improve young carers' transition to adulthood and work together to make sure the needs of the whole family are met and inappropriate or excessive caring by young carers is prevented or reduced.

7.3.3. The Local Authority has a duty to provide care and support to those individuals assessed as needing this pursuant to assessments under Part 1 Care Act 2014. This includes under s10 a duty to assess carers who may have needs for care and support and under s20 a duty or power in general terms to provide any assessed eligible care and support needs for carers.

7.3.4. The proposals in this Report are in line with the local authority's statutory responsibilities.

7.4. **Equality**

7.4.1. The Council has a statutory duty to comply with the provisions set out in Section 149, Equality Act 2010. The Council must therefore have due regard to:

- eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under this Act.
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

7.4.2. The protected characteristics defined by law are race and ethnicity, disability, sex, gender reassignment, age, sexual orientation, pregnancy and maternity, religion or belief, marriage, and civil partnership.

7.4.3. The primary objectives of the Haringey Carers Strategy are to improve the health and wellbeing of Carers and provide improvements and transformation to services within the available budget and to meet legislative statutory requirements.

8. Use of Appendices

Appendix 1: Haringey Adult Carers Strategy (2025-2028)

Appendix 2: Equality Impact Assessment (EqIA)

9. Background papers

9.1. **Government (Access to Information) Act 198**

9.1.1. This report contains exempt and non-exempt information. Exempt information is contained in the exempt report and is not for publication. The exempt information is identified in the amended schedule 12 A of the Local Government Act 1972 under the following category (3) information in relation to financial or the business affairs of any particular person (including the authority holding that information).

HARINGEY ADULT CARERS STRATEGY

2025-2028



Haringey LONDON



FOREWORD

I am proud to introduce the Haringey Carers Strategy 2025–2028, a document that reflects the strength, perseverance, and resilience of our borough's unpaid carers – and the power of working together.

This Strategy is a shared achievement, co-produced with carers, community organisations, and partners across health, social care and the voluntary sector. It embodies the spirit of the Haringey Deal – our commitment to working in partnership with residents to co-design and co-deliver services that are inclusive and responsive.

This document is rooted in the lived experiences of those who care, day in and day out, often without recognition or reward. Their voices have shaped every page, and their insights have guided every priority.

Carers in Haringey reflect that richness and diversity of our borough. Whether you're a working-age carer juggling employment and family, someone juggling caring with your own health and wellbeing challenges, or a carer from a community that has historically been underrepresented, we hope you will see yourself in this Strategy. We are committed to recognising and supporting every carer, regardless of background, language, identity, or circumstance.

This Strategy focuses on practical improvements: better access to information, timely assessments, inclusive respite options, and support for health, wellbeing, and employment. It also places a strong emphasis on reducing health inequalities and developing cultural awareness across services – so that support is not only available, but is also meaningful and respectful.

I'm grateful for carers' input in this Strategy and your partnership in delivering it, which is and will always be a joint endeavour. You are the quiet (and vocal!) champions of our communities. This Strategy is a tribute to your dedication – and a promise that we will always seek to walk alongside you on your caring journey.

Warm regards,



Cllr Lucia das Neves
Cabinet Member for Health, Social Care, and Wellbeing

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EXECUTIVE SUMMARY

This Strategy has been jointly created with carers, who have shared their lived experiences, challenges and aspirations with us. It has also been shaped by expertise from our partners across health, social care and voluntary and community sectors. We have listened to your feedback and learned from our past actions—the new Strategy sets out a renewed and ambitious approach to better support carers now and into the future.

We know that every carer's journey is unique. That's why this Strategy is designed to be inclusive, flexible, and responsive, recognising the diversity of carers in Haringey and the different forms that care can take.

This Strategy is a guide for unpaid carers, council officers, health and social care professionals, voluntary and community sector partners and local employers.

OUR SHARED VISION AND MISSION

Our vision remains clear and unchanged:

"All carers, of all ages, are recognised, respected, and supported."

Our mission is to ensure that carers in Haringey:

1. Feel valued and respected as an integral part of our community.
2. Have access to high-quality information, advice, and resources tailored to their needs.
3. Receive timely, effective, and compassionate support.
4. Can maintain their physical, mental, and emotional wellbeing.
5. Are empowered to balance their caring responsibilities with their personal aspirations and wellbeing.





OUR SIX PRIORITIES

This strategy sets out our 6 priorities to achieve our vision:

1. **Getting the basics right – carers feel supported and not alone**

→ Find and include carers from underrepresented communities, including those with disabilities, young adults and working-age carers, to make sure the support we offer is fully inclusive. Improve the assessment and review system, so they are done on time and with minimum stress and maximum consideration for carers. Help carers make an emergency plan, so they have peace of mind for the future of their loved one. Continue to work towards prompt effective housing repairs and adaptations for carers as a Council priority.

2. **Information and communication – carers understand what they need to know**

→ Make sure all our communication is on time, relevant and accessible for all. Have one clearly signposted place where all information carers need to know is presented in an accessible way. Review the current systems to find and fix inefficiencies. Continue to deliver surgeries for carers and actively signpost carers to relevant services and support across the East, Central, and West areas of the borough.

3. **Health and wellbeing – carers are happy and healthy**

→ Offer a variety of services and activities that carers can take up to help their wellbeing. Check in regularly on carers' physical and mental health. Share programmes to help carers manage stress and improve mental wellbeing.

4. **Respite and breaks – carers can easily take a break**

→ Make the process to arrange and pay for breaks simple and less of a burden for carers. Offer a broad range of respite options, so carers can choose what best fits their needs. Explore trying out innovative solutions using new technology.

5. **Financial resilience and employment – carers aren't worried about money**

→ Make sure carers can get all the benefits and financial support that are available to them. Offer free financial planning and budgeting support, including to manage debt. Reach out to employers to explain what carers need in terms of flexible working arrangements and encourage them to offer them. Support carers who want to get work or training.

6. **Training – carers and staff get training to support their role**

→ Find ways to more effectively communicate and deliver training on safe care for different conditions. Train all frontline staff on supporting specialist needs, including disabilities, culturally sensitive topics and specific mental and physical health conditions, such as dementia and autism. Provide carers with the knowledge, skills and confidence they need to advocate for themselves and the person they care for.

LOOKING AHEAD

This Strategy is just the beginning. Over the next three years, we will work together to deliver real, practical improvements – starting with a 12-month action plan co-developed with carers. A dedicated carers Strategy Working Group, co-chaired by a carer, will oversee progress and ensure accountability.

We invite you to read this Strategy, share your thoughts, and stay involved. Together, we can build a borough where every carer feels seen, supported, and empowered.

INTRODUCTION

Every day, thousands of Haringey residents provide essential care and support to family members, friends, and neighbours - often making personal sacrifices without recognition or reward. These unpaid carers are the unsung heroes of our communities, ensuring individuals with complex needs can live with dignity and independence while reducing pressure on public health and social care systems.

We need a comprehensive Carers Strategy to make sure carers receive the support, respect, and resources they need to sustain their own wellbeing and that of those they care for. The Strategy sets out our clear, inclusive and proactive approach to how we will fulfil this responsibility to carers in Haringey.

THE STORY SO FAR

Since the launch of Haringey's previous Carers Strategy (2020–2023), we have made important strides in working collaboratively to address key challenges and we have begun to enhance the quality and reach of support services. [1]

However, we also recognise that more needs to be done. The Adult Social Care Quality Commission (CQC) Report (February 2025) highlighted that many carers were dissatisfied with the level of support they received. This Strategy is a direct response to that feedback and forms a key part of our wider improvement journey.

We have listened carefully—not only to the CQC—but also to carers across the borough through a range of engagement and co-production activities. Their insights have shaped this Strategy at every stage[2].

We want to make sure carers can see their voices in the design of our services and that the support they get is accessible, respectful and culturally appropriate.

1 An evaluation of our 2020-2023 Carers Strategy is available in Appendix 3.

2 More detail on the development and co-production of this Strategy is available in Appendix 2.

CARERS AND THE LAW

DEFINITION OF CARERS

A carer is anyone who cares, unpaid, for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without their support.

Unpaid carers may:

- Assist with daily tasks such as bathing, dressing, eating, shopping or managing medications
- Provide companionship and emotional support
- Act as an advocate to get the medical attention or social services their loved one needs
- Support someone living in the same household or elsewhere.
- Balance their caring responsibilities alongside work, education, or other commitments.

In Haringey, we recognise carers of all ages, backgrounds, and circumstances[3], including:

- Young adult carers, who are balancing care with education or early careers.
- Carers with disabilities, including those with mental health needs, learning disabilities, autism, neurodiverse conditions, and physical health issues.
- Working-age carers, who juggle employment and caring responsibilities.
- LGBTQI+ carers, whose experiences may be shaped by stigma or exclusion.
- Hidden carers, who may not yet recognise themselves as carers or be known to services.

CARE ACT 2014

The Care Act 2014 places a number of statutory duties on local authorities, which describe the services we must provide for carers and the standards we have to meet. It sets out and protects the rights of carers.

The Act fully recognises the role of carers, their need for support in their own right and their need for a life beyond caring, including paying attention to employment. The Care Act is mainly for adults in need of care and support, and their adult carers.

The Act sets out:

- How local authorities should carry out carers' assessments
- How local authorities should determine who is eligible for support
- If local authorities should charge for carer support
- Other obligations that local authorities have to carers

POTENTIAL IMPACT OF WELFARE REFORMS ON CARERS

Welfare reforms can have significant and far-reaching consequences for unpaid carers, many of whom rely on financial support to sustain their caring roles. Changes to benefits such as Carer's Allowance, Universal Credit and disability-related entitlements may increase financial insecurity, particularly for those balancing care with employment or unable to work due to their caring responsibilities.

In Haringey, where many carers already face economic and social challenges, these reforms risk exacerbating inequalities and placing additional strain on mental health and wellbeing. As part of this Strategy, we will monitor the local impact of national welfare changes, advocate for fairer support systems and ensure carers are signposted to timely advice, benefits guidance and financial assistance to mitigate adverse effects.

For more information on welfare reforms, you can visit: **Welfare reform - GOV.UK**

3 More details on the demographics of our carers are available in Appendix 1.



53%
cared for someone for 50 hours per week or more



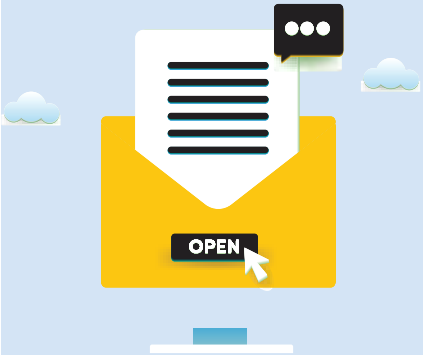
49%
have been carers for 10+ years



55%
struggle to access support information



53% lack access to respite care



66%
prefer email communication



43%
of carers are from the ethnically diverse backgrounds

59% of carers rate their wellbeing as fair or poor



VISION AND MISSION

VISION:

"All carers, of all ages, are recognised, respected, and supported."

Recognised means people know about carers and the care they give.

Respected means carers are treated in the right way.

Supported means carers are listened to and helped in the best way.

MISSION:

Our mission is to ensure that carers in Haringey:

1. Feel valued and respected as an integral part of our community.
2. Have access to high-quality information, advice, and resources tailored to their needs.
3. Receive timely, effective, and compassionate support.
4. Can maintain their physical, mental, and emotional wellbeing.
5. Are empowered to balance their caring responsibilities with their personal aspirations and wellbeing.

We have chosen to retain the vision and mission from Haringey's previous carers Strategy, as the development of this new Strategy has reaffirmed their continued relevance. They still resonate strongly with the current realities, values, and aspirations of carers in the borough.

This Strategy places carers' voices at its heart, ensuring that services are coproduced with them and their needs remain a priority.

YOUNG CARERS STRATEGY

While this Strategy focuses on unpaid adult carers, Haringey Council recognises the vital role that young carers play in supporting family members and loved ones. We are committed to developing a dedicated Young carers Strategy that reflects their unique experiences, needs and aspirations. This work will be shaped in partnership with young people, families, schools, and services, including the Haringey Youth Service, which already provides valuable support to young carers across the borough. You can find more information about their work **here.**

As part of our wider ambition, we are working to bring greater synergy between children's and adults' services, ensuring smoother transitions, shared learning, and more joined-up support for carers of all ages. Our long-term aspiration is to develop an All-Age Carers Strategy—a holistic, inclusive approach that supports carers throughout their lives. This Adult Carers Strategy lays the foundation for that future, and we are proud to take this next step in partnership with our communities.



STRATEGIC PRIORITIES AND OBJECTIVES

This Strategy focuses on six interconnected themes, each with clear objectives on areas of improvement.

GETTING THE BASICS RIGHT

Carers told us that:

> ***"It takes too long to resolve issues this way. If someone says they'll follow up, they should do so."***
>
> ***"Please keep information simple, clear, and avoid using acronyms."***
>
> ***"Understanding carers and listening."***

The previous strategy completed an equality review to understand the needs of carers from a variety of backgrounds. However, identifying carers—particularly those from underrepresented or seldom-heard communities—remains inconsistent. This limits access to support and contributes to inequality in service provision.

Many carers have expressed that interactions with services can lack empathy and understanding. This highlights the need for a more compassionate, person-centered approach across all touchpoints.

There is a clear need to ensure that carers' assessments and reviews are carried out regularly, in a timely and inclusive manner, with carers actively involved in shaping their own support. This includes systematic delivery of combined carer/cared-for assessments, where appropriate.

Delays and limited communication around housing-related issues remain a significant concern. The absence of housing representation at the Carers Working Group has further limited progress in this area.

THIS STRATEGY RECOMMENDS:

Direct resources to identifying and including carers from underrepresented or seldom-heard communities, including those with disabilities, young adults and working-age carers.

- → Evaluate and ensure all services are designed with inclusivity in mind to help remove barriers and promote equal access.
- → Provide tailored support for carers with learning disabilities, mental health conditions and other health issues, to ensure services are accessible and inclusive. This involves offering specialised resources, such as targeted training programmes, support groups, and accessible information to address their unique needs.
- → Promote carers' rights through borough-wise awareness campaigns.
- → Embrace innovative digital solutions to enhance engagement. Use the data and insights collected by our commissioned partner Mobilise Care Ltd, a digital platform designed to identify and support hidden carers, to inform future service development and ensure we are responsive to diverse needs.

Improve the assessment and review system, so they are conducted in a timely, empathetic and professional manner.

- → Provide clear information on the assessment process and ensure carers are involved in decision-making, e.g. on the Council website.
- → Ensure carers know and understand their rights.
- → Train staff in culturally aware and empathetic communication and create a handbook or guidance for staff and carers that is consistent with the Council website.

Provide resources and support for carers to have an emergency plan.

- → Carers, especially elderly carers, worry what would happen to their loved one if they were suddenly no longer able to look after them. Working with carers to develop contingency plans and ensure all have access to emergency

support services, for carer peace of mind, so that in an emergency they only need to worry about themselves.

Continue to work towards prompt housing repairs and adaptations for carers.

- We are committed to ensuring everyone has safe, accessible and comfortable living environments. Since bringing our housing services back in house, we have been able to work further towards this goal, but we recognise there is still a long way to go. Feedback from our co-production process indicated that while this is still a key issue, there are others that are a higher priority that we should focus on. However, we will work closely with our housing team to ensure carers' views are represented and they are factored into plans and developments.
- Provide grants and assistance for home modifications, such as installing ramps, handrails and accessible bathrooms, to help individuals maintain their independence and improve quality of life.

INFORMATION AND COMMUNICATION

Carers told us that:

> ***"Regular updates about services and changes would be helpful."***
>
> ***"Some carers don't have internet access or can't travel to meetings."***
>
> ***"Too much bureaucracy makes it hard to support someone at times"***

The previous strategy established the Carers First monthly newsletter for registered carers and regular carers' forums and reference groups.

Carers continue to report difficulties navigating complex systems, experiencing lengthy delays in receiving support, and facing inconsistent







communication. These issues have at times, undermined carers' confidence in seeking help and support.

Carers often feel uncertain about their rights and the support available to them. Clearer, more accessible information and guidance are essential to empower carers and improve access to entitlements. Carers also reported having translation and BSL interpretation would help them feel understood and better informed.

THIS STRATEGY RECOMMENDS:

Develop a specific strategy to improve communication, to give carers timely, relevant and accessible information.

- This could include regular newsletters, updates on the council's website and social media engagement.
- Develop and implement minimum standards for carer support services to ensure consistency and quality across the borough.
- Develop a multi-lingual carers handbook that has all relevant information.

Review current systems to identify and fix inefficiencies.

- Such as long wait times on the phone, being passed on to the wrong person and a lack of signposting towards the information needed.

Continue to deliver surgeries for carers and actively signpost carers.

- This means carers have a place they can drop into or reach online to ask all their questions.
- Where language is a barrier, the council will facilitate access to multi-lingual resources, and staff will be trained in disability and mental health support.

HEALTH AND WELLBEING

Carers told us that:

> ***"It would help to have someone regularly check in with carers to see how we're coping and if we need anything."***
>
> ***"I often don't find time to attend to my own health needs because I am away attending to the person I am caring for health needs"***

Work was done under the last strategy, but we are seeing more health issues among carers, due to the demanding nature of their role. The co-production process also identified that carers need additional support to manage stress and their mental wellbeing in the years after covid and the cost-of-living crisis. Having options close to home is important.

THIS STRATEGY RECOMMENDS:

Provide a range of services and activities that carers can access to support their overall wellbeing.

- Create new opportunities in multiple locations and boost the profile of existing social events, support groups, community, and recreational activities that help carers build networks and reduce isolation. Learn from the success of carers coffee mornings and make sure networks are led by community members and meaningful to carers.
- Provide carers with free or discounted access to gym and leisure centres.

Offer regular health checks for carers to monitor their physical and mental health and provide early intervention and support where needed.

- Continue working with the NHS to ensure everyone can equally access healthcare services they need.
- Implement regular health assessments and create a tailored health promotion programme to address specific needs.
- Prioritise carers for flu vaccines and COVID-19 boosters.

Implement programmes to help carers manage stress and improve their mental wellbeing.

- This could include mindfulness workshops, relaxation techniques, and access to mental health resources.



RESPITE AND BREAKS

Carers told us that:

> ***"Unpaid carers like me are often the main support for our loved ones. It would be good to be recognised and valued for the work we do."***
>
> ***"I would like a better service, a better understanding of how difficult it is to look after people and for things to move smoothly."***
>
> ***"All my work annual leave is used up on doctors' appointments"***

Carers need breaks to reduce their stress, maintain their health and enhance their wellbeing with activities that take their mind off caring responsibilities.

THIS STRATEGY RECOMMENDS:

Simplify the process for carers to arrange and pay for breaks.

- Streamline administrative procedures, offer clear guidance and provide easy-to-access financial support. Reduce inefficiencies and make sure we are accountable to carers.
- Implement user-friendly online platforms and dedicated support services for carers to quickly and efficiently arrange respite care.
- Improve the Council's performance in planning and coordinating respite care and making respite payments to carers. Ensure the Council makes payments on time and communications with carers is clear, empathetic and reliable.

Offer a broad range of respite options to suit the different needs of carers.

- This includes short-term breaks, emergency respite, and longer-term respite care, such as Shared Lives, Day Opportunities, etc.

Explore trying out innovative solutions using new technology (after getting the basics right first).

- In time, investigate the opportunities technology-assisted care can bring, such as integrating smart gadgets, AI health tracking and virtual companions. These could ensure those receiving care remain safe, engaged and well-monitored, allowing carers peace of mind when they take breaks. Technological advancements could also reduce the burden on carers in their daily lives.





FINANCIAL RESILIENCE AND EMPLOYMENT

Carers told us that:

> ***"When it comes to surviving without money and unemployment all that is really needed at this time is help on how to get funding support and a job that aligns with your current situation."***
>
> ***"We need to know if there is any financial support available other than benefits."***

While a borough-wide supported employment strategy is in development, carers must be a central focus. Flexible, accessible employment opportunities that reflect their responsibilities are essential. More discussions and advocacy are needed from the Council to ensure employers give carers the flexibility they need.

THIS STRATEGY RECOMMENDS:

Make sure carers know about and can receive all the benefits and financial support available to them.

- Provide clear and easy-to-find information on eligibility, application processes and all potential sources of support.
- Provide access to practical support services, such as handyperson services, transport, and parking assistance, and help with utility bills.
- Explore opportunities to increase concessions for carers, such as discounts on leisure activities, transport, and other services.

Offer free financial planning and budgeting support to manage debt.

- Provide access to professional financial advisors, who can give carers personalised guidance on managing finances, creating effective budgets and planning for the future.
- Offer online resources, such as budgeting tools and educational materials.
- Better signpost carers to existing services to maximise income.

Advocate and raise awareness among employers that carers need flexible working arrangements, including offering remote working, flexitime and compressed hours.

- Work with the Inclusive Econo Team in the Council to actively promote supportive workplace policies to create a more inclusive and accommodating environment for carers.
- Advocate for paid leave policies that allow carers to take time off to attend to urgent caregiving needs without financial strain.

Support carers who want to access paid work.

- This includes job search assistance through Haringey Works, training and development opportunities, and flexible working arrangements to accommodate their caring responsibilities.



TRAINING

Carers told us that:

> ***"Many older carers struggle with online systems. Support to learn how to use smartphones and computers would be really useful."***
>
> ***"It would be most helpful to have any training that will give me more understanding to care for those with certain illnesses, conditions etc"***
>
> ***"That the council respond back in a timely manner and with empathy, understanding of needs and concerns"***

Carers wanted to understand their own role and to be able to speak to staff in all services, who are empathetic, reliable and have a good understanding of what they are going through. Carers also wanted to know how to handle complex conditions, particularly mental health conditions.



THIS STRATEGY RECOMMENDS:

Continue offering training for safe care and find ways to more efficiently communicate and deliver this training.

- This includes training on specific health conditions, first aid, sepsis, dementia, autism, manual handling etc.
- Offer multiple options for time slots and online and in-person.

Train all frontline staff on supporting specialist needs.

This includes disabilities, culturally sensitive issues and mental and physical health conditions, such as dementia and autism. Build on the partnerships forged with health and voluntary sector in the last strategy to ensure training is rolled out across the board.

Provide carers with the knowledge, skills and confidence they need to advocate for themselves and the person they care for.

- Offer training on carers' rights, self-advocacy and navigating the complex health and social care systems.

Provide training and access to digital tools for carers that need it.

- This will help carers navigate online resources, access virtual support groups, and manage their caring responsibilities more effectively.



WHAT WE WILL DO IN THE FIRST 12 MONTHS

Through a series of Carers Strategy Workshops held in May 2025, we developed a strong, shared understanding of what carers in Haringey want to see in the initial stages of this Strategy—practical changes that will make a real and immediate difference to their lives. The attached action plan sets out some tangible actions carers told us would make their lives better.

To ensure these priorities are translated into action, a Carers Strategy Working Group will be convened following the publication of this Strategy. This group will be co-chaired by a Commissioner from Adult Social Care and a carer representative, ensuring lived experience remains central to implementation. The Working Group will be responsible for developing a detailed action plan, grounded in what is achievable and realistic, and will report directly into our governance in Haringey, including the Health and Wellbeing Board, the Borough Based Partnership, the Adults Improvement Board and the Adults and Health Scrutiny Panel.

In the first 12 months, a core focus will be on strengthening multi-agency collaboration and embedding a whole-system approach to carer support. Key milestones include:

- Convening cross-sector workshops to embed a shared commitment to carers across health, social care, education, housing, and the voluntary and community sector.
- Co-developing shared action plans with carers, partners, and community organisations to ensure alignment and accountability.
- Embedding carers' voices in commissioning and service design, ensuring that carers are recognised as equal partners in shaping the services that affect them.

This early phase of implementation will lay the groundwork for long-term, sustainable improvements, while demonstrating our commitment to delivering meaningful change from the outset.

During our workshops about this Strategy, carers told us that:

> ***"The recent event was excellent. I felt heard and got the information I needed."***
>
> ***It was great to attend a session that reflected my experiences. I'm looking forward to future events."***



MONITORING OUR PROGRESS

This Strategy will be used to develop annual delivery plans with specific actions, clear timelines and measures of success. A delivery plan which is refreshed yearly will enable a dynamic approach across organisations and build on the previous year to achieve the best possible outcomes for carers.

We will be using a range of methods and tools to collect important data and information that helps us evidence our progress in delivering the six key themes. This includes for example: national and local surveys, adult social care and health data, feedback, and case studies from our provider services.

To ensure robust and meaningful evaluation, we will use both quantitative and qualitative measures of success. This includes benchmarking against the Adult Social Care Outcomes Framework (ASCOF), gathering lived experience through interviews and focus groups, and analysing feedback from carers and professionals. We recognise the importance of transparency and accountability and so we will make sure our progress is evaluated independently. This will help ensure that our Strategy remains responsive, evidence-based, and focused on delivering real improvements in the lives of carers.

We will feedback to carers on a regular basis on our achievements and delivery plans. This will be done through newsletters, workshops, forums, and online platforms. Carers will have opportunities to provide feedback, ask questions, and shape future actions.

The Carers Strategy Working Group will oversee implementation and ensure that carers' voices remain central to decision-making. We will also use data, case studies and lived experience to evaluate impact and adjust our approach where needed.

This is your Strategy. Your insight, experience and advocacy will help us stay on track and deliver meaningful change.

FURTHER INFORMATION

The attached action plan sets out some tangible actions carers told us would make their lives better. This feedback was gathered throughout the co-production process of the Carers Strategy.

Please see the Council's Joint Strategic Needs Assessment for further information about Haringey's population needs: **Joint Strategic Needs Assessment (JSNA) | Haringey Council**

ACTION PLAN 2025 – 2026

Included below are links to some of the baseline data that will help inform and shape the co-development of the action plan with carers and other stakeholders. We look forward to strengthening this baseline through surveys and ongoing engagement with carers throughout the lifetime of the Strategy. While these datasets may be subject to future updates, they represent the best available information at this time and will help provide valuable context as the work progresses.

- → **Census**: Haringey population change, Census 2021 – ONS
- → **ASCOF:** Measures from the Adult Social Care Outcomes Framework - NHS England Digital
- → **GP Patient Survey:** GP Patient Survey

Topic & Area for Improvement	Actions by November 2026
Getting the Basics Right	
Identification of carers, including those with disabilities	Raise awareness of **what a carer is and their rights**, especially among professionals (GPs, hospitals, schools, local authority) → Implement the carer identification project in hospitals
Improved Accessibility, Assessments and Reviews	Ensure evidence of **carer involvement** in assessments and reviews is documented → Share realistic **timescales for reviews, assessments**, and communication, with an appeals process → Ensure **timely assessments,** as they unlock access to other forms of support
Carer Resilience and Emergency Planning	Ensure carers are aware of Connected Communities and other local initiatives → Create **clear, accessible information** to explain processes, rights, and services → Improve **signposting to all local organisations** offering support, including housing, benefits and respite
Housing, Repairs and Adaptation	Treat housing as a core issue in carers' assessments and support planning → Signpost carers to Occupational Therapy and / or Housing to receive Housing Support as applicable, based on assessment

Topic & Area for Improvement	Actions by November 2026
Information and Communication	
Improve Communication	Provide carers with multiple channels of communication: in-person, WhatsApp, telephone, and virtual → Improve response times to carers, especially for person-to-person contacts, like in-person visits or phone calls → Develop **a centralised, user-friendly website** with up-to-date contact details and service information

Topic & Area for Improvement	Actions by November 2026
Drop-in Surgeries for Carers and Signposting	→ Continue to deliver carer support surgeries and actively signpost carers to relevant services. → Strengthen localised knowledge of services and community assets and enhance the quality of advice and support available through a single, accessible point of contact.
Minimum Standards for Carer Support	Establish a **feedback loop** to ensure carers' voices shape service delivery and improvement → Use current co-production groups to maximise participation and improvement
Digital Inclusion	Provide digital training to improve carers' confidence, while maintaining non-digital alternatives Provide tech support initiatives like "Coffee & Computers" to help carers become digitally confident Support peer-led IT sessions to improve digital literacy and reduce isolation

Topic & Area for Improvement	Actions by November 2026
Health and Wellbeing	
Carer Empowerment	Establish peer **support networks** including locality-based WhatsApp groups and regular in-person/virtual meetups. → This may include an **Experts by Experience** group to engage with professionals and influence practice
Social, Emotional, Health, and Wellbeing Services	Organise **joint sessions with carers and health professionals** to improve mutual understanding → Engage carers in the offer of things like the Recovery College model, to ensure things like **group counselling sessions** for carers, distinct from IAPT services, can be accessed
Carers Health Checks	Ensure **GPs and frontline professionals** are equipped to signpost carers effectively to other agencies and help → Include the GP Federation in online
Stress Management and Mindfulness	Recognise and respond to the **mental health impact of caring**, offering counselling, CBT, and peer support → Ensure that other actions in the Strategy help minimise stress management for carers
Tackle Health Inequalities	Ensure professionals do not assume understanding **based on capacity**—information must be explained clearly and respectfully → Through partnership working, ensure that other partners are supported to share information in a variety of formats, through the localities model and other interventions

Topic & Area for Improvement	Actions by November 2026
Respite and Breaks	
Simplifying process	Use **digital forms for respite requests** for digitally confident carers to reduce phone traffic
Planning and Payments	Provide **carers cards**, clear information on **respite rights** and **emergency planning tools**.
Range of Respite Options	Create **opportunities for carers to take time out**, including access to events, peer support, and social spaces → Offer **alternative, personalised respite options** that reflect carers' preferences and cultural needs
Innovation	Work with carers to develop further innovative ways to meet respite needs → Evaluate the impact of other initiatives to see if they are meeting needs of carers in as innovative a way as possible.

Topic & Area for Improvement	Actions by November 2026
Financial Resilience and Employment	
Practical Support	Make the process of accessing direct payments and **personalised care** more transparent
Improve information and access to: Concessions, Benefits Maximisation and Debt Management	Work with other Council departments to improve **benefits advice and financial guidance,** including about carers' rights and entitlements, grants, concessions, and debt avoidance support → Carers will have access to better information via the Council's website, user-guides, and locality drop-ins
Flexible Working and Support in Accessing Paid Work	Support carers to advocate for workplace policies that support carers, such as flexible working and paid leave. → Signpost carers to voluntary sector organisations that can help them understand and advocate for their needs for flexible working

Topic & Area for Improvement	Actions by November 2026
Training	
Training for Safe Care	**Offer training in safe care practices**, such as the **Significant 7** (early signs of deterioration). → Include training in safe care as a feature of lunch-and-learn, and other initiatives with carers
Partnering with Voluntary Sector and Local Businesses	Signpost carers to the local voluntary sector and other community resources for help and support, leverageing other initiatives of the Carers Strategy to achieve this aim.
Training for Staff	Cultural competency training for staff to ensure services are culturally sensitive.

MEASURES OF SUCCESS

Local Key Performance Indicator	Data Source	Haringey Responsible Body	Increase / Decrease
Getting the Basics Right			
The number of carers known to the Council	2021 Census compared to Council Database	Adult Social Care	Increase
The number of annual reviews given to residents who have carers	Council Database	Adult Social Care	Increase
Proportion of carers who report they have been included and / or consulted in discussions about the person they care for	ASCOF Survey	Adult Social Care	Increase
The number of carers assessments	Council Database	Adult Social Care	Increase
The number of carers reviews	Council Database	Adult Social Care	Increase
The number of carers who report having access to accessible information about processes, rights and services	Survey	Adult Social Care	Increase
Proportion of carers who are signposted to other organisations for support	Survey	Adult Social Care	Increase
Overall satisfaction of carers with social services	ASCOF Survey	Adult Social Care	Increase

Local Key Performance Indicator	Data Source	Haringey Responsible Body	Increase / Decrease
Information and Communiction			
Response time to carers	Council databases	Adult Social Care	Decrease
Proportion of carers who find it easy to find information about support	ASCOF Survey	Adult Social Care	Increase
Number of communication channels	Survey	Adult Social Care Communications Team	Increase
Advice and support found in centralised place(s)	Survey	Adult Social Care Housing	Increase
Carers' voices are evident in service delivery, improvement and evaluation	Case Studies	Adults Improvement Board	Increase
Carers can access digital support	Survey	Adult Social Care	Increase

Local Key Performance Indicator	Data Source	Haringey Responsible Body	Increase / Decrease
Health and Wellbeing			
Number of carers reporting a good experience at their GP Practice	GP Survey	GP Federation	Increase
Number of carers reporting their needs were met at their GP Practice	GP Survey	GP Federation	Increase
Carers can access Peer Support	Survey	Adult Social Care	Increase
Carers have access to health services to support their mental health and wellbeing	Survey	GP Federation	Increase
Carers have annual Health Checks	NHS database	GP Federation	Increase

Number of carers reporting a good quality of life	ASCOF Survey	Adult Social Care	Increase
Medical information is shared in accessible formats to carers	Survey	GP Federation	Increase
Number of carers whose health is impacted by their caring role	Personal Social Services Survey of Adult Carers in England	GP Federation	Decrease

Local Key Performance Indicator	Data Source	Haringey Responsible Body	Increase / Decrease
Respite and Breaks			
Digital platforms are used to access respite	Digital data	Digital Team, Haringey	Increase
Proportion of carers who find it easy to find information about support	ASCOF Survey	Adult Social Care	Increase
Number of respite options	Commissioning Data	Commissioning, Adult Social Care	Increase
Number of respite places	Commissioning Data	Commissioning, Adult Social Care	Increase
Proportion of carers who reported they had as much social contact as they would like	ASCOF Survey	Adult Social Care	Increase

Local Key Performance Indicator	Data Source	Haringey Responsible Body	Increase / Decrease
Financial Resilience and Employment			
The proportion of carers receiving self-directed support	Social Care data	Adult Social Care	Increase
The proportion of carers receiving direct payments	Social Care data	Commissioning, Adult Social Care	Increase
Access to eligible benefits	Financial Assessment Data	Commissioning, Adult Social Care	Increase
Accessible Financial guidance available to carers	Survey	Voluntary Sector Partner	Increase
The proportion of working-age carers in employment	Personal Social Services Survey of adult carers in England	Haringey Works Adult Social Care	Increase
The proportion of local employers offering policies supportive to carers	Survey	Haringey Works	Increase
The proportion of carers in fuel poverty	Public Health Outcomes Framework	Public Health	Decrease

Local Key Performance Indicator	Data Source	Haringey Responsible Body	Increase / Decrease
Training			
Safe-care-practices training is signposted to carers	Survey	Voluntary Sector Partner	Increase
Carers know how to access training and / or support	Survey	Adult Social Care	Increase

APPENDIX 1 - DEMOGRAPHIC PROFILE OF CARERS IN HARINGEY

DEMOGRAPHIC PROFILE OF CARERS IN HARINGEY

According to the 2021 Census, approximately

16,891

residents in Haringey - about 7.2% of the population aged five and over - reported providing unpaid care.

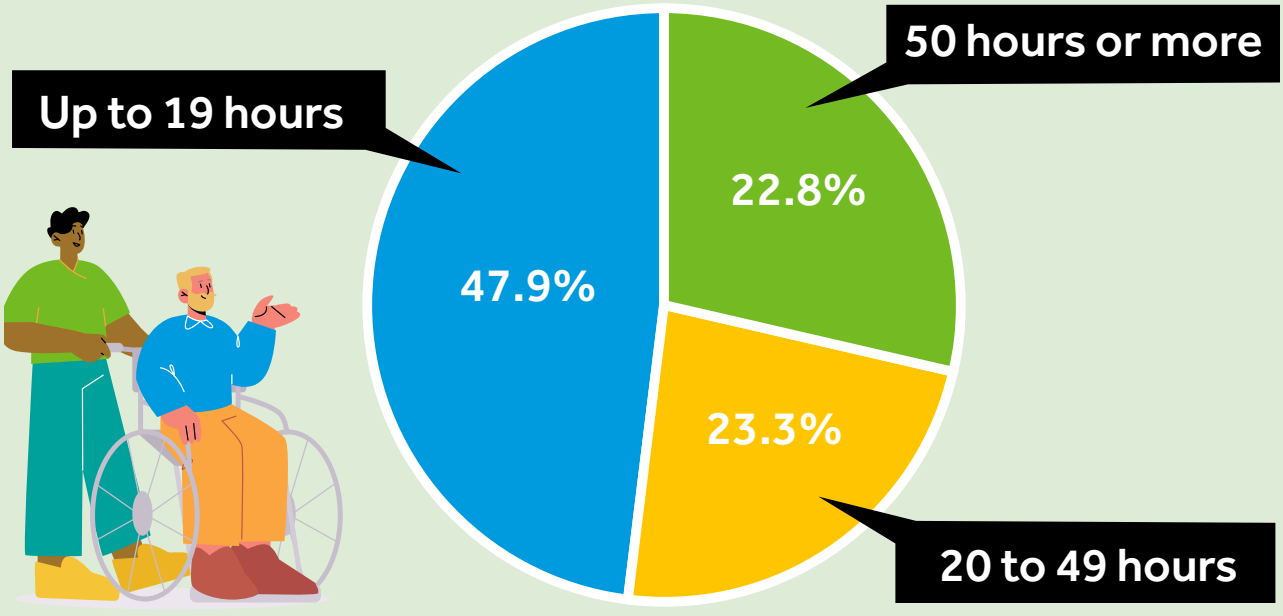


This marks a decrease from 9.3% in 2011, a trend observed across England and Wales, potentially influenced by the COVID-19 pandemic and a change to terminology and phrasing of the Census questions about caring.

The distribution of care hours among these carers is as follows:

- → **3.5%** provided up to 19 hours of care per week
- → **1.7%** provided between 20 and 49 hours
- → **2.1%** provided 50 or more hours.

Distribution of care hours



REVIEW OF DEMOGRAPHIC AND CENSUS DATA

A review of demographic and census data was conducted to understand the changing landscape of Haringey's carer population. This analysis helped identify trends and emerging needs, ensuring that the new Strategy is responsive to the borough's evolving demographics.

GENDER DISTRIBUTION



59.5% **of carers in Haringey are women**

Women constitute a significant majority of unpaid carers in Haringey, accounting for 59.5% of this group. This aligns with national trends, where women are more likely to assume care-giving roles.

AGE PROFILE



The borough has experienced a

24%

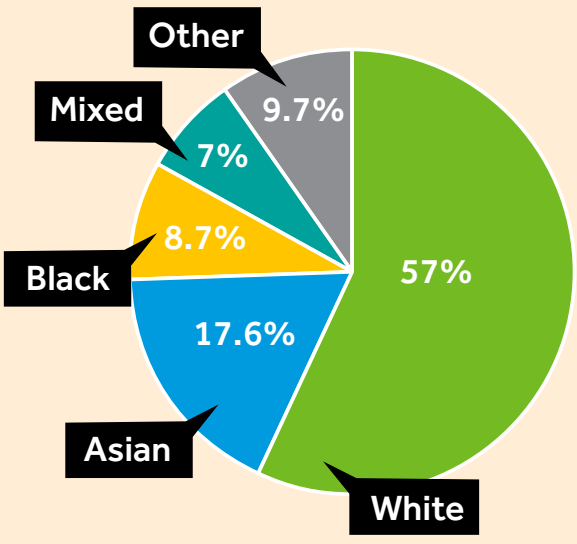
increase in residents aged 65 and over between 2011 and 2021.

Projections estimate that by 2025, there will be approximately

3,800

unpaid carers aged 65 and above in Haringey, with numbers expected to rise by around 3% annually.

ETHNIC DIVERSITY



Haringey is one of London's most ethnically diverse boroughs. As of the 2021 Census, the ethnic composition was approximately **57% White, 17.6% Black, 8.7% Asian, 7% Mixed, and 9.7% identifying as Other ethnic groups**. This diversity is reflected in the unpaid carer population, necessitating culturally sensitive support services.

The demographic landscape of unpaid carers in Haringey is characterised by a predominance of women, an increasing number of older carers, and significant ethnic diversity. Recognising and addressing the unique needs of these groups is essential for developing inclusive and effective support strategies.

APPENDIX 2 - DEVELOPMENT OF THE NEW CARERS STRATEGY

The development of Haringey's new carers Strategy was a comprehensive and inclusive process, aimed at better meeting the needs of carers in the borough. The following steps were undertaken to ensure a robust and well-informed strategy:

Evaluation of the Previous Strategy

An evaluation of the previous Carers Strategy was conducted to identify its strengths and weaknesses. This evaluation involved analysing feedback from carers, service providers, and community stakeholders. Key lessons learned from this evaluation informed the direction and focus of the new Strategy.

SURVEY OF CARERS

A detailed survey was distributed to carers across Haringey to gather their insights and experiences. The survey covered various aspects of carers' lives, including the challenges they face, the support they need, and their suggestions for improvement. The responses provided valuable data that shaped the priorities and actions of the new Strategy.

ATTENDANCE AND DISCUSSIONS AT CARERS MEETINGS AND EVENTS

Regular officer attendance at carers meetings and events allowed for direct engagement with carers. These interactions provided a platform for carers to voice their concerns, share their experiences, and contribute to the Strategy's development. Discussions at these events highlighted the diverse needs of carers and the importance of tailored support.

IN-PERSON AND ONLINE WORKSHOPS WITH CARERS AND PARTNERS

As part of the co-production process for the 2025–2028 Carers Strategy, Haringey Council hosted a series of in-person workshops across each of the three localities – Central, East, and West – to ensure broad and inclusive engagement.

These sessions brought together carers, community representatives and system partners to collaboratively refine the Strategy's priorities and shape tangible actions for the first two years.

To accommodate different preferences and accessibility needs, a virtual workshop was also held, enabling carers who preferred or required online participation to contribute meaningfully.

One of the workshops was scheduled on a weekend to better engage working carers and those with weekday commitments.

These sessions provided a valuable platform for open dialogue, ensuring the Strategy is grounded in lived experience and aligned with the real needs of Haringey's diverse carer community.

ENGAGEMENT WITH LOCAL STAKEHOLDERS AND WITH OUR RESIDENTS

In developing the Strategy, our teams in Adult Social Care also worked closely with local stakeholders to ensure a joined-up approach to supporting carers. Community organisations such as Public Voice, Carers First, Mobilise, Disability Action Haringey, Bridge Renewal Trust, and Mind in Haringey played a vital role in amplifying carers' voices and shaping priorities through their deep-rooted connections with local communities.

System partners including the Integrated Care Board North Central London (ICB NCL), the GP Federation, the Department for Work and Pensions (DWP), and council representation from Haringey Works and Shared Lives contributed to a broader understanding of how carers interact with health, employment, and welfare systems. These collaborative efforts have ensured that the Strategy reflects a whole system view, grounded in partnership working and co-production, and that we are collectively responsive to the diverse and evolving needs of carers in Haringey.

CO-PRODUCTION IN ACTION

To coproduce this Strategy, we engaged carers through a variety of inclusive and accessible activities:

- **Surveys on Commonplace:** carers participated in surveys online and via postal submissions to share their valuable feedback and suggestions.
- **Walk-in Opportunities:** We provided walk-in opportunities at libraries across the three localities, allowing carers to engage with us in person.
- **Carers Rights Day:** This event facilitated community building and open dialogue, enabling carers to connect and share their experiences.
- **Carers Coffee Morning:** Receiving feedback from carers who attend this weekly held session for carers to discuss their needs and challenges.
- **Multiple Reference Groups:** We attended several reference groups to ensure ongoing input and collaboration from carers.
- **Commissioning Co-production Board:** Carer representatives and system partners inputted into the direction of the co-production of the Strategy at Board meetings.
- **Carers Co-production Group:** A dedicated group in Haringey ensuring carers' voices shape the services and Strategy; members of the group coproduced the Survey.
- **Dementia Café Sessions:** These sessions offered a supportive environment for carers of individuals with dementia to discuss their unique challenges and needs.
- **Locality-based and Virtual Workshops:** We hosted a series of local workshops across Haringey's three localities, along with a virtual session for those who preferred to join online. The workshops created space for honest conversations, helping to shape a more responsive and inclusive approach to carer support and the content within the Strategy.
- **Strengthening Community Connections:** Recognising the importance of building trust and inclusive support, we are developing stronger networks with diverse communities across Haringey. This includes groups such as the African and Caribbean Network, Turkish and Kurdish Community Network and Somali Community Network. By fostering these relationships, we hope that the Strategy will represent and build upon the unique experiences of carers within each community, improve their access to support, and ensure that services are culturally appropriate, responsive, and co-designed with those they serve.

Through these diverse engagement activities, we ensured that carers' voices were integral to shaping this Strategy, leading to more responsive and effective support systems.

APPENDIX 3 - EVALUATION OF HARINGEY'S CARERS STRATEGY 2020-2023

Haringey's previous Carers Strategy laid important foundations for recognising and supporting unpaid carers across the borough. It helped raise awareness, initiated valuable partnerships, and provided a platform for carers' voices to begin shaping local services. However, its impact was mixed, and several challenges remained—particularly in meeting the diverse and evolving needs of carers.

Feedback from carers highlighted areas where support was inconsistent or difficult to access, and where their experiences were not always reflected in service design. These insights have been instrumental in shaping the refreshed 2025–2028 Strategy.

> ***Building on the lessons learned, the new Strategy sets out a clearer, more ambitious path—one that strengthens collaboration, addresses previous gaps, and ensures that all carers in Haringey are recognised, respected, and supported.***

ACHIEVEMENTS AND SUCCESSES OF THE PREVIOUS STRATEGY

- Establishment of regular carers' forums and reference groups.
- Improved partnerships with health and voluntary sector organisations.
- Expanded access to support services and training program.
- Completion of an equality review to understand the needs of carers from a variety of backgrounds
- Supporting carers to apply for an Advantage Plus Card which provides free access with the cared for person and discounts when attending themselves.
- Communicating with registered carers through Carers First's monthly newsletter

CHALLENGES AND AREAS FOR IMPROVEMENT

While the previous Carers Strategy laid important foundations, several persistent challenges remain. The refreshed 2025–2028 Strategy seeks to address these head-on, informed by direct feedback from carers and frontline professionals.

ACCESSIBILITY AND RESPONSIVENESS OF SERVICES

Carers continue to report difficulties navigating complex systems, experiencing lengthy delays in receiving support, and facing inconsistent communication. These issues have, at times, undermined carers' confidence in seeking help and support.

EMPATHY AND UNDERSTANDING

Many carers have expressed that interactions with services can lack empathy and understanding. This highlights the need for a more compassionate, person-centred approach across all touchpoints.

TIMELY AND INCLUSIVE ASSESSMENTS AND REVIEWS

There is a clear need to ensure that carers' assessments and reviews are carried out regularly, in a timely and inclusive manner, with carers actively involved in shaping their own support. This includes systematic delivery of combined carer/cared-for assessments, where appropriate.

CLARITY AROUND RIGHTS AND ENTITLEMENTS

Carers often feel uncertain about their rights and the support available to them. Clearer, more accessible information and guidance are essential to empower carers and improve access to entitlements.

HOUSING, REPAIRS, AND ADAPTATIONS

Delays and limited communication around housing-related issues remain a significant concern. The absence of housing representation at the Carers Working Group has further limited progress in this area.

IDENTIFICATION OF CARERS

Identifying carers—particularly those from underrepresented or seldom-heard communities—remains inconsistent. This limits access to support and contributes to inequality in service provision.

YOUNG ADULT CARERS

Engagement with young adult carers has been limited, affecting the development of tailored services that reflect their unique needs and life stage.

EMPLOYMENT AND FLEXIBLE WORK OPPORTUNITIES

While a borough-wide supported employment strategy is in development, carers must be a central focus. Flexible, accessible employment opportunities that reflect their responsibilities are essential.

WORKFORCE AWARENESS AND CULTURE CHANGE

There is a need for a joint awareness and training programme across health and care partners to promote best practice in recognising and working with carers as experts by experience.





THANK YOU

To every carer, community member and partner who took the time to complete a survey, attend a workshop, join a carers group or share your story—thank you.

This Strategy would not exist without you. Your honesty, your insight and your willingness to speak openly about your experiences have shaped every part of this plan. Whether you joined us in person, online or through a quiet moment of reflection in a survey response, your voice has made a difference.

We know that caring is deeply personal. It can be joyful, exhausting, isolating and fulfilling—sometimes all at once. That's why your contributions have been so powerful. You've helped us understand what matters most, where we need to do better and how we can build a more compassionate and inclusive system of support.

This Strategy is not just a council document; it's a shared achievement. It reflects the values of Haringey DEAL, our commitment to working in partnership with residents and it sets the foundation for a future where every carer is recognised, respected and supported.

We are proud to have walked this journey with you and we look forward to continuing it, together.

With heartfelt thanks,

Haringey Council



Equality Impact Assessment (EQIA)

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

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

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

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

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

1. Responsibility for the Equality Impact Assessment

Name of proposal:	**Haringey Adult Carers Strategy**
Service Area:	**Commissioning**
Officer Completing Assessment:	**Sujesh Sundarraj**
Equalities Advisor:	**Jessica Russell**
Cabinet meeting date (if applicable):	**21st October 2025**
Director/Assistant Director	**Jo Baty**

2. Executive summary

Policy Proposal and Aims

The Haringey Adult Carers Strategy sets out a comprehensive framework to improve the lives of unpaid adult carers across the borough. The strategy is structured around six interconnected themes:

1. Information and Communication – Improving access to information, digital inclusion, and carer identification.
2. Health and Wellbeing – Supporting carers' physical and mental health, and tackling health inequalities.
3. Respite and Breaks – Expanding and simplifying access to respite care.
4. Financial Resilience – Enhancing financial support, benefits access and flexible working.
5. Training and Employment – Providing carers with training, digital skills, and employment support.
6. Getting the Basics Right – Ensuring accessible services, emergency planning, and support for carers with disabilities.

The strategy aims to deliver a more inclusive, responsive and equitable system of support for carers, recognising their vital role in the health and social care system.

Results of the Equality Analysis

The EQIA identified a number of positive impacts across protected characteristics, particularly for:

- Women, who are overrepresented among carers and stand to benefit from improved support and recognition.
- Disabled carers, particularly health related disabilities including those with learning disabilities or mental health conditions, through targeted support and accessible services.
- Older carers, who may benefit from health checks, respite, and financial advice.
- Carers from racially minoritised communities: Strategy addresses health inequalities and promotes culturally competent services.

However, the analysis also highlighted potential negative or under-addressed impacts due to data gaps or underrepresentation in engagement, particularly for:

- LGBTQ+ carers
- Carers from minority faith backgrounds
- Young adult carers (18–25)
- Male carers
- Carers from seldom-heard communities and areas of high deprivation

Mitigations to minimise negative impacts to address these gaps and risks, the following actions will be taken:

- Strengthen equalities monitoring across all services and engagement activities.
- Undertake targeted outreach to underrepresented groups including building relationships with community groups and faith leaders
- Work with community and voluntary sector partners to co-produce inclusive services.
- Provide staff training on cultural competence and inclusive practice.
- Ensure all communications and services are accessible and tailored to diverse needs.
- Embracing innovative digital solutions like Mobilise Care Ltd. to enhance engagement

Next Steps

- The strategy will be implemented with a clear delivery plan and governance structure.
- Equalities data will be reviewed in the final year of the strategy, with a full strategy review every three years.
- An earlier review may be triggered by evidence of unequal outcomes or significant demographic changes.
- Ongoing engagement will be maintained through Carers Reference Group and co-production workshops, ensuring carers from all backgrounds continue to shape the strategy's delivery.

3. Co-production and engagement

The development of Haringey's Adult Carers Strategy has been underpinned by a robust and inclusive engagement process designed to ensure that the voices of carers—particularly those from protected and minoritised groups—are meaningfully reflected in the strategy's priorities and actions.

We have co-produced the strategy with residents and carers across the borough through a variety of accessible and inclusive methods. These include:

- Codesigning the Carers Strategy Survey in partnership with the Carers Coproduction Group to ensure relevance and accessibility.
- Disseminating surveys both online and in paper format, with postal surveys sent to 2,542 carers and a total of 274 responses received (11% response rate), ensuring representation from those who may be digitally excluded.

- Engaging through established networks and forums, including Carers First, Mobilise Care ltd, Public Voice, Haringey's Commissioning Coproduction Board, Haringey Carers Coproduction Group and other Community Networks.
- Building relationships with minoritised communities to ensure the inclusion of carers from diverse ethnic, cultural, and linguistic backgrounds.
- In-person engagement through walk-in sessions at libraries across the three localities, attendance at Joint Partnership Board (JPB) Reference Groups and participation in events such as Carers Rights Day.
- Ongoing dialogue with carers through informal settings such as Carers Coffee Mornings, Learning Disabilities Carers Forum and the Dementia Carers Café.

This multi-channel approach has enabled us to gather a wide range of perspectives, particularly from those with protected characteristics under the Equality Act 2010, including older carers, carers from Black, Asian and minority ethnic communities, carers of people with disabilities, and LGBTQ+ carers.

The insights gathered through this engagement have directly informed the strategy's development, ensuring that it is responsive to the lived experiences, needs, and aspirations of Haringey's diverse carer population. This inclusive approach will continue throughout the implementation and monitoring phases, ensuring that the strategy remains equitable and effective in addressing the needs of all carers.

1. Information and Communication

- **Barriers to Accessing Information:** Carers from minoritised ethnic backgrounds and those with disabilities reported difficulties accessing timely and culturally appropriate information.
- **Digital Exclusion:** Older carers and carers with limited digital literacy expressed a need for non-digital communication channels.
- **Under-Identification:** Many carers, particularly young adult carers, working carers, and those from seldom-heard communities, are not formally identified or supported as carers.

2. Health and Wellbeing

- **Mental Health Needs:** Carers, especially women and those from Black and Asian communities, highlighted the emotional toll of caring and the need for culturally sensitive mental health support.
- **Health Inequalities:** Carers with disabilities and older carers reported poorer health outcomes and limited access to preventative health services.
- **Wellbeing Support:** There was strong support for stress management programmes, mindfulness workshops and peer support networks.

3. Respite and Breaks

- **Access and Flexibility:** Carers from low-income households and those caring for individuals with complex needs reported challenges in accessing flexible and affordable respite options.
- **Administrative Burden:** Many carers, particularly those with limited English proficiency or cognitive impairments, found the process of arranging respite overly complex. There was strong indication from Carers feedback that this experience was shared by most carers irrespective of their proficiency in English.

4. Financial Resilience

- **Cost of Caring:** Carers from low-income and single-parent households reported significant financial strain, exacerbated by rising living costs.
- **Lack of Awareness:** Many carers were unaware of the full range of benefits and concessions available to them.
- **Employment Barriers:** Working-age carers, particularly women and carers from ethnic minority backgrounds, cited inflexible employment conditions and lack of employer support as key barriers to financial stability.

5. Training and Employment

- **Skills Development:** Carers expressed a strong interest in training, particularly around condition-specific care, digital skills and employment readiness.
- **Employment Support:** Carers with disabilities and long-term health conditions highlighted the need for tailored employment support and flexible working arrangements.
- **Volunteering and Local Opportunities:** There was support for initiatives that connect carers with local volunteering and employment opportunities, especially among younger carers and those seeking to re-enter the workforce.

6. Getting the Basics Right

- **Accessibility of Services:** Carers with physical or sensory impairments reported barriers in accessing services and assessments.
- **Emergency Planning:** Many carers, particularly older carers and those supporting individuals with high dependency needs, expressed anxiety about the lack of emergency support and contingency planning.
- **Housing and Adaptations:** Carers of people with disabilities and those living in unsuitable housing highlighted the urgent need for timely repairs and home adaptations.

4. Data and Impact Analysis

4a. Age

Data Sources to Inform Assessment: To assess the impact of the strategy on different age groups, we used the following data sources:

- Haringey State of the Borough Report and Ward Profiles: These provide detailed demographic breakdowns of the borough's population by age, enabling comparison with the target population of carers.
- Carers Survey Data (2024): Includes age-related insights from respondents, helping to identify the needs and experiences of carers across different age groups.
- Adult Social Care and Carers First Service Data: Offers information on the age profile of carers accessing support services.

Borough Age Profile (Haringey):

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

Assessment of Impact: The strategy is expected to have a positive impact across all age groups, with targeted actions to address age-specific needs:

- **Young Adult Carers (18–25):** Often under-identified and under-supported. The strategy includes actions to improve identification, provide tailored information, and support transitions into employment or further education.
- **Working-Age Carers (25–64):** This group often balances employment with caring responsibilities. The strategy promotes flexible working, financial resilience, and access to training and employment support.
- **Older Carers (65+):** More likely to experience health issues and social isolation. The strategy addresses these through health checks, wellbeing support, and accessible respite options.

By aligning the strategy with the age distribution of carers and the wider population, and by using both quantitative and qualitative data, we aim to ensure that the needs of carers across all age groups are met equitably.

The data indicates that older adults, particularly those aged 50 and over, are significantly overrepresented among unpaid carers in Haringey:

- Over 90% of respondents to the Carers Strategy Survey were aged 50+, despite this group comprising only 28% of the borough's population.
- One in three carers in Haringey is aged 50–64, compared to this group making up less than one in five of the general population.
- 2,531 carers are aged 65+, many of whom report poorer health outcomes.

This overrepresentation suggests that older residents are more likely to be impacted by the strategy and therefore stand to benefit from its provisions. However, it also highlights the need to ensure that services are age-appropriate, accessible, and responsive to the specific challenges faced by older carers, such as declining health, social isolation, and digital exclusion.

Age-related needs were clearly identified through both the Census and the survey:

- Older carers (50+) are more likely to experience:
  - Poor physical and mental health: Over a quarter of all carers report not being in good health, rising to 47% among carers aged 65+.
  - High-intensity caring: Many provide 50+ hours of care per week, often without adequate respite or support.
  - Digital exclusion: Older carers may face barriers accessing online services and information.
- Young adult carers (18–34) are underrepresented in the survey and may be less likely to self-identify as carers. This group faces distinct challenges, including:
  - Balancing caring with education, employment, and early adulthood transitions.
  - Lack of visibility and tailored support within mainstream services.

  The strategy acknowledges this gap and includes actions to improve the identification and support of young adult carers, particularly those from seldom-heard and minoritised communities.

Potential Impacts

Impact Area	Impact Rating	Rationale
Older Carers (50+)	**Positive**	The strategy is likely to benefit older carers, who are overrepresented in the carer population. It addresses key age-related needs such as health checks, respite care, stress management, and digital inclusion. Given that nearly half of carers aged 65+ report poor health, these measures are expected to have a significant positive health impact.

Impact Area	Impact Rating	Rationale
Young Adult Carers (18–34)	**Neutral to Negative (currently)**	Young adult carers are underrepresented in the survey and may not yet see their specific needs fully reflected in the strategy. Without targeted outreach and tailored support, there is a risk that this group may not benefit equally. However, the strategy does acknowledge this gap and outlines future actions to address it.
Children and Young Carers (under 18)	**Neutral**	While not the primary focus of this strategy as this is an Adult Carers Strategy, young carers may be indirectly affected. Coordination with Children's Services will be important to ensure continuity of support.
Health Outcomes	**Positive**	The strategy includes actions to tackle health inequalities, particularly among older carers and those providing high levels of care. This includes regular health assessments, mental health support, and access to wellbeing services.

The strategy is well-positioned to improve outcomes for older carers, who make up the majority of the carer population in Haringey. However, to ensure equity, further work is needed to engage and support younger carers, whose needs may differ significantly and who are currently underrepresented in both data and service design.

4b. Disability

To assess the impact of the Adult Carers Strategy on people with disabilities, we will draw on a range of quantitative and qualitative data sources, including:

1. **Census 2021 – Haringey Borough Profile**

- 13.7% of residents are disabled under the Equality Act 2010:
    - 6.1% report that their day-to-day activities are limited a lot.
    - 7.5% report that their day-to-day activities are limited a little.
- 7.5% of residents have been diagnosed with depression.
- 1.7% have a severe mental illness.
- 0.4% have a learning disability.

This borough-wide data provides a baseline for understanding the prevalence and distribution of disability in Haringey.

2. **Carers Strategy Survey (2024)**

- Self-reported data from carers who identify as having a disability or long-term health condition.
- Qualitative feedback on barriers to accessing services, including physical accessibility, mental health support, and communication needs.

3. **Adult Social Care and Carers First Service Data**

- Information on carers with disabilities who are known to services, including those receiving support under the Care Act.
- Data on carers with learning disabilities, mental health conditions, and sensory impairments.

4. **Local Health and Wellbeing Needs Assessments**

- Insights from the Joint Strategic Needs Assessment (JSNA) and Haringey's Health and Wellbeing Strategy, particularly in relation to mental health, long-term conditions, and health inequalities.

5. **Engagement with Disability-Focused Forums and Groups**

- Feedback from the Learning Disability Carers Forum, Dementia Carers Café, and other reference groups.
- Ongoing engagement with carers with disabilities through co-production activities and community networks.

People with disabilities appear to be overrepresented among unpaid carers in Haringey, particularly those who responded to the Carers Strategy Survey. While:

- 13.7% of Haringey residents are disabled under the Equality Act 2010,
- 59% of survey respondents identified as having a disability or long-term health condition.

This suggests that carers with disabilities are more likely to engage with services and may be more reliant on support structures. Additionally, 73% of respondents were aged 50 and over, including those aged 85+, which correlates with a higher likelihood of disability and long-term health conditions.

Carers with disabilities face distinct and compounded challenges that the strategy must address:

- **Higher prevalence of health conditions:** Survey responses indicate that carers with disabilities are more likely to report poor physical and mental health, including chronic conditions, mobility issues, and stress-related illnesses.
- **Accessibility barriers:** Carers with physical, sensory, or cognitive impairments may face difficulties accessing services, information, and respite opportunities.

- **Digital exclusion:** Some carers with disabilities, particularly older adults, may struggle with digital platforms, limiting their access to online support and resources.
- **Intersection with age:** Many carers with disabilities are also older adults, increasing their vulnerability to isolation, health decline, and financial insecurity.

The strategy includes actions to improve accessibility, promote digital inclusion, and provide tailored health and wellbeing support. However, the high proportion of disabled carers responding to the survey underscores the importance of ensuring that all services are inclusive, adaptable, and co-designed with disabled carers in mind.

Potential Impacts

Impact Area	Impact Rating	Rationale
Health and Wellbeing	**Positive**	The strategy includes targeted actions to support carers with disabilities, such as access to health checks, mental health resources, and stress management programmes. Given the high prevalence of poor health among disabled carers, these measures are expected to have a significant positive impact.
Accessibility of Services	**Positive**	Commitments to improve physical, sensory, and digital accessibility will help reduce barriers for carers with disabilities. This includes clearer communication, inclusive service design, and support for carers with learning disabilities or cognitive impairments.
Inclusion and Representation	**Positive (with ongoing need)**	The high number of survey respondents identifying as disabled suggests strong existing engagement. However, continued co-production and targeted outreach

Impact Area	Impact Rating	Rationale
		are needed to ensure that carers with a range of disabilities remain central to service design and delivery.
Digital Inclusion	**Neutral to Positive**	While digital training and support are included in the strategy, carers with certain disabilities (e.g. visual impairments, neurodivergence) may still face challenges. Ongoing investment in accessible digital tools and alternatives is essential.
Intersection with Age	**Positive**	Many carers with disabilities are also older adults. The strategy's focus on older carers, health inequalities, and emergency planning will benefit this group, though tailored support must continue to be developed.

4c. Gender Reassignment

There is no evidence to suggest that individuals with this protected characteristic are overrepresented among unpaid carers in Haringey. According to the Census 2021:

- 0.5% of Haringey residents identify as having a gender identity different from their sex registered at birth.
- 0.1% identify as trans women, and 0.1% as trans men.

The Carers Strategy Survey did not include a specific question on gender identity, so we are unable to determine whether trans or non-binary carers are proportionately represented. This represents a data gap that should be addressed in future engagement and monitoring.

While the strategy is not expected to have a negative impact, trans and non-binary carers may face unique barriers that require specific attention:

- **Discrimination and stigma:** Trans carers may experience discrimination in accessing services or feel unsafe in certain care environments.
- **Lack of inclusive services**: Health and social care services may not always be inclusive or sensitive to gender identity, which can deter engagement.
- **Mental health:** National research shows that trans individuals are more likely to experience mental health challenges, which may be compounded by the pressures of caring responsibilities.
- **Visibility and representation**: The absence of gender identity data in the Carers Strategy Survey suggests that trans carers may be underrepresented in service design and delivery.

The strategy's commitment to inclusive engagement, co-production, and partnership with LGBTQ+ organisations provides a foundation for addressing these issues. However, further work is needed to ensure that services are explicitly inclusive of trans and non-binary carers, and that their voices are heard in future strategy development.

Potential Impacts

Impact Area	Impact Rating	Rationale
Health and Wellbeing	**Neutral to Positive**	While the strategy includes general mental health and wellbeing support, it does not yet explicitly address the specific health inequalities experienced by trans and non-binary carers. However, the inclusive intent and potential for tailored support through future engagement suggest a positive direction.
Access to Services	**Neutral**	There is no evidence of direct exclusion, but the lack of gender identity data in the Carers Strategy Survey limits understanding of trans carers' experiences. Without targeted actions, there is a risk that services may not fully meet the needs of this group.

Impact Area	Impact Rating	Rationale
Inclusion and Representation	**Neutral to Positive**	The strategy's commitment to co-production and engagement with community organisations provides a foundation for inclusion. However, the absence of specific reference to gender identity in the strategy may limit visibility and representation of trans carers.
Data and Monitoring	**Neutral (with improvement needed)**	The current lack of gender identity data in the survey highlights a gap in monitoring. Future data collection should include inclusive gender identity questions to better understand and respond to the needs of trans carers.

4d. Marriage and Civil Partnership

1. Census 2021 – Haringey Borough Profile

The following borough-wide data provides a demographic baseline:

- 35.8% of residents are married or in a registered civil partnership
- 45.3% are single (never married or in a civil partnership)
- 9.9% are divorced or formerly in a dissolved civil partnership
- 6.1% are widowed or surviving partners
- 2.9% are separated but still legally married or in a civil partnership

This data helps contextualise the relationship status of residents and may indicate potential support needs, particularly for carers who are single, separated, or widowed.

2. Carers Strategy Survey (2024)

- Marriage and civil partnership status was not captured in the survey.
- This represents a data gap in understanding how relationship status may intersect with caring responsibilities and access to support.

3. Adult Social Care and Carers First Service Data

- Where available, this may provide contextual insights into the household and relationship status of carers known to services.

4. National Research and Best Practice

- Evidence from Carers UK and other national bodies highlights that carers who are single, separated, or widowed may experience greater isolation and financial strain, which can impact their wellbeing and access to informal support networks.

Due to the absence of data on marital or partnership status in the Carers Strategy Survey, we are unable to directly compare the profile of carers with the borough-wide demographic. However, there is no evidence to suggest that individuals who are married, in a civil partnership, or formerly in one are overrepresented among unpaid carers in Haringey. However,

According to Census 2021 data for Haringey:

- 35.8% of residents are married or in a registered civil partnership.
- 45.3% are single (never married or in a civil partnership).
- 9.9% are divorced or formerly in a dissolved civil partnership.
- 6.1% are widowed or surviving partners.
- 2.9% are separated but still legally married or in a civil partnership.

This suggests a diverse range of relationship statuses across the borough, which may influence the level of informal support available to carers.

While the strategy is not expected to negatively impact people based on their marital or partnership status, there are indirect implications that may affect carers differently depending on their circumstances:

- Single, separated, or widowed carers may have less access to informal support networks, increasing their reliance on formal services.
- Married or partnered carers may share caring responsibilities, but may also face dual pressures if both partners are ageing or unwell.
- Divorced or separated carers may experience financial strain or emotional stress, particularly if they are caring for former partners or children with additional needs.

The strategy's focus on respite, financial resilience, and emotional wellbeing is likely to benefit carers across all relationship statuses. However, the lack of specific data on this characteristic highlights the need for more inclusive monitoring in future engagement activities.

Potential Impacts

Impact Area	Impact Rating	Rationale
Health and Wellbeing	**Positive**	The strategy includes support for emotional wellbeing, mental health, and stress management, which may particularly benefit carers who are single, separated, or widowed and may lack informal support networks.
Access to Support	**Positive**	Carers who are not in a partnership may be more reliant on formal services. The strategy's emphasis on accessible respite, financial support, and community engagement is likely to benefit this group.
Inclusion and Representation	**Neutral**	The strategy does not explicitly reference marital or partnership status. While it is not expected to exclude anyone, future engagement could benefit from capturing this data to better understand carers' household and relational contexts.
Financial Resilience	**Positive**	Single carers or those separated from a partner may face greater financial strain. The strategy's focus on benefits maximisation, debt management, and flexible working is likely to support carers across all relationship statuses.

The strategy is expected to have a positive impact on carers regardless of their marital or partnership status. However, the absence of specific data on this characteristic highlights an opportunity to improve future monitoring and ensure that carers in all types of relationships are equally supported.

4e. Pregnancy and Maternity

Data

1. **Borough Profile – Office for National Statistics (ONS)**

- In 2021, there were 3,376 live births in Haringey.

- This provides a general indication of the number of residents who may be pregnant or in the early stages of maternity at any given time.

2. **Carers Strategy Survey (2024)**

- Data on pregnancy and maternity was not collected as part of the survey.
- This represents a gap in understanding the experiences of carers who may be pregnant or have recently given birth.

3. **National Research and Best Practice**

- Evidence from organisations such as Carers UK, NHS England, and Maternity Action highlights the challenges faced by pregnant carers and those with infants, including:
    - Physical and emotional strain
    - Increased risk of isolation
    - Barriers to accessing antenatal and postnatal care while managing caring responsibilities

There is no evidence to suggest that individuals who are pregnant or in the maternity period are overrepresented among unpaid carers in Haringey. According to the ONS, there were 3,376 live births in Haringey in 2021, providing a general indication of the number of residents who may be pregnant or in the early stages of parenthood.

However, the Carers Strategy Survey did not collect data on pregnancy or maternity status, so we cannot determine the extent to which this group is represented among carers. This represents a data gap that limits our ability to assess potential overrepresentation or specific needs.

While the strategy is not expected to negatively impact this group, carers who are pregnant or in the maternity period may face unique challenges that require consideration:

- **Physical and emotional strain:** Pregnancy and early parenthood can be physically and mentally demanding, and these challenges may be compounded when combined with caring responsibilities.
- **Access to healthcare:** Pregnant carers may face difficulties attending antenatal appointments or accessing postnatal care if they are also providing intensive care to others.
- **Isolation and support needs:** New parents who are also carers may experience increased isolation and may benefit from targeted peer support or respite services.
- **Financial vulnerability:** Carers on maternity leave or with reduced income may be more financially vulnerable, particularly if they are single parents or caring for multiple dependents.

While the strategy includes general support for wellbeing, financial resilience, and access to services, it does not currently include specific actions for carers who are pregnant or in the maternity period. This highlights an opportunity to strengthen future iterations of the strategy by engaging with family support services, health visitors, and perinatal mental health teams to better understand and respond to the needs of this group.

Potential Impacts

Impact Area	Impact Rating	Rationale
Health and Wellbeing	**Neutral to Positive**	The strategy includes general support for mental health and wellbeing, which may benefit carers who are pregnant or in the postnatal period. However, without targeted actions, the specific health needs of this group may not be fully addressed.
Access to Services	**Neutral**	There is no indication that the strategy excludes carers who are pregnant or new parents, but the absence of specific provisions may limit its effectiveness for this group.
Inclusion and Representation	**Neutral**	The Carers Strategy Survey did not collect data on pregnancy or maternity status, resulting in a lack of visibility for this group in the strategy's development.
Financial Resilience	**Neutral to Positive**	Carers on maternity leave or with young children may benefit from the strategy's focus on benefits advice, debt management, and flexible working, though these are not tailored specifically to their circumstances.

While the strategy is not expected to negatively impact carers who are pregnant or in the maternity period, the lack of targeted data and actions means that their specific needs may not be fully addressed. Future engagement and service design should consider the unique challenges faced by this group to ensure equitable support.

4f. Race

In the Equality Act 2010, race can mean ethnic or national origins, which may or may not be the same as a person's current nationality.[1]

Data

Borough Profile [2]

Arab: **1.0%**
Any other ethnic group: 8.7%

Asian: **8.7%**
Bangladeshi: 1.8%
Chinese: 1.5%
Indian: 2.2%
Pakistani: 0.8%
Other Asian: 2.4%

Black: **17.6%**
African: 9.4%
Caribbean: 6.2%
Other Black: 2.0%

Mixed: **7.0%**
White and Asian: 1.5%
White and Black African:1.0%
White and Black Caribbean: 2.0%
Other Mixed: 2.5%

White: **57.0% in total**
English/Welsh/Scottish/Norther Irish/British: 31.9%
Irish: 2.2%
Gypsy or Irish Traveller: 0.1%
Roma: 0.8%
Other White: 22.1%

- 106 respondents provided ethnicity data.
- Key findings include:
    - Overrepresentation of:
        - Black Caribbean (14% of carers vs. 6.2% borough)

[1] Race discrimination | Equality and Human Rights Commission (equalityhumanrights.com)
[2] Census 2021 - Ethnic group, England and Wales - Office for National Statistics (ons.gov.uk)

- Other Black (11% vs. 2.0%)
- White British (32% vs. 31.9%)
- White Irish (5% vs. 2.2%)

- Underrepresentation of:
  - Black African (6% vs. 9.4%)
  - White Other (including Turkish) (14% vs. 22.1%)
  - Other ethnic groups (including Kurdish) (4% vs. 8.7%)
  - Asian groups, particularly Bangladeshi, Chinese, and Other Asian communities

Qualitative Feedback from Engagement

- Carers highlighted language barriers and a lack of culturally appropriate information as key issues.
- Engagement with Somali, Turkish, Kurdish, African and Caribbean communities has begun, but further outreach is needed, particularly with Eastern European, Asian, Latin American and Jewish communities.

The data shows that some ethnic groups are overrepresented among carers who responded to the survey, while others are underrepresented:

Overrepresented Groups:

- Black Caribbean: +8.4%
- Other Black: +7.0%
- Other Mixed: +5.0%
- White Irish: +2.6%
- Other Asian: +2.3%
- Indian: +0.6%
- Pakistani: +0.1%

Underrepresented Groups:

- White Other (including Turkish): −8.9%
- Other ethnic group (including Kurdish): −4.9%
- Black African: −3.7%
- Bangladeshi: −1.8%
- Chinese: −1.5%
- White British: −1.7%

- Arab: −1.0%
- White and Black African: −1.0%
- White and Asian: −0.5%
- Roma: −0.8%
- Gypsy or Irish Traveller: −0.1%

This indicates that Black Caribbean, Other Black and White Irish carers are more likely to be represented in the survey and potentially more engaged with services. In contrast, Turkish, Kurdish, Black African, and Asian communities (particularly Bangladeshi and Chinese) are underrepresented, suggesting potential barriers to engagement or access.

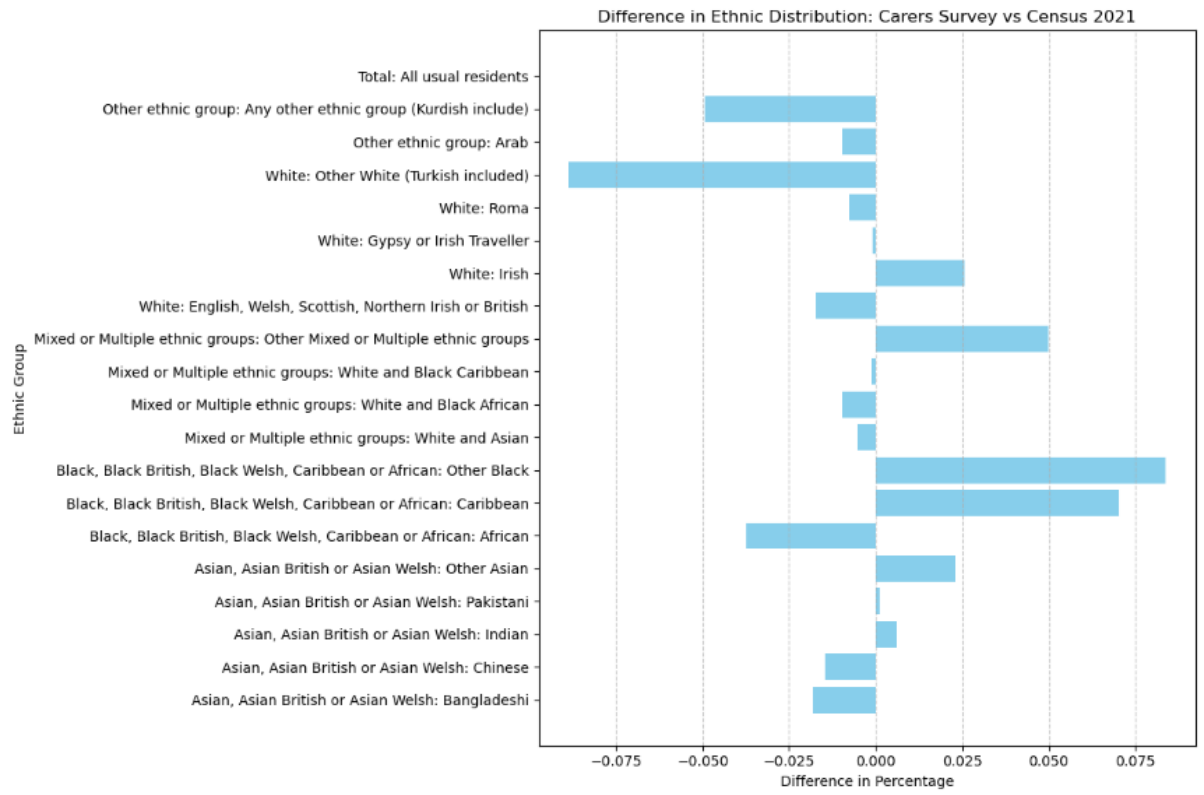
Carers from racially minoritised communities may face distinct challenges that could affect their ability to access or benefit from the strategy:

- Language barriers: Particularly among Turkish, Kurdish, and some Asian communities, limiting access to information and services.
- Cultural stigma: Around seeking formal support or identifying as a carer.
- Lower awareness: Of available services and entitlements.
- Discrimination or mistrust: In interactions with statutory services.

The strategy acknowledges these issues and includes commitments to:

- Work with trusted community organisations.
- Improve language accessibility.
- Continue outreach to underrepresented groups, including Somali, Kurdish, Latin American, and Jewish communities.

Visual Summary



Potential Impacts

Impact Area	Impact Rating	Rationale
Health and Wellbeing	**Positive**	The strategy includes actions to address health inequalities, which are particularly relevant for carers from racially minoritised communities who may face poorer health outcomes and barriers to accessing culturally appropriate care.
Access to Services	**Positive (with ongoing need)**	The strategy acknowledges language barriers and underrepresentation of certain ethnic groups (e.g. Turkish, Kurdish, Black African, Bangladeshi) and commits to

Impact Area	Impact Rating	Rationale
		improving access through community engagement and translated materials.
Inclusion and Representation	**Neutral to Positive**	While some groups (e.g. Black Caribbean, White Irish) were well represented in the survey, others were underrepresented. The strategy recognises this and outlines plans for continued outreach to underrepresented communities.
Cultural Competency	**Positive**	The strategy's emphasis on co-production and working with trusted community organisations supports the development of culturally competent services that reflect the needs of Haringey's diverse population.

The strategy is expected to have a **positive impact** on carers from racially and ethnically diverse backgrounds. However, to ensure equity, it will be important to continue targeted engagement, improve data collection, and embed cultural competency across all services and communications.

4g. Religion or belief

Data

Religious or belief-based data was not collected as part of the Carers Strategy engagement or survey. As such, we do not hold a specific profile of adult carers in Haringey by religion or belief.

Assessment Approach:

In the absence of direct data on carers' religion or belief, we have drawn on borough-wide demographic data to inform our understanding of the potential impact of the

strategy. While the strategy does not include religion-specific provisions, it is designed to be inclusive and accessible to all carers, regardless of faith or belief.

We recognise that religion or belief can influence caring roles, expectations, and access to support. For example, some carers may face additional barriers due to cultural or religious norms around seeking external help or using formal care services. Faith-based organisations may also play a key role in supporting carers within their communities.

Next Steps:

- We will work with local faith and belief groups to raise awareness of the strategy and ensure carers from all backgrounds are able to access support.
- Future engagement activities will seek to capture more detailed equalities data, including religion or belief, to better understand the needs of carers from different communities.
- We will continue to monitor feedback and service uptake to identify any disparities and address them through targeted outreach or service adaptation.

Potential Impacts

Impact Area	Impact Rating	Rationale
Access to Support Services	**Positive**	The strategy promotes inclusive access to services, which may benefit carers from faith communities who face cultural or religious barriers to formal support.
Representation and Engagement	**Neutral**	Religion or belief data was not collected during engagement, so the strategy does not directly address faith-specific needs, but aims to be broadly inclusive.
Cultural and Religious Sensitivity	**Negative (Potential)**	Without targeted engagement, there is a risk that the needs of carers from minority faith groups may not be fully understood or reflected in service design.

Impact Area	Impact Rating	Rationale
Partnership with Faith Groups	**Positive**	The strategy encourages collaboration with community and voluntary sector organisations, including faith-based groups, to improve outreach and support.
Monitoring and Data Collection	**Neutral (with improvement planned)**	Current data gaps limit analysis, but future engagement will seek to capture religion or belief data to inform service development and reduce inequalities.

4h. Sex

Data

Borough Profile (Haringey):

- **Female: 51.8%**
- **Male: 48.2%**
  (Source: Census 2021)

Target Population Profile (Carers Strategy Survey):

- **Total responses: 218**
  - **Female: 164 (75.2%)**
  - **Male: 51 (23.4%)**
  - **Prefer not to say: 3 (1.4%)**

Data Sources Used:

- **Haringey Borough demographic data (Census 2021)**
- **Carers Strategy Survey (2024), which collected self-reported sex data from respondents**
- **Qualitative feedback from carers during engagement sessions and workshops**

Findings:
Survey data indicates that a significantly higher proportion of respondents identifying as carers are female (75.2%), which aligns with national trends showing that women are more likely to take on unpaid caring roles. This suggests that the strategy is likely to have a greater impact on women and that their experiences and needs should be central to service design and delivery.

The data from the Carers Strategy Survey indicates that women are significantly overrepresented among respondents, with 75.2% identifying as female, compared to 51.8% of the general borough population. This suggests that women are more likely to take on unpaid caring roles in Haringey, which is consistent with national trends.

As a result, women are likely to be disproportionately affected—both positively and negatively—by the implementation of the strategy, as they represent the majority of the carer population. The strategy's effectiveness in addressing the needs of carers will therefore have a particularly strong impact on women's health, wellbeing, and access to support.

Women are more likely to experience gendered expectations around caregiving, which can lead to:

- Increased emotional and physical strain
- Reduced access to employment and financial independence
- Higher risk of social isolation and mental health challenges

The strategy acknowledges these challenges and includes actions aimed at improving access to support, respite, and information for all carers. However, the gendered nature of caring means that women may have distinct needs that require targeted interventions, such as:

- Flexible support services that accommodate part-time work or childcare
- Mental health support tailored to the pressures of long-term caring
- Outreach to ensure women from diverse backgrounds are aware of and can access services

Potential Impacts

Impact Area	Impact Rating	Rationale
Representation of Carers	**Positive**	The strategy reflects the lived experiences of a predominantly female carer population, ensuring their voices are central to the strategy.

Impact Area	Impact Rating	Rationale
Gendered Caring Roles	**Positive**	Acknowledges the disproportionate impact of caring responsibilities on women and includes actions to support their wellbeing and resilience.
Access to Support Services	**Neutral**	Services are designed to be inclusive of all genders, though uptake may differ based on gendered perceptions of caring and help-seeking.
Male Carer Engagement	**Negative (Potential)**	Lower male response rate suggests potential under-engagement; targeted outreach may be needed to ensure male carers are equally supported.
Monitoring and Evaluation	**Neutral (with improvement planned)**	Sex-disaggregated data will continue to be collected to monitor uptake and outcomes, ensuring gender equity in service delivery.

4i. Sexual Orientation

Data

Borough profile [3]

- Straight or heterosexual: 83.4%
- Gay or Lesbian: 2.7%
- Bisexual: 2.1%
- All other sexual orientations: 0.8%
- Not answered: 11.0%

Income

- 6.9% of the population of Haringey were claiming unemployment benefit as of April 2023[4]

[3] Census 2021 - Sexual orientation, England and Wales - Office for National Statistics (ons.gov.uk)
[4] ONS - ONS Claimant Count

- 19.6% of residents were claiming Universal Credit as of March 2023[5]
- 29.3% of jobs in Haringey are paid below the London Living Wage[6]

Educational Attainment

- Haringey ranks 25th out of 32 in London for GCSE attainment (% of pupils achieving strong 9-5 pass in English and Maths)[7]
- 3.7% of Haringey's working age population had no qualifications as of 2021[8]
- 5.0% were qualified to level one only[9]

Area Deprivation

Haringey is the 4th most deprived in London as measured by the IMD score 2019. The most deprived LSOAs (Lower Super Output Areas, or small neighbourhood areas) are more heavily concentrated in the east of the borough, where more than half of the LSOAs fall into the 20% most deprived in the country.[10]

Target Population Profile:
Sexual orientation data was not collected as part of the Carers Strategy Survey. Therefore, we do not have a specific profile of adult carers in Haringey by sexual orientation.

Additional Contextual Data:
While not directly linked to sexual orientation, broader socio-economic indicators such as income, educational attainment, and area deprivation are relevant when considering intersectional impacts. Haringey has high levels of deprivation, particularly in the east of the borough, where a significant proportion of carers may reside. Responses to the Carers Strategy Survey were low in number regarding locality, but those received were primarily from central and eastern areas.

Data Sources Used:

- Census 2021 (ONS)
- Haringey Borough socio-economic indicators (2023)
- Carers Strategy Survey (2024)
- Local insight from community engagement and service providers

[5] DWP, StatXplore - Universal Credit statistics, 29 April 2013 to 9 March 2023 - GOV.UK (www.gov.uk)
[6] ONS - Annual Survey of Hours and Earnings (ASHE) - Estimates of the number and proportion of employee jobs with hourly pay below the living wage, by work geography, local authority and parliamentary constituency, UK, April 2017 and April 2018 - Office for National Statistics
[7] DfE - GCSE attainment and progress 8 scores
[8] LG Inform - Data and reports | LG Inform (local.gov.uk)
[9] LG Inform - Data and reports | LG Inform (local.gov.uk)
[10] IMD 2019 - English indices of deprivation 2019 - GOV.UK (www.gov.uk)

5. Key Impacts Summary

Impact Area	Impact Rating	Rationale
Visibility and Representation	**Neutral**	The strategy does not currently include specific reference to sexual orientation, and data was not collected to assess representation.
Access to Inclusive Services	**Positive (Potential)**	The strategy promotes inclusive access to support for all carers, regardless of sexual orientation, and commits to reducing barriers to access.
Risk of Underrepresentation	**Negative (Potential)**	Without data collection or targeted engagement, there is a risk that the needs of LGBTQ+ carers may not be fully understood or addressed.
Intersection with Deprivation	**Negative (Potential)**	LGBTQ+ individuals may face compounded disadvantage due to socio-economic inequality, particularly in deprived areas of the borough.
Future Monitoring and Engagement	**Neutral (with improvement planned)**	Future engagement activities will aim to capture sexual orientation data to better understand and respond to the needs of LGBTQ+ carers.

5c. Data Gaps

Based on the data collected, several relevant groups have not yet been sufficiently surveyed or engaged. These include:

- **LGBTQ+ carers** – Sexual orientation data was not collected, limiting understanding of the experiences and needs of LGBTQ+ carers.
- **Carers from minority faith groups** – No religion or belief data was gathered through the Carers Strategy Survey, which may overlook faith-related barriers or support needs.
- **Male carers** – The survey was predominantly completed by female respondents (75.2%), suggesting male carers may be underrepresented.
- **Carers from deprived areas** – Locality data was limited, though responses indicate some engagement from central and eastern Haringey, where deprivation is highest.
- **Carers with low income or low educational attainment** – No data was collected on income or education, which are key factors in understanding access to support.
- **Carers from seldom-heard communities** – Including those from migrant, refugee, or Traveller backgrounds, who may face cultural, linguistic, or systemic barriers to engagement.
- **Young adult carers (aged 18–25)** – This group may have distinct needs related to education, employment, and transitions into adulthood, but were not specifically identified in the survey.
- **Carers with learning disabilities or mental health conditions** – These carers may face additional challenges in navigating services and accessing support, yet were not explicitly captured in the engagement process.

How We Will Address These Gaps

- **Targeted Outreach and Engagement**: We will work with community partners, including LGBTQ+ organisations, youth services, mental health charities, and learning disability networks, to reach underrepresented carers.
- **Improved Equalities Monitoring**: Future surveys will include questions on sexual orientation, disability, age, income, education, and caring context to build a fuller picture of carer diversity.
- **Co-Production with Seldom-Heard Groups**: We will embed co-production approaches that actively involve carers from seldom-heard communities in shaping services and informing delivery.
- **Locality-Based Engagement**: We will prioritise outreach in the east of the borough and other areas of high deprivation to ensure carers in these communities are heard and supported.
- **Accessible Communication**: Materials and engagement methods will be adapted to meet the needs of carers with learning disabilities or mental health conditions, using plain English, Easy Read, and trauma-informed approaches where appropriate.

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

There is no evidence to suggest that the strategy will result in direct discrimination. However, there is a potential risk of indirect discrimination if the needs of underrepresented or seldom-heard groups—such as LGBTQ+ carers, carers with learning disabilities or mental health conditions, and carers from minority faith backgrounds—are not fully understood or addressed due to data gaps.

To mitigate this, the strategy includes commitments to:

- Strengthen equalities monitoring
- Improve engagement with underrepresented groups
- Ensure services are culturally competent and accessible

The strategy is designed to advance equality of opportunity by:

- Identifying and addressing barriers to accessing support
- Promoting inclusive service delivery
- Prioritising outreach to carers in deprived areas and those with protected characteristics
- Embedding co-production to ensure diverse voices shape service design

This approach supports carers who may face additional disadvantage due to sex, gender reassignment, disability, ethnicity, sexual orientation, or socio-economic status.

By promoting inclusive language, recognising the diversity of caring experiences, and working in partnership with a wide range of community and voluntary sector organisations, the strategy helps to foster understanding and mutual respect between different groups.

The strategy also encourages collaboration across services and communities, which can help reduce stigma, challenge stereotypes, and build stronger, more connected support networks for carers.

7. Amendments and mitigations

No major change to the proposal: The Equality Impact Assessment has not identified or anticipates any direct adverse effects on individuals or groups with protected characteristics. Promoting equality and inclusion remains central to the Adult Carers Strategy, ensuring that services are designed and delivered in a way that supports equitable outcomes for all.

However, the EQIA has identified data gaps and underrepresentation among certain groups, including:

- LGBTQ+ carers
- Carers from minority faith backgrounds
- Male carers
- Young adult carers (18–25)
- Carers with learning disabilities or mental health conditions
- Carers from seldom-heard communities and areas of high deprivation

To avoid any potentially negative impacts on this group where there is a lack of data, the following actions will be taken to strengthen the strategy's implementation:

- Improve equalities monitoring in future engagement and service delivery
- Undertake targeted outreach to underrepresented groups
- Strengthen partnerships with community, faith-based, and specialist organisations
- Ensure services are culturally competent, accessible, and inclusive

These actions will be embedded in the delivery and monitoring phases of the strategy to ensure that all carers in Haringey are supported equitably.

Action:

1. **Improve Equalities Monitoring**

- Introduce more comprehensive equalities monitoring in future surveys and service evaluations, including data on sexual orientation, religion or belief, disability (including learning disability and mental health), age, and socio-economic status.

- Ensure data is disaggregated and analysed to identify disparities in access, experience, and outcomes.

2. **Targeted Engagement and Outreach**

- Work with community partners to engage underrepresented groups, including:
  - LGBTQ+ carers
  - Carers from minority faith backgrounds
  - Young adult carers (18–25)
  - Male carers
  - Carers with learning disabilities or mental health conditions
  - Carers from seldom-heard and marginalised communities

- Prioritise outreach in areas of high deprivation, particularly in the east of the borough.

3. Inclusive Co-Production

- Establish co-production panels that reflect the diversity of Haringey's carer population.
- Ensure carers with protected characteristics are actively involved in shaping services, policies, and communications.

4. Cultural Competency and Accessibility

- Provide training for staff and commissioned providers on cultural competency, inclusive practice, and unconscious bias.
- Ensure services are accessible to carers with learning disabilities, sensory impairments, or mental health needs, including through the use of Easy Read materials, trauma-informed approaches and other inclusive communication methods.
- Ensure translated materials will also be made available to support carers whose first language is not English, ensuring equitable access to information and support across all communities.

5. Partnership Working

- Strengthen collaboration with voluntary and community sector organisations, including those representing faith groups, LGBTQ+ communities, and disability networks, to co-design and deliver support that meets diverse needs.

6. Ongoing Monitoring and Review

- Embed equality considerations into the strategy's delivery plan and governance structures.
- Regularly review progress against equalities objectives and adjust actions as needed to ensure continuous improvement.

7. Ongoing monitoring

Responsibility for Monitoring

- The Commissioning Team for Adult Social Care will lead on monitoring the equalities impact of the strategy.

- Oversight will be provided by the Carers Strategy Working Group, which includes representation from carers, voluntary sector partners, and equalities leads.

2. Data Collection and Analysis

- Equalities data will be collected through:
    - Service user feedback and satisfaction surveys
    - Equalities monitoring forms at the point of **service access**
    - Engagement and coproduction activities
- Data will be disaggregated by protected characteristics (e.g. sex, age, disability, ethnicity, sexual orientation, religion or belief) and analysed bi-annually to identify trends, gaps, or disparities in access and outcomes.

3. Policy Review and Triggers for Early Revision

- The strategy will undergo a formal review every three years.
- An earlier review may be triggered by:
    - Significant changes in local demographics or carer needs
    - Evidence of unequal access or outcomes for specific groups
    - Feedback from carers or community partners indicating emerging issues
    - Legislative or policy changes at the national level

4. Ongoing Involvement of Communities

- Carers from diverse backgrounds will continue to be involved through:
    - Regular co-production workshops and focus groups
    - Partnership working with community and voluntary sector organisations, including those representing seldom-heard groups
    - A standing Carers Reference Group, which will provide lived experience insight into the implementation and monitoring of the strategy

Date of EQIA monitoring review: 18/07/2025

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Report for: Cabinet, 11 November 2025

Item number: **16**

Title: A Draft Homelessness Strategy for Consultation

Report authorised by : Sara Sutton, Corporate Director of Adults, Housing, and Health

Lead Officer: Jahedur Rahman, Director of Housing

Ward(s) affected: All

Report for Key/ Non Key Decision: Key Decision

1. Describe the issue under consideration

1.1. The Homelessness Act 2002 requires local authorities to formulate and publish a homelessness strategy.

1.2. This report provides a brief summary of the process - including engagement with a wide range of stakeholders – by which a Draft Homelessness Strategy has been prepared for consultation. The report outlines how that consultation is proposed to take place. The report then sets out the strategic objectives and commitments proposed within that draft strategy.

1.3. The report recommends Cabinet to approve the Draft Homelessness Strategy attached at Appendix 1 in order that the council can carry out formal consultation. That consultation will inform the development of a new Homelessness Strategy for the period to December 2027.

2. Cabinet Member Introduction

2.1. A home is a fundamental human right. Few things are more important than having a home. But housing has become increasingly unaffordable: for many Haringey people, home ownership and even private renting are out of reach. In spite of the council's new housing delivery programme - which has built more than 800 new council homes in the last five years – more than 2,600 Haringey households are living in Temporary Accommodation. Many more are living in insecure housing at risk of homelessness.

2.2. So the way that the council works with its partners across the borough to prevent and respond to homelessness over the next two years is critically important. We are proposing a homelessness strategy that has effective partnership working at its heart. The strategy aims to protect Haringey's wider population from the risk of homelessness, to improve our homelessness prevention services, to provide

specific interventions for groups at particular risk of homelessness, and to improve accommodation options for those experiencing the emergency of homelessness.

2.3. But the actions proposed in this draft strategy cannot on their own end the homelessness crisis. Addressing homelessness requires structural solutions - including reformed welfare systems and better security of tenure.

2.4. This is a situation of crisis too for local authorities, and that also requires structural solutions. After more than a decade of severe cuts to council funding from 2010, the stabilisation in recent years has been welcome. But we have not recovered lost financial ground. And the way that Temporary Accommodation is funded – a longstanding situation where it is uniquely ineligible for the kind of housing benefit subsidy provided to other kinds of housing - creates a subsidy gap which poses a critical risk to London boroughs' finances. Aligning subsidy rates with current market conditions and investing in affordable housing are critical to restoring financial stability and improving outcomes for homeless households.

2.5. The people of Haringey are our biggest strength. I'd like to thank the organisations who worked as part of the Haringey Homelessness Reduction Board to oversee this draft strategy's development and the very many people with lived experience of homelessness who helped us understand the issues it needed to address. I encourage Cabinet to approve this draft strategy so that we can consult the people of Haringey on it.

3. Recommendations

Cabinet is recommended:

3.1. To approve the Draft Homelessness Strategy attached at Appendix 1 for formal consultation as set out in this report

3.2. To note that following that consultation officers will bring back to Cabinet a draft new Homelessness Strategy for 2025-2027 for adoption.

4. Reasons for decision

4.1. 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.

5. Alternative options considered

5.1. 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.

6. Background information

What is a Homelessness Strategy?

6.1. The Act defines a homelessness strategy as a strategy for preventing homelessness, securing that sufficient accommodation (of a range of types) is available for people who are or may become homeless, and providing satisfactory support for people who are or may become homeless, or who need support to prevent them becoming homeless again.

6.2. The strategy must consider how the Council (both as local housing authority and as social services authority), any other public authority, voluntary organisation, or anyone else is expected to meet the objectives of the strategy. It may include specific actions or objectives to be undertaken by the Council, or, with its agreement, by any other public authority, voluntary organisation, or anyone else.

6.3. The local housing authority must keep the strategy under review. Before adopting or modifying the strategy the local housing authority must consult any public or voluntary organisations or other persons, as it considers appropriate.

6.4. Both the housing authority and the social services authority must take the homelessness strategy into account when carrying out their functions.

6.5. The Government's 2018 Rough Sleeping Strategy encourages local authorities to integrate rough sleeping and homelessness strategies to create a more cohesive approach to addressing homelessness in all its forms, including rough sleeping.

Haringey Homelessness Reduction Board

6.6. Homelessness Reduction Boards (HRB) were proposed in the Government's 2018 Rough Sleeping Strategy as a mechanism for improving local accountability for the delivery of homelessness services, from February – May 2019. In a number of Local Authority areas, HRBs have been established and play an effective role. The Local Government Association recommend that HRBs could be an opportunity to increase the commitment of a variety of public bodies to the delivery of a local homelessness strategy.

6.7. The 2024 Housing Strategy commits to a partnership approach to homelessness and to "set up a Homelessness Reduction Board to drive that partnership work… and play a key role in developing a new Homelessness Strategy and Action Plan for the Council, and thereafter to overseeing its delivery."

6.8. The Haringey Homelessness Reduction Board (HRB) was established in November 2023. It is chaired and led by Councillor Sarah Williams, Cabinet Member for Housing and Planning, and Deputy Leader of the Council.

6.9. The Haringey HRB is made up of senior officers from across the Council along with external partners including:

- Citizens Advice Haringey
- Metropolitan Thames Valley Housing
- Depaul UK
- Hestia Housing
- National Probation Service (NPS)
- NHS North Central London Integrated Care Board
- Metropolitan Police
- DWP

6.10. The HRB has generally met every eight weeks. Its key purpose, as agreed in its terms of Reference, is to oversee the development and implementation of the Haringey Homelessness Strategy 2025 so that through effective partnership work homelessness and rough sleeping are prevented and reduced in our part of London; and thereafter to keep the strategy under review.

6.11. The Board has decided that the 2025 Homelessness Strategy will cover the period to 2027 and that it will oversee the development of a joint homelessness and rough sleeping strategy from 2027.

Engagement and Codesign

6.12. Between October 2024 and April 2025, officers spoke to 38 people with experience of homelessness across 26 different organisations and venues.

6.13. At the same time the council ran a survey on our Commonplace site that received 136 responses. This first phase of engagement sought to understand the issues that people with lived experience wanted to see addressed in the homelessness strategy. Participants were also asked to suggest solutions.

6.14. Almost everyone asked the council to improve the way that it communicates with people experiencing homelessness - and with organisations supporting them.

6.15. Many people identified a need for the council to provide better support for people experiencing homelessness.

6.16. Many cited the need for in-person assessment and support. The most frequently raised area related to calls for more supportive, person-centred, and trauma-informed approaches.

6.17. A recurring theme was the shortage of social housing.

6.18. Many people asked for improvements in the quality and availability of local temporary accommodation. There were repeated concerns about families being placed far from support networks and schools, with suggestions that temporary accommodation should be local, family-friendly, and appropriately equipped.

6.19. We also facilitated a group of six people who have been placed in Temporary Accommodation by the council to design solutions to the most frequently-raised

areas of concern, communication, and support. The group recommended that the Homelessness Strategy should include 25 commitments which have either directly or with amendments been incorporated into the draft strategy.

Consultation

6.20. In order to introduce any or all of the proposed changes to, and to adopt, the Homelessness Strategy, the council is required to consult such public or local authorities, voluntary organisations, or other persons they consider appropriate.

6.21. It is proposed to carry out consultation on this draft of the Homelessness Strategy for eight weeks from late November 2025 including by using an online Commonplace page and questionnaire, and encouraging stakeholders, partners, and the wider community across the borough to comment through those means.

6.22. Alongside the Commonplace questionnaire, it is proposed to consult directly with people who have lived experience of homelessness, especially those whose voices are seldom heard. It is proposed that this includes consultation with the council's formal community networks, consulting with people facing homelessness from custody, and reconvening the codesign group that met in the first phase of engagement, a group made up of people with lived experience of homelessness.

6.23. To ensure that the council hears from partner organisations, it is also proposed to consult further with members of the Homelessness Reduction Board, and to consult with stakeholders at the Haringey Live Well Board and Haringey Health and Wellbeing Board.

The Homelessness Review

6.24. A thorough review of evidence has been carried out to guide the strategy and attached as Appendix 2.

The Equalities Impact Assessment

6.25. The council has conducted an Equalities Impact Assessment on the draft strategy attached as Appendix 3. The council will review that assessment in light of its consultation on the draft Homelessness Strategy.

The Draft Homelessness Strategy

6.26. The Draft Homelessness Strategy is structured around five strategic objectives. Each objective is supported by a series of commitments. The strategy sets out the actions that the council proposes to take over the next two years to meet each commitment.

6.27. **First strategic objective: To prevent homelessness in Haringey through more effective partnership working**

- The council and each member organisation of the Homelessness Reduction Board commit to building shared commitment and coordination so that services across the borough work together to prevent and respond to homelessness

6.28. **Second strategic objective: To protect Haringey's population from the risk of homelessness**

- We commit to doing all we can to create a housing sector that works for everyone in Haringey.
- We commit to doing all we can to support people in Haringey who are facing financial poverty and disadvantage
- We commit to improving early-stage homelessness prevention

6.29. **Third Strategic Objective: To improve the council's homelessness prevention services for those facing the crisis of homelessness**

- We commit to providing a face-to-face, trauma-informed, person-centred assessment and support service to people who are facing or experiencing homelessness, including those who are living in Temporary Accommodation.
- We commit to improving the way in which we communicate with applicants throughout their journey through our Housing Needs services so that we are always open, honest, respectful, and clear.
- We commit to using digital and online resources more effectively

6.30. **Fourth Strategic Objective: To provide specific interventions for groups at high risk of homelessness.**

We commit to stopping our young care leavers becoming homeless

- We commit to helping people within the criminal justice system people find accommodation
- We commit to providing targeted support for women whose homelessness is hidden.
- We commit to providing multi-agency support to women engaged in street-based sex work.
- We commit to reducing homeless and harm for women and men who have been subjected to sexual and domestic violence and abuse
- We commit to supporting vulnerable single people and those with complex needs so that they do not become homeless
- We commit to preventing victims of cuckooing from becoming homeless
- We commit to providing new pitches for our Gypsy and Traveller community
- We commit to understanding better the housing needs of communities experiencing racial inequality.

6.31. **Fifth Strategic Commitment: To improve accommodation options for those experiencing the emergency of homelessness**

- We commit to increasing the availability of good quality homes to use as Temporary Accommodation and settled accommodation.
- We commit to empowering people who are facing or experiencing homelessness, including those who are living in Temporary Accommodation, to make well-informed choices.
- We commit to improve health and wellbeing outcomes of people in Temporary Accommodation and ensure a seamless move into settled accommodation.

- We commit to improving the quality of supported housing in Haringey – and, in challenging financial circumstances, to increase the overall number of supported housing places available
- We commit to enabling people who rough sleep to achieve their aspirations, access the support they need and build a happy life off the streets

7. Contribution to the Corporate Delivery Plan 2024-2026

7.1. The Corporate Delivery Plan commits to adopting a Homelessness Strategy in 2025.

8. Carbon and Climate Change

8.1. The proposed Homelessness Strategy does not directly support the Council's commitments to Carbon reduction, though key commitments within it do support the Action Plan.

9. Statutory Officers comments

Finance

9.1. Any financial impact of the council carrying out a formal consultation to develop a new Homelessness Strategy will be met by the service's budget.

Procurement

9.2. Strategic Procurement note the contents of this report and confirm there are no procurement related matters preventing Cabinet from approving the Recommendations in paragraph 3 of this report.

Director of Legal & Governance

9.3. The Director of Legal & Governance has been consulted in the preparation of this report and comments as follows. Legal implications are otherwise set out in the body of the report.

9.4. By s1 Homelessness Act 2002 the Council was required to carry out a homelessness review for its district and formulate a Homelessness Strategy informed by that review by 31 July 2003. It must keep that strategy under review and publish a new strategy at intervals of no more than 5 years thereafter.

9.5. The Homelessness Strategy is by s3(1), "a strategy formulated by a local housing authority for:

(a) preventing homelessness in their district;

(b) securing that sufficient accommodation is and will be available for people in their district who are or may become homeless

(c) securing the satisfactory provision of support for people in their district

(i) who are or may become homeless; or

(ii) who have been homeless and need support to prevent them becoming homeless again."

9.6. The Council is required (also by s1) to take its Homelessness Strategy into account in the exercise of its functions.

9.7. In formulating its Homelessness Strategy, the Council (s3(7A)) must have regard to its current Allocation Scheme, Tenancy Strategy, and the current London Housing Strategy.

9.8. By s3(8), "Before adopting or modifying a homelessness strategy the authority shall consult such public or local authorities, voluntary organisations or other persons as they consider appropriate." The Council has a practice of consulting service users and providers, housing staff, and other stakeholders, as well as more general public consultation to capture ideas, views, and feedback. Those groups have a legitimate expectation of consultation.

9.9. The Director of Legal & Governance sees no legal reason why Cabinet should not adopt the recommendations in this report.

Equality

9.10. 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

9.11. 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/civil partnership status applies to the first part of the duty.

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

9.13. An Equality Impact Assessment (EQIA) attached as Appendix 3 evaluates the potential effects of Haringey's Draft Homelessness Strategy on individuals with protected characteristics under the Equality Act 2010.

9.14. As set out above, extensive engagement was undertaken between October 2024 and April 2025, including a Commonplace survey and a working group of service users. Respondents included a high proportion of older people, disabled people, women, ethnic minorities, and individuals on low incomes.

9.15. Data analysis confirms that people with protected characteristics are overrepresented among those experiencing homelessness in Haringey. Black,

disabled, and young people are particularly affected. National research also highlights elevated risks for LGBTQ+ and trans individuals.

9.16. Socioeconomic status is identified as a key determinant of homelessness. Individuals in poverty, those with low educational attainment, and those in insecure housing are at heightened risk. Only 13.2% of those affected by homelessness are in full-time work, and just 1.6% are homeowners, compared to 37% of the wider borough population.

9.17. Children and young adults (18–34) are disproportionately represented among homeless applicants. Disabled people, particularly those with learning disabilities and mental health conditions, are also significantly overrepresented. The strategy includes specific actions to improve support and accommodation for these groups.

9.18. Black residents are nearly twice as likely to experience homelessness compared to their proportion in the general population. The strategy acknowledges the role of structural racism and proposes improved data collection and partnership working with specialist organisations to address the needs of marginalised racialised communities.

9.19. Disabled people—particularly those with learning disabilities and mental health conditions—are significantly overrepresented among those experiencing or at risk of homelessness in Haringey. While 13.7% of the borough's population report a disability, 23.3% of lead homeless applicants have health conditions likely to constitute a disability. People with learning disabilities are especially affected, with 1.2% of lead applicants identifying as such—three times the rate in the general population.

9.20. Although local data on homelessness, gender Gender Reassignment, and sexual orientation is limited, national research indicates that LGBTQ+ and trans individuals face significantly higher risks of homelessness.

9.21. While local data on religion among homeless individuals is limited, London-wide figures show that Muslims, Sikhs, Buddhists, and people with no religion are overrepresented in the homeless population.

9.22. The strategy recognises that overlapping identities—such as being Black, disabled, and a lone parent—compound disadvantage. It commits to trauma-informed, person-centred approaches and improved data collection to better understand and respond to the needs of individuals facing multiple forms of inequality.

9.23. The draft homelessness strategy seeks to improve the way that the council and its partners prevent and respond to homelessness. It therefore aims broadly to have a positive impact on people with protected characteristics and people disadvantaged because of their socioeconomic status.

9.24. Within that, the draft strategy also makes specific provisions for the following groups with protected characteristics or disproportionately comprised of people with protected characteristics: young care leavers, communities experiencing

racial inequality, the Gypsy and Traveller community, vulnerable single people and those with complex needs, and those who have been subjected to sexual and domestic violence and abuse.

9.25. The strategy is expected to have a broadly positive impact on all protected groups.

9.26. No negative impacts have been identified for any protected characteristic.

9.27. The strategy supports the council's duty to eliminate discrimination, advance equality of opportunity, and foster good relations. It promotes inclusive service delivery, targeted support for high-risk groups, and engagement with diverse communities to ensure equitable outcomes.

9.28. The strategy includes a commitment to improve data collection and analysis over the next two years, with a view to informing a more targeted and inclusive approach.

9.29. The council will consult on the draft strategy as part of its commitment to ensure that the strategy as finally adopted fully meets its Public Sector Equality Duty (PSED) under the Equality Act (2010).

10. Use of Appendices

Appendix 1 – The Draft Homelessness Strategy
Appendix 2 – The Draft Homelessness Evidence Review
Appendix 3 – Equalities Impact Assessment of the Draft Homelessness Strategy

11. Background papers

Haringey Homelessness Strategy 2018 - 2023

Haringey Rough Sleeping Strategy 2023 - 2027

DRAFT HOMELESSNESS STRATEGY 2026-7

For consultation

Haringey LONDON

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8 To provide specific interventions for groups at high risk of homelessness

9 To improve accommodation options for those experiencing the emergency of homelessness

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Foreword

From Councillor Sarah Williams, Deputy Leader of Haringey Council and Cabinet Member for Housing and Planning

We believe every Haringey resident should have a safe, decent and comfortable home. That's why preventing residents from becoming homeless, providing the best possible support for those in crisis and providing good quality temporary accommodation where needed is so important.

But it's a tough job – and it's getting harder.

This strategy is our response to an extremely challenging external environment and increasing pressures on our frontline services.

Prevention and partnership are central to the approach we have set out in this document.

We have already delivered 800 new council homes thanks to our new build programme – one of the most ambitious in London – and are committed to continue this work, which is enabling us to support more families in need to stay locally.

We recognise we cannot resolve homelessness alone and want to build on the strong and positive multi-agency relationships we have in place, so we can provide more joined up prevention services, as well as building the capacity of our own team.

Improving our support offer to our most vulnerable and at-risk groups such as those facing domestic violence or care leavers is also key. We want to take full advantage of the opportunities that new legislation such as the Renters Rights Act will offer us, as well as modernising our services. Already we are planning a new hub to enhance our frontline support to people in crisis and improve our communication.

We also want to reduce our reliance on the private sector and improve the temporary accommodation we provide. We plan to develop new purpose-built Temporary Accommodation lodges as well as building our Council and Haringey Community Benefit Society portfolio through our acquisitions programme.

In particular, we want to end the use of B&Bs as temporary accommodation for families and are on track to do that.

We are grateful to the partners and residents who have lived experience of homelessness who have worked with us to develop these proposals.

We welcome further feedback to shape our vital services for future.

Introduction

For this to be the right strategy, we need the knowledge, expertise, and passion of Haringey's people. To develop the proposals within this draft strategy, we spent four months talking to as many people with lived experience of homelessness and insecure housing as possible. Now we will consult widely on this draft strategy – through an online Commonplace site and questionnaire, and by talking directly again with people who have lived experience of homelessness, especially those whose voices are seldom heard, and with partner organisations. After that consultation we will:

- analyse all the feedback we receive
- revise the draft strategy in light of that feedback
- adopt a revised strategy at Cabinet
- publish the strategy along with a broad implementation plan – and a summary of the feedback we receive during consultation, showing how we have responded to it.
- introduce monitoring frameworks including by involving people with lived experience of homelessness

This draft strategy proposes a wide range of actions to meet five strategic objectives over the next two years: to prevent homelessness in Haringey through more effective partnership working; to protect Haringey's population from the risk of homelessness; to improve the council's homelessness prevention services for those facing the crisis of homelessness; to provide specific interventions for groups at high risk of homelessness; and to improve accommodation options for those experiencing the emergency of homelessness.

We believe that with this as its basis, our homelessness strategy will help to ameliorate what is a crisis situation for families and individuals.

But the actions proposed in this draft strategy cannot on their own end the homelessness crisis. Addressing homelessness requires structural solutions that go beyond short-term fixes, focusing instead on increasing the supply of genuinely affordable housing, reforming welfare systems, and strengthening security of tenure.

And this is a situation of crisis too for local councils and other organisations working to end homelessness.

The high numbers of people needing temporary accommodation because they have been made homeless, and the increasing cost of that temporary accommodation, is creating a significant financial pressure across Haringey and many other local authorities in London. Haringey Council had to add £6.4 million to its original temporary accommodation budget for 2025/26 - and still expects to have to overspend that budget by £11.7 million. At the end of October 2025, more than 2,600 Haringey households are placed in temporary accommodation - and the average price of each placement has increased by 18% compared to the same period last year.

So addressing the homelessness crisis requires structural solutions that bring local councils back from the brink of financial collapse. Reliance on the private rented sector and spiralling accommodation costs have placed local councils in severe financial hardship. After more than a decade of severe government cuts to local authority funding from 2010, the stabilisation in recent years has been welcome.

But **we have not recovered lost financial ground, and the way that government still funds the cost of temporary accommodation creates a subsidy gap which poses a critical risk to London boroughs' finances.** That subsidy gap is a structural issue, not a temporary fluctuation – a longstanding situation where temporary accommodation is uniquely ineligible for the kind of housing benefit subsidy provided to other kinds of housing. Aligning subsidy rates with current market conditions and investing in affordable housing are critical to restoring financial stability and improving outcomes for homeless households.

Until central government can deliver those structural solutions, local councils face escalating costs that mean our remaining resources have to be diverted from delivering the long-term solutions we need to crisis management.

Executive summary

In line with our obligations under The Homelessness Act 2002, this strategy focuses on:

- preventing homelessness
- ensuring that sufficient accommodation (of a range of types) is available for people who are or may become homeless
- providing satisfactory support for people who are or may become homeless, or who need support to prevent them becoming homeless again

It should be read alongside our existing Rough Sleeping strategy. Please note that both strategies will be reviewed and combined into a new single strategy from 2028.

This draft strategy has been developed in partnership with the Haringey Homelessness Reduction Board (HRB), led by Councillor Sarah Williams, Cabinet Member for Housing and Planning, and Deputy Leader of the Council.

The Haringey HRB is made up of senior officers from across the council including from Housing Strategy and Policy, Housing Needs, Adult Social Care, Children's Services, and Housing Services. External partners include:

- Metropolitan Thames Valley Housing, representing Housing Associations.
- Depaul UK
- Hestia
- Citizens Advice Haringey
- National Probation Service
- North Central London Integrated Care Board
- Metropolitan Police
- Department for Work and Pensions

It sets out our commitment to improving the quality of our services and accommodation in the face of considerable demographic and economic challenges including:

- a growing local population
- poverty and economic deprivation
- unaffordable rents

- sharp increases in the numbers of households owed immediate homelessness prevention of relief duty – we are still dealing with the aftershocks from the pandemic and have processed double the number of assessments in 2023-24
- a five-fold increase in the cost temporary accommodation compared to two years ago adding pressure to already strained council services and budgets

For more detail on the figures see the section at the end of this document, and the Homelessness Review published alongside it.

Providing temporary accommodation locally is a key aspiration so we can enable residents to retain their local connections. We have benefited hugely from the council's new build programme which has increased the supply of homes and enabled us to place half our homeless households in Haringey.

Through our acquisition programme and development work on our Lodges we are also looking to increase the quality and quantity of temporary accommodation.

We are on track to end use of B&B accommodation for families with children.

Resident and partner insight

Our proposals have been informed by engagement with residents and other community groups.

Between October 2024 and April 2025, we spoke to 40 people with experience of homelessness across 26 different organisations and venues. We also received 136 responses to our online survey.

Almost everyone told us to improve the way we communicate with people experiencing homelessness and with the organisations supporting them by providing more in-person assessment and support, more person-centred and trauma-informed approaches.

They also reinforced the need for more, better quality, local temporary accommodation so that families could stay close to their support networks and schools.

Organisations not currently represented on the HRB flagged the need for homelessness services, commissioned partners, and the council to work better together – though there are examples of best practice we can seek to replicate.

We are grateful for their input and have reflected it in our five strategic priorities:

To prevent homelessness in Haringey through more effective partnership working

We have listened to feedback from stakeholders, so each member organisation of the Homelessness Reduction Board will build shared commitment and co-ordination so that services across the borough work together to prevent and respond to homelessness. We will learn from our existing best practice model at Mulberry Junction as part of this.

To protect Haringey's population from the risk of homelessness

We will:

- do all we can to create a housing sector that works for everyone in Haringey

- do all we can to support people in Haringey who are facing financial poverty and disadvantage
- improve early-stage homelessness prevention

Already we have plans in place to improve how we do this and continue to make the most of the opportunities our new build homes provide to prevent homelessness.

To improve the council's homelessness prevention services for those facing the crisis of homelessness

We will:

- provide a face-to-face, trauma-informed, person-centred assessment and support service to people who are facing or experiencing homelessness, including those who are living in Temporary Accommodation
- improve the way our Housing Needs service communicates with applicants so that we are always open, honest, respectful, and clear
- use digital and online resources more effectively

Work is already underway on a new 'hub' that will provide face-to-face support for those in crisis.

To provide specific interventions for groups at high risk of homelessness.

We will provide focused support to the following at-risk groups:

- private renters
- young care leavers
- people within the criminal justice system
- women whose homelessness is hidden.
- women engaged in street-based sex work.
- women and men who have been subjected to sexual and domestic violence and abuse
- vulnerable single people and those with complex needs
- victims of cuckooing
- the Gypsy and Traveller community
- communities experiencing racial inequality.

To improve accommodation options for those experiencing the emergency of homelessness

We will:

- increase the availability of good quality homes to use as Temporary Accommodation and settled accommodation

- empower people who are facing or experiencing homelessness, including those who are living in Temporary Accommodation, to make well-informed choices
- improve health and wellbeing outcomes of people in Temporary Accommodation and ensure a seamless move into settled accommodation

- improve the quality of supported housing in Haringey – and increase the overall number of supported housing places available
- enable people who rough sleep to achieve their aspirations, access the support they need and build a happy life off the streets

Already we are expanding our ‘move-on’ support team. We are developing plans for new Temporary Accommodation Lodges. We acquired 60 new homes in the last year to provide affordable, settled homes for homeless households with another 500 to follow over the next two years.

And we are on track to end use of B&Bs for households with children.

Read on for more detail about how we will deliver on these priorities.

Our strategic priorities

To prevent homelessness in Haringey through more effective partnership working

The council and each member organisation of the Homelessness Reduction Board commit to building shared commitment and coordination so that services across the borough work together to prevent and respond to homelessness.

Any serious response to homelessness in Haringey requires shared commitment and co-ordination between many different organisations - including the council, housing associations, charities, community and faith groups, NHS services, and probation and police services - as well as people with lived experience.

The HRB will play a key role in building that partnership approach strategically but also by responding to operational issues and developing relationships.

The council will put in place a new structure of HRB meetings to promote partnerships with a much wider range of members, meetings that focus on networking, problem-solving, and more informal conversations, and a bi-annual homelessness reduction workshop.

The council and each HRB member organisation will take a co-operative and partnership approach to homelessness based on mutual trust, the open acknowledgement of mistakes as a learning opportunity, and the avoidance of a blame culture.

To support that approach, over the next two years each member of the Homelessness Reduction Board will:

- take an ‘ask and act’ approach, asking as early as possible about each service user’s housing situation, and then acting urgently and effectively to avoid them becoming homeless wherever that is a risk.
- agree and publicise a shared protocol setting out the roles and responsibilities of all HRB partner agencies around homelessness.
- produce and regularly update a guide for other HRB members summarising the work of their own organisation or department in relation to homelessness, its key procedures, and the contact details of key staff with descriptions of their responsibilities.
- nominate an agreed individual to take strategic responsibility for facilitating joint work around homelessness.
- provide opportunities for joint training and visits between agencies.
- put in place and monitor Service Level Agreements, Memoranda of Understanding or protocols where relationships critical to the prevention of homelessness generate conflict or uncertainty – including between housing, the DWP, hospitals, and mental health services.
- review mechanisms for ensuring that homeless people have clear access to assessment by Adults’ and Children’s Services through joint protocols between housing, social services, health, probation, police, and voluntary agencies.

- take individual and shared responsibility for adult safeguarding and improving the health of homeless people.

The council has a unique role at the heart of this partnership approach, and to support it over the next two years will:

- take a “no wrong door” approach to homelessness, responding to homelessness as an integrated organisation rather than separate teams so that residents quickly get the right support to prevent or relieve homelessness when they need it - even when they present to a service which is not directly responsible for meeting that need. We will support that approach by creating training modules on signposting and referrals, basic housing rights and homelessness, and we will make that training mandatory for all staff that have direct contact with residents or who manage staff that do.
- set up a new homelessness hub that includes co-location of an independent advice service and creates opportunities for multi-agency assessment and support.
- identify further opportunities for co-location of council and non-council services that can work together to prevent homelessness.
- improve Adults’ and Children’s Service procedures for identifying clients at risk of losing their homes along with agreed referral protocols to Housing Needs and to specialist agencies that can meet their underlying needs including around mental health, drug, or alcohol problems.
- continue to run and convene a range of practice and partnership forums for the wider homelessness community, including Housing Related Support Community of Practice forums and a restructured HRB.
- continue to support capacity-building in the Voluntary and Third Sectors.
- work with partners to continuously improve the structure and operation of partnership boards including those around Closure Orders and Safeguarding.
- improve internal joint-working processes to improve the speed at which empty council homes are repaired, redecorated, and re-let.
- ensure that housing needs officers give appropriate, supportive, and consistent advice to third sector providers on the impact of immigration status on housing rights.
- put in place named partnership contacts in key services including across Housing, Adults,’ and Children’s Services.
- create and publicise a clearer escalation process for partners to use in the event of mistakes or failures in relation to homelessness and the risk of homelessness.
- work towards a subregional hospital discharge protocol that aims to prevent people being homeless when they leave hospital.
- continue to build partnership approaches with Housing Associations working in the borough including around homelessness prevention and antisocial behaviour.
- put in place new digital and technology solutions to make it easier for other organisations – and individuals - to get advice and make homeless applications.
- provide commissioned services with a named point of contact in Housing Needs that can be used to raise strategic casework issues.
- work towards including commissioned and HRB partners in the ‘Duty to Refer’ system so that a wider range of organisations take responsibility for referring individuals they believe to be homeless or threatened with homelessness to the council’s Housing Needs service.

- work with partners to develop shared metrics across housing and NHS services for implementation after 2027.
- ensure residents and professionals have access to accurate advice on housing pathways, policies, and re-housing, including social prescribing pathways, North Middlesex Connected Communities Pilot, hospital discharge teams and multidisciplinary health and care teams such as the MACC team Haringey Borough Partnership.

To protect Haringey's population from the risk of homelessness

We commit to doing all we can to create a housing sector that works for everyone in Haringey.

Having a decent home is a fundamental human right. A good quality, secure home allows people to put down roots in a community. It gives children a safe place to play and learn. Good housing contributes to good health, both physical and mental. It helps with access to local jobs.

There is a national housing shortage, and a chronic shortage of homes that residents can afford, which has deep local impacts.

We will do everything in our power to address this. We will work with partners to support the delivery of new homes, with the right mix to meet our communities' diverse needs.

At the heart of this is our commitment to deliver 3,000 new council homes by 2031. Each one of those 3,000 homes will give a fresh start to people who have been homeless or struggling in overcrowded and deeply unsuitable conditions.

Many of these new homes will be let directly to homeless households in Temporary Accommodation. Those that are not let directly to homeless households will almost all be let to people living in severely overcrowded or otherwise unsuitable social housing, freeing up existing homes to be let to homeless households in Temporary Accommodation.

So the 3,000 new council homes we'll build by 2031 will not only protect thousands of people from homelessness in the future - they will also move thousands of people out of Temporary Accommodation.

In the last two years, we have completed and let more than 500 new council homes.

Between December 2025 and December 2027, we will complete and let another 500 new council homes.

10% of the new council homes we build will be designed and delivered as supported housing for vulnerable people, providing vulnerable people with a secure and affordable home and the support they need to sustain it and prepare for independent living.

We will consult on a new Local Plan as we work towards its adoption in 2027. The Local Plan will set our policies as a Local Planning Authority. These local planning policies will

guide new development in the borough and ensure that thousands of new homes are built in Haringey so that we meet the housing targets set for us by the Greater London Authority.

We will use the framework of the New Local Plan to ensure that the right mix of homes is built in Haringey – including new affordable housing. Our new Local Plan will set out in detail how we will use our planning powers to maximise the supply of affordable housing.

We will consult on a new Allocations Policy in 2026 that will determine how we allocate council and housing association rented homes across the borough. We know that homelessness and insecure housing has a profound and particular impact on children, so we want our new Allocations Policy to prioritise children when we allocate council and housing association homes through the housing register.

We want to make sure that that there are routes to an affordable home for as many Haringey people as possible. For some this will be a secure home with an affordable rent; for others it will be a form of intermediate home ownership. We want any shared ownership homes built in Haringey to be genuinely affordable to as many people as possible, and we want Haringey households on median salaries to get priority access to them. During 2026 we will bring forward a new Intermediate Housing Policy to support these objectives.

During 2026 we will formally consult on a new Older People's Housing Strategy. The Strategy will aim to bring forward a better range of age friendly homes for older people - including additional extra care and specialist supported housing for older people - and better housing advice and support for older people.

We commit to doing all we can to support people in Haringey who are facing financial poverty and disadvantage

We will continue to provide the following support to residents:

- up-to-date and accessible information online about the services available to help all residents facing financial pressures.
- tailored advice and support through our Financial Inclusion Team regarding debt and budgeting, maximising access to social security benefits, council tax, employment support, and the cost of utilities.
- emergency financial assistance to residents in crisis through our Haringey Support Fund, Household Support Fund, and Discretionary Housing Payments.
- food vouchers to help support children eligible for Free School Meals during the school holidays. The number of children in Haringey eligible for free school meals is estimated to increase from around 10,000 to 17,500 as a result of the new link to Universal Credit announced in the Government's 2025 Spending Review.
- signposting to employment support through Haringey Works to improve financial resilience. By offering joined up support before a housing crisis develops and using warm handovers to connect residents directly with employment advisors, we will increase engagement and improve outcomes.

The Haringey Works employment support offer is designed for residents facing multiple and complex barriers to work. This includes individuals with health conditions or

disabilities, care leavers, NEET young people, and those already at risk of homelessness. Each resident will continue to receive personalised support, including access to a dedicated employment advisor, careers guidance, CV and interview preparation, sector-specific training, apprenticeships, and live job vacancies. We will also continue to provide ongoing support once employment is secured to help residents maintain stability.

We will encourage early referral to employment support when tenancy issues arise. Employment can be a key factor in sustaining housing, and timely intervention can prevent escalation into homelessness. Haringey Works prioritises access to “good work”—jobs that are stable, fairly paid, and offer long-term prospects. By helping residents achieve financial independence and job security, we contribute directly to the borough’s wider homelessness prevention goals.

We commit to improving early-stage homelessness prevention

We will take an approach to homelessness prevention where Every Contact Matters. By the end of this strategy, all council officers working directly with residents will be trained to provide good quality signposting to advice and support around tenancy rights and homelessness. To achieve this we will create training modules available on the intranet for all council staff on basic housing rights and homelessness, and we will make that training mandatory for all staff that have direct contact with residents or who manage staff that do.

We will improve our online offering to provide accessible, quality, and consistent advice on homelessness and tenancy rights, enabling residents to service their own help. By 2027, we will include on our website accredited AI and a system such as Advice Aid to move advice further upstream.

Over the next two years we will transform our data architecture in housing services. We will use that opportunity to help identify and proactively support residents at risk of homelessness.

We will use data already brought together through our commissioning of Policy in Practice's LIFT platform to identify residents and households at risk of homelessness in order to proactively reach out and provide tailored information and support.

We will ensure through implementation of our new Vulnerable Council Tenants Policy that we help vulnerable council tenants and leaseholder access our housing management services and to sustain their tenancy. We recognise that helping vulnerable people access basic landlord services such as repairs is a critical part of helping people sustain their tenancies and avoid becoming homeless. Our housing management services take a holistic view of tenancy sustainment: supporting people to live well in the community is a key factor in preventing homelessness and is therefore a core part of housing management for us.
Tenancy sustainment includes help with isolation or accessing healthcare, education, and employment, as well as help with money management, debt or rent arrears, and support with complex problems such as hoarding.

We will pilot two tenancy sustainment officer posts within the housing management services to provide support to vulnerable council tenants who may be at risk of homelessness. We will evaluate the success of this pilot by 2027.

Working within the limits of a highly constrained budget over the next two years, we will continue to commission as many high-quality floating support services as possible that are free, confidential, and work through visiting support to achieve outcomes that help residents across Haringey to both prevent and respond to a range of issues that if unaddressed might lead to homelessness such as rent arrears, mental ill health, unemployment or hospitalisation.

Similarly, we will continue as far as we can to commission and fund partners to provide free information, advice, and guidance on a range of issues affecting people living in Haringey. Key to this is the Haringey Advice Partnership which aims to ensure that people living in Haringey receive the right kind of information, advice, and guidance when they need it.

Housing-related support providers play a critical part in tackling homelessness, focusing on prevention and early intervention, and sitting between the council and universal services. We will work to include these partners in Homelessness Reduction Board partnerships.

We will strengthen our partnership with Housing Associations through a new programme of bi-annual round tables and bilateral meetings over the next two years. Our approach will include a formal focus on developing best practice and shared approaches to tenancy sustainment and early intervention.

To improve the council's homelessness prevention services for those facing the crisis of homelessness

We commit to providing a face-to-face, trauma-informed, person-centred assessment and support service to people who are facing or experiencing homelessness, including those who are living in Temporary Accommodation.

We will always carry out a holistic assessment of applicants' housing needs, support needs and the circumstances that led to them facing homeless; and to agree a Personal Housing Plan with all eligible applicants who are threatened with homelessness or homeless.

We value and support our staff working across Housing Needs services. We recognise that the quality of the service we provide to homeless people depends on the quality of the support and training we provide to those staff. Over the next two years we will create a new training package to ensure all officers working with homeless people, including those living in Temporary Accommodation, can access comprehensive training and support on: good communication; mediation; mental health first aid; the specific needs of neurodiverse people and people with disabilities and mental ill health; domestic and

sexual violence and abuse; and the principles of trauma-informed practice - safety, trust, choice, collaboration, empowerment and cultural consideration.

We will continue to provide trauma-informed, person-centred in-person assessment and support for homeless single people at Mulberry Junction.

We will build on the success of Mulberry Junction and open a new homelessness prevention hub. The new prevention hub will provide that trauma-informed, person-centred approach at an in-person, appointment-only assessment space for those at risk of or experiencing homelessness, providing a more sensitive and dignified experience, and maximising opportunities for homelessness prevention work.

We will co-locate an independent advice service at our new homelessness prevention hub.

We will review our online customer form to improve accessibility.

As set out above, we will improve our online offering to provide accessible, quality, and consistent advice on homelessness and tenancy rights, including through a system such as Advice Aid.

We will make better use of digital technology – including by redesigning our digital architecture - to manage homelessness cases more efficiently so that timeframes are met and communication with applicants is better and more prompt. The increased efficiency of processes will free up staff to do more relational and preventative work.

Our Housing Needs services will work in a coordinated, planned way with the Private Sector Housing Team and Trading Standards to enforce the rights of private renters' including as set out in the new Renters Rights Act. We set this out in detail in our Fifth Strategic Commitment.

We will make new arrangements to enforce against unlawful eviction, welcoming the fact that the Renters Rights Act introduces a duty for us to do so.

We commit to improving the way in which we communicate with applicants throughout their journey through our Housing Needs services so that we are always open, honest, respectful, and clear.

We will put in place a charter setting out customer standards including our commitments to:

- treat everybody - as a fundamental starting point - with empathy and respect
- clearly communicate what can be expected from our services
- apologise when we make a mistake
- respond to emails or calls within specified periods
- work with all eligible applicants who are homeless or threatened with homelessness to agree, share, and keep updated a Personal Housing Plan
- communicate options and provide basic support about personal storage of applicants' belongings when moving into or between emergency or Temporary Accommodation
- provide applicants with regular, routine updates on their case

- ensure standard communications about accommodation are clear but not threatening
- prioritise personal communication
- give applicants reasonable time to consider offers of accommodation, balancing the council's responsibility to run an efficient and cost-effective service with an understanding that for the individual households concerned the decision is a significant and complex one – especially where that household has additional vulnerabilities or needs.

We will ensure that each applicant has an identified caseworker. That caseworker will be responsible for communicating significant development and outcomes throughout the applicant's journey through the council's Housing Needs and Temporary Accommodation services.

We will work with every eligible applicant who is homeless, threatened with homelessness, or placed in Temporary Accommodation to agree an up-to-date Personal Housing Plan setting out a clear and realistic pathway towards a home, with information on stages and timescales. Each Personal Housing Plan will also identify the way in which each individual applicant has agreed they would like the council to communicate with them.

We will provide all applicants with clear written information on their rights as people who are homeless or threatened with homelessness, the legal duties of the council to homeless people and people threatened with homelessness, and clear commitments and timeframes that the council will work to in meeting those obligations.

We will always give applicants reasonable time to consider offers of accommodation - when offering moves, we will be clear about timescales but build in time for people to consider the offers they receive. We will ensure our communications about accommodation offers are clear but not threatening

We will ensure an integrated approach and good communication between council services and officers such as caseworkers and rehousing officers.

We commit to using digital and online resources more effectively

We will put in place digital communications with applicants to provide regular, routine updates about their case, contacting them in person whenever there is a significant development.

We will improve our online advice and information on the rights of people who are homeless or threatened with homelessness, and on the rights of people to access social security benefits including Universal Credit.

We will better integrate IT systems – including LIFT and our internal housing systems – to manage cases better and to drive better services and outcomes for people who are homeless or threatened with homelessness.

We will seek to create open-access case notes so that within GDPR requirements applicants and those housed in Temporary Accommodation can view key parts of their records and see progress on key aspects of their case.

To provide specific interventions for groups at high risk of homelessness.

We commit to preventing more private renters from becoming homeless

The loss of a privately rented home is the most common event that causes homelessness.

Working in partnership across the borough, we will do everything in our power to ensure all privately rented homes are decent and safe. We will make sure that private renters understand their rights and know how to exercise them.

The Renters' Rights Act 2025 gives us an opportunity over the next two years to make homes in the private rented sector more secure and to reduce the numbers of people becoming homeless from the private rented sector.

Our Housing Needs services will work in a coordinated, planned way with the council's Private Sector Housing, Licensing, Trading Standards, and Legal services to enforce the rights of private renters' including as set out in the new Renters Rights Act.

We welcome the fact that we will have a new duty to enforce against unlawful eviction. We will ensure that we are ready to take on the duty and enforce it robustly.

We welcome the government's commitment to fund any additional net costs incurred by local authorities due to the Renters' Rights Act, in line with the New Burdens Doctrine. We will work closely with the government to quantify the costs of implementing the following actions through New Burdens Assessment. We will continue to review the increased pressure on services that these new duties and powers bring and work with government through post-implementation evaluation to ensure funding estimates were accurate.

It is only by ensuring that the additional costs are met in full that we will be able to implement all commitments in this area.

Through 2026 and 2027 we will conduct planned and sustained renters' rights campaigns, including through communications targeted at groups of renters who are hard to reach.

We will use our Private Landlords Forum to educate and support landlords around the Renters' Rights Act. We will supplement this with online information and advice.

Licensing gives the opportunity to educate and improve the professionalism of landlords, allowing the move from a reactive to a strategic approach, so that all landlords and agents in Haringey understand their basic obligation to provide decent, safe, and secure homes for their tenants, and to treat renters fairly under the law. Licensing allows us to identify good landlords, to support inexperienced landlords, and to challenge those that fail to improve.

- We will use our landlord licensing scheme as an opportunity to educate and support landlords and agents around the Renters' Rights Act.

- We will use the opportunity given by landlord Licensing to engage with and educate renters, so that they understand their rights and responsibilities.
- We will ensure that officers across the council are trained at an appropriate level to provide information, advice and signposting to private renters about their new rights.
- Housing Advice and Homelessness Officers responsible for delivering housing advice services and the assessments of statutory homeless applications will be trained with:

    - detailed understanding of the Act and how it changes the current private tenancy regime.
    - expected implementation dates
    - specific changes to homelessness legislation
    - practical knowledge of all the grounds for possession, when they can be used, the evidence needed to support that ground and defence and court procedures.
    - practical knowledge to be able to challenge a rent increase on behalf of a tenant including tribunal procedures.
    - full understanding of the new powers and duties on enforcement with regard to the general duty to enforce (including Protection from Eviction Act), new investigatory powers, and civil penalties.
    - practical knowledge of the changes to Rent Repayment Orders, when and how they can used, and the format for doing so.

Housing Needs Officers in a supportive and collaborative role with Housing Advice and Homelessness Officers and Customer Service Officers providing a frontline housing needs triage service will be trained with a detailed understanding of how the Act changes the current private tenancy regime, its implementation dates, specific changes to homelessness legislation, and practical knowledge of grounds for possession. They will be trained with a basic understanding of other aspects of the new rights around rent increase the new powers and duties on enforcement and Rent Repayment Orders.

All other council officers working directly with members of the public will be trained with a basic understanding of all aspects of the new renters rights regime and equipped to signpost renters to appropriate advice and support services.

We will contract with trusted third-party providers to directly support tenant engagement, casework, and tribunal readiness for private renters in Haringey.
We will ensure that the Landlord Licensing and Enforcement Teams can draw on expertise within their own services to provide a detailed understanding of all aspects of the new Renters Rights Act.

We will put in place monitoring systems, processes, and reporting mechanisms processes that enable us from April 2026 to provide accurate and timely compliance and outcome reporting including around quantitative metrics, cases resolved, and satisfaction rates.

The Act will become operational in stages, and our preparations to enforce its provisions will work to those timelines.

As soon as the Act takes effect, we will be ready to advise and support private renters around:

- conversion of Assured Shorthold Tenancies to periodic Assured Tenancies
- consequent end of ‘no fault’ ‘section 21’ eviction
- new framework of grounds for ending Assured Tenancies
- Tribunal-ready rent challenge framework
- pet request process
- ban on rental bidding
- anti-discrimination enforcement and data collection

From September 2026, we will be ready to advise and support private renters around

- Decent Homes inspections and standards checks-
- hazards remediation under Awaab’s Law with clear response timelines-
- local owner-landlord standards policy
- digital integration with the Private Rented Sector Database and Ombudsman
- local authority enforcement protocols and penalties
- rent repayment order upgrades.

We are committed to ensuring that by April 2027:

- tenant and staff feedback shows improved security and satisfaction
- enforcement action and compliance rates have increased compared to benchmarks
- Civil Penalty Notice recovery and procedurally correct CPN issuance have increased compared to benchmarks
- effective third-party support partnerships are in place
- we have capacity to meet demand from tenants and landlords without undue pressure on Council teams
- we have put in place a clear and operational reporting and governance framework with third-party partners
- we are providing tribunal advocacy and tenancy advice
- we are supporting tenant applications (pet requests, rent challenge cases)
- we are providing digital and in-person drop-in sessions for tenants to access advice
- we are reducing direct pressure on council staff by triaging cases and offering specialist tenant support.

We commit to preventing more young people from becoming homeless because of exclusion from the family home

Mediation can play a valuable role in preventing homelessness by helping to resolve family conflicts and improve communication, which can be key factors in preventing young people from becoming homeless.

We will provide housing needs staff with specialist training on mediation so that we can help young people and others at risk of being excluded from the family home, both to

prevent the relationship breakdown where this is appropriate and to prevent the housing crisis that can arise where it is not.

We commit to stopping our young care leavers becoming homeless

As Corporate Parents we recognise that young people leaving care often face particular challenges. Within the terms of an agreed protocol, our Housing and Housing needs Services will work closely with our Children and Young People's Services to prevent homelessness and to ensure care leavers are provided with the right support and accommodation to help them successfully transition into adulthood.

We will provide new supported housing for young people with support needs leaving care to help them prepare for independent living.

We will continue to grant care leavers priority status on the hosing register for secure and affordable social housing as soon as they are ready for independent living.

The transition into independent living is especially challenging for young care leavers. If a young care leaver in their first social housing tenancy finds that they are not ready for living independently in their own home, we will support them to end that tenancy in a planned way and return to supported housing – and, crucially, this will not prevent them from being referred with the same level of priority back onto the housing register for a second chance when they are assessed by their Pathways Manager as being ready for the challenges of their own independent home.

We will put in place a protocol between Housing Associations in the borough and council services to underpin the better partnership working we need to ensure that young care leavers can sustain their Housing Association tenancies.

We commit to helping people within the criminal justice system people find accommodation

We will continue to collocate a housing needs officer at our local Probation Office in order to support, advise and assess clients of the probation service who are homeless or threatened with homelessness.

We are committed to the Haringey Resettlement Panel through which we work in partnership with the Probation Service, Single Homeless Project, and St Mungo's to help those returning to the community after a period of detention find suitable housing and support services.

We will continue with the Probation Service to jointly commission supported accommodation for prison leavers without settled accommodation, helping ex-offenders to integrate back into the community, live independently, and access education training and employment.

We commit to providing targeted support for women whose homelessness is hidden.

We recognise that women experiencing homelessness often remain hidden, relying on unsafe and precarious arrangements such as sofa surfing, staying in abusive or exploitative relationships, or sleeping in insecure environments. Many of those women face multiple disadvantages, including experiences of domestic abuse, sexual exploitation, mental health challenges, substance use, and involvement with the criminal justice system. These intersecting issues require a gender-informed, trauma-informed, and multi-agency response.

We commit to providing multi-agency support to women engaged in street-based sex work.

Some women engage in street-based sex work in Haringey. Many of them experience multiple and intersecting disadvantage and stigmatisation, including around issues of substance dependency, exploitation, complex immigration status, trafficking, and modern slavery. Many of them are homeless or in insecure housing situations, and like many other women that homelessness is often hidden. This drives unsafe behaviour and puts them at increased risk so that they are frequently the victims of violence. We have worked hard to create supportive pathways for this complex and unique cohort, but there remain issues in relation to borough boundaries and a lack of consistent and independent outreach and support. We will work with partners to deliver a multi-agency pilot programme led by the voluntary sector across Enfield and Haringey to provide outreach, advocacy, daytime services, wrap-around support including for mental and physical health, and access to housing support and accommodation to this highly vulnerable local group. We will centre the voices of women with lived experience of sex work in our design and delivery process so that those services are dynamic, useful and utilised.

We commit to reducing homeless and harm for women and men who have been subjected to sexual and domestic violence and abuse.

By 2027 we will gain Domestic Abuse Housing Alliance (DAHA) accreditation that our housing and housing needs services reflect best practice in the way they respond to domestic abuse.

That means that over the next two years we will work towards a Whole Housing Approach so that we work together to address the immediate and longer-term housing needs of victims/survivors across all tenure types, increase survivor accommodation sustainment and reduce homelessness.

As a landlord, we will use the Domestic Abuse Act to exclude perpetrators and facilitate safe housing for victims, including like-for-like transfers and other preventative measures.

We will formalise links between Domestic Abuse and tenancy management services. Survivors will be offered genuine choices about where they live, including the option to remain in their own home with safety measures.

Victims and survivors will not be required to provide our housing management or Housing Needs services with inappropriate levels of evidence or statements from the police before being accommodated or helped. We recognise that those who are homeless or threatened with homelessness as a result of sexual and domestic violence and abuse will often be unable to provide documentary evidence. We do not require them to do so

before being accommodated. We will investigate these situations with the utmost sensitivity.

Housing Needs staff will be trained in trauma-informed care and domestic abuse awareness. Housing Needs services will be culturally competent and inclusive of LGBTQ+ survivors.

Our Housing Needs services will work closely with Domestic Abuse services to ensure a safe and comprehensive assessment that leads to a safe and appropriate housing solution for women escaping sexual and domestic violence and abuse.
Housing Needs services will attend and participate in Multi Agency Risk Assessment Conferences which help protect high-risk victims and survivors of domestic abuse through multi-agency risk management.

We will put in place structures for more effective collaboration between Housing Needs, Children's Services and Domestic Ause services to improve provision for people with No Recourse to Public Funds escaping sexual and domestic violence and abuse.

When we provide Temporary Accommodation or other kinds of emergency accommodation for survivors and victims of Domestic Abuse, we will take a Whole Housing Approach within DAHA principles.

This means that Temporary Accommodation will be safe and secure, meet decent home standards and be suitable for families, including by providing space for children. It will be located in areas that do not isolate survivors from support networks, schools, or employment. We will work to ensure that residents of Temporary Accommodation are linked to wraparound support services, including advocacy, mental health, legal, and housing advice. Women who are victims and survivors will never have to share facilities with men and will never be placed in accommodation that houses known perpetrators of Domestic Abuse or gendered violence.

With support from the Mayor of London's Domestic Abuse Safe Accommodation Homes Programme, we will also build new specialist supported housing in the borough for women who have been subjected to sexual and domestic violence and abuse. We will complete new supported housing for 14 women by the end of summer 2027.

We commit to supporting vulnerable single people and those with complex needs so that they do not become homeless

As set out below, we will develop a new delivery model that can significantly increase the quality and quantity of supported housing options for vulnerable homeless people.

We will provide access to council tenancies for single people with complex needs through the Housing First approach alongside the provision of long-term support.

We aim to move single people with complex support needs out of emergency and Temporary Accommodation into supported housing.

We will develop a new supported housing commissioning model between our Housing Related Support services and Adult Social Care services to provide better alternatives to supported living for adults with mental health needs and learning disabilities.

We understand that for many people the journey of recovery from homelessness is not linear. So anybody moving from supported housing or through Housing First into a council or housing association tenancy can end that tenancy in a planned way and return to supported housing – and, crucially, this will not prevent them from being referred with the same level of priority back onto the housing register for a second chance when they are assessed by their Pathways Manager as being ready for the challenges of their own independent home.

We commit to preventing victims of cuckooing from becoming homeless

Cuckooing is the practice where somebody's home is taken over by another person, or by a group, for criminal purposes such as dealing or storing drugs, or for illegal sex work.

The experience of being "cuckooed" is often one of violence, psychological distress, substance addiction, and being indebted to criminal networks. Female victims have been known to disproportionately experience the additional torment of sexual coercion and assault. It puts its victims at a high risk of homelessness.

We do not seek to apportion blame to the victim: we view cuckooing as abuse. Like many forms of abuse, the relationship of the victim to the abuser can be complex.
We will establish a new Haringey Cuckooing Team to provide victim-focused, multiagency support where a vulnerable person has had their home taken over.

Alongside this we will establish a Cuckooing Protocol, Cuckooing Panel, and Steering Group.

The team will provide specialist training for staff and frontline professionals to identify and refer potential cuckooing cases.

We commit to providing new pitches for our Gypsy and Traveller community

By September 2026 we will complete construction work on five new pitches for the Gypsy and Traveller community.

We commit to understanding and meeting the housing needs of communities experiencing racial inequality

Structural racism means some communities are disproportionately affected, and affected in specific ways, by homelessness. In the case of some communities, the needs arising from that structural disadvantage are poorly understood – including in some cases because of a lack of data that causes a kind of official invisibility.

Over the next two years we will work to improve the way we collect data and other intelligence on the needs of our most marginalised racialised communities, including in relation to households approaching the council as homeless or threatened with homelessness. We will use that data to inform a strategic approach from 2027 that will be centred on partnership working with specialist organisations.

To begin to improve the way we prevent homelessness amongst those communities, we will also make specific arrangements during the next two years for communicating information about benefits and key housing rights information connected with the Renters Rights Act.

To improve accommodation options for those experiencing the emergency of homelessness

We commit to increase the availability of good quality homes for use as Temporary Accommodation and settled accommodation.

We want to end the use of B&Bs and commercial hotels for households with children. We are on track to do that.

We will expand our programme of acquisitions from the open market so that every year we acquire 250 homes for use as good quality settled accommodation.

We will improve homeless households' access to private rented accommodation by improving our own offer to landlords so that we grow the number of homes we lease for use as Temporary Accommodation or good quality, affordable and settled accommodation for homeless households.

We will use the additional demands on landlords of the Renters' Rights Act as an opportunity to encourage more landlords to lease their properties to us so that we can manage them in accordance with the new legislation.

We will introduce longer-term leases with private landlords and property owners, establishing an approach for leasing properties over a 40–50-year timeframe. We aim to introduce long leases of this kind for 500 homes that we will be able to use as good quality, affordable and settled accommodation for homeless households.
We will implement a revised Temporary Accommodation Retention Strategy so that, as the best partner we can be, we work in a more flexible and responsive way with landlords.

We will ensure that rents in Temporary Accommodation are clear, consistent, and affordable, set in line with our new Rent Setting policy.

We will improve standards in Temporary Accommodation by increasing the number of tenancy audits, improving void turnaround time, and working with our agents and partners to ensure that all Temporary Accommodation fully meets our quality and safety standards. We will require documentation that demonstrates this compliance, and we will carry out a rigorous programme of inspection and audit to confirm that standards are maintained - and that accommodation is occupied appropriately.

We will ensure that wherever we place a homeless household into accommodation, it has an up-to-date fire risk assessment and electrical safety checks in place.

We will review our Temporary Accommodation Placement Policy and Discharge of Homelessness Duty Policy to improve transparency and placement efficiency, helping to reduce time in Temporary Accommodation and support quicker transitions into a wider range of settled housing options.

We will provide as much stability as we can for children who become homeless, including around their school placements.

We will build two new Temporary Accommodation lodges in the borough for homeless households with children. They will provide high quality Temporary Accommodation that includes ensuite shower rooms and generous storage alongside shared cooking facilities, bathtubs for younger children, and external play space.

We will ensure that families moving into Temporary Accommodation have basic furniture and appliances in their accommodation. We will seek to budget from April 2026 to provide safe sleeping equipment - such as cots, moses baskets, new baby mattresses with waterproof covers and baby gates – wherever these are needed for households with babies.

We commit to supporting better outcomes for people in Temporary Accommodation

We will improve move-on support for households in Temporary Accommodation, with dedicated staff providing tailored support to individual households.

We will consider how to put in place an expanded support offer for households in Temporary Accommodation. This will include working with NHS and public health partners to improve the health outcomes for people in Temporary Accommodation – for example, through teen health assessments and outreach around mental health, sexual health, and dental health.

During the next two years we will work to understand better the health needs of children and young people in Temporary Accommodation, and we will work with partners including NHS and education services to deliver more structured and effective ways of meeting those needs.

When we place households with children in Temporary Accommodation, and when we move them between placements, we will always use London Councils' Notify system to make education, social care, and health services aware so that families can be properly supported.

We will introduce additional capacity in Income Management and our Lettings and Rehousing teams to support Temporary Accommodation tenants with benefit applications and maximise the number of eligible receiving Housing Benefits.

We commit to improving the quality of supported housing in Haringey – and, in challenging financial circumstances, to increasing the overall number of supported housing places available

We will continue to commission and, in some cases, directly deliver high-quality hostels and supported housing for that helps Haringey's most vulnerable single adult residents

build independent lives, in appropriate and safe housing, with the support from all services available to help them achieve their goals and vision of a good life.

During 2026 we will bring forward a Supported Housing Strategy that will include our approach to Exempt Accommodation. We will aim through the strategy to preserve the number of supported bedspaces in Haringey at the same time as we drive out poor quality provision.

We aim to place more of the vulnerable people who present to our Housing Needs services into good quality supported housing. Over the next two years we will develop a new delivery model that can significantly increase the quality and quantity of supported housing options for vulnerable homeless people – predominantly those who are vulnerable single people, but also vulnerable households with children.

10% of the new council homes we build will be delivered as supported housing. This will include Housing First options and specialist schemes for specific cohorts of vulnerable people including young people leaving care, adults with mental health needs, and adults with learning disabilities.

We commit to enabling people who sleep rough to achieve their aspirations, access the support they need, and build a happy life off the streets

We have a Rough Sleeping Strategy in place until 2027. The Rough Sleeping Strategy sets out a shared approach to enabling people who rough sleep to achieve their aspirations, access the support they need and build a happy life off the streets. It makes four clear commitments:

1. To ensure that rough sleeping is prevented where possible and that where it does occur, that it is rare
2. To ensure that where rough sleeping does occur, that it is brief
3. To ensure that rough sleeping is nonrecurrent
4. To exhaust all options to secure routes off the street for people who face immigration restrictions.

   We will continue to follow this strategy when working with those who are at risk of sleeping rough, those who are having to sleep rough, and those who are moving away from the trauma of sleeping rough.

   During the next two years, we will work with partners to produce an integrated Homelessness and Rough Sleeping Strategy for 2027 – 2032.

The strategy's context and key challenges

Demographic pressures

- Haringey's population is growing – and many residents are under pressure.
- Haringey's population expected to rise by 7,410 people over the next five years from 268,400 to 275,852 people. Half that growth is associated with people aged over 55.

Housing costs and poverty

- Around a quarter of Haringey households live in financial poverty. 35% of Haringey's children live in poverty.
- Housing has become increasingly unaffordable. For many people, home ownership and even private renting are out of reach.
- The average house price to earnings ratio in Haringey is now 16.63. In the decade to 2024, the median house price in Haringey rose by 47%. At the same time, earnings increased by 30%.
- The average monthly private rent in Haringey rose by 12.5% in the year to March 2025 and would cost the average Haringey household 41.1% of their income.
- Only 5% of homes listed for private rent in London are affordable for low-income households relying on LHA.

Economic

- In spite of the council's new housing delivery programme - which has so far built 800 new council homes in the last five years – 3,200 households are living in overcrowded or unsuitable housing waiting on our housing register for a social rent home.
- Public services that support this population are under strain.
- In the decade to 2021, local authorities suffered a real terms decline of more than 52% in government-funded spending power. Today, London boroughs' funding per Londoner is 28% since 2010.
- The worsening homelessness emergency and spiralling spending on temporary accommodation pose a particular risk to London boroughs' finances.
- Haringey is one of 29 Local Authorities – seven of them in London - that needed Emergency Financial Support through additional borrowing in 2025-26.

Rising homelessness

- Since the end of Covid and the 'Everyone In' initiative, the number of people having to sleep on Haringey's streets has been rising sharply. Nearly half of all people moving from the streets into accommodation were placed by the council into Temporary Accommodation.
- The number of households owed an immediate homelessness prevention or relief duty is rising. It rose very sharply during 2023-24 when the council owed either a relief or a prevention duty to 2,571 households.
- Most people needing assistance either to prevent or relieve homelessness are single people or couples without children.

- The most common reason for the threat of homelessness is the threat of eviction by a private landlord.
- More and more people are coming to us when they're already homeless and it's too late to do prevention work.
- Eviction by a private landlord is the most common cause of homelessness – but significant and increasing numbers are homeless because they have had to leave family or friends' homes, because they are escaping domestic abuse, or because they have had to leave institutions, Home Office accommodation, or supported housing.

Increasing numbers in Temporary Accommodation

- There are currently 2,666 households in Temporary Accommodation.
- The number of full homelessness assessments more than doubled in 2023-24, and the number of new applicants owed a full housing duty is also rising sharply, more than doubling since 2022 and 50% higher than before covid.
- The number of households without children owed a full housing duty has risen sharply during and since covid – both as a proportion and as a quantum. The numbers of people owed a full housing duty because of their experience of mental or physical ill health or domestic abuse have increased significantly.
- Until January 2025, the number of households being placed each month in Temporary Accommodation has been consistently higher than during the last two years.
- In spite of this, we have managed to keep our numbers in Temporary Accommodation relatively stable after a sharp increase between April 2023 and July 2024. It remains significantly below pre-covid numbers.
- We still manage to place half our homeless households in Temporary Accommodation in Haringey. Almost all the other placements are in London – including 30% in Enfield and Barnet. Only 1% of TA households are out of London, most of which are in Broxbourne
- On average, households with children have to live in Temporary Accommodation for 6.2 years. Households without dependent children have to live in Temporary Accommodation for an average of 5.73 years.
- Market challenges have severely affected the ability to secure affordable private sector accommodation to prevent homelessness or end a main housing duty.
- While the number of households living in Temporary Accommodation remains lower than during the period 2008-2018, the costs of that accommodation for the council has soared, especially in the last two years.
- The cost to the council of placing people in Temporary Accommodation is in total nearly five times what it was just two years ago.

Phasing out use of commercial B&Bs

- Living in a commercial hotel or B&B is extremely challenging, with space and basic facilities very limited. The council therefore only places homeless households in B&Bs when there are no other options available. For many years, the council managed not to place anyone in a commercial hotel or B&B in connection with a homelessness duty. However, this changed from July 2023, when eight households were placed in B&Bs. By March 2024, 41 households were placed in

B&Bs. On 30 September 2025, 121 homeless Haringey households were having to live in commercial hotels or B&Bs.

- These are particularly challenging conditions for households with children. The number of families with dependents living in B&B accommodation rose sharply after July 2023, reaching its peak of 124 in September 2024. In the twelve months since then we have been able to steadily reduce that number: in the first week of October 2025, 66 homeless households with children were living in B&B.

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Homeless Review 2025

Haringey's population is growing – and many residents are under pressure

Haringey's population is growing steadily – and though it remains relatively young, half the population growth is expected amongst people aged over 55.

In March 2021, at the height of the COVID-19 pandemic, Haringey's population was 264,200. The population had grown by 3.7% since 2011 – a significantly lower rate than across London which grew in total by 7.7% over the decade.

Haringey's population is currently around 268,400 and over the next five years is expected to rise by 7,410 people to 275,852.

Over the next 15 years, half the borough's population growth is associated with the older population, with over 65s projected to increase by 16,117 and those aged between 55 and 64 by 6,229.

Around a quarter of Haringey households live in financial poverty

ONS data shows that 23% of Haringey's households and 35% of Haringey's children live in poverty.

18.5% of residents work in jobs that are paid below London Living Wage. 49% of workers in part-time jobs are paid below London Living Wage.

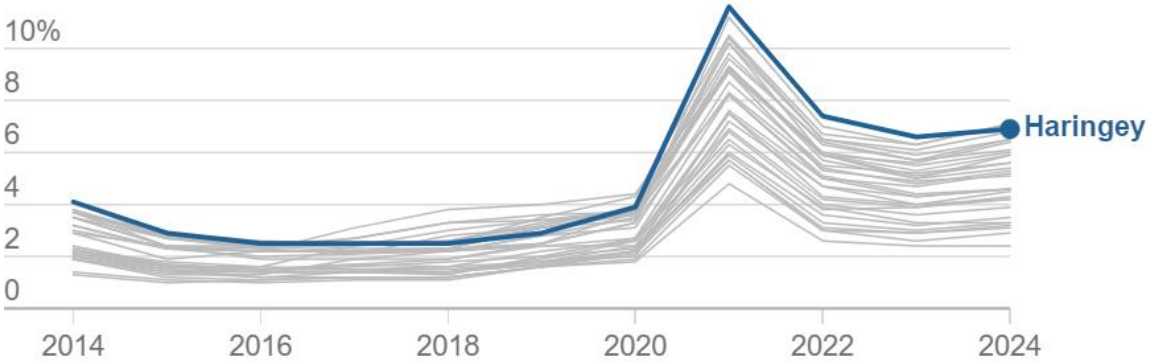
22% of the population aged 16 to 64 years were "economically inactive" in the year ending December 2023 - 44,000 people who were not in employment but don't meet the criteria for being "unemployed". This means they have not been seeking work within the previous four weeks or were unable to start work within the next two weeks. Common reasons include being retired, looking after the home or family or being temporarily or long-term sick and disabled. This compares with around 37,900 people (19.5%) in the year ending December 2022. Economic inactivity in Haringey is higher than across London and Great Britain.

13,005 Haringey people were claiming unemployment-related benefits in March 2024, up from March 2023, when there were 12,450 claimants.

The proportion of people aged 16 to 64 years in Haringey who were claiming unemployment-related benefits was 6.9% in March 2024, an increase compared with March 2023 when it was 6.6%.

Claimant Count (%) for areas in London

Among those aged 16 to 64 years, March 2014 to March 2024



Source: Claimant Count from Department for Work and Pensions

Disabled adults in every region are more likely than non-disabled adults to say they find it difficult to afford their rent or mortgage, including just over half of all disabled adults in London.

Around 7% of Haringey people do not speak English well or do not speak it at all

29.7% of Haringey residents do not speak English as their main language. This is the 6th highest rate in London and is above the statistical neighbour and London averages.

Of those whose main language is not English in Haringey, one in four (24%) either do not speak English well or do not speak it at all. This is the second largest proportion of all London boroughs and is above the statistical neighbour and London levels.

Housing has become increasingly unaffordable

For many people, home ownership and even private renting are out of reach. And there are not enough homes available for social or affordable rent.

For many Haringey people, home ownership is out of reach

In the ten years to 2024, the median house price in Haringey rose 47% - from £385,000 to £565,000. At the same time, earnings increased by 30% - from £30,325 to £39,453.

The ONS shows that average house price in Haringey was £637,000 in February 2025, up 3.6% from February 2024. This was higher than the rise in London (1.7%) over the same period.

ONS figures show that for March 2025 the average house price to earnings ratio is now 16.63 in Haringey.

The number of new mortgages for first-time buyers in London fell in 2023 to its lowest annual total since 2012. And while mortgages with LTV ratios of more than 90% comprised over a third of lending to first-time buyers in London before the financial crisis, they nearly disappeared after it and despite a recovery now comprise just 12% of new mortgages. FCA, Mortgages Product Sales Data. Quoted in London Housing evidence base 2024.

In February 2025, the average flat in Haringey cost £484,000.

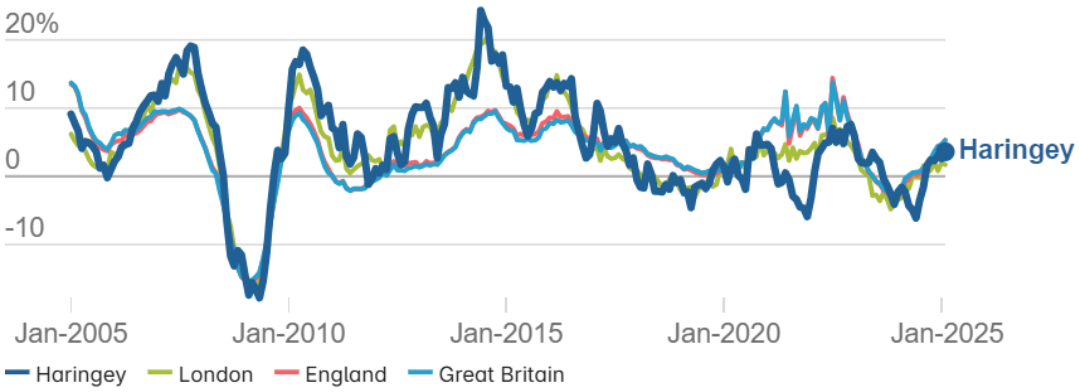
The average price paid by first-time buyers was £544,000 in February 2025. This was 3.9% higher than the average of £523,000 in February 2024.

In comparison, home-movers in Haringey paid an average of £792,000 in February 2025. This was higher than £768,000 a year earlier.

For homes bought with a mortgage, the average house price was £629,000 in February 2025 (provisional). This was 3.6% higher than the average of £607,000 in February 2024 (revised).

Annual change in house prices in Haringey

House price annual inflation, Haringey, January 2005 to February 2025



Source: UK House Price Index from Office for National Statistics and HM Land Registry

Private renting is out of reach for more and more people – especially those on a low income.

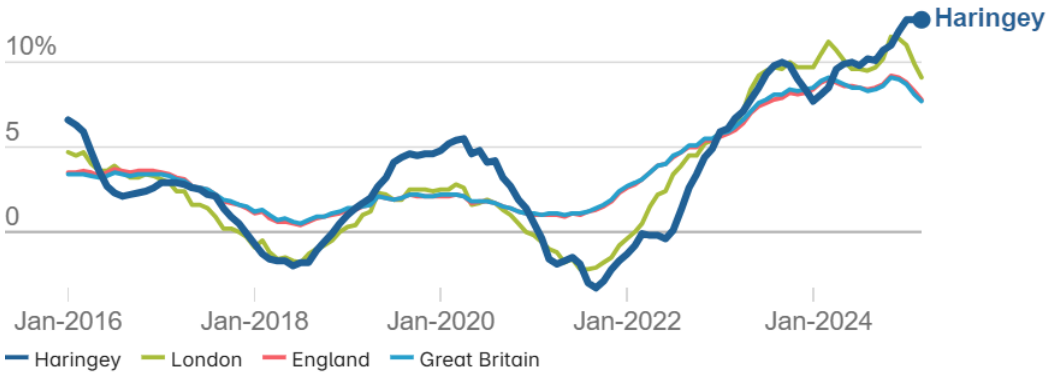
As of March 2025 average rents in Haringey were:

- One bedroom: £1,583 (365.31pw) for a one-bedroom home
- Two bedrooms: £1,970 (£454.62 pw) for a two-bedroom home
- Three bedrooms: £2,277 (£525.46pw) for a three-bedroom home
- Four or more bedrooms: £3,120 (£720pw) for a four-bedroom home

Private rents have risen especially steeply over the last three years.

Annual change in rents in Haringey

Private rental price annual inflation, Haringey, January 2016 to March 2025



Source: Price Index of Private Rents from the Office for National Statistics

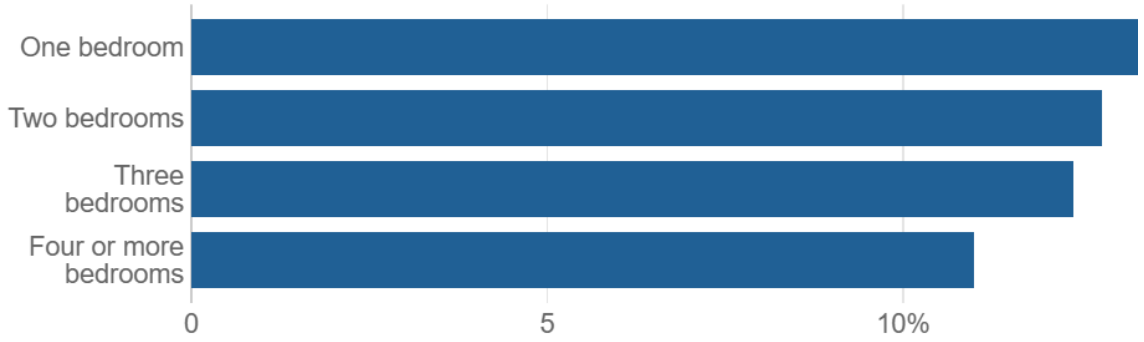
The average monthly private rent in Haringey rose by 12.5% in the year to March 2025. This was higher than the 9.1% rise in London over the same period.

In Haringey, the average rent for flats or maisonettes rose by 12.9%, while for terraced properties, it increased by 11.9%.

Average rent for one bed properties rose by 13.3%, while the average for four-or-more bed properties increased by 11%.

Change in average rents by bedroom number in Haringey

Monthly private rental price, annual inflation, March 2025



Source: Price Index of Private Rents from the Office for National Statistics

The affordability of average private rents (including ongoing as well as new tenancies) in London compared to average earnings improved between 2020 and 2022 but has since worsened.

Modelling by the ONS suggests that the average private rent in Haringey would cost the average Haringey household 41.1% of their income.

For households who are not in paid work or who are in low-paid work, private renting has become increasingly unaffordable.

Over 400,000 private renters in London – approximately one in seven – rely on Local Housing Allowance to cover their housing costs.

Local Housing Allowance (LHA) caps the amount of financial assistance available to households claiming social security benefits. The level of the cap depends on the location of the home and the size of the household.

The availability of listings affordable to households relying on LHA to cover their rent gradually reduced throughout 2023-24 for all property sizes. Despite the government raising LHA in April 2024 to cover the lowest 30% of local market rents, by July-September 2024 only 5% of London listings were affordable on LHA. This is because the LHA uplift in April used rental data from September 2023 and in the context of rapidly rising rents these rates quickly fell out of step with market conditions.

Most of Haringey falls within the Outer North London Broad Rental Market Area with a small area falling in the Inner North London BRMA.

To meet the average weekly rent of £365.31pw for a one-bedroom home, LHA in Outer North London is restricted to £264.66.

LHA of £322.19 pw is available for a two-bedroom home whose average rent is £454.62 pw.

There is a shortfall on average of £135.28 pw for a three-bedroom home, and of £213.70 pw for a four-bedroom home.

Outer North London Broad Rental Market Area valid from 1 April to 31 March

Year	Shared Accommodation Rate	1 Bed	2 Beds	3 Beds	4 Beds
2025	£136.93	£264.66	£322.19	£390.08	£506.30

Inner North London Broad Rental Market Area valid from 1 April to 31 March

Year	Shared Accommodation Rate	1 Bed	2 Beds	3 Beds	4 Beds
2025	£163	£331.39	£412.86	£497.10	£704.22

YouGov has been regularly surveying Londoners on the cost-of-living crisis on behalf of the GLA since January 2022. In the last year, the financial situation of homeowners and especially social renters seems to have improved. The situation for private renters has not.

In July 2023, 12% of London homeowners, 26% of private renters and 40% of social housing tenants said they were struggling to make ends meet, going without basic needs and/or relying on debt to pay for them.

A year later in July 2024 there had been significant improvement in the financial situation of social renters in London: 11% of homeowners, 26% of private renters and 28% of social housing tenants said they were struggling to make ends meet, going without their basic needs and/or relying on debt to pay for them.

Public services are under strain

The National Audit Office estimates that real terms spending power for local government across England was 26% lower in 2020/21 than in 2010/11. This was despite council tax rising by 15.6% in real terms over the same period. The drop was mainly due to a real terms decline of more than 52% in government-funded spending power.

Research by Lloyds Bank Foundation highlights that councils are increasingly forced to shift spending away from preventative services to meet crisis needs. The research also found that cuts impact deprived communities the most. This is despite demand typically being higher in these communities.

London Councils, the umbrella organisation for London's 33 Local Authorities, has calculated that boroughs' funding per Londoner has fallen by 28% since 2010, despite rising demand for services which have become more costly to provide. As a result, across London boroughs faced a funding gap of at least £500m in 2025-26: £180m overspend on adult social care, £150m on children's social care, and £270m on homelessness (a figure that has doubled in the past 12 months).

In Haringey, we receive around £143m a year less in real terms in core government grants than we did in 2011. At the same time, Haringey's population has continued to increase, including a 24% rise in the number of residents over-65.

Haringey is one of 29 Local Authorities – seven of them in London - that needed Emergency Financial Support through additional borrowing in 2025-26.

We have received £37m of Exceptional Financial Support through government borrowing in order to balance our budget for 2025/26 and fund day to day activities.

The worsening homelessness emergency and spiralling spending on temporary accommodation pose a particular risk to London boroughs' finances.

London Councils estimates at least one in 50 Londoners is homeless – including on average at least one homeless child in every London classroom – and that London boroughs spend around £4m a day on temporary accommodation - up nearly 60% from last year.

In this context, the Government's Spending Review in June 2025 set out its priorities nationally for day-to-day spending over the next three years and for capital spending over the next five years.

The three-year funding settlement means that for the first time in many years the council can plan with some certainty about the money we will be receiving from government over the medium term. This gives the council more control over its budget, making it easier to plan investments and enter into long-term contracts.

There is a clear commitment to local government, with growth planned for the sector year on year. However, London Councils' view is that the modest overall increase to council funding means boroughs' budgets still face an 'extremely difficult' outlook in the immediate term and 'serious risks' to financial stability.

The Spending Review' strong financial commitment to affordable housing helps to ensure our housing delivery programme will be financially sustainable for the next decade. Haringey could benefit from the increased capital funding available for acquiring homes to help move people out of emergency and Temporary Accommodation. However, there is no additional funding for the day-to-day costs either of Temporary Accommodation or for Adult Social Care, the two areas that are driving the council's biggest overspends.

Similar pressures exist across all public services.

Health spending growth since 2010 had until the pandemic been below average, resulting in a cumulative underspend of hundreds of billions. The June 2025 Spending Review has sought to reverse this underspend and address some of the most severe pressures in the history of the NHS. Around 6.39 million people are currently waiting for treatment because of the backlog in secondary care, while the UK has a very low total number of hospital beds relative to its population (2.4 per 1,000 people, well below the average of 5 per 1,000 people in OECD EU nations.

The criminal justice system is facing extraordinary pressure after more than a decade of austerity. Day-to-day spending on probation, the prison service and the courts has fallen since 2010 with spending substantially lower in 2023-24 than in 2007-08.

Police expenditure declined in real terms by 16.2% between 2009/10 and 2016/17, and though it has risen significantly in recent years it remains below 2009-10 levels.

The voluntary sector is an integral part of the public services system. For decades, charities have warned that contracts and grants are not keeping up with inflation. This problem has become much worse due to cuts to local government funding.

The announcement in June 2025 of funding for new community help partnerships to bring together local services could reduce duplication and potentially help manage pressure on frontline services. However, only £100mn has been committed to this initiative and so positive impacts are not likely to be felt until it is scaled up.

The legislation and policy context

Renters Rights Bill

The Renters' Rights Bill had its second reading in the House of Lords in February 2025 and is expected to become law in October 2025. It will be known as the Renters' Rights Act when it comes into force.

The Bill introduces the most extensive reform of private renting for decades, significantly improving the rights of private renters and introducing new powers and duties for local authorities to enforce those rights. Key provisions include:

- The abolition of fixed-term assured shorthold tenancies and therefore of section 21 ‘no fault’ eviction
- Changes to the grounds available to landlords for ending a tenancy
- Restrictions of rent increases to ‘market level’
- Rules to combat discrimination
- New rules on private rented sector disrepair
- New private rented sector Ombudsman
- a new database of all residential landlords and private rented accommodation.
- Extended powers of investigation for local authorities
- New duties for local authorities to enforce renters’’ legal rights and a new requirement to report on enforcement activity.
- Increased financial penalties for landlords breaching conditions, including extension of the range of offences that can trigger a Rent Repayment

Supported Housing Act 2023

The Supported Housing (Regulatory Oversight) Act 2023 came into force on 29 August 2023. The Act sets out to introduce changes to how supported exempt accommodation is regulated. However, the key provisions in the Act require the government to publish regulations before these measures take effect. Those regulations are expected in …

The Act plans to introduce new standards for supported housing and make changes to how this type of accommodation is regulated.

The Act allows the government to create new National Supported Housing Standards and introduce licensing regulations.

It also sets out how a new Supported Housing Advisory Panel will work and makes changes to the rules on intentional homelessness when a person leaves accommodation which does not meet national standards.

The Act has been passed as a response to issues with the quality of the accommodation, care and support provided in exempt accommodation. Some providers were seen to place profits over the actual provision of care and support which is an essential part of this kind of accommodation.

Home Office Accommodation

The Home Office is responsible for asylum and protection in the UK, including supplying accommodation for people seeking asylum who would otherwise be destitute. The Home Office tries to source houses or flats for most of its accommodation, but when these are not available it uses hotels as a contingency measure.

In August 2023, the Home Office changed the point at which people granted refugee status were given notice to leave asylum accommodation from 28 days after receiving the documentation needed to demonstrate their status, to 28 days after being notified of a positive decision. In practice, this meant people often had no time to find alternative accommodation or were made homeless without evidence of their right to claim benefits or receive assistance. As a result there was a significant increase in refugee homelessness. In response to pressure, the Home Office ended this practice in late December 2023. But this still falls short of the 56 days granted elsewhere under the statutory homelessness prevention duty: so people leaving the asylum system continue not to have enough time to find suitable move-on accommodation.

The government has set out plans to end the use of hotels to house destitute asylum seekers by 2029, including by deciding more asylum cases and building new government-owned accommodation for asylum seekers.

1. **What do we know about homelessness in Haringey?**

Rough sleeping

Since the end of Covid and the 'Everyone In' initiative, the number of people having to sleep on Haringey's streets has been rising sharply

Since July 2018 Haringey has achieved a 71% reduction in rough sleeping. This has been achieved by significant local investment, new approaches to working with people experiencing multiple disadvantage, new supported housing and by creating rent-free bedspaces for people affected by immigration restrictions. However, the number of people forced onto the streets has been increasing since the end of the Everyone In initiative.

442 people were seen rough sleeping in the borough in 2023/24 - a 45% increase from 2022/23.

Two thirds of people sleeping rough are new to the streets and a third had been renting privately as their last settled base

65% of people seen rough sleeping in the borough during the year were new rough sleepers.

30.3% of new rough sleepers had been privately renting as their last settled base; 29.4% had been living with friends or family. 15.6% had been made to leave accommodation provided by the Home Office to asylum seekers; 2.3% had had no settled base since leaving prison.

32% of rough sleepers were British nationals; 31% were nationals of EEA countries, with 11% being Polish; and 25% were nationals of African countries, with 11% being Eritrean. 3.7% were nationals of Asian countries and 3.1% of American countries.

90.7% were men.

Most people sleeping rough were aged between 26 and 45. Just 6.6% were aged 18-25; and 9.3% were aged over 55.

75% of people sleeping rough had a support need around their alcohol, drugs or their mental health including 40.2% who had needs around a combination of those factors.

Nearly half of all people moving from the streets into accommodation were placed by the council into Temporary Accommodation

In 2023-24, 58 people moved from the streets into Temporary Accommodation - 43.6% of all those moving from the streets. 67 people came off the streets and into short-term hubs, shelters, and emergency accommodation subtotal – 50.4% of all moves off the street.

Statutory homelessness

Households assessed and owed a prevention or relief duty 23/24 and 24/25

When a local authority believes that an applicant is likely to become homeless in the next 56 days, it has a duty to try to prevent that homelessness. That "prevention duty" applies regardless of whether that applicant is vulnerable and regardless of their local connection.

But if a local authority is satisfied that an applicant is *already* homeless, it must take reasonable steps to help the applicant secure accommodation for at least six months. That “relief duty” ends if after 56 days, either because the applicant is no longer homeless, or because the local authority is satisfied that the applicant is in priority need and not homeless intentionally, in which case the local authority might then owe the main housing duty.

Most people needing assistance either to prevent or relieve homelessness are single people or couples without children.

In 2023-24 only 28% of households needing help either preventing or relieving homelessness had children.

35.8% of those threatened with homelessness and 45% of those already homeless were single men; 31.5% of those threatened with homelessness and 23.4% already homeless were single women; 4.7% of those threatened with homelessness and 2.9% already homeless were either couples or multiple-adult households without children.

Most households owed a relief or prevention duty did not wish to disclose their sexuality. 43.4% identified as heterosexual, 1.3% as gay or lesbian.

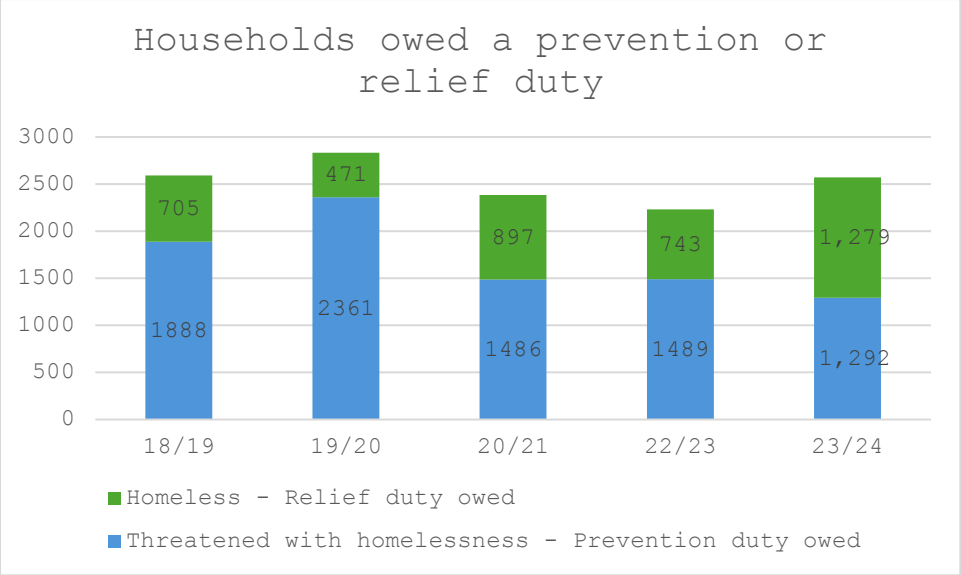
Less than a third of those owed a prevention or relief duty were in any form of paid work. Only 13% were in full time work.

The proportion of applicants who are in work fell during and after covid but has broadly returned to pre-covid levels.

In 2023-24, 13.2% of those owed a prevention or relief duty were working full time; 15.6% were working part time; and 2.5% were working irregular hours. 32.6% were registered unemployed, 11% were unable to work because of long-term illness or disability, 2.6% were returned, and 1.6% were students or in training.

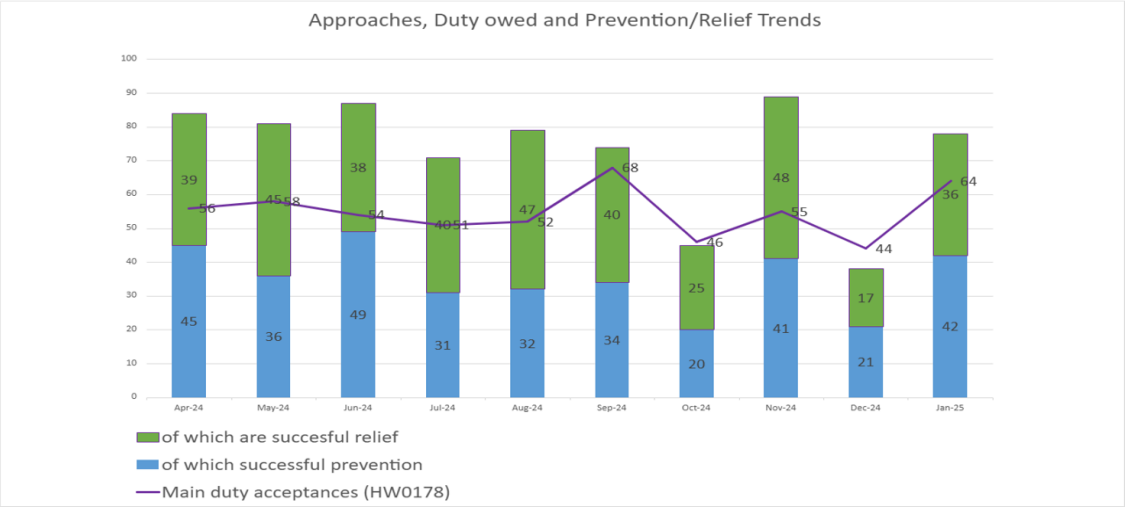
The number of households owed a prevention or relief duty is rising

The number of households owed either a relief or prevention duty fell during 2020-21, the covid pandemic and attendant lockdown, and again the year after the covid lockdown. It rose sharply during 2023-24 when the council owed either a relief or a prevention duty to 2,571 households.



Approaches between April 2024 and January 2025 (4,114) are consistently higher than in the last two years and 7% higher than the same period last year (3,846). However January approaches are a lower than predicted and it is too early to tell if this is a trend.

Demand projections conducted earlier in the year estimated that a 13% increase of pressure at the front door was likely by year end.



More and more people are coming to us when they're already homeless and it's too late to do prevention work.

Though the numbers of households owed a duty has returned to levels comparable to those before covid, the proportion of those owed a prevention and those owed a relief duty has changed dramatically.

Most people still come to us *threatened* with homelessness rather than because they're already homeless.

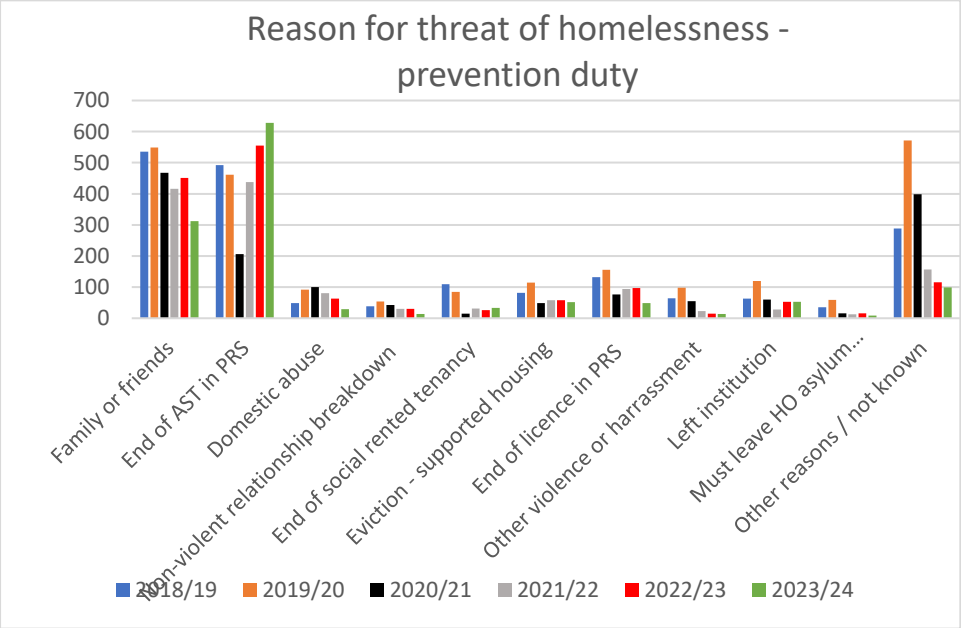
But the proportion of households owed an immediate homelessness prevention duty has risen dramatically. In 2019-20, 16% of people owed an initial duty were already homeless: by 2023-24 almost half were already homeless.

And not just more people as a proportion of those that come to us, but also more in total. We needed to relieve homelessness for 473 households in 2019-20. In 2022-23, that had risen to 740 households; and in 2023-24 to 1,279.

Meanwhile the number of households owed a prevention duty has fallen by more than a third.

The most common reason for the threat of homelessness is the threat of eviction by a private landlord.

The number of households threatened with homelessness because their private landlord is seeking to end their Assured Shorthold Tenancy fell by more than half during covid and the moratorium on evictions. It rose sharply after the was lifted and is now higher than before covid – by far the main reason people come to us threatened with homelessness.



Since covid, significantly fewer households have been *threatened* with homelessness because their family or friends can no longer accommodate them – though it's still the second most common reason people are threatened with homeless.

During covid, many more people came to us threatened with homelessness because of Domestic Abuse – but that number has fallen.

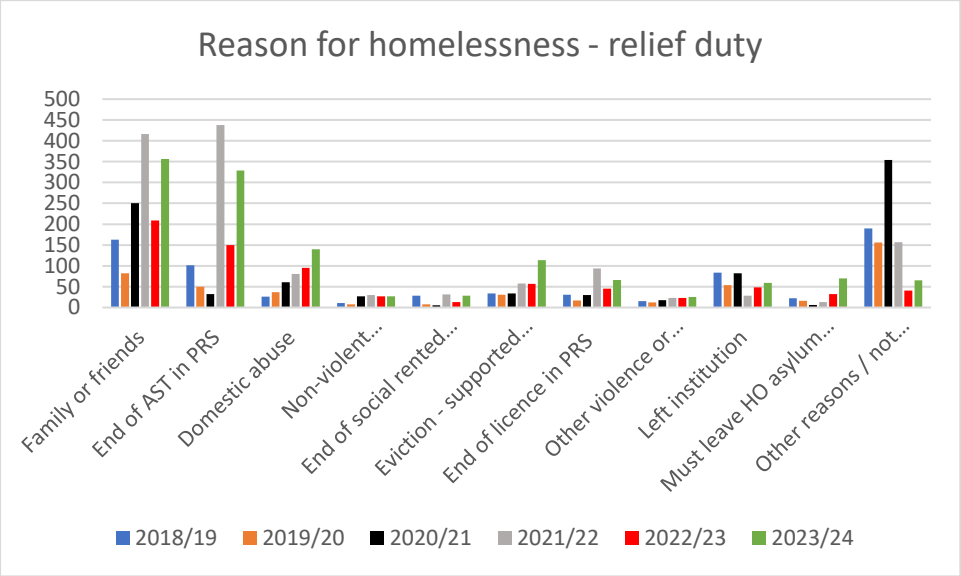
The threat of eviction from social housing effectively stopped during covid. Though it has risen since then, it remains much lower than before lockdown

The pattern of people needing a response because they're *already* homeless is completely different.

Eviction by a private landlord is the most common cause of homelessness – but significant and increasing numbers are homeless because they have had to leave family or friends' homes, because they are escaping domestic abuse, or because they have had to leave institutions, Home Office accommodation, or supported housing.

There was an even more marked decline through covid in the numbers approaching when they'd already been evicted by their private landlord, to just 32 during the year of lockdown. There was a massive spike the following year – 438, four times what it had been before lockdown. Numbers dropped back in 2022-23, though it was still 50% more than pre-covid. In the year to March 2024, 329 household approached us for assistance having already been evicted from their Assured Shorthold Tenancy. Another 66 households had been evicted from other forms of private sector tenure, making the loss of a private rented home the most common cause for homelessness.

While the number of people *threatened* with homelessness from family or friends has gradually declined since 2018, the number of people approaching us because they'd already had to leave family or friends' homes shot up during covid and especially in the year after covid – from 82 in 2019/20 to 416 in the year after lockdown ended and 209 in the year to March 2023. In 2023-24 it rose sharply to 356.



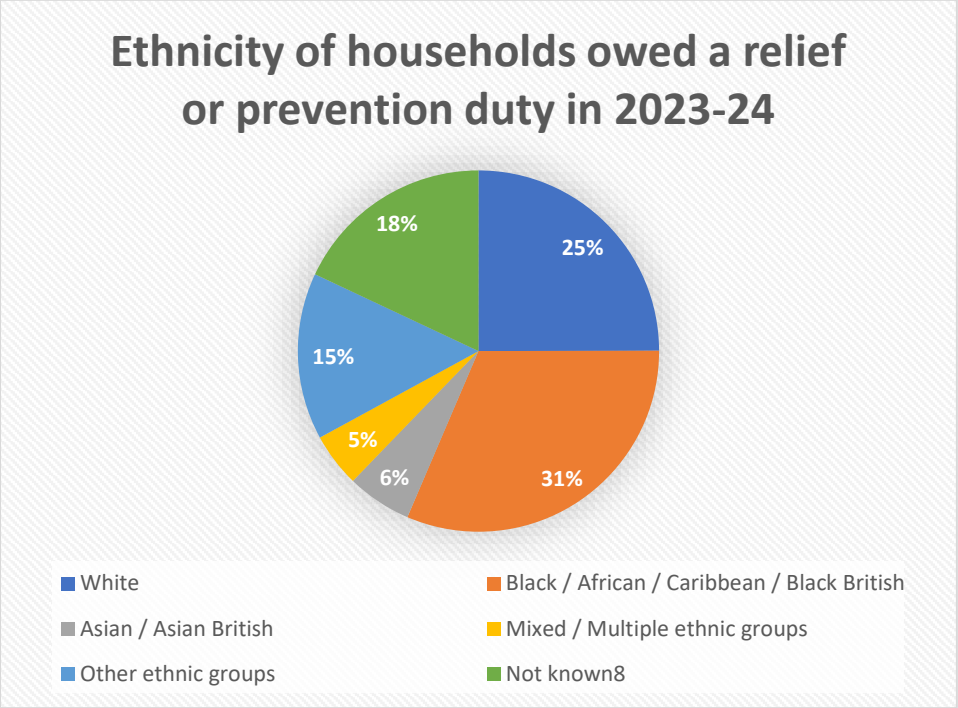
The numbers of people presenting as homeless because they are escaping domestic abuse have risen steadily – nearly doubling to 61 during lockdown, then rising to 81 in the year after lockdown ended, 95 in 2022-23, and 140 in 2023-24. Six times more households approached us as homeless following domestic violence than five years ago.

In the year after lockdown ended, there was a spike in social housing tenants approaching after being evicted– 31 households. 28 former social housing tenants approached us because they were homeless in 2023-24.

Homelessness because of evictions from supported housing though have surged after covid, almost doubling – around 30 a year up until and during Covid and then 58 in 2021-22, 57 in 2022-23, and 114 in 2023-24.

Increasing numbers of households became homeless after leaving an institution – 59 in 2023-24 - and especially because they have had to leave Home Office Accommodation following a decision on their claim for asylum. 32 households were made homeless from Home Office accommodation in 2022-23 and 70 in 2023-24.

The ethnicity of applicants owed a prevention or relief duty has remained broadly similar over the last five years - except for a decrease in the proportion of main applicants who are Black (from 40% before covid to 31% in 2023-24) and an increase in other ethnic groups from 7.2% to 11.7%.

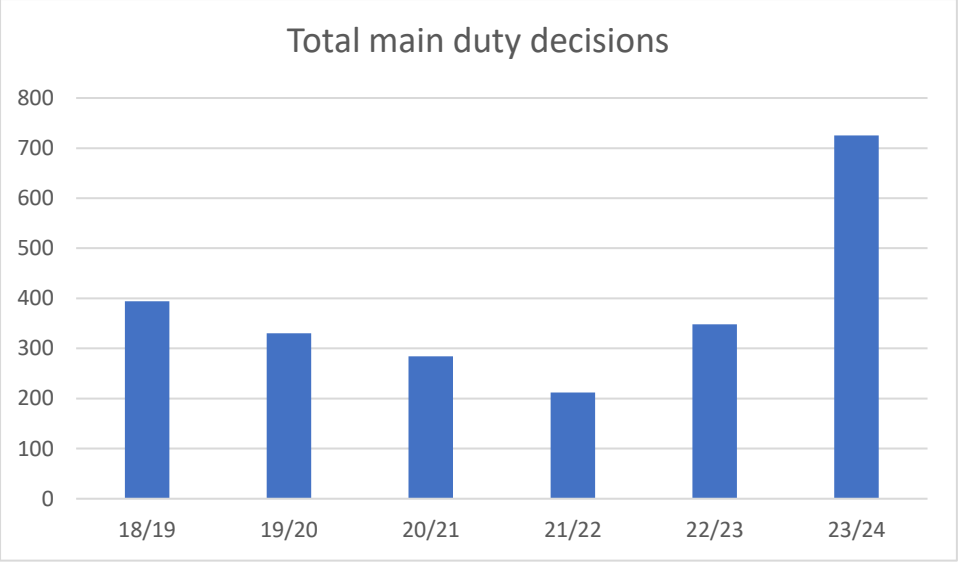


Homeless households owed the main housing duty

55% of households owed a prevention duty required a full homelessness assessment because after 56 days they were homeless.

This is a slight increase in proportion from previous years - although the proportions and numbers have varied over the last five years, it's always been less than half of cases that move on to a full homelessness assessment.

The number of full homelessness assessments more than doubled in 2023-24

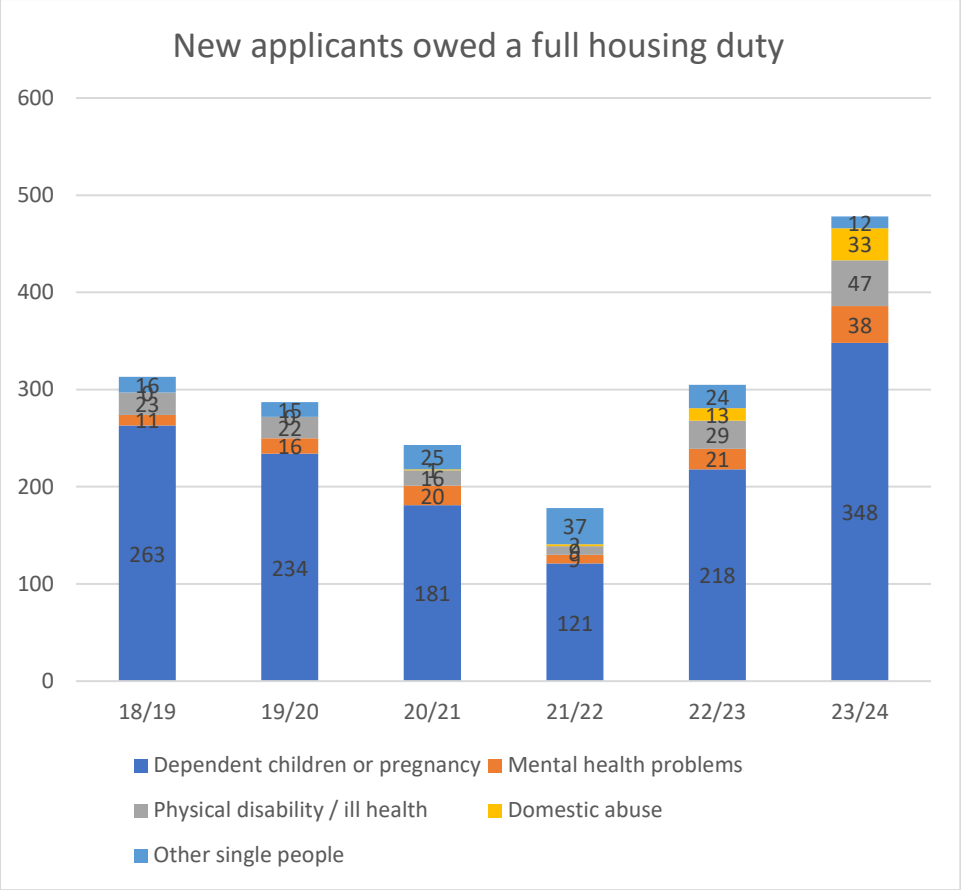


The number of new applicants owed a full housing duty is rising sharply, more than doubling since 2022 and 50% higher than before covid.

This full housing duty only applies where five legal tests are met: the household must not only be homeless, but they must also be eligible for assistance because they aren't excluded by immigration law, they can't be said to have deliberately caused their own homelessness, they must have a connection to the local area, and they must be judged to be in priority need.

Households with dependent children automatically have priority need, and so do pregnant people. Where there are no children or pregnancy, priority need is only given to people assessed as being exceptionally vulnerable – more vulnerable than most other homeless people.

In 2023-24, 65.9% of assessments found that the household was owed a full housing duty, significantly lower proportion than in recent years: 79.4% in 2019-20, 87.0% in 2020-21, 85.6% in 2021-22, 84.0% in 2022-23, and 87.6% in 2023-24



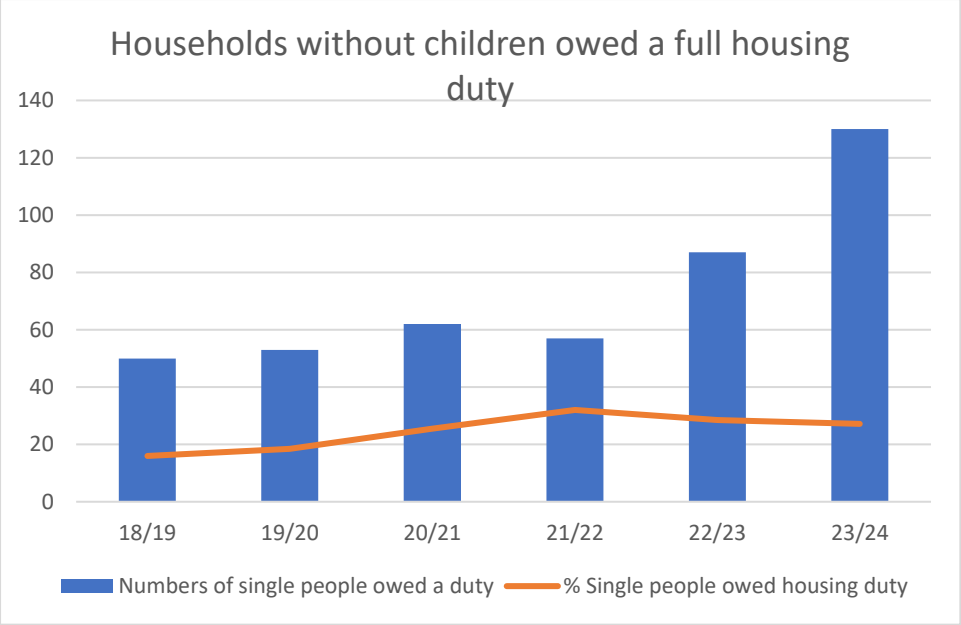
The number of households without children owed a full housing duty has risen sharply during and since covid – both as a proportion and as a quantum.

The numbers of people owed a full housing duty because of their experience of mental or physical ill health or domestic abuse have increased significantly.

In the year before covid 53 childless households were owed a full homeless duty – 16% of all cases. Last year, that number rose to 130 – 27% of all homelessness duties were to people who were assessed as having a priority need on the basis of their own extreme vulnerability rather than because they had children.

Within the growing cohort of households without children, the numbers assessed as vulnerable because of their experience of domestic abuse has grown from zero to 33.

In 2023-24, 47 households were owed the full housing duty because they were vulnerable as a result of physical disability or ill health, and 38 as a result of mental illness.



Temporary Accommodation

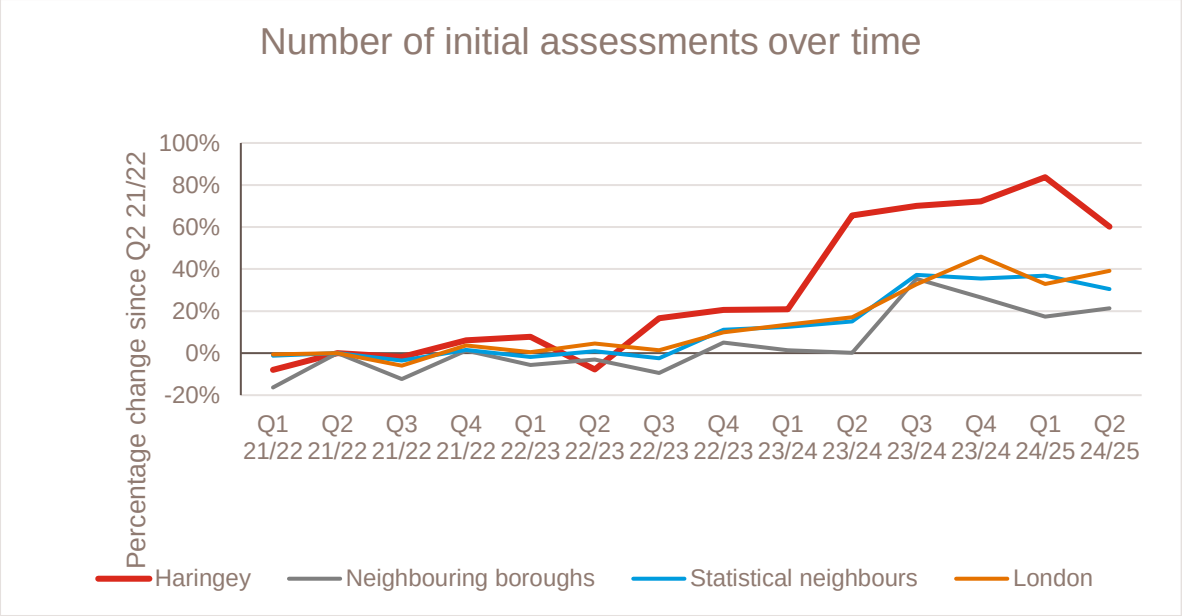
Where a household is owed a full housing duty, the council must provide it with settled accommodation or with Temporary Accommodation until settled accommodation can be provided.

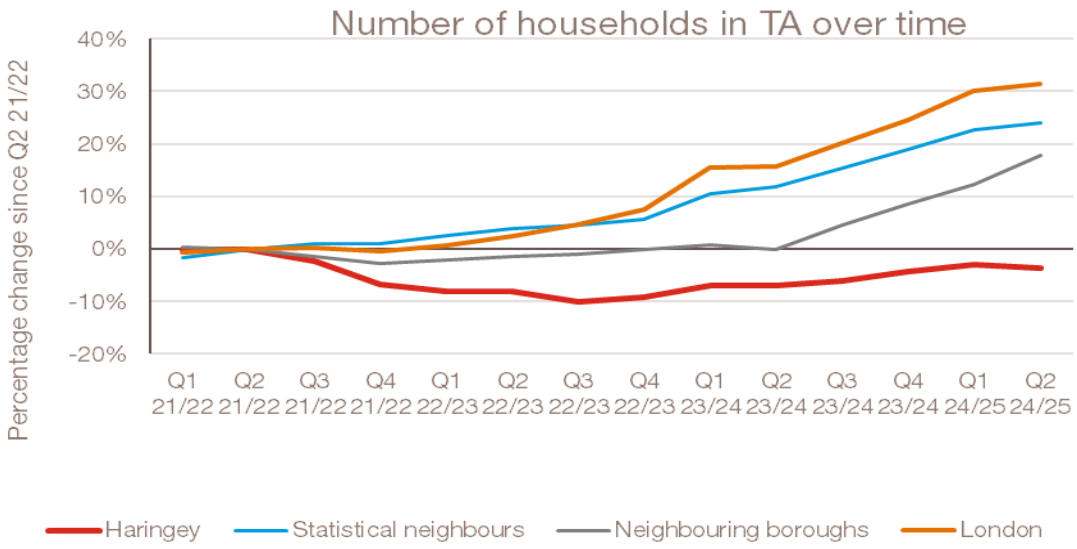
Over **183,000 Londoners** are homeless and living in **temporary accommodation (TA)**—the highest number ever recorded. This means at least **1 in 50 Londoners** is homeless.

There are **89,000 homeless children** in London, meaning **1 in every 21 children** lives in temporary accommodation—at least **one homeless child in every London classroom**.

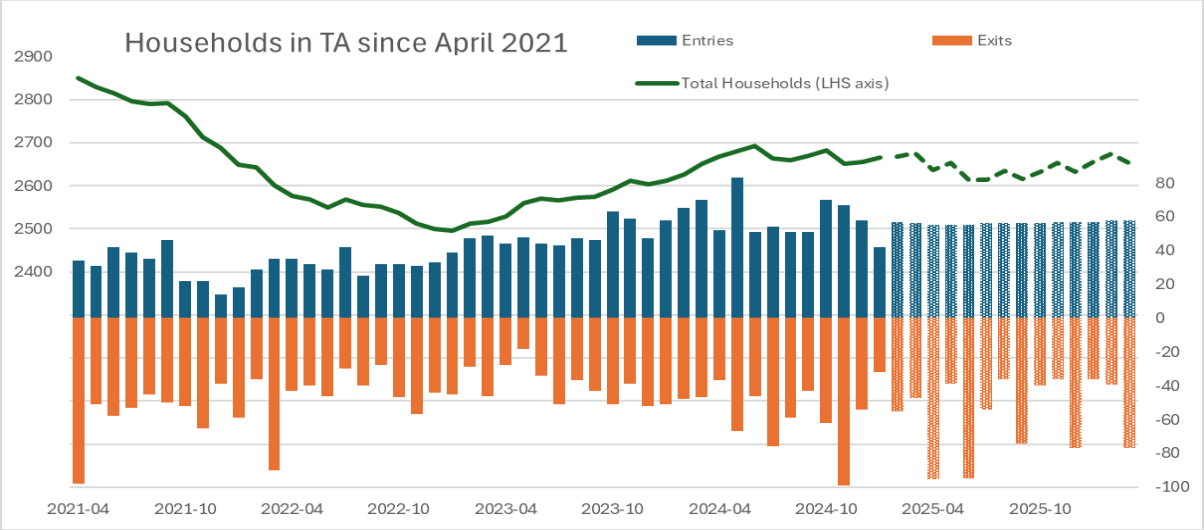
The number of homeless families placed in **B&Bs has risen by 662%** between April 2022 and April 2024.

In Haringey, we have managed to keep our numbers in TA relatively stable, in contrast to others, despite an anticipated **13% increase** in approaches by year end and higher percentage increase in initial assessments.





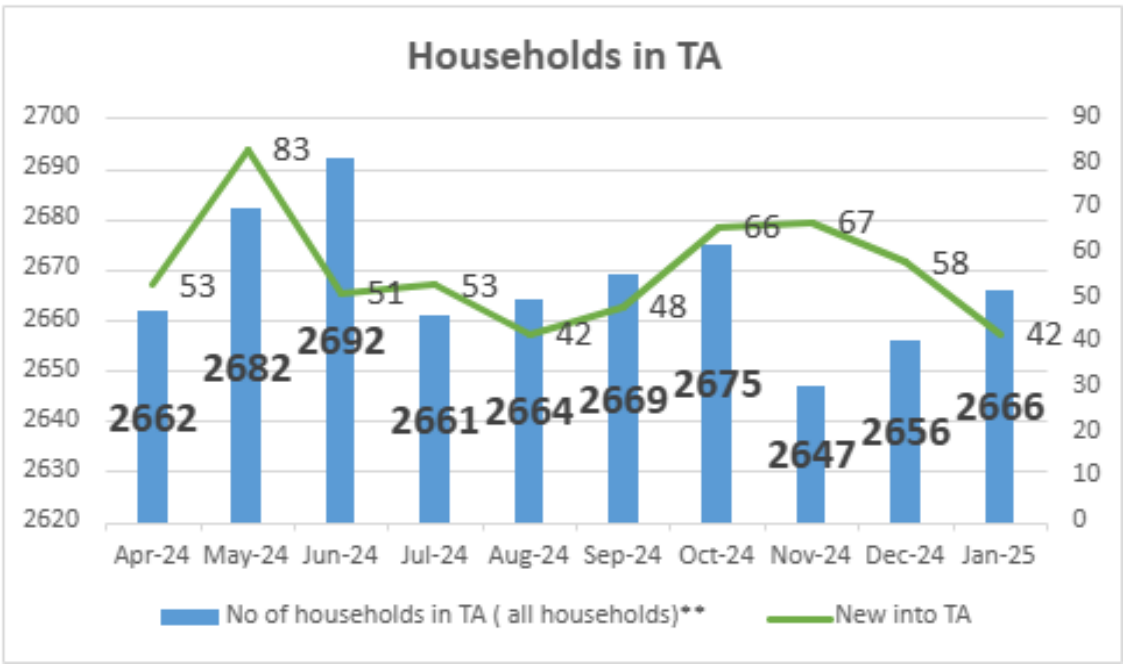
The number of households living in Temporary Accommodation has broadly stabilised after a sharp increase between April 2023 and July 2024. It remains significantly below pre-covid numbers.



2666 households were in TA at the end of January 2025. Numbers have remained broadly stable to October 2025.

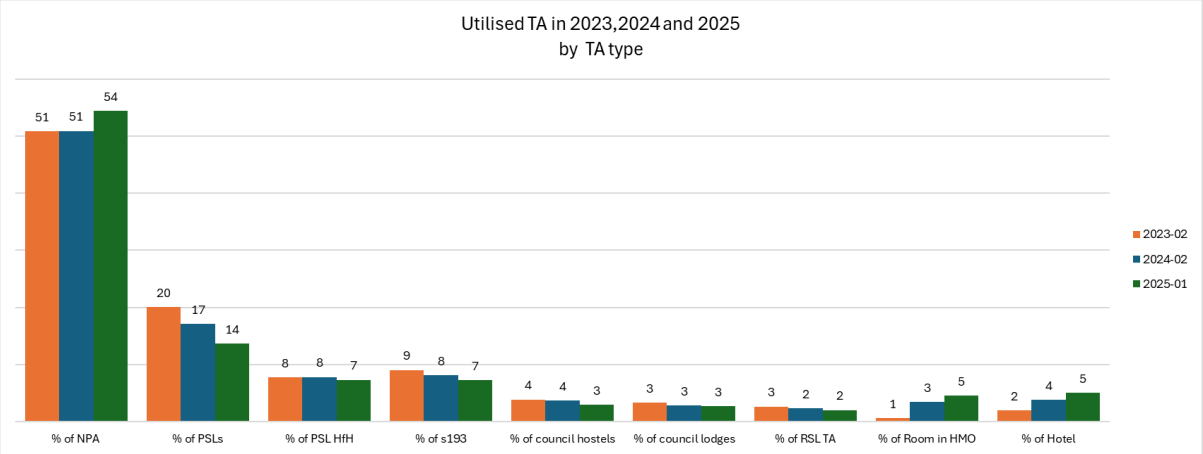
Until January, inflow has been consistently higher than the last 2 years and while outflow has also been consistently higher this has not managed to offset higher demand.

Although down from a high in June, there has been an overall increase in number of households in TA. This is despite a higher number of social lets to TA households as a result of the council housing delivery programme.



Most of our Temporary Accommodation is sourced on a Nightly Paid basis from private landlords – the most expensive model for the council alongside shared private sector and hotel accommodation.

The amount of Temporary Accommodation provided though longer private sector leases has reduced, continuing a longer trend of landlords withdrawing from this arrangement



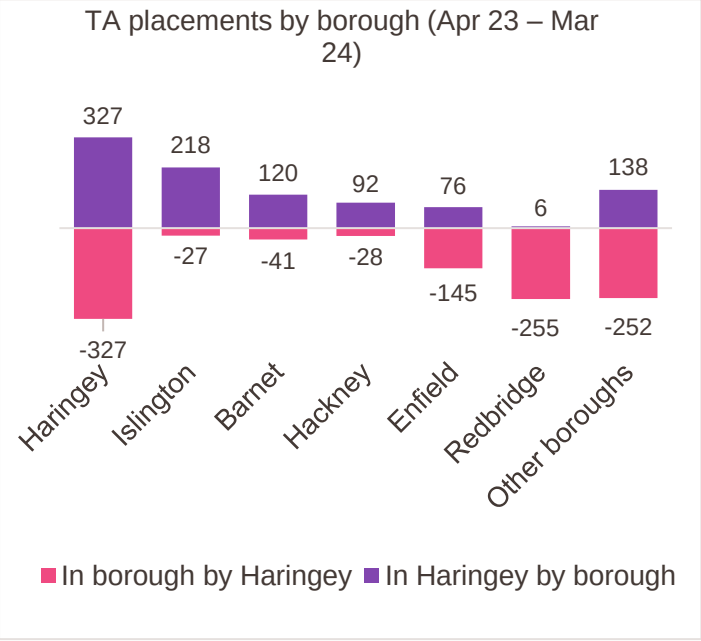
We still manage to place most of our homeless households in Haringey or near to it.

As of 31st January 25, 48% of Temporary Accommodation placements are in Haringey; 51% are in London but outside Haringey, with the Enfield and Barnet Areas having the largest proportion of our TA households (27% and 3% respectively).

Only 1% of TA households are out of London, most of which are in Broxbourne

Many other boroughs place their own households in Haringey. Between April 2023 and March 2024 only a third of residents in TA placements within Haringey were placed there by Haringey council.

In this period Haringey was a “net importer” from some boroughs (particularly Islington, Barnet, and Hackney). However, we were a “net exporter” to others (particularly Redbridge, Enfield, Ealing, and Bromley).

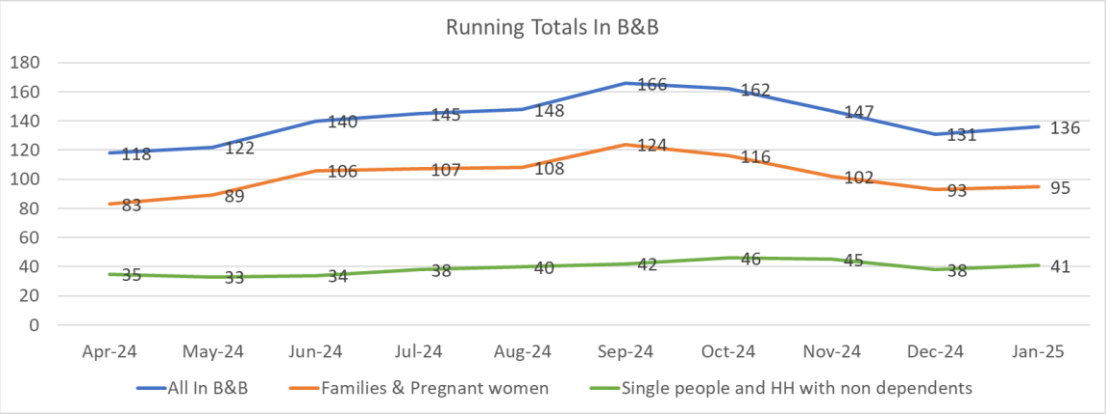


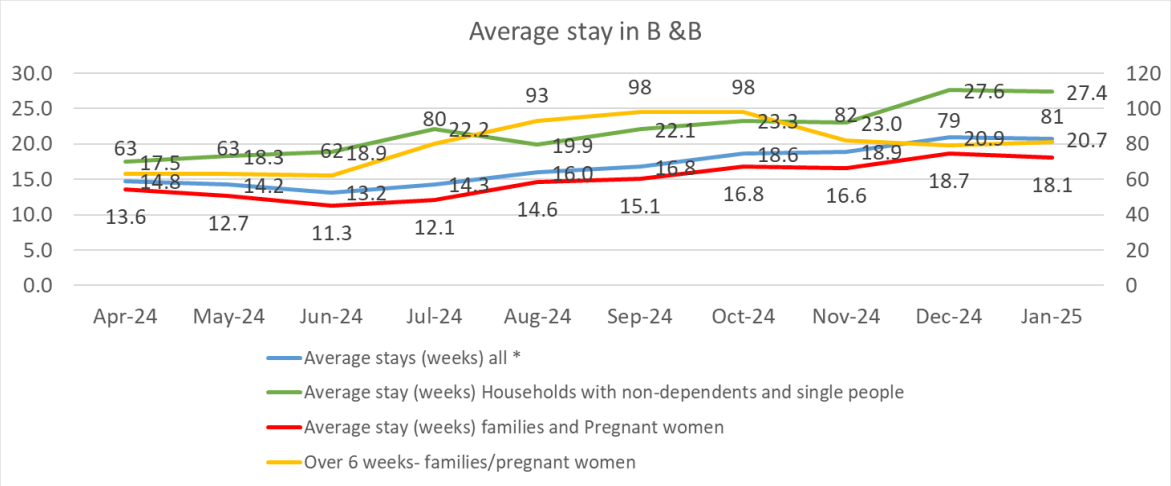
On average, households with children have to live in Temporary Accommodation for 6.2 years.

Within that, households with children placed in commercial B&Bs have remained in those hotels for an average of 4.4 months. Those in annexes and council-owned hostels have remained on average for over 5 years.

Households without dependent children have to live in Temporary Accommodation for an average of 5.73 years.

Within that, households with no children have remained in commercial B&Bs for an average of 10.8 months. Those in annexes and council-owned hostels have remained on average for around 6 years.





Despite 323 households moving on from B&B so far this year, there has been an increase in the number of households living in B&Bs since April 2024.

The total number of families with dependents, rose until its peak in September 24 and has since steadily reduced, with the numbers in B&B over 6 weeks also mirroring this reduction.

The average stay in B&B for families is below the overall average but is significantly over 6 weeks.

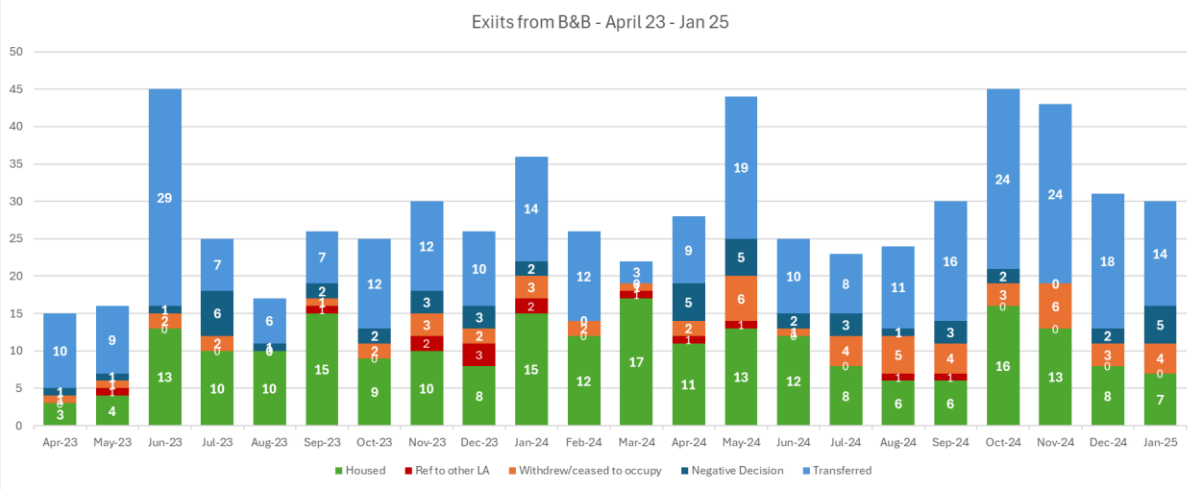
The number of single people and households with non-dependents has also increased since April 24,decreasing slightly since the highest point in October, but staying relative stable.

Single people are in B&B longer than the overall average.

From April 2023 to January 2025, 632 households have moved on from B&B, including 323 in the year to March 2025.

Of those 632 households,

- 226 were housed in settled accommodation (59% in the private rented sector accommodation, 32% in social housing and 7% in supported housing)
- 14 were referred to another local authority
- 108 left or a main duty was not accepted
- 284 were transferred to alternative temporary accommodation.



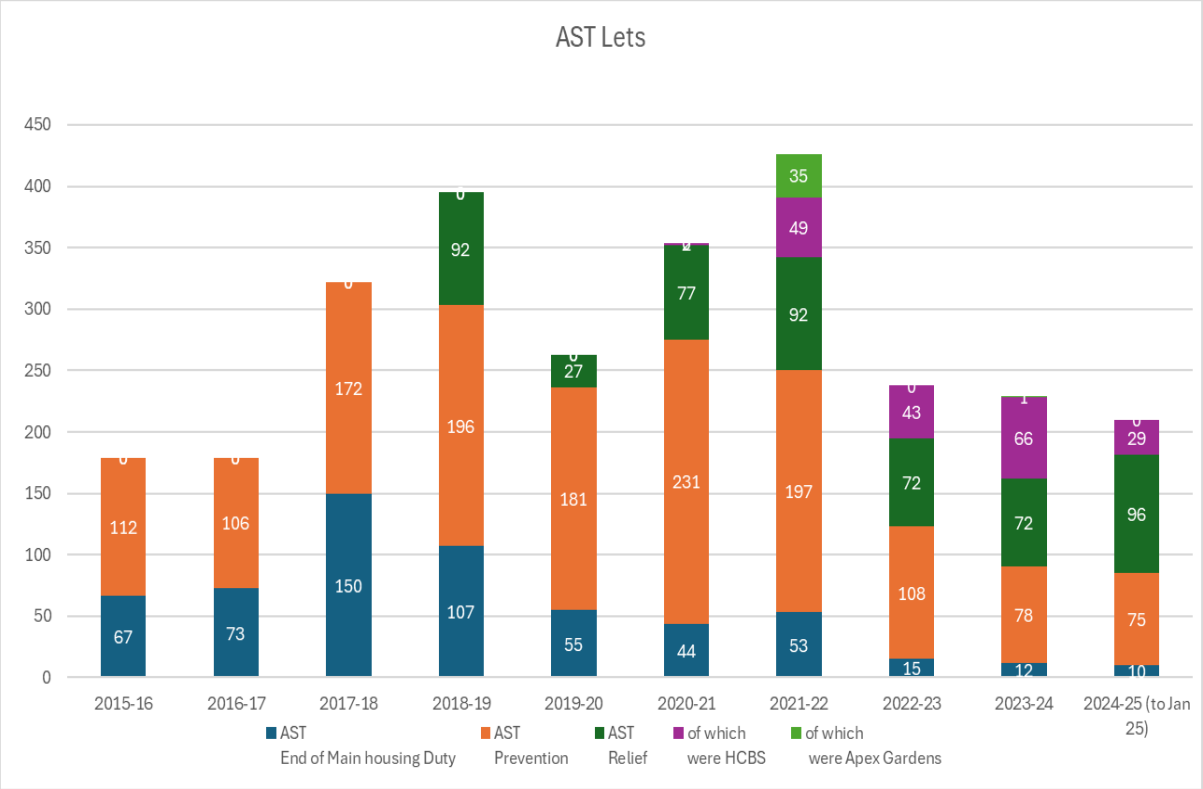
Our capacity to source settled accommodation in different forms of private sector housing has reduced since the period 2017-2022 but remains better than in 2017.

Market challenges have severely affected the ability to secure affordable private sector accommodation to prevent homelessness or end a main housing duty.

Alternatives to direct acquisitions of PRS include HCBS and the FYO scheme which provides financial help to customers who have found a private sector tenancy and need help with a deposit

HCBS and Apex Gardens affordable housing nominations secured by Haringey and prioritized for households in Temporary Accommodation ending a main housing duty.

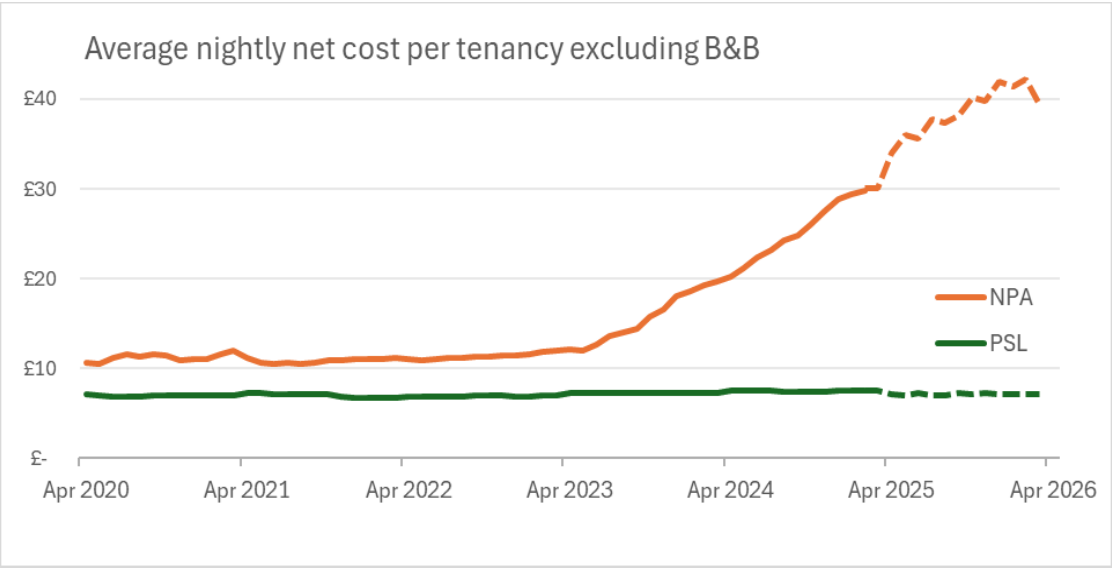
AST lets are a combination of properties sourced by officers and properties which customers chose and were supported into these with a deposit and resettlement grant. These together make up 21% of the total in 22/23 and 26% of the total in 23/24



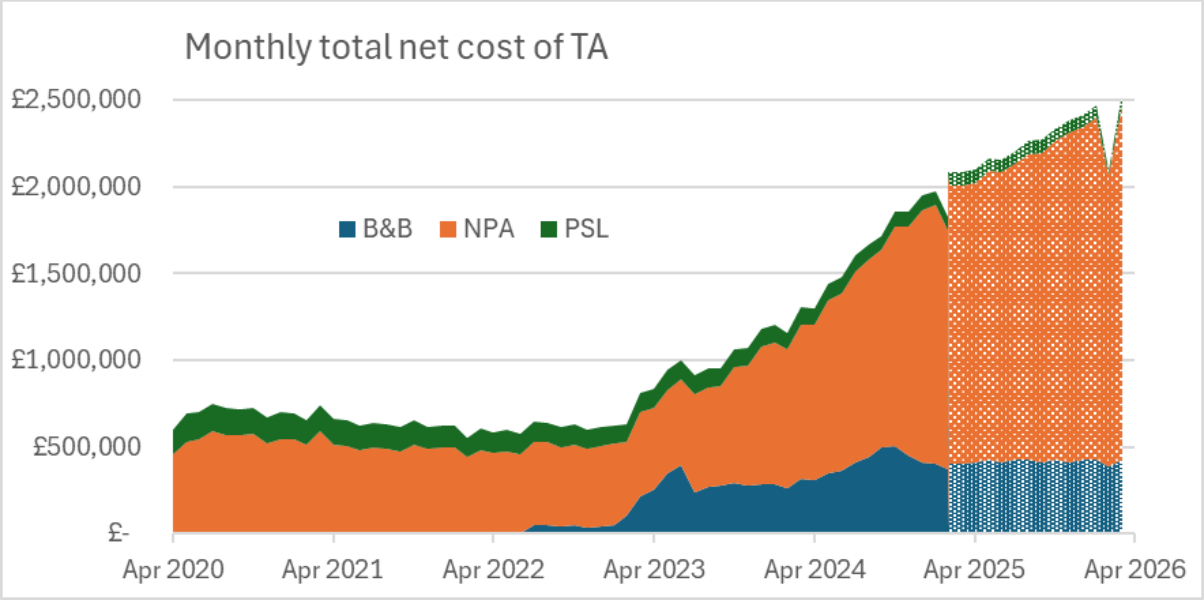
The Cost of Temporary Accommodation

While the number of households living in Temporary Accommodation remains lower than during the period 2008-2018, the costs of that accommodation for the council has soared, especially in the last two years.

A significant factor in this is the increasing cost of accommodation leased on the basis of nightly-paid rates.



The cost to the council of placing people in Temporary Accommodation is in total nearly five times what it was just two years ago.


Monthly total net cost of TA
£2,500,000
£2,000,000
£1,500,000
£1,000,000
£500,000
£-
B&B
NPA
PSL
Apr 2020
Apr 2021
Apr 2022
Apr 2023
Apr 2024
Apr 2025
Apr 2026


Annual spend on temporary accommodation
£60,000,000
£50,000,000
£40,000,000
£30,000,000
£20,000,000
£10,000,000
£0
Gross
Net
FY2018
FY2019
FY2020
FY2021
FY2022
FY2023
FY2024*

Engagement and codesign

Between October 2024 and April 2025, we spoke to more than 100 people with experience of homelessness across 26 different organisations and venues. At the same time we ran a survey on our Commonplace site that received 136 responses. This first phase of engagement sought to understand the issues that people with lived experience wanted to see addressed in the homelessness strategy. Participants were also asked to suggest solutions.

Almost everyone asked the council to improve the way that it communicates with people experiencing homelessness - and with organisations supporting them.

The most consistent concern raised across all engagement events was the poor quality of communication between council officers and homeless applicants. Many people described being left without responses from housing demand officers for extended periods, despite multiple attempts to make contact. This contributed to feelings of being ignored, disrespected, and unsupported, and led to growing distrust in the council.

Participants highlighted a lack of continuity in case management, with no clear point of contact due to frequent staff turnover and poor handovers. The absence of a central, reliable contact number further compounded these difficulties, leaving people repeatedly passed between departments without progress. One service user described this experience as feeling ‘ghosted’ by the council.

Concerns were also raised about customer service interactions, with people reporting insensitive or dismissive treatment. The absence of clear timelines for case updates was another issue, alongside concerns about the lack of trauma-informed, compassionate, and person-centred approaches among frontline staff.

Poor communication between council services and external partners was another significant issue raised. Service users frequently described being transferred between different departments without follow-up or resolution, often having to retell traumatic personal stories, which negatively affected their mental health.

This lack of coordination resulted in service users falling through gaps in provision, with one individual at risk of suicide recounting being repeatedly transferred between departments without help.

Communication breakdowns between different local authorities were also highlighted, particularly affecting people moving between boroughs. Service users called for improved inter-agency coordination, clearer referral processes, and for residents to be copied into correspondence between services to improve transparency.

A striking example involved a delay in responding to a housing enquiry for an elderly resident, which resulted in the avoidable loss of a valuable four-bedroom property. This case illustrated the wider operational and community consequences of poor communication.

Many service users reported uncertainty and confusion about how to access homelessness services, particularly those with unresolved immigration status or No Recourse to Public Funds (NRPF). Fear of approaching the council prevented people from seeking help, highlighting the need for clearer, NRPF-friendly services and information.

Participants also described a general lack of information about what steps to take when facing homelessness. Many reported receiving inconsistent advice and struggling to navigate

eligibility rules and service options. The council's website was widely criticised for being unclear and difficult to use.

A recurring theme was the difficulty in identifying the correct point of contact within the council or locating reliable information. Service users emphasised the need for central, accessible, and consistently accurate guidance.

Many people identified a need for the council to provide better support for people experiencing homelessness.

The engagement highlighted the serious impact of homelessness on individuals' mental and physical health. Service users described high levels of stress, anxiety, and depression caused by unstable living conditions and the constant risk of eviction.

Despite these issues, few participants reported receiving mental health support from council services, suggesting significant gaps in provision or a lack of awareness of available services. Instead, many relied on charities, community organisations, and faith groups for practical and emotional support.

Participants strongly called for homelessness services to adopt a holistic, person-centred approach that acknowledged the complexity of people's experiences and identities. Feelings of isolation — both physical and emotional — were commonly reported.

Several service users reflected on the emotional strain of repeatedly seeking help and being turned away, with one noting the damage caused when people are consistently denied support. Another, recently released from prison, described considering returning to custody to secure basic shelter and food.

The need for better access to mental health support alongside housing services was repeatedly emphasised, recognising the close relationship between stable housing and emotional wellbeing.

Concerns were raised about people being moved into independent housing from supported accommodation without appropriate follow-on support, increasing the risk of tenancy failure. Service users emphasised the importance of sustained, personalised support throughout their housing journey.

One service user shared a positive experience of following a structured, supportive pathway from hostel accommodation to independent living. The service's help in pursuing personal goals alongside housing support was particularly valued. It was suggested that consistently offering such pathways would improve outcomes for many.

Solutions

We also asked people with lived experience to tell us what actions they would like the council to take over the next two years.

Many service users cited the need for **in-person assessment and support** and the opportunity to speak to housing needs officers and to be able to have a better relationship with their housing needs officer.

The most frequently raised area related to calls for more **supportive, person-centred, and trauma-informed approaches**. Respondents repeatedly asked for wrap-around support, hands-on assistance, and consistent contact with dedicated staff. Suggestions included simplifying pathways to support, better triage, and ensuring services are culturally competent,

empathetic, and accessible, particularly for marginalized groups such as LGBTQ+ people, disabled residents, and those for whom English is not a first language.

There was strong support for the **Housing First** model and practical help with budgeting, employment, education, and furnishing new homes. Respondents wanted a shift from a transactional service model to one focused on personalised, holistic support.

Mental health support was a recurring priority. Respondents called for greater availability of services, including more drop-in centres, talking therapies, and organisations specifically supporting people with mental health issues. There was particular emphasis on integrating trauma-informed, holistic care into homelessness services and ensuring that young people and those placed in temporary or unsuitable housing receive mental health support as a matter of routine. Respondents also stressed that mental health challenges should never prevent individuals from accessing housing support.

Several respondents identified the need for expanded specialist services for people affected by **drug and alcohol** dependency. Feedback emphasised the importance of integrating addiction support with mental health and housing services and ensuring those with substance misuse issues are not excluded from housing options and broader support.

Feedback highlighted a need for clearer, more transparent **communication** from the Council and its partners. Service users wanted better, simpler information about their housing options, entitlements, and application processes. There were concerns about not being listened to, being pressured into accepting unsuitable offers, and difficulties experienced by people with additional language and communication needs. Respondents recommended more direct involvement of service users and voluntary sector organisations in service planning and delivery.

A recurring theme was the shortage of **social housing**. Many respondents called for an increase in the supply of council homes,

Many people asked for improvements in the quality and availability of local **temporary accommodation**. There were repeated concerns about families being placed far from support networks and schools, with suggestions that temporary accommodation should be local, family-friendly, and appropriately equipped.

Respondents expressed frustration at the private rented sector's role in contributing to homelessness, citing poor property conditions, rising rents, and the impact of Section 21 evictions. Suggestions included stricter regulation of landlords, expanding the council's enforcement capacity, producing landlord directories for those willing to accept tenants on benefits, and reducing over-reliance on the private rented sector for temporary accommodation.

Codesign group

We facilitated a group of six people who have been placed in Temporary Accommodation by the council to design solutions to the most frequently-raised areas of concern, communication, and support. The group recommended that the Homelessness Strategy should include the following 25 commitments:

- Treat everybody with empathy and respect as a fundamental starting point and develop a charter setting this out
- Respond to emails or calls within specific periods
- Apologise when we make a mistake

- Provide regular updates
- Provide clear information on legal requirements of the council and rights of people who are homeless, clear timelines – and commitments as to how we will meet them
- Personal housing plan (PHP) shared with all applicants, with clear rehousing options and information on timescales in every case
- Agree preferred means of communication – including face to face options – in the PHP
- Identified caseworker at all times with clear contact details who has responsibility for managing the process
- Communication and support about storage when moving into or between Temporary Accommodation (TA)
- Value and support staff and provide regular training including on cultural awareness, empathy, communication, disability, and mental health
- Inspect TA before placing there and confirm that this has been done, with a follow-up visit to check suitability
- Give sufficient notice when offering moves and build in time for people to consider offers
- Ensure standard communications are clear but not threatening, and are Personal – not copy and paste
- Professional cleaning and redecorations before people move into new homes
- Some communication about expected length of time you will be staying in accommodation
- Fire risk assessments on all TA and emergency accommodation
- Allocate accommodation that is as stable as possible
- Recognise importance of stability for children including around school placements
- Make support and advice available for people living in TA
- Provide good, reliable advice and support on benefits including UC
- Publicly accessible advice and information on homelessness and benefits law and rights – that is updated regularly
- System integration – LIFT, Policy in Practice, Housing systems
- Better use of IT to manage cases and ensure timeframes are met
- Able to log on and check case notes and see updates
- Rehousing officer to work closely with the caseworker – good communication between services and officers in the council

What partners have told us

Homelessness Reduction Board

The Homelessness Reduction Board, chaired by the Cabinet Member for Housing and Planning, brought together senior officers from across the council and representatives from a wide range of statutory and voluntary sector partner organisations working in the borough. The HRB met every two months from November 2024 in order to steer and inform the development of a draft strategy.

Key directions and insights from the HRB included:

Strategic Priorities

- **Inclusion and Prevention for Young People (16–24)**: Develop targeted interventions for this age group.
- **Regulation and Partnership with Exempt Accommodation Providers**: Harness and regulate their role in homelessness prevention.
- **Concrete, Actionable Strategy**: Ensure clarity and specificity in all strategic actions.
- **Health and Homelessness**: Strengthen integration between health services and homelessness support.
- **Prison Release and Probation**: Improve information-sharing and service coordination for individuals leaving custody.

Operational Improvements

- **Homelessness Front Door**: Establish a physical co-located access point for clients and services.
- **Data Use and Sharing**: Improve internal data systems and enable cross-service access to support vulnerable individuals.
- **Tenancy Sustainment Team**: Create a dedicated team within landlord services for vulnerable tenants.
- **Trauma-Informed and Cuckooing Training**: Expand access to training for council and partner staff.

Systems and Navigation

- **“No Wrong Door” Approach**: Ensure seamless access to services regardless of entry point.
- **Technology and Accessibility**: Simplify forms and digital processes for service users and support workers.
- **Council Contact Directory**: Create a resource to clarify decision-making routes and escalation processes.
- **Resource List of Organisations**: Promote shared understanding of roles and services across the borough.

Community and Sector Engagement

- **Expand HRB Membership**: Include key organisations currently missing (e.g. Centrepoint, Crisis, GPs, food banks, schools, faith groups).
- **Use Case Studies**: Foster multi-agency collaboration through real-life examples.
- **Improve Internal Council Coordination**: Address fragmentation and improve joint working across departments.

Partnership and Multi-Agency Working

- **Partnership working** is key to the success of any homelessness strategy
- **Mental Health Outreach**: Integrate assertive outreach and psychological support into homelessness prevention.
- **Formalise Relationships**: Use MoUs or SLAs to strengthen informal partnerships.
- **Multi-Agency Risk Responses**: Develop structured, trust-based responses to complex cases.
- **Supported Housing Provision**: Expand and improve housing for people with complex needs.
- **Adult Safeguarding**: Promote shared responsibility across all organisations.

Positive relationships and working practices identified included:

- Probation and Children's services especially through the duty to refer and Service Level Agreements
- Substance misuse services, Police Safer Neighbourhoods Teams, Council's Anti-Social Behaviour team
- DWP and the Council's financial inclusion team
- Adult Social Care with GP practices
- The Police, Haringey CCTV, and landlord services

Internally at the Council, examples of good working relationships between services include those between Children's Services and landlord services, the ASB team and the Homelessness team

Good practice examples supporting partnership working include Navnet's front line advice WhatsApp group network, social prescribers, connected communities, and internally at the Council ,the Eviction panel which brings a range of services together before approving any eviction proceedings.

Citizen's advice Haringey are working with private landlords as well as tenants to ensure tenants' rights are respected.

Mulberry Junction was identified as a good model of partnership working and colocation

Within the Council some services reported working well with other including:

- ASB enforcement, homelessness, and private sector licensing teams
- Housing management and financial inclusion
- Housing management and substance use commissioning team

We will aim to build on these positive relationships and practices through the Homelessness Reduction Board and the homelessness strategy.

Cuckooing is a significant issue requiring a coordinated partnership response.

Engagement with partners outside the HRB

The council engaged extensively with partners who were not represented on the Homelessness Reduction Board.

A recurring concern was that organisations did not feel treated as equal partners by the council. Many described feeling like intermediaries or ‘peacekeepers’ between frustrated clients and housing services, without access to decision-makers or the ability to resolve issues efficiently.

There was repeated feedback that multi-agency collaboration needed strengthening. Professionals asked for joint working opportunities, regular workshops — especially with young people — and improved connections between community groups, advice agencies, and council teams.

Communication challenges between homelessness services, commissioned partners, and the council were the most frequently raised concern, mentioned by over half of contributors. Many reported difficulties in contacting housing officers, with no direct points of contact, frequent staff turnover, and long response times. This contributed to delays in resolving cases, blocking waiting lists and leaving clients without clear information about their housing options.

Clear shared responsibilities between services, transparency on housing decisions, and multi-agency safeguarding arrangements were seen as essential.

Commissioned services expressed frustration that without a named contact or accessible pathway into housing teams, they struggled to escalate issues or manage client expectations effectively. Several highlighted that 20% or more of their referrals stemmed from residents being unable to reach council services themselves.

Stakeholders called for better use of different communication methods — including face-to-face drop-ins, emergency lines for safeguarding cases, and clear, jargon-free, compassionate conversations. There was a repeated request for a directory or pathway document listing key housing contacts and managers. Improved communication was also needed around case outcomes, domestic abuse-related decisions, and housing placements.

Translation services and clear communication of residents’ rights and housing processes were additional concerns, particularly raised by advice providers and community organisations.

Many organisations emphasised the need to improve the support offer for people facing homelessness. Suggestions included more trauma-informed, compassionate services, with staff trained in understanding the complexities behind homelessness, including for those with no formal paper trail.

Specific gaps highlighted included support for LGBTQ+ young people, older residents in private rented accommodation, those released from prison, and individuals with no recourse to public funds. Several noted a worrying withdrawal of applications from LGBTQ+ individuals and the risk of losing specialist youth services.

Domestic abuse support was a significant theme. Stakeholders urged the council to adopt a victim-believing, empathetic approach from first contact and improve responses for women

placed in emergency accommodation. Providers asked for better training for council housing demand officers on domestic abuse, mental health, and trauma.

Advocacy, clear pathways, and better multi-agency working, particularly with VAWG organisations, were suggested to improve outcomes. There were also calls to increase the number of refuges and ensure domestic abuse is carefully considered on the housing register.

There was a widely shared view that prevention should be central to the council's homelessness strategy. Organisations working with those threatened with homelessness noted most clients approached services before losing their home, yet few preventative actions were in place. Early intervention, wrap-around support in temporary accommodation, one-to-one casework, and a prevention hub were among the proposed solutions.

Mental health support, improved links between adult social services and housing, better outreach, and counselling for those in temporary accommodation were also identified as priorities.

Some services cited positive examples, such as Hearthstone's good links with the council, and expressed hope that these models could be extended to other commissioned organisations.

Multiple organisations questioned the practice of discharging people into the private rented sector, particularly those who preferred or needed social housing. There were calls for pathways into the private sector for those open to it, but with managed expectations and clear support structures.

Data sharing between agencies was a recurring problem. Many services highlighted the need for better systems allowing people to give consent for information to be shared, reducing the need for them to repeat their experiences to multiple services.

There were also calls for more centralised homeless hubs.

Equality Impact Assessment (EQIA)

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

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

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

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

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

1. Responsibility for the Equality Impact Assessment

Name of proposal:	**Draft Homelessness Strategy**
Service Area:	**Housing**
Officer Completing Assessment:	**Marc Lancaster**
Equalities Advisor:	**Elliot Sinnhuber**
Cabinet meeting date (if applicable):	**11 November 2025**
Director/Assistant Director	**Jahedur Rahman**

2. Executive summary

The EQIA assesses the impact of Haringey Council's Draft Homelessness Strategy on individuals with protected characteristics. The strategy aims to improve prevention, support, and accommodation for people experiencing or at risk of homelessness.

Consultation and Engagement

- Extensive engagement was conducted between October 2024 and April 2025 targeting people with lived experience of homelessness and the risk of homelessness, and accessible to a diverse group of residents.
- A Commonplace survey and working group targeted at people with lived experience of homelessness and the risk of homelessness, and promoted to diverse communities, was responded to by high numbers of some groups with

protected characteristics: older people, disabled people, women, people on benefits, and ethnic minorities.

- Feedback highlighted the need for:
  - Better communication and support.
  - Trauma-informed, person-centred approaches.
  - Improved temporary accommodation and access to social housing.

Key Findings from Data Analysis

People with protected characteristics are over-represented in Haringey's population of homeless people and those at risk of homelessness.

Certain groups stand out as being at significantly greater risk of homelessness: Black people, disabled people, and children and younger people. While we do not have robust local data, research also suggest that LGBTQ+ people and trans people are at much higher risk of homelessness.

Most of all, socioeconomic status is very clearly the key determinant of homelessness: people in poverty and people with educational disadvantage are significantly more likely to be homeless or at risk of homelessness. People who own their home are very much less likely to face homelessness.

- Age: Young people (18–34) and children are disproportionately affected.
- Disability: Disabled people, especially those with learning disabilities and mental health conditions, are significantly overrepresented.
- Race: Black residents are nearly twice as likely to experience homelessness.
- Sexual Orientation and Gender Identity: LGBTQ+ and trans individuals face higher risks of homelessness.
- Sex: Men are overrepresented among homeless applicants; women benefit from targeted support for domestic abuse survivors.
- Socioeconomic Status: Poverty is the strongest predictor of homelessness. Unemployment, educational disadvantage, and insecure housing tenure are key risk factors.

The draft homelessness strategy seeks to improve the way that the council and its partners prevent and respond to homelessness. It therefore aims to have a positive impact on individuals with protected characteristics, particularly those disadvantaged by socioeconomic status.

Within that, the draft strategy also makes specific provisions for the following groups with protected characteristics or disproportionately comprised of people with protected characteristics: young care leavers, communities experiencing racial inequality, the Gypsy and Traveller community, vulnerable single people and those with complex needs, and those who have been subjected to sexual and domestic violence and abuse.

There are no negative impacts anticipated for any group with protected characteristics.

Intersectionality

- The strategy acknowledges that overlapping identities (e.g., being Black, disabled, and a lone parent) compound disadvantage.
- It commits to trauma-informed, person-centred approaches and improved data collection to address structural inequalities.

Mitigations and Actions

- No negative impacts identified.
- Specific provisions for high-risk groups: care leavers, racialised communities, Gypsy and Traveller communities, survivors of abuse, and people with complex needs.
- Future consultation and data improvements planned to refine the strategy.

3. Consultation and engagement

3a. How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

In order to develop the proposals expressed in the draft strategy, officers engaged between October 2024 and April 2025 with people affected by homelessness. Officers held group discussions and one-to-one interviews with community members and service users at venues and organisations including

- Community Cook Up
- CARIS Haringey
- HAGA
- Museum Of Homelessness
- Haringey Welcome
- Osborne Grove
- Mulberry Junction
- Haringey Probation Service
- Haringey Yong Adult Service
- Resident Voice Board
- Connected Communities
- African Caribbean network meeting
- Turkish Kurdish network
- Hearthstone
- SEND in power
- Bulgarian network
- Haringey Temporary Accommodation lodges

In order to ensure that the council engaged with a diverse range of residents, including those whose voices are traditionally less well heard, officers carried out this engagement with a wide range of organisations, including a number who work specifically with residents who have protected characteristics. To improve engagement with a range of cohorts, engagement took place through a mix of informal group discussions and formal on-to-one meetings, both in-person and by telephone, and for one-to-one interviews provided incentives to recognise and value participants' time.

At the same time officers ran an online Commonplace survey targeted at people with lived experience of homelessness or the risk of homelessness. In order to reach as diverse a group of residents as possible, the survey used open text responses and was promoted widely including through social media, the council's website, community network meetings (including Haringey multi faith forum, African Caribbean network, and the Turkish Kurdish network)

We received responses to the Commonplace survey from 159 people, 107 of whom provided information on their age, sex, disability, ethnicity, sexuality, religion and maternity, benefits entitlement and educational qualifications.

Amongst those who responded, older people, people with no qualifications, people on income-related benefits and people with a disability were over-represented compared to the wider Haringey population as well as people qualified to degree level, women, and white people.

Out of 107 respondents providing equalities data on the Commonplace survey:
Age

- 9.1% were aged 22-29
- 18.2% were 50-59
- 22.7% 60-74
- 9.1% were 75 plus

Qualifications

- 52.3% had a degree or above
- 3.1 – no formal qualifications
- 3.1 – 1 to 4 GCSEs level 1
- 1.5% level 2
- So 7.7% had no qualifications or no higher than GCSE level

Benefits

- 8.1% HB
- 17.7% UC
- 3.2% pension credits

Sex and gender

- 1.7% identified as trans
- 54.8% as female
- 38.7% as male

Disability
- 33.3% identified as disabled

Ethnicity
- White British 44.9%
- White other – 16.3%
- Black – British, Caribbean, African or other – 16.3%
- Asian – British, Indian, Pak or Bangla – 12.2%
- Turkish – 2%
- Mixed heritage – 6%
- Other – 2%

Sexuality
- Heterosexual - 69.8%
- Gay or lesbian – 7.5%
- Other definition – 3.8%
- Prefer not to say – 18.9%

Religion
- Christian 37.5%
- Muslim 1.8%
- Jewish 3.6%
- Sikh 1.8%
- Hindu 3.6%
- Buddhist 1.8%
- No religion/atheist – 17.9/ 16.1 – 34%

- No respondents were pregnant, 1.7% had given birth in the in last 12 months

Officers then held a working group of six people who had experienced the council's homelessness services. The group produced a series of recommendations all of which have been reflected in the draft strategy.

The group comprised four women, one man, and one person identifying as non-binary. Three participants identified as having a disability.

If Cabinet agree the current draft for consultation, the council will conduct formal consultation over a period of eight weeks. That consultation will include a Commonplace survey promoted and available to all residents and stakeholders and

targeted meetings with organisations and venues hosting people likely to be impacted by the strategy.

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

The issues raised through our early engagement were:

- Almost everyone asked the council to improve the way that it communicates with people experiencing homelessness and with the organisations supporting them.
- Many people identified a need for the council to provide better support for people experiencing homelessness.
- Many cited the need for in-person assessment and support.
- The most frequently raised area related to calls for more supportive, person-centred, and trauma-informed approaches.
- A recurring theme was the shortage of social housing.
- Many people asked for improvements in the quality and availability of local temporary accommodation. There were repeated concerns about families being placed far from support networks and schools, with suggestions that temporary accommodation should be local, family-friendly, and appropriately equipped.

All of these issues have been addressed in proposed commitments set out in the draft homelessness strategy.

4. Data and Impact Analysis

Throughout this analysis, we have used data on households who presented to the council during 2023-24 as either homeless or at risk of homelessness. The data is reported on a quarterly basis by all councils to the MHCLG and published on their website: https://www.gov.uk/government/statistics/statutory-homelessness-in-england-financial-year-2023-24

Where we have used additional data sources, those sources are made explicit in the analysis.

4a. Age

Data

Borough Profile[1]

- 54,422: 0-17 (21%)

[1] Census, 2021 – Population and household estimates, England and Wales - Office for National Statistics (ons.gov.uk)

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

Target Population Profile

- 0-17: 28.2% of applicant households included children; 0.1% of lead applicants were aged 17
- 18-34: 41.1%
- 35-44: 24.0%
- 45-54: 18.1%
- 55-64: 11.5%
- 65+ : 5.2%

The draft homelessness strategy proposes a wide range of actions that aim to reduce homelessness and improve the accommodation and support options for those who become homeless. MHCLG data shows that:

- Children aged under 18 are disproportionately affected by homelessness and the risk of homelessness: where 21% of Haringey residents are children, 28.2% of homeless applicant households included children and 0.1% of lead applicants were aged 17.

- People aged 18-34 are disproportionately affected by homelessness and the risk of homelessness: where 27% of Haringey residents are aged 18-34, 41.1% of homeless applicant households were aged 18-34.

- The proportion of residents aged 35-44 affected by homelessness appears to be broadly in line with the wider population: 24% of homeless households' lead applicants fell into this age group compared to 24% of the borough's wider population who are aged between 35 and 49.

- Older age groups appear to be progressively less affected by homelessness and the risk of homelessness. 11.5% of homeless applicants were aged between 55 and 64 compared to a population aged 50-64 of 18%; and where 10% of Haringey's residents are aged 65 or above, just 5.2% of applicants for homelessness assistance were aged 65 or above.

Potential Impacts

Since younger people are disproportionately affected by homelessness and the risk of homelessness, the strategy's proposals are expected to have a positive impact on children and adults aged up to 50.

The draft strategy also proposes a number of specific actions designed to improve accommodation and support options for children and younger people.

The strategy is expected to have a neutral impact on older people: though people aged from around 50, and particularly those aged over 65, are less commonly affected by homelessness and the risk of homelessness, the strategy does not propose any actions that would disadvantage older people.

4b. Disability

Data

Borough Profile

- Disabled under Equality Act – 13.7%[2]
    - Day to day activities limited a lot – 6.1%
    - Day to day activities limited a little – 7.5%
- 7.5% of residents people diagnosed with depression[3]
- 1.7% of residents diagnosed with a severe mental illness[4]
- 0.4% of people in Haringey have a learning disability[5]

Target Population Profile

- History of mental health problems - 11.0%
- Physical ill health and disability - 11.1%
- Learning disability - 1.2%

The draft homelessness strategy proposes a wide range of actions that aim to reduce homelessness and improve the accommodation and support options for those who become homeless. While it does not use identical categories to the census data used for comparison, MHCLG data strongly suggests that:

- People who are disabled are significantly more likely to be affected by homelessness or the risk of homelessness: where 13.7% of the population report a disability, 23.3% of lead homeless applicants have been assessed as having health problems likely to mean that they have a disability.

- 11% of homeless applicants have a history of mental health problems. 9.2% of the Haringey population has depression or a severe mental illness

[2] Census, 2021 – Disability, England and Wales - Office for National Statistics (ons.gov.uk)
[3] NHS Quality Outcomes Framework – Prevalence of diagnosed depression among GP registered population age 18+
[4] NHS Quality Outcomes Framework – Prevalence of diagnosed mental health diagnosis among GP registered population age 18+
[5] PHE Learning disability profiles – https://fingertips.phe.org.uk/learning-disabilities#page/0/gid/1938132702/pat/6/par/E12000007/ati/102/are/E09000014

- People with learning disabilities are especially affected by homelessness: 1.2% of lead applicants have a learning disability, three times the rate of the wider population. And this underestimates the prevalence of learning disabilities in the homeless population as it does not reflect the number of children in homeless households with learning disabilities.

Potential impacts

Since people who are disabled – and especially those with a learning disability - are significantly more likely to be affected by homelessness or the risk of homelessness, the strategy's proposals are expected to have a positive impact on people with these protected characteristics.

The draft strategy also proposes a number of specific actions designed to improve accommodation and support options for people who have complex needs including around their mental health, learning disabilities and mental ill health.

4c. Gender Reassignment

Data

Borough Profile[6]

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

We do not have any reliable data on gender reassignment within the population directly affected by the draft homelessness strategy. However:

- Trust for London's November 2023 report *Housing pressures, barriers to employment and healthcare: new research on life for trans Londoners*, responding to "a real lack of data-driven insight into the lives and experiences of trans and non-binary communities" carried out research that found over 25% of Trans respondents had spent time without housing - of those 11% were for more than a year - compared with estimates from Shelter that just under 2% of London population are experiencing homelessness. 7% of trans respondents had carried out work or labour (for example, sex work) for someone in order to be able to stay with them in their home for any amount of time.

- Research by Sheffield Hallam University commissioned by the Government Equalities Office – now called the Women and Equalities Unit in the Office for Equality and Opportunity – and published in 2024 as *Lesbian, gay, bisexual*

[6] Census, 2021 – Gender identity, England and Wales - Office for National Statistics (ons.gov.uk)

and transgender people's experiences of homelessness found that a relatively high proportion of LGBT people – trans people in particular – experience homelessness compared to non-LGBT people. Robust international evidence shows a statistical relationship between (mainly youth) sexual orientation/gender identity and homelessness.

Potential impacts

It is therefore reasonable to conclude that Trans people are significantly more likely to be affected by homelessness and the risk of homelessness, and therefore to be positively affected by the proposed actions in the draft Homelessness Strategy.

4d. Marriage and Civil Partnership

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

Data

Borough Profile [7]

- Divorced or formerly in a same-sex civil partnership which is now legally dissolved: (9.9%)
- Married or registered civil partnership: (35.8%)
- Separated (but still legally married or still legally in a same-sex civil partnership): (2.9%%)
- Single (never married or never registered a same-sex civil partnership): (45.3%)
- Widowed or surviving partner from a same-sex civil partnership: (6.1%)

Target Population Profile

We do not have any reliable data on marriage and civil partnership within the population directly affected by the draft homelessness strategy.

Potential impacts

We believe that the provisions of the draft homelessness strategy proposed here would have a positive impact on homeless people regardless of their marriage or civil partnership status.

4e. Pregnancy and Maternity

[7] Census, 2021 – Marriage and civil partnership status in England and Wales - Office for National Statistics (ons.gov.uk)

Data
Borough Profile [8]
Live Births in Haringey 2021: 3,376

We do not have any reliable data on pregnancy or maternity within the population directly affected by the draft homelessness strategy.

Potential impacts

We believe that the provisions of the draft homelessness strategy proposed here would have a positive impact on pregnant people and those within the first six months of parenthood, especially in relation to specific provisions for providing safe sleeping equipment for homeless households with babies.

4f. Race

In the Equality Act 2010, race can mean ethnic or national origins, which may or may not be the same as a person's current nationality.[9]

Data
Borough Profile [10]
Arab: **1.0%**

- Any other ethnic group: 8.7%

Asian: **8.7%**

- Bangladeshi: 1.8%
- Chinese: 1.5%
- Indian: 2.2%
- Pakistani: 0.8%
- Other Asian: 2.4%

Black: **17.6%**

- African: 9.4%
- Caribbean: 6.2%
- Other Black: 2.0%

Mixed: **7.0%**

- White and Asian: 1.5%
- White and Black African:1.0%
- White and Black Caribbean: 2.0%
- Other Mixed: 2.5%

White: **57.0% in total**

[8] Births by Borough (ONS)
[9] Race discrimination | Equality and Human Rights Commission (equalityhumanrights.com)
[10] Census 2021 - Ethnic group, England and Wales - Office for National Statistics (ons.gov.uk)

- English/Welsh/Scottish/Norther Irish/British: 31.9%
- Irish: 2.2%
- Gypsy or Irish Traveller: 0.1%
- Roma: 0.8%
- Other White: 22.1%

The census also shows that:

- 67.6% of Haringey residents identified with at least one UK national identity (British, English, Welsh, or combinations).
- 32.3% identified either solely with a non-UK identity or with both UK and non-UK identities.

Target Population Profile

- White - 25%
- Black / African / Caribbean / Black British - 31.5%
- Asian / Asian British - 5.8%
- Mixed / Multiple ethnic groups -4.8%
- Other ethnic groups - 14.9%
- Not known - 18.0%

Nationality:

- UK nationality - 63%
- EEA - 11%
- Ukraine - 1%
- Non-EEA -12%
- Not known – 12%

While the data available does not map precisely onto categories used in the census, it is very clear that:

- Black People are nearly twice as likely to be affected by homelessness – where 17% of the borough's population is Black, 31.5% of homeless applicants identify as Black

- White People are much less likely to be homeless or at risk of homelessness: where 57% of the borough's population identify as White, just 35% of homeless applicants identify as White.

- People with Asian heritage are less likely to be affected by homelessness – 5.8% of homeless applicants identify as having an Asian heritage against a borough population of 8.7%

- People identifying with a mixed heritage are also less likely to be affected by homelessness – 4.8% of homeless households have a lead applicant with mixed heritage within a wider borough population of 7.8%.

- British nationals are represented in the homeless population (63%) at a slightly lower proportion than across the borough's wider population (67.7%)

Potential impacts

Because they are significantly over-represented in the homeless population, it is the homelessness strategy will have a particularly positive impact on Black people.

The draft strategy states that "structural racism means some communities are disproportionately affected, and affected in specific ways, by homelessness. In the case of some communities, the needs arising from that structural disadvantage are poorly understood – including in some cases because of a lack of data that causes a kind of official invisibility." The draft strategy therefore proposes "to improve the way we collect data and other intelligence on the needs of our most marginalised racialised communities, including in relation to households approaching the council as homeless or threatened with homelessness. We will use that data to inform a strategic approach from 2027 that will be centred on partnership working with specialist organisations…. (and) make specific arrangements during the next two years for communicating information about benefits and key housing rights information connected with the Renters Rights Act."

Homeless people and those at risk of homelessness of all ethnicities and national backgrounds can expect to be positively impacted by the proposed commitments in the draft homelessness strategy.

There are no reasons to believe that people with ethnic and national identifies less likely to be affected by homeless people – including White people, Asian people, and British people – will be negatively impacted by any proposed provisions in the draft strategy.

4g. Religion or belief

Data

Borough Profile [11]

- Christian: 39%
- Buddhist: 0.9%
- Hindu:1.3%
- Jewish: 3.6%
- Muslim: 12.6%
- No religion: 31.6%

[11] Census, 2021 – Religion, England and Wales - Office for National Statistics (ons.gov.uk)

- Other religion: 2.3%
- Religion not stated: 8.0%
- Sikh: 0.3%

Target Population Profile

There is no robust data on the religious profile of people in Haringey affected by homelessness.

However, The Office for National Statistics (ONS) released a dataset titled *People experiencing homelessness, England and Wales: Census 2021 – Ethnic group, national identity, language and religion*. This dataset includes the religion of people identified as homeless (including rough sleepers and those in temporary accommodation) broken down by region, including London. This shows that in London:

- Christian - 39.1%
- No religion - 34.4%
- Muslim - 15.3%
- Hindu - 2.1%
- Buddhist - 1.6%
- Jewish - 0.8%
- Sikh - 0.5%
- Other religion - 1.7%

The same dataset reports the religions of the wider London population as:

- Christian - 40.7%
- No religion - 27.1%
- Muslim - 14.3%
- Hindu - 5.1%
- Jewish - 1.6%
- Sikh - 1.5%
- Buddhist - 1.0%
- Other religion - 0.6%

Across London, then, people identifying as Muslims, Sikhs, Buddhists and as people with no religion or other religions are over-represented in the homeless population. People identifying as Christian, Hindu and Jewish are under-represented in the homeless population.

Potential impacts

The proposed homelessness strategy will have an equally positive impact on homeless people of all religions and no religion.

The positive aspects of the homelessness strategy can be expected to have a disproportionately positive impact on the borough's population of Muslims, Sikhs, Buddhists and people with no religion or other religions, all of whom are to different extents over-represented in the homeless population.

Groups under-represented in the homeless population will suffer no detriment through any aspect of the strategy.

4h. Sex

Data

Borough profile [12]

- Females: (51.8%)
- Males: (48.2%)

Target Population Profile

- Male Single parent with dependent children - 1.4%
- Male Single adult - 45.0%
- Female Single parent with dependent children - 18.1%
- Female Single adult 23.4%

46.4% of single adult households approaching the council as homeless or threatened with homelessness were men; and 41.5% were women.

Other homeless households presenting as homeless or at risk of homelessness comprised couples or multi-adult groups.

These figures suggest that men are over-represented in the population of Haringey adults presenting as homeless or threatened with homelessness.

Potential impacts

The positive aspects of the draft homelessness strategy will have an equally positive impact on homeless people regardless of sex .

The positive aspects of the draft homelessness strategy can be expected to have a disproportionately positive impact on the borough's population of men, who are over-represented in the homeless population.

Women are under-represented in the wider homeless population but will suffer no detriment through any aspect of the proposed strategy. In fact, specific sections of

[12] Census 2021 – Gender identity: age and sex, England and Wales - Office for National Statistics (ons.gov.uk)

the draft strategy aimed at improving support and accommodation for victims of sexual and domestic abuse – a cohort that is overwhelmingly female – will specifically be of benefit to women.

4i. Sexual Orientation

Data

Borough profile [13]

- Straight or heterosexual: 83.4%
- Gay or Lesbian: 2.7%
- Bisexual: 2.1%
- All other sexual orientations: 0.8%
- Not answered: 11.0%

Target Population Profile

54.5% of adults approaching the council as homeless or at risk of homelessness preferred not to tell us their sexual orientation. This is therefore not a reliable data source for the sexuality of the population directly affected by the draft homelessness strategy.

However, research by Sheffield Hallam University commissioned by the Government Equalities Office – now called the Women and Equalities Unit in the Office for Equality and Opportunity – and published in 2024 found that:

- There is no robust data measuring the number of LGBT people currently homeless in the UK. However, existing evidence indicates that LGBT people may be at greater risk of becoming homelessness than people not identifying as LGBT.

- LGBT people tend to be overrepresented in surveys of homeless people. Within the UK estimates of homelessness service users identifying as LGBT ranges from 16% (McCoy, 2018) to 32% (Porchlight, 2015), a significant over-representation compared to the national average of 1.4%.

- A relatively high proportion of LGBT people – trans people in particular – are found to experience homelessness compared to non-LGBT people. Robust international evidence shows a statistical relationship between (mainly youth) sexual orientation/gender identity and homelessness.

Potential impacts

[13] Census, 2021 – Sexual orientation, England and Wales - Office for National Statistics (ons.gov.uk)

It is therefore reasonable to assume that people who identify as LGBTQ+ are likely to be over-represented in the target population for this strategy and therefore affected positively by it.

4j. Socioeconomic Status

Data

Borough profile

Income

- 6.9% of the population of Haringey were claiming unemployment benefit as of April 2023[14]
- 19.6% of residents were claiming Universal Credit as of March 2023[15]
- 29.3% of jobs in Haringey are paid below the London Living Wage[16]

Educational Attainment

- Haringey ranks 25th out of 32 in London for GCSE attainment (% of pupils achieving strong 9-5 pass in English and Maths)[17]
- 3.7% of Haringey's working age population had no qualifications as of 2021[18]
- 5.0% were qualified to level one only[19]

Area Deprivation

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

Target Population Profile

- Registered unemployed- 32.6%
- Not working due to long-term illness / disability - 11.0%
- Full-time work - 13.2%
- Part-time work - 15.6%
- Not seeking work / at home - 4.5%
- Not registered unemployed but seeking work - 3.5%
- Retired - 2.6%
- Student / training - 1.6%
- Registered employed off work - 2.1%
- Working irregular hours - 2.5%
- Other - 2.6%

[14] ONS – ONS Claimant Count
[15] DWP, StatXplore – Universal Credit statistics, 29 April 2013 to 9 March 2023 - GOV.UK (www.gov.uk)
[16] ONS – Annual Survey of Hours and Earnings (ASHE) - Estimates of the number and proportion of employee jobs with hourly pay below the living wage, by work geography, local authority and parliamentary constituency, UK, April 2017 and April 2018 - Office for National Statistics
[17] DfE – GCSE attainment and progress 8 scores
[18] LG Inform – Data and reports | LG Inform (local.gov.uk)
[19] LG Inform – Data and reports | LG Inform (local.gov.uk)
[20] IMD 2019 – English indices of deprivation 2019 - GOV.UK (www.gov.uk)

- Not known - 8.4%

We do not have data on the educational background of the Haringey population affected by homelessness. he ONS Census 2021 provides data on the educational background of people experiencing homelessness, including those in London.

Around one in three people aged 16+ identified as homeless reported having no qualifications (34.5%). This is almost double the rate in the general population (18.8% with no qualifications).

Potential impacts

Socioeconomic status is very clearly the key determinant of homelessness.

Poverty is the key determinant of whether someone is likely to become homeless.
32.6% of Haringey's population affected by homelessness were registered unemployed; 11% were not working due to long-term illness / disability - 11.0%
Only 13.2% of Haringey's population affected by homelessness were in full-time work. 15.6% were in part-time work. The overall employment rate (including both full-time and part-time work) for adults aged 16–64 in Haringey was 74.9% as of the end of 2023.

Those who own their home are much less likely to be at risk of homelessness than those who do not – just 1.6% of people who were at risk of homelessness were home-owners. 37% of Haringey households are owner occupiers

Educational disadvantage is a significant risk factor for homelessness. People experiencing homelessness are almost twice as likely to have no qualifications compared to the general population. Only about 1 in 10 homeless people have a degree or higher qualification, compared to 1 in 3 in the general population.

The provisions in the draft homelessness strategy will therefore be especially positive for those in the wider population whose class and socioeconomic status makes them at the highest risk of homelessness.

The draft strategy proposes specific interventions to address worklessness and educational disadvantage, and to link that work more closely to the homelessness prevention agenda.

5. Key Impacts Summary

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

People with protected characteristics are over-represented in Haringey's population of homeless people and those at risk of homelessness.

Certain groups stand out as being at very significantly greater risk of homelessness: Black people, disabled people, and children and younger people. While we do not have robust local data, research also suggest that LGBTQ+ people and trans people are at much higher risk of homelessness.

Most of all, class is clearly the key determinant of homelessness: people in poverty and people with educational disadvantage are very significantly more likely to be homeless or at risk of homelessness. People who own their home are very much less likely to face homelessness.

The draft homelessness strategy seeks to improve the way that the council and its partners prevent and respond to homelessness. It therefore aims broadly to have a positive impact on people with protected characteristics and people disadvantaged because of their socioeconomic status.

Within that, the draft strategy also makes specific provisions for the following groups with protected characteristics or disproportionately comprised of people with protected characteristics: young care leavers, communities experiencing racial inequality, the Gypsy and Traveller community, vulnerable single people and those with complex needs, and those who have been subjected to sexual and domestic violence and abuse.

There are no negative impacts anticipated for any group with protected characteristics.

5b. Intersectionality

There is no robust data on intersectionality and homelessness at a local level.

Trust for London's 2025 *London's Poverty Profile* shows that:

- 26% of Londoners live in poverty, with 38% of non-white households affected.
- 53% of single-parent households are in poverty, disproportionately impacting women.
- Poverty is not evenly distributed: ethnic minorities, disabled people, and LGBTQ+ individuals face compounded disadvantages.

Joseph Rowntree Foundation's UK Poverty 2025 report highlights:

- Disabled people have a poverty rate of 30%, with those experiencing mental health conditions at 50%.
- Informal carers face a poverty rate of 28%
- Lone parents and families with young children are especially vulnerable, with 44% of children in lone-parent families in poverty.

Intersectionality matters for class and therefore for homelessness. The strategy's commitment to take a person-centred and trauma-informed approach responds

positively to this, as does its commitments to a renewed training programme for officers.

5c. Data Gaps

Structural racism means some communities are disproportionately affected, and affected in specific ways, by homelessness. In the case of some communities, the needs arising from that structural disadvantage are poorly understood – including in some cases because of a lack of data that causes a kind of official invisibility.

The draft strategy therefore proposes over the next two years to work to improve the way we collect data and other intelligence on the needs of our most marginalised racialised communities, including in relation to households approaching the council as homeless or threatened with homelessness; and to use that data to inform a strategic approach from 2027 that will be centred on partnership working with specialist organisations.

The council will consult on the draft strategy as part of its commitment to ensure that the strategy as finally adopted fully meets its Public Sector Equality Duty (PSED) under the Equality Act (2010).

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

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

1. Eliminate Discrimination

- The strategy identifies and addresses structural inequalities (e.g., racism, ableism, homophobia).
- It proposes inclusive service delivery and improved data collection to reduce invisibility and bias.

2. Advance Equality of Opportunity

- Targeted actions for disproportionately affected groups (e.g., Black residents, disabled people).
- Commitments to improve access to housing, support services, and communication for marginalised communities.

3. Foster Good Relations

- Engagement with diverse communities and lived experience groups.
- Plans for partnership working with specialist organisations.
- Emphasis on trauma-informed and person-centred approaches to build trust and inclusion

7. Amendments and mitigations

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

No major change to the proposal: the EQIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken.

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

Not required

7. Ongoing monitoring

Further to and in light of consultation on the draft homelessness strategy the council will review this EQIA

Date of EQIA monitoring review: 16 January 2026

8. Authorisation

EQIA approved by (Assistant Director/ Director) **[Type answer here].**

Date **[Type answer here].**

9. Publication

Please ensure the completed EQIA is published in accordance with the Council's policy**.**

Please contact the Policy & Strategy Team for any feedback on the EQIA process.

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Report for: Cabinet – 11 November 2025

Item number: 17

Title: Fire Door Programme

Report authorised by : Jahedur Rahman. Director of Housing

Lead Officer: Scott Kay Assistant Director of Repairs & Compliance

Ward(s) affected: All

Report for Key/ Non Key Decision: Key decision.

1 Describe the issue under consideration

1.1 To provisionally award a contract for a value of up to £12,288,526.00 for a programme of replacement of fire rated doors and fire safety works including flat entrance doors, communal doors and riser/service cupboard doors, passive fire safety works and decorations, for a programme including properties identified as requiring fire safety improvements, in line with current legislation, within Haringey Council's Housing stock subject to the outcome of the S20 Consultation with Leaseholders. In accordance with Contract Standing Order CSO 8.01 and 9.03.

2 Cabinet Member Introduction

The safety of our residents is paramount, when it comes to providing safe, sustainable, stable, and affordable homes for Haringey residents. One of the key findings form the Grenfell tragedy was that fire doors must be fit for purpose and maintained to ensure that they operate correctly and provide protection to the communal areas in the event of a fire.

The implementation of this new contract for fire doors to flats, stairwells, corridors and cupboards, along with other passive fire safety works will ensure that our residents can remain safely within their home, or, if required, have a safe means of escape through communal corridors and stairwells to a place of safety outside.

It also means that Haringey can ensure that high standards for fire doors are consistent across its council housing as the new contract will allow for the provision of the same standard of door for all repair and major works contracts, even when carried out by different contractors.

It is my recommendation that the Council approve the award of this contract subject to the second stage of leaseholder consultation, so that officers can work to improve safety for residents through the installation of new certified fire doors in our council homes.

3 Recommendations

For Cabinet

3.1 To approve 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.

3.2 The 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.

4 Reasons for decision

4.1 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.

4.2 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.

4.3 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.

4.4 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.

4.5 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.

4.6 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.

4.7 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.

4.8 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.

4.9 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.

4.10 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.

4.11 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.

4.12 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.

5 Alternative options considered

5.1 **Do nothing:** This is not an option due to the Councils statutory health and safety obligation.

5.2 **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.

5.3 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.

5.4 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.

6 Background information

6.1 The Regulatory Reform (Fire Safety) Order 2005, Fire Safety Act 2021, Fire Safety (England) Regulations 2022 and the Building Safety Act 2022 sets out the responsibility of the Council and how they must meet the standards of the legislation. In terms of fire doors, the Building Regulations (Approved Document

B) sets out the minimum standards for fire rated doors in specific areas of residential properties, which ensures compliance with BS 476 or BS EN 1634 fire resistance standards for door sets.

6.2 In addition to the above, following the Grenfell Tower fire in 2017 and the recommendations from the Dame Judith Hackitt report review of Building Regulations and Fire Safety, highlighted the need to improve fire safety in all housing stock, especially in high rise residential buildings.

6.3 Fire doors play an essential role in preventing or inhibiting the spread of smoke and toxic gases and in preserving the effective compartmentation of buildings. This includes the door's components such as hinges, letter boxes and especially closers.

6.4 Government guidance and fire risk assessments (FRAs) post-Grenfell have emphasised replacing non-compliant or inadequate fire doors.

6.5 Following a tender process, supported by our Strategic Procurement and Leasehold management colleagues, via our dynamic purchasing platform, we secured 3 bids for the service provision as detailed in the table below. Details regarding the bidders pricing is contained within the Exempt part of this report.

6.6 This report recommends the award of a contract to bidder B as a result of this procurement process.

Supplier Name	Total Quality Score (50%)	Total Price Score (40%)	Social Value 10%	Total % Score (100%)
Bidder A	34.00	29	7.00	70
Bidder B	38.80	34	6.93	79
Bidder C	21.20	40	0.00	61

6.7 Due to the need to align Cabinet approval with Leasehold Consultation, to comply with legislation and Council Governance arrangements, the second stage S20 consultation will be undertaken subject to conditional approval by Cabinet. This ensures that the Cabinet decision can be relayed to the bidders and Leaseholders but maintains that the decision is not finalised until the second stage S20 consultation has been completed. If any representations are made by Leaseholders, the decision will be referred to Cabinet. If no representations are made, then the award will progress without further approval.

6.8 The provision of this service is contained in the Capital budget for which provision has been made in the medium-term financial plan.

6.9 This is a contract based on a pre-determined programme, and we will therefore only pay for services instructed and completed on a quantum merit basis, as part of that programme. The contract will be managed by the Head of Residential

Building Safety and will be determinable, if required, upon a specified reasonable notice period and will not be solely dependent upon poor performance or default.

6.10 Bidder B submitted a structured and well-resourced Social Value Delivery Plan in support of its bid for the London Borough of Haringey (LBH) contract. The details of which are set out further in the Exempt part of the report.

Leasehold Implications

6.11 The works described within this report affect a number of blocks including leasehold flats.

6.12 Under the terms of their lease, each 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 normally recovered by the freeholder through the lessees' service charge account.

6.13 In accordance with the Service Charges Regulations 2003, under Schedule 4 Part 2, Notice of Intention was issued on 21 November 2024 which expired on 20 December 2024. 22 observations were received which are summarised in Appendix B and set out in full in exempt report Appendix A1. Two nominations of alternative contractors were received. See Appendix B.

6.14 The total amount estimated to be recovered is £2,800,000.00.

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

8.1 Replacing doors with modern, certified alternatives supports the Council's climate action objectives by improving energy efficiency, reducing heat loss, and lowering the carbon emissions associated with heating. This measure contributes to net zero carbon goals, supports fuel poverty reduction through lower energy bills and enhances sustainability and resilience of the boroughs housing stock.

9 Statutory Officers comments (Director of Finance (procurement), Director of Legal and Governance, Equalities)

9.1 Finance

9.1.1 The proposed costs £1.5m for the fire-rated door replacement programme are within the approved capital budget for 2025/26.

9.1.2 Funding can be met under the Fire Safety Capital Project to support delivery in the current year. The contract is capital-funded and there is no in-year financial pressure arising from this decision. The report outlines a projected five-year spend profile.

9.1.3 While funding for year one is fully covered, years 2 to 5 will be funded jointly by the Fire Safety and Major Works capital programmes. Fire Safety will fund all fire-rated door replacements, including those identified through Fire Risk Assessments (FRAs) and other statutory surveys.

9.1.4 Major Works will support delivery through associated enabling works or broader estate investment schemes that may run concurrently. At this stage, the spend profile beyond year one remains indicative.

9.1.5 Once the contractor is appointed and further detailed surveys are undertaken, the profile will be refined and smoothed to align with available budgets across both programmes.

9.1.6 There is a potential impact on the Medium-Term Financial Strategy (MTFS) from year 2 onwards if actual costs exceed current planning assumptions or if a higher volume of replacement works is required. These risks will be mitigated through active budget monitoring and by refining the programme once further site-level data is available. Ongoing coordination between the Fire Safety and Major Works programmes will also be essential to ensure the works remain deliverable within existing capital resources.

9.2 **Procurement**

- Strategic Procurement (SP) note that this report relates to the approval to award a contract to Bidder B.
- SP note that a competitive tender was launched via the LCP's General Construction Multi Trade DPS. The adopted procurement is in line with Contract Standing Order (CSO) 2.01(c) and Regulation 34 of the Public Contract Regulations 2015.
- The Tenderers' bid submissions were evaluated in accordance with the scoring methodology contained within the published Invitation to tender document. The preferred bidder's bid submission also represents value for money.
- SP support the recommendation to approve the award in accordance with CSO. 2.01 (c).

9.3 **Legal**

9.3.1 The Director of Legal and Governance (Monitoring Officer) was consulted in the preparation of the report.

9.3.2 Strategic Procurement has confirmed that a competitive tender was carried out via the LCP's General Construction Multi Trade DPS. This procurement route in

in line the provisions of the Council's Contract Standing Order (CSO) 8.01, CSO 9.03 and Regulation 34 of the Public Contract Regulations 2015.

9.3.3 Pursuant to the provisions of 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 3.1 of the report is in line with the Council's CSO.

9.3.4 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 statutory provisions").

9.3.5 It is anticipated that the works set out in the programme will take longer than one year. The award is nevertheless not one of a qualifying long-term agreement because the contract is for specific works, as opposed to for a specific period. The consultation process for qualifying works is triggered because leaseholders are likely to be required to contribute more than £250 each under the terms of their leases.

9.3.6 The statutory provisions set out a two-stage process for consultation with leaseholders, the first setting out the proposed works and inviting comments thereon and the second, after obtaining estimates, setting out estimates and inviting comments; in each case the leaseholder is to be given a minimum of 30 days to respond. The Council must have regard to any observations made.

9.3.7 Details of the Council's compliance with the first stage of these provisions are set out in the body of this report under "Leasehold Implications". Legal Services have approved the form of the notice served.

9.3.8 The second stage Notice, the Notice of Estimates, will be issued shortly.

9.3.9 It is open to Cabinet to make an award that will become final if no observations are made in response to the Notice of Estimates within the statutory consultation period. If, however, observations are made the matter will be brought back for decision by Cabinet in the light of those observations.

9.3.10 The Director of Legal and Governance Monitoring Officer) sees no legal reasons preventing the approval of the recommendations in the report.

9.4 **Equality (Equalities Team)**

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

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

- Foster good relations between people who share those characteristics and people who do not.

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 apply 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 This report seeks approval from the Cabinet for the award of a contract to a Fire Door manufacturer and third Party certified installer to the Council, for the programme of works applicable to the contract.

9.4.5 This is to deliver the Fire Door programme and provide support and technical advice, which includes completing specialist safety surveys and inspections to ensure resident safety.

9.4.6 Black people, disabled people, women, and those from a low socioeconomic background are overrepresented in Haringey's social housing stock. Therefore, taking steps to ensure that this essential work is completed will have a positive impact on those who share protected characteristics.

10 Use of Appendices

Appendix A – Exempt report
Appendix A1 – exempt report Leasehold Observation and Responses
Appendix B – Summary of Leasehold Observations

11 Background papers

None

Appendix B – Summary of Leasehold Observations.

There were 22 observations received during the consultation period between 21 November 2024 and 20 December 2024. Observations came from 21 individual residents and one resident association.

There were also two nominations for alternative suppliers to submit bids for the programme. Although this tender was published and therefore there is no

requirement to invite or accept nominations of this type, both contractors were contacted but no further response was received form ether of them.

All observations were responded to and recorded in accordance with the required process.

Observations covered a number of areas including clarity on what happens if doors have already been replaced, what the Notice actually meant, requests for the Fire Risk Assessment, which actual doors require replacement and why, how will we manage disruption to tenants, timescales, and who will be charged for what. There was also a non-related enquiry received as part of the process.

Responses confirmed that the final programme and installation schedule would be subject to final survey and approval by the project managers and that further consultation under the Leasehold Consultation process will provide further clarity on cost and timescales.

We confirmed there will be a resident liaison officer to support residents through the process and minimise disruption.

Following conditional approval of the award by cabinet the second stage Consultation will commence and only on completion of that will the programme be awarded and commence.

Further detail communication and resident engagement at an individual level will then be carried out.

Report for: Cabinet - 11 November 2025

Item number: 18

Title: Housing Annual Compliance Assurance Statement

Report authorised by : Jahedur Rahman, Director of Housing

Lead Officer: Scott Kay – Assistant Director of Repairs & Compliance

Ward(s) affected: All

Report for Key/ Non Key Decision: Key

1. Describe the issue under consideration

1.1 This report provides the annual assurance statement on the Housing Service's position against the 'big six' compliance areas (gas, electric, fire safety, asbestos, legionella and lifts) as set out to Cabinet on 18 April 2023 at section 3.6 in the report 'Housing Services Improvement Plan and Compliance Assurance Statement'.

1.2 One of the key priorities of the Housing Improvement Plan approved by Cabinet in April 2023 is improved compliance and carrying out an internal audit of these compliance indicators on a regular basis.

1.3 The Council's auditors Mazars carried out an audit of the service's compliance, reporting its performance against these indicators in March 2025. This report provides a summary of the outcome of this audit.

2. Cabinet Member Introduction

Every resident deserves a safe and secure home. Maintaining good quality, safe, warm, and sustainable council homes is a key priority for Haringey Council. This is our annual compliance report for 2024/25 against the 'big six' safety compliance areas – gas, electricity, fire safety, asbestos, legionella, and lifts.

One of the key priorities of Haringey Council's Housing Improvement Plan, approved by Cabinet in 2023, is to improve our compliance and reporting. The Council has since implemented a range of proactive safety and risk assessment programmes for all compliance activities. This is closely monitored through our governance process. On a monthly basis, the Council's internal Building Safety and Compliance Board are presented with a key performance indicator report on the 'big six' compliance areas.

We also seek out, through Mazars auditors, independent review and assessment of the quality of our reporting and assurance to ensure that it is accurate and

robust. This provides assurance to the public and to elected members that Council Executives and Officers are appropriately managing property related Health and Safety risks.

The Mazars audit reported a high of level of accuracy whilst setting out a number of recommendations which the service are progressing, as set out in the report.

3. Recommendations

3.1 That Cabinet note the report and the continued improvements being made to provide further assurance in future.

4. Reasons for decision

4.1 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.

5. Alternative options considered

Not applicable.

6. Background information

6.1. In December 2022, the Council commissioned a Property Compliance Health Check to assess the approach to managing six compliance areas: gas and heating; electric; fire and building safety; asbestos; water, and lifts. The health check found several areas of non-compliance, with several key recommendations made, particularly around overdue fire risk actions and electrical safety.

6.2. In January 2023, the Council wrote to the Regulator of Social Housing (RSH), the body that provides independent oversight of all registered social housing providers including local authorities and housing associations and made a voluntary self-referral for a potential breach of the Home Standard.

6.3. At the time of the self-referral the Regulator was also aware that 30% of the council's housing stock did not meet the Decent Homes Standard.

6.4. The RSH assessed the evidence provided as part of the self-referral and confirmed that the Council had breached two parts of the Home Standard on the following grounds: non-compliance with the Decent Homes standard and the Council's identification of over one hundred Category 1 hazards; the high number of high risk fire risk assessments and actions outstanding; and the Council being unable to confirm that electrical inspection condition reports (EICRs) had been completed within the last ten years for around 4,000 properties.

6.5. As a result, the RSH published a Regulatory Notice on 6th March 2023. This notice remains "live" for 12 months or until full compliance is achieved.

6.6. A report was presented to Cabinet on 18 April 2023 detailing the reasons why the Council was in breach of the Homes Standard, and the Council's Improvement Plan to address and resolve the issues raised. A subsequent Cabinet report on 11 July 2023 described the additional step of entering into a Voluntary Undertaking – statutory health and safety, with the RSH to further demonstrate the Council's commitment to ensuring that we are working openly and transparently with the RSH with the aim of achieving full compliance and discharge of the Notice.

6.7. The Housing Services Improvement Plan and Compliance Assurance Statement report also set out the Council's commitment to produce an 'annual Housing Compliance Assurance Statement' - including an update on the Council's performance in the 'big six' areas of compliance with which the industry generally tracks performance with regards to the safety of homes within its ownership. It should be noted that these are not the only requirements with regards to safety, however the key ones to show adherence to standards. These are:

1. Gas
2. Electrical
3. Water/Legionella
4. Lifts
5. Asbestos
6. Fire

6.8. On 11 July 2023 Cabinet authorised the Chief Executive to enter into a Voluntary Undertaking to the Housing Regulator under Section 125 of the Housing and Regeneration Act 2008.

6.9. **Table 1** below shows the compliance position for the six key compliance indicators as of December 2022. The Council subsequently made a self- referral to the Regulator of Social Housing in January 2023.

Table 1

Ref	Compliance Area	Percentage Compliance	No. of Properties Affected	Frequency	No. Complying
1.	Fire Risk Assessments (12-month rolling)	98.41%	1,637	Variable	1,611
2.	Gas Safety (LGSR) Domestic (GN, SH, HOS & PSL)	100.00%	14,736	Annual	14,736
3.	Electrical (EICR) (Domestic & Communal)	54.39%	15,962	5-yearly	8,681
4.	Asbestos Reinspections (Communal)	88.22%	781	Variable	689
5.	Passenger Lift Inspections (LOLER)	100.00%	149	Biannual	149
6.	Water Hygiene (L8) Risk Assessments	100.00%	487	Biennial	487

6.10. **Table 2** below shows the compliance position as at March 2025 and reflects the improvement in consistency of performance across all areas and specifically the improvement for Electrical Inspection Reports which have improved from 54.39% to 98.33%. Fire risk assessments have improved and although 2 were overdue in March this has remained consistently high, often achieving 100% compliance, with all properties being in a demonstrable managed process. Asbestos has continued to improve its overall position from 92 properties overdue in December 2022, to 0 properties in March 2025. Although the figures for gas and passenger lifts are just

below the 100% target figure, they are also in a managed process whereby evidence regarding access and communication with residents is available to ensure that as a responsible Landlord, Haringey Council is taking all reasonable steps within its powers to maintain the safety of its residents.

6.11. In addition to the improvements for safety inspections outlined above, we have been successfully reducing the number of remedial actions identified in them. We have reduced overdue fire safety actions by 7,948, and in particular high-risk overdue actions, that have reduced by more than 4,638 since our self-reporting.

Health & Safety Compliance - The Big '6'
P1 Summary 2024/25 **March 2025**

Ref	Compliance Area	Percentage Compliance	No. of Properties Affected	Frequency	No. Complying	Percentage Compliance last reported February 2025	Trend since previous report
1.	Fire Risk Assessments (12-month rolling)	99.88%	1,641	Variable	1,639	99.75%	↑
2.	Gas Safety (LGSR) Domestic (GN, SH, HOS & PSL)	99.94%	14,210	Annual	14,201	99.94%	↓
3.	Electrical (EICR) (Domestic & Communal)	98.33%	16,360	5-yearly	16,086	98.31%	↑
4.	Asbestos Reinspections (Communal)	100.00%	1,169	Variable	1,169	100.00%	↔
5.	Passenger Lift Inspections (LOLER)	99.34%	151	Biannual	150	100.00%	↓
6.	Water Hygiene (L8) Risk Assessments	100.00%	290	Biennial	290	100.00%	↔

6.12. In terms of March's performance:

- With regard to the 2 FRAs they have all since been completed
- For the 9 Gas safety records expired at the end of June, all are managed within our access process. Eight were completed during the following month under notice of legal action and one particularly difficult and vulnerable case is managed through tenancy management intervention, although there has been delays due to Court processes.
- All communal Electrical certificates were compliant, however there were 273 homes where there had been no response or engagement by the tenants forcing us to explore legal action through the Courts. The Council was successful in applying for Warrants and has since carried out further access attempts and enforcement to reduce the number to 262. Of these 231 have a certificate less than 10-years old. Further batches of warrant applications are being submitted monthly.
- At the time, 1 passenger lift had access difficulties due to repair works that had been carried out to the roof access ladder.

6.13. Access to properties for undertaking regulatory compliance testing is managed in accordance with our access policy and procedures. A specific procedure for Gas

Safety involves 3 stages of letters and then enforcement through the courts. During the interim period, every effort is made to contact the tenant and access the property both in and outside of normal working hours, in liaison with colleagues across different departments.

6.14. The access protocol is adopted for undertaking electrical inspections within tenants' homes. We have been successful in obtaining injunctions and since the previous year's annual assurance statement, warrants have been obtained for access for electrical inspections.

6.15. All other compliance involves accessing communal spaces for which we take a more direct approach of notifying residents who prevent access, e.g., by fitting additional locks to main entrance doors or service cupboards. Where required we will change locks and issue re-charges where appropriate. This approach has proved successful in both prompting residents to provide access and allowing us to gain access quickly with a locksmith in attendance.

6.16. One of the key priorities of the Housing Improvement Plan which was approved by Cabinet in April 2023 is improved compliance and one of the key actions was to: 'Ensure that your internal audit regime reviews all six compliance areas at least once every two years, and as a minimum, establishes whether Haringey is compliant with its legal and regulatory obligations.' This process continues with a recent internal audit for Fire Safety completed in September 2025 for which we are awaiting the Auditor's report.

6.17. In April 2025 Mazars, the Council's auditors, were tasked by the Director of Housing with undertaking the Annual Assurance audit for statutory compliance in accordance with the requirements of the Housing Improvement Plan action as above; to provide assurance the Borough of Haringey is reporting accurate key performance indicators in relation to areas of statutory compliance in response to the regulatory notice and other recommendations raised.

6.18. The audit covered the 'Big Six' areas of compliance regarding accuracy of reporting performance, action tracking and completeness of the inspection programmes.

6.19. For KPI reporting, Mazars' confirm the accuracy of the data for three of the six compliance areas with either only minor variances due to small data errors on the Excel Spreadsheet trackers used for reporting.

6.20. With regard to Electrical Inspections, there was a minor discrepancy of 0.03% which is an improvement on the previous year's audit which reported a "minor" discrepancy of 1%. This was also shown to be under reporting compliance rather than overstating our position. Within the Fire Risk assessment category there was a minor discrepancy of 0.8% between the KPI figures reported and the Mazars. All other areas of compliance were tested and confirmed as having no discrepancies, apart from Lifts. Due to the way in which lifts were managed at the time through a technical manager, using the contractor portal to hold data and certificates, management were unable to provide a copy of the March data used for collating the compliance report. This has since been rectified by widening the management

and storage of lifts data by the wider Mechanical and Electrical Team, and all data is now held within C365 to ensure no single point of failure as identified in the audit.

6.21. To confirm the accuracy of the reported data, Mazars performed sample testing on assessment certificates, to ascertain that the data presented within the programme trackers reconciled to the corresponding certification. The final element of the review aimed to assess the completeness of remedial action tracking, for the actions arising from the health and safety assessments across the 'big 6' compliance areas.

6.22. The report highlights some minor errors between dates on certificates and the corresponding dates held in trackers within their sample analysis. The report confirms that the errors are due to manual inputting errors regarding dates and date formatting. However, they also acknowledge that this has not affected our compliance reporting. Overall, the level of discrepancy for compliance demonstrates that the compliance performance reported monthly has not been materially affected.

6.23. Mazars have identified two key risks regarding the significant use of manual spreadsheets allowing for input error, and undefined expectations regarding remedial actions, and acknowledge the current work to implement the new Compliance Management System. This project commenced in February 2024 following the award of contract to the software provider. The system is now facilitating the management of programmes for all areas.

6.24. The new Compliance System, policies, processes and procedures along with a focussed data team, will greatly improve compliance management, monitoring and reporting. The new Compliance System will report compliance inspections and action management, based on the uploaded certificate and will automatically extract, record, allocate and report on actions without the need for spreadsheet-based action trackers.

6.25 Mazars' audit report is provided at Appendix 1, including the detailed findings, test results and management responses.

7. Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes'?

By meeting the compliance requirements and keeping residents safe in their homes the service is contributing to Theme 5 of the Corporate Delivery Plan – Homes for the Future, particularly the following outcome: **An improvement in the quality of housing and resident services in the social rented sector**.

8. Carbon and Climate Change

By maintaining accurate data compliance, Haringey can ensure the undertaking of regular servicing, maintenance, and safety checks, of gas appliances and other mechanical & electrical equipment. This ensures they are working safely,

reliably, and as efficiently as possible. By doing so, the Council is contributing to reducing carbon emissions through both optimum performance and minimal repair visits by engineers.

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

9.1 Finance

Finance notes the content of this report. There are no specific financial implications arising from this report on its own.
Financial and non-financial decisions to ensure compliance will go through the normal governance process.

9.2 Procurement

Strategic Procurement notes the contents of this report and confirms there are no immediate procurement related issues in respect of this report.

9.3 Director of Legal & Governance

9.3.1 The Director of Legal and Governance (Monitoring Officer) has been consulted in drafting the report.

9.3.2 The RSH has statutory responsibility for setting and enforcing housing standards in the social housing sector, including local authority housing.

9.3.3 As a registered provider of Social Housing the Council is required to comply with the consumer standards set by the RSH, these include the Home Standard.

9.3.4 Section 198A of the Housing and Regeneration Act 2008 enables the RSH to use its regulatory and enforcement powers if a registered provider such as the Council has failed to meet a consumer standard.

9.3.5 Following the Council's self-referral, the RSH was satisfied that the Council had breached Parts 1.1 and 1.2 of the Home Standard (see above), and that there was potential for serious detriment to Haringey's tenants, and issued a (non-statutory) Regulatory Notice[1].

9.3.6 The RSH though took a co-regulation approach and has been working with the Council as it seeks to remedy the breaches. In the event of failure by the Council, the RSH has a range of enforcement powers.

[1] Regulatory notices are issued in response to an event of regulatory importance (for example, a finding of a breach of...a consumer standard that has or may cause serious detriment) that [the RSH], in accordance with [its] obligation to be transparent, wish[es] to make public

9.3.7 The Director of Legal and Governance (Monitoring Officer) sees no legal reasons preventing Cabinet from approving the recommendation in the report.

9.4 Equality

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

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

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

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

This report does not have any direct positive or negative equality impact. The Annual Housing Compliance Assurance Statement indirectly contributes to Haringey council's housing improvement plan. Black people, disabled people, women and those from a low socioeconomic background are over-represented in our social housing stock, so it is expected that it will have an indirect positive impact on those who share protected characteristics.

10. Use of Appendices

Mazars' Audit Report: Statutory Compliance KPI Assurance

11. Background papers

- 17 September 2024 Cabinet report Housing Services Improvement Plan and Assurance Statement: Housing annual compliance assurance statement report.pdf
- Agreement of voluntary undertaking with Regulator for Social Housing: https://www.minutes.haringey.gov.uk/documents/s140428/FINAL%20July%202023%20Voluntary%20Undertaking_17.17.pdf



London Borough of Haringey: Final Report

Statutory Compliance KPI Assurance (2024/25)

Review Sponsor: Jahedur Rahman (Director of Housing)
Review Contacts: Minesh Jani (Head of Audit and Risk Management), Vanessa Bateman (Deputy Head of Audit and Risk Management), Jahedur Rahman (Director of Housing), Scott Kay (Assistant Director for Housing Repairs and Compliance), Felicity Foley (Compliance (Performance and Data) Manager)

October 2025
Reporting Timetable

Debrief Meeting: 11/08/2025

Last Information Received: 12/08/2025

Draft Report Issued: 19/09/2025

Comments Received: 23/09/2025

Second Draft Issued: 02/10/2025

Final Report Issued: 10/10/2025

forvis mazars

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Disclaimer

This report ("Report") was prepared by Forvis Mazars LLP at the request of the London Borough of Haringey (LBH) and terms for the preparation and scope of the Report have been agreed with them. The Report was prepared solely for the use and benefit of LBH. It should not be quoted, referred to or shown to any parties, other than LBH's legal advisor, unless required by law or a regulatory authority, without our prior consent in writing. We understand that LBH operates within a regulatory environment and that this Report may be shared with their Regulators if LBH is required to make disclosures to in respect of the matters discussed in this Report.

The Report was prepared on the basis of information and documents provided to us during the course of our work. This information was prepared by Forvis Mazars in connection with the services provided to LBH and was therefore prepared specifically for the purposes of those services and solely for the benefit of LBH. Forvis Mazars LLP neither owes nor accepts any duty of care to any third party and shall not be liable for any loss, damage and/or expense which is caused by any reliance that any other party may place on this information.

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01 Introduction

Forvis Mazars were engaged at the request of the London Borough of Haringey ('the Council', 'LBH') to test the health and safety statutory compliance key performance indicator (KPI) figures reported within the Property Services Compliance Report. The review focused on the big 'Six' compliance areas (asbestos, gas, fire, water, electrical, lifts).

02 Background and Methodology

We reviewed the KPI figures reported in March 2025 by independently recalculating them using the source data and systems provided by LBH. A summary of our calculations is presented in **Section 04**. **Section 05** outlines the areas identified for improvement, while **Section 06** provides details of the specific tests that were agreed upon and performed to assess the KPIs.

To test the accuracy of the supporting data, we performed sample testing on assessment certificates to confirm that the data presented in the programme trackers reconciled with the corresponding certification. We also performed reconciliations between the compliance programmes and records from the Council's asset management system, Northgate. Additionally, we reviewed the tracking of remedial actions arising from health and safety assessments across the six compliance areas. For the certificates sampled, we traced the associated remedial actions to the relevant logs or trackers.

During our fieldwork, the Compliance (Performance and Data) Manager advised that the Council was in the process of migrating compliance tracking to C365—a cloud-based compliance management system. Due to technical issues, including templating errors, survey data was not consistently transposed into C365. As a result, local trackers continued to be used to manage and report on health and safety compliance. Our testing was therefore based primarily on these local trackers rather than C365.

03 Scope

The scope of the review and the specific tests to be performed were agreed with the Director of Housing. The tests we performed are solely for verifying the accuracy of the health and safety Key Performance Indicators (KPIs) reported as part of quarterly Property Services Compliance dashboards. No assurance rating or opinion has been provided, and no formal recommendations have been raised. That said, it is clear that management at LBH need to take action in respect of this report.

Details of all tests performed, included results, are included in **Section 06**. Limitations to our scope of work are outlined in **Appendix A1.**

We were unable to recalculate the KPI for lifts, as the responsible staff member was unavailable during the review. Management advised that documentation for this compliance area was stored locally, representing a single point of failure.

04 Statutory Compliance KPI Calculations

We recalculated seven performance figures reported in the Property Services Compliance Report for March 2025. Our objective was to verify that these figures aligned with the underlying systems and supporting documentation provided by LBH.

To support this, we conducted sample testing on the spreadsheets used to generate the KPI figures. For example, we selected a sample of properties with an in-date gas certificate and confirmed that the recorded dates matched the certificates themselves. The results of our recalculations are presented below.

#	KPI Area	KPI	Figure reported by LBH	Forvis Mazars re-calculated figure	Variance	Forvis Mazars Comments
1	Fire	% Fire Risk Assessments (12-month rolling)	99.88%	99.08%	-0.80%	The total number of properties used in LBH's calculation did not reflect additions and disposals. Following our query, management identified that the formula intended to automatically update the denominator (i.e., the total number of properties) when additions or disposals occurred was not functioning as expected. Once the property count was corrected, the KPI figure aligned with our recalculation.
2	Gas	% Gas Safety (LGSR) Domestic (GN, SH, HOS & PSL) Assessments	99.94%	99.94%	-	Although the KPI was labelled as "Domestic," the underlying data included communal boilers. The Gas Team Leader confirmed this approach was based on prior guidance, despite the presence of a separate "Communal" KPI section in the report. If the two communal boilers were excluded then the figure would still be 99.94%
3	Electrical	% Electrical (EICR) (Domestic)	98.24%	98.27%	+0.03%	We were unable to replicate the denominator of 15,560 properties using the tracker provided. The programme included 274 overdue EICRs. Management could not locate the filters used to derive the original figure reported.

#	KPI Area	KPI	Figure reported by LBH	Forvis Mazars re-calculated figure	Variance	Forvis Mazars Comments
						We identified five properties with EICR dates recorded as 1905, which management confirmed were due to formatting errors. These occurred when date entries originally input in a Month/Year format were converted to a DD/MM/YY format, resulting in incorrect values. Although management believed these errors had been corrected, our review found five instances where they remained. Given the small number of affected properties relative to the overall population, this resulted in only a minor variance in the KPI figure.
4	Water	% Water Hygiene (L8) Risk Assessments	100%	100%	-	The programme listed 293 tanks, whereas the KPI calculation was based on 290. Management explained that one property (501080-RPB) should have been excluded from the programme, and two tanks had been suspended and therefore should not have been included in the KPI calculation. Despite these discrepancies, the reported KPI figure remained at 100%, as all tanks included in the calculation were recorded as compliant.
5	Asbestos	% Asbestos Re-inspections (Communal)	100%	100%	-	We were initially unable to recalculate the KPI due to data quality issues in the tracker, including blank cells, highlighted entries, and incorrect dates (e.g., 1902) and the absence of the Compliance Coordinator responsible for Asbestos, who was on maternity leave. A revised version of the tracker was provided after the fieldwork deadline. This version showed that 1168 properties had a recoded date of last inspection within

#	KPI Area	KPI	Figure reported by LBH	Forvis Mazars re-calculated figure	Variance	Forvis Mazars Comments
						either one or three years, depending on the required reinspection frequency. However, the KPI reported in the March figures referenced a total of 1169 properties. We were advised that this discrepancy arose because the reported figure did not account for a property had been removed from the programme due to the absence of asbestos. As a result, the KPI calculation was based on an incorrect total and should have been 1168 out of 1168, still reflecting 100%.
6	Lifts	% Passenger Lift Inspections (LOLER)	99.34%	N/A – unable to reperform	N/A	Management explained that they were unable to generate a report of LOLER certificates at the time the KPI was reported, as the member of staff responsible for this area was unavailable and management advised that the documents relating to this compliance area were saved locally, representing a single point of failure. Additionally, the figures used to calculate the KPI were based on information provided by Zurich, which was not verified by the Council. Further information is given in **Section 04**.

05 Key Findings

While the variances between reported and recalculated KPI figures were generally minor, the review identified several underlying issues relating to data integrity and system configuration. Although no formal assurance rating or recommendations have been issued, the findings point to areas where management action is required. Strengthening data management processes and enhancing system functionality will be key to improving the reliability of future compliance reporting.

These matters have been discussed with management. Each issue is summarised in the table below, grouped by compliance area and observation type, and should inform LBH's internal improvement planning and system development priorities.

Ref	Description of Observation	Compliance area	Issue noted	Management Response
5.1	**Documenting KPI calculations and retaining source data.**	Various	As previously raised in May 2024 KPI Assurance review, source data and supporting KPI calculations were not readily accessible at the time of reporting for the March 2025 Property Services Compliance Dashboard. During the review, officers responsible for each compliance area had to manually retrieve historical versions of programme trackers to approximate the data as it stood at the reporting date. This process was time-consuming and required significant effort from both Internal Audit and LBH management to replicate the reported figures. Additionally, as noted in **Section 04**, the headline gas KPI was reported under the "Domestic" category, yet the underlying data included communal boiler assessments. The Gas Team Leader confirmed that this approach was based on legacy guidance, despite the existence of a separate "Communal" KPI section in the dashboard. This inconsistency in categorisation may lead to misinterpretation of performance figures.	Whilst the core data and calculations were made available, we acknowledge that this required further clarity and explanation by the officers to the auditors on how the various figures were arrived at. This is due to the continued use of spreadsheets at the time and the need for various formulae to calculate the figures. Having now moved this into C365, this issue has been resolved and the KPI figures are now system generated from core data without the need for manual intervention. Gas – the KPI spreadsheet has a number of different reports that separate out domestic and communal KPI figures. On the newer dashboard the domestic figure included communal properties, however this did not affect the actual level of compliance reported. We acknowledge this could cause confusion, and this has now been resolved. Moving forwards, the KPI reporting will be system generated and shown via the

				dashboards in C365 where properties are clearly categorised as domestic or communal.
5.2	**Incorrect dates in compliance programme trackers**	Water	From a sample of 20 Legionella Risk Assessments (LRAs), two cases (486890-RPB and 504604-RPB) showed mismatches between programme dates and certificate dates. Management advised that templating issues in C365 caused the system to extract dates from filenames rather than the certificates themselves.	These were manual errors when the filenames were renamed for upload into C365. This resulted in the mismatch reported. However, through ongoing validation and reconciliation at the time, as part of the system implementation these issues were identified and resolved. This exercise has since been completed. Evidence regarding the correction of the two cases raised by the auditor has since been provided. Inspection dates are now automatically populated directly from the certificate itself, rather than the filename, eliminating the risk of manual data errors. We note from the calculations that the KPI figures reported were correct.
		Fire	We reviewed a sample of 40 Fire Risk Assessments (FRAs) to verify that the dates recorded in the programme matched those on the certificates. Two discrepancies were identified: • In one case (962862-RPB), the programme listed the FRA date as 20/03/2024, whereas the actual certificate was dated 20/03/2025. Management explained that this was due to a templating error within C365, which caused data from one FRA to be incorrectly pulled through to another property. As a result, the correct date was not reflected in the programme.	Due to our internal risk assessors using a spreadsheet form for FRAs, they manually enter the date of the risk assessment, and property UPRN on the form. We are looking to resolve this by moving to a mobile form that will automatically populate such fields in a similar way to those produced by our external fire risk assessors. We note that there was a minor discrepancy (0.8%) within the reported KPI figure compared to Forvis Mazars' calculations and this was due to a formulae error associated with the use

			In another case (495047C-RPS), the programme showed a date of 02/05/2024, while the FRA itself was dated 01/05/2024. This discrepancy was caused by human error in the filename of the FRA document, which included the incorrect date. Due to the way C365 was configured at the time, the system extracted the date from the filename rather than the document content, resulting in the incorrect entry.	of the spreadsheet at the time. This has since been resolved. In the meantime, additional quality assurance checks are implemented by the fire risk team and the compliance and data team. Also, inconsistencies in the programme will be identified through reporting within C365.
		Electrical	Of the 50 EICRs reviewed, 31 showed discrepancies between the dates recorded in the tracker and those on the certificates. Management subsequently provided a Master Tracker in an effort to resolve these inconsistencies; however, mismatches persisted. The Compliance (Performance and Data) Manager explained that following the handover of the electrical programme from Homes for Haringey in 2023, LBH relied on weekly contractor-issued lists to populate the tracker. Due to the volume of data and limited resources, dates were often entered manually, with the first day of the month used as a placeholder to expedite updates. Management confirmed that this manual process will be phased out as the electrical programme is migrated into C365. Once fully operational, C365 will automatically extract inspection dates from contractor uploads, reducing the risk of human error and improving data accuracy. Despite this explanation, we identified five cases (59034, 123254, 123541, 6365, 6492) where the tracker recorded the first day of the month following the actual inspection date. Additionally, in seven cases (209596, 62172, 62246, 6242, 6060, 248195, 252744), the tracker dates were in entirely different months from the EICRs, with no clear	We note that there was a minor discrepancy in the KPI reported figure compared to the Forvis Mazars re-calculation at the time of the audit of 0.03%. In the majority of cases, this was due to using the 1st of every month as the certificate date in order to prioritise the recovery programme of the c9000 certificates. This meant that the next date would always be ahead of the original certificate date, ensuring they did not go overdue. We acknowledge that there were some additional discrepancies and this was due to the historic data and volume of certificates being processed as part of the recovery programme. This is being addressed by the renaming of the remaining EICRs certificates, which once uploaded into C365 will ensure a fully automated and system generated programme that will immediately identify any discrepancies and/or overdue certificates on a monthly basis.

			rationale provided. These anomalies suggest that further validation of historic entries may be required prior to full reliance on C365.	
		Asbestos	A sample of 20 communal asbestos surveys showed inconsistent date recording: • Survey dates were variably recorded as either the issue date or the inspection date. Management acknowledged this legacy issue and confirmed that C365 has now been configured to use inspection dates consistently. Of the 20 surveys, 11 had mismatched dates. Management provided evidence that these had since been corrected in C365, though some historic discrepancies may remain outside the sample.	The programme is up to date in C365, using the inspection date on the survey. It is worth noting that the difference in inspection and issue date is a couple of days, so did not affect the KPI calculation, as the inspection would still be picked up as completed. All historic surveys are in C365, so the re-inspection dates have been calculated based on the last inspection date (and specified frequencies) – these dates have now been cross referenced with the tracker while it is still being used for KPI calculation until the new C365 reporting dashboard is fully implemented.
5.3	**Logging and monitoring of remedial actions**	Gas	Of 40 LGSRs sampled, three remedial actions (221795, 25656, and 131249) were identified but none were recorded within C365. Management advised that templating issues had prevented automatic transfer of remedial actions from LGSRs. • In one case (25656), Purdy confirmed via email on 25/07/2025 that works had been completed. However, this confirmation was only obtained following our request for an update on the action. In another case (131249), Sureserve confirmed via email on 24/07/2025 that a visit had been attempted on 23/05/2025 but access was not gained. No follow-up	As part of the development and implementation of C365, the system was set to extract various aspects of each inspection template, resulting in non-actions (e.g. data or observations) being extracted. Through further testing and development, this was refined to ensure that only required actions are extracted and allocated, and that other information remains for reference only. At the time of inspection, this area of compliance within the system was still in development and has since been completed.

			appointment had been arranged at the time of review, again highlighting gaps in monitoring.	
		Water	Of 20 LRA remedial actions reviewed, three were recorded in C365. We were advised the remaining 17 were historic and not migrated. We requested evidence of tracking and implementation. Management provided a bespoke tracker created for the purpose of the review (WRA Audit Remedial Action Sample Tracker), but this was not a live or routinely maintained document. • In 12 cases, the tracker stated that actions had been implemented, but no supporting evidence was provided. For example, one entry noted "General Desktop Action – N/A – Records are kept electronically" in relation to logbook requirements, but no documentation was shared to verify this. • In two cases (487026-RPB and 500921-RPB), actions were reportedly transferred to the gas team. However, the water team did not have a process in place to obtain assurance that these actions were being monitored or completed.	Prior to C365, and at the time of the audit, the Water Safety team reviewed comments on the LRA and through investigation, e.g. identifying where a logbook was on site, and evidenced within another system (Service Connect), closed the action. Actions are now recorded on C365 and require evidence to support the closing of actions. The evidence is stored within C365, or via a link to the relevant electronic file. In relation to actions allocated to other teams, this is also now allocated through C365 where an audit trail is maintained within the system and evidence stored accordingly. We acknowledge that historically this was a manual process, which is no longer the case.
		Fire	Of 18 remedial actions, management advised that four were historic and not recorded in C365. The remaining 14 were present in C365, but all showed discrepancies between the due dates recorded in the system and those stated in the original FRA documents. In each case, C365 had pulled through an earlier due date than prescribed. In one of the six cases where the action was marked as completed in C365, management was unable to provide supporting evidence. For example, in case 504276C-RPS, management stated that the evidence was held in the	The template on C365 had been set up to give shorter timescales than required for high, medium and low actions, meaning that deadline dates for actions were sooner than required. This has been remedied now, however, this was not a risk, given that the deadline dates were set to an earlier date than was required. This action (504276C-RPS) was not on C365 as it was a historic action and was marked as

			Estate Services “Photobook,” which they did not have access to.	a historic action on the information provided to the auditor. We have also reviewed the evidence within Photobook to reconfirm the action was closed correctly. All evidence of closures is now required to be held within C365.
		Electrical	Management advised that LBH’s contractor completes remedial actions during property visits and does not issue EICRs with outstanding actions. As a result, LBH does not maintain a tracker for electrical remedial actions, and no entries were present in C365.	No response required.
		Asbestos	We reviewed six remedial actions and none were recorded in C365. Management advised that actions were being monitored via the eBrit tracker, pending resolution of a C365 configuration issue that was preventing survey actions from being pulled through. • Of the six actions, three did not appear in the eBrit tracker. • The eBrit tracker did not include priority ratings or due dates, limiting its usefulness for monitoring. • The Senior Surveyor advised that five of the six actions had been implemented. However, in two cases (487480-RPB and 504733-RPB), the only evidence provided was a note stating “Requested completion paperwork – Note recommendation is encapsulate/repair, manage.” In one case (499689-RPB), an email was provided showing that an operative had been instructed to install new floor tiles, but this did not confirm that the remedial action had been completed.	As part of the development and implementation of C365, the system was set to extract various aspects of each inspection template, resulting in non-actions (e.g. data or observations) being extracted. Through further testing and development, this was refined to ensure that only required actions are extracted and allocated, and that other information remains for reference only. Historically, actions were prioritised in line with contract SLAs. Closing of actions are minuted at the contract review meetings. The asbestos template has now been amended, and actions are being tracked and managed within C365.

5.4	**Completeness of programme data**	Gas	A reconciliation exercise was carried out via screenshare with the Gas Contract and Compliance Team Manager, comparing the live programme against a Crystal report generated from the Council's asset management system (Northgate NEC). The Crystal report listed 14,340 properties, while the live programme included 14,923. Management explained that the discrepancy was due to the Crystal report excluding properties that LBH is responsible for but does not own. When these 610 properties were added, the Crystal report totalled 14,950—still 27 more than the programme. The Compliance (Performance and Data) Manager noted that the Crystal report excluded PSL, Co-Up, hostels, HfH non-residential, and HCBS properties, whereas the programme included them. This raises two issues: • The programme may / may not include properties that should not be reported against for KPI purposes. • Even after adjustments, the discrepancy of 27 properties suggests that NEC may not be fully accurate or free from data errors. The Assistant Director for Housing Repairs and Compliance confirmed that NEC has not been fully validated and may still contain unresolved bugs.	The total figure for gas for March KPI was 14961, not 14923. The Screenshot shared after the fieldwork concluded showed the figures from the tracker saved on 1.4.25, which was used to calculate the KPI, totalled 14961. The 14340 properties on the Crystal report (from NEC) reflect the total number of properties with gas that are owned and managed by Haringey Council. The additional 621 properties (that make up the total 14961) are made up of PSL, Co-op, hostels, HfH non-residential or HCBS properties, where Haringey has regulatory responsibility, but is not the owner/freeholder. Therefore, we ensure the correct properties are on our programme. This is due to the way in which NEC is currently set up.
		Fire	Completeness of the FRA programme was previously assessed as part of the Voluntary Undertaking review and found to be satisfactory. However, during this KPI Assurance review, six properties were listed with placeholder UPRNs marked as "TBC." Management explained that these placeholders were used for properties not yet assigned a UPRN in NEC, allowing them to be entered into C365. As of July 2025, three of	Our FRA programme is compiled from both NEC data, stock condition data, and live site visits from staff reports and risk assessments. This information is used to update both our programme and NEC. Our teams update Digital Services with corrections or additions to NEC, however, there may be a delay between this information

			these properties had been assigned UPRNs, and an IT ticket remained open to resolve the remaining three.	being provided and NEC being updated by Digital Services. A log of this is maintained in C365 until NEC is updated, and both systems are reconciled.
		Asbestos	We attempted to reconcile the asbestos programme with the “Haringey Asbestos Register 05.2025,” which details the presence or absence of ACMs across both domestic and communal areas. However, the only programme provided for review was the “Haringey Communal Asbestos Reinspection Programme 2023–2027,” which covers communal areas only. As a result, a full reconciliation could not be completed.	The asbestos register for domestic is not a regulatory requirement and therefore our core asbestos register and corresponding KPI is for communal areas only. Domestic information was previously included but was able to be filtered accordingly. This does not affect our compliance reporting, however we acknowledge this could cause confusion if looking at the data in isolation. This has since been revised and the communal and domestic are now held on separate registers to allow for clarity in future reconciliation. This is also being transferred and is in tests stage for future management in C365.
5.5	**Availability of data in relation to the lift programme**	Lifts	We were unable to test any KPI data in relation to lifts. At the time of review the member of staff responsible for this area was unavailable and management advised that the documents relating to the management of this compliance area were saved locally, representing a single point of failure.	We have since taken action to ensure additional and wider management of the programme to increase transparency and ensure there is no potential for a single point of failure, and there is more robust monitoring of compliance within C365.
5.6	**Absence of KPIs for monitoring remedial actions**	Various	Although the agreed scope included testing the accuracy of KPIs for remedial actions across asbestos, lifts, gas, and water, we found that these KPIs are not currently in place. The absence of such measures puts LBH behind others in the sector, where tracking remedial actions through KPIs is considered standard practice.	Water, gas, lifts and asbestos are tracked through individual trackers and corresponding contractor meetings. However, they have not historically been reported and we are now in the process of developing KPI reports within C365.

06 Scope Tests and Results

This section summarises the results of the tests performed in line with the agreed scope. Each compliance area was assessed through a combination of KPI recalculation, data reconciliation, sample testing of certificates, and review of remedial tracking. Where applicable, references are made to earlier findings in **Section 05.**

#	Area	Test to complete	Test Result
1	Fire Risk Assessments (FRAs)	Recalculate the KPI for the period based on the data provided by LBH.	The original KPI calculation did not account for additions and disposals within the FRA programme, resulting in a 0.80% variance. This discrepancy was resolved once the property count was corrected.
		Reconcile the list of communal areas making up the source data to the asset management system and housing management system.	The programme was previously reviewed under the Voluntary Undertaking and found to be complete. However, six properties were listed with placeholder UPRNs ("TBC"), which management attributed to NEC limitations. **See Ref 5.4.**
		Select a sample of 40 properties and confirm the FRA is in place and the dates on the certificate are correct per the register.	Two instances were identified where the FRA dates in the tracker did not match the certificates. These were attributed to templating and filename errors in C365. **See Ref 5.2.**
		Using the same sample of 40 FRAs above, confirm that all remedials are included in C365 with the correct priority and due date.	Discrepancies were noted between the due dates recorded in C365 and those prescribed in the FRA documents. In all 14 applicable cases, C365 pulled through earlier dates than those stated in the assessments. **See Ref 5.3.**
		Confirm that the status of the remedials is correct by obtaining supporting evidence.	In one case, management was unable to provide evidence of action completion due to lack of access to supporting documentation held by Estate Services. **See Ref 5.3.**
2	Gas Safety	Recalculate the KPI for the period based on the data provided by LBH.	The reported KPI figure matched our recalculation. However, we noted that the data used included communal boilers, despite the KPI being labelled as "Domestic." This inconsistency in categorisation may lead to misinterpretation of performance. **See Section 04 and Ref 5.1.**
		Reconcile the list of properties making up the source data to the asset management system, housing management system and contractor gas database.	A reconciliation between the programme and NEC (via Crystal report) revealed 610 properties missing from the asset report due to ownership status. After adjustment, a discrepancy of 27 properties remained. Management attributed this to unresolved data issues within NEC. **See Ref 5.4.**

		Select a sample of 40 properties and confirm the relevant certificate is in place and the dates are correct per the register.	No issues noted.
		Using the same sample of 40 LGSRs above, confirm that all remedials are included in C365 with the correct priority and due date.	Of the three remedial actions identified, none were recorded in C365 due to templating issues. No alternative tracker was provided to demonstrate that these actions were being monitored. **See Ref 5.3.**
		Confirm that the status of the remedials is correctly recorded in C365 by obtaining supporting evidence.	In all three cases, confirmation of action status was only obtained following our request, indicating a lack of proactive monitoring. **See Ref 5.3.**
3	Electrical Installation Condition Reports (EICR)	Recalculate the KPI for the period based on the data provided by LBH.	A minor variance of 0.03% was identified between the reported KPI and our recalculation. This was due to data inconsistencies in the tracker, as discussed in **Section 04 and Ref 5.1.**
		Reconcile the list of properties making up the source data to the asset management system and housing management system.	No issues noted.
		Select a sample of 50 properties and confirm the relevant certificate is in place and the dates are correct per the register.	We noted discrepancies between the dates on EICRs themselves and on the EICR programme. These are discussed further in **Ref 5.2**.
		Using the same sample of 50 EICRs above, confirm that all remedials are included in C365 with the correct priority and due date.	Management advised that LBH's contractor completes remedial actions during property visits and does not issue EICRs with outstanding actions. As a result, no remedial tracking is maintained in C365 or elsewhere.
		Confirm that the status of the remedials is correctly recorded in C365 by obtaining supporting evidence.	
4	Legionella Risk Assessments (LRAs)	Recalculate the KPI for the period based on the data provided by LBH.	The reported KPI figure was confirmed; however, the total number of tanks used in the calculation was inaccurate due to the programme not being updated to reflect disposals. **See Section 04.**
		Reconcile the list of properties making up the source data to the asset management system.	No issues noted.

		Select a sample of 20 properties and confirm the relevant assessment is in place and the dates are correctly recorded in the register.	Two cases were identified where the dates recorded in the programme did not match those on the LRAs. These discrepancies were attributed to templating issues in C365, which had extracted dates from filenames rather than the certificates. **See Ref 5.2.**
		Using the same sample of 20 LRAs above, confirm that all remedials are included on C365 with the correct priority and due date.	We identified issues with remedial tracking outside of C365, including reliance on a one-off sample tracker, lack of supporting evidence for implemented actions, and absence of assurance when actions were transferred to other teams. These gaps highlight the need for a robust and centralised tracking process. **See Ref 5.3.**
		Confirm that the status of the remedials is correctly recorded in C365 by obtaining supporting evidence.	
5	Asbestos Inspections	Recalculate the KPI for the period based on the data provided by LBH.	The reported KPI figure was confirmed; however, the total number of properties used in the calculation was inaccurate although this did not affect the reported compliance rate. **See Section 04.**
		Reconcile the list of communal areas making up the source data to the asset management system and housing management system.	Reconciliation could not be completed. The asbestos register included both domestic and communal areas, whereas the programme provided covered only communal inspections. **See Ref 5.4.**
		Select a sample of 20 communal areas and confirm the relevant certificate is in place and the dates are correct per the register.	We found that there was an inconsistent approach to the recording of survey dates. **See Ref 5.2.**
		Using the same sample of 20 above, confirm that all remedials are included on C365 with the correct priority and due date.	Of the six remedial actions raised in the surveys, three were not present in the eBrit tracker that LBH used whilst it implemented C365. The tracker also lacked priority ratings and due dates. **See Ref 5.3.**
		Confirm that the status of the remedials is correctly recorded in C365 by obtaining supporting evidence.	Management advised that five of the six actions had been implemented, but supporting evidence was limited. In two cases, notes indicated that completion paperwork had been requested, and in one case, the evidence provided did not confirm completion. **See Ref 5.3.**
6	Lifting Operations and Lifting Equipment Regulations	Recalculate the LOLER KPI for the period based on the data provided by LBH.	**Unable to test -** At the time of review the member of staff responsible for this area was unavailable and management advised that the documents relating to the management of this compliance area were saved locally, representing a single point of failure. **See Ref 5.5.**
		Reconcile the list of properties making up the source data to the asset management system.	

	(LOLER) Certificates	Select a sample of 20 lifts and confirm the relevant certificate is in place and the dates are correct per the register.	
		Recalculate the KPI for remedial completion based on the data provided by LBH.	
		Using the same of 20 above, confirm that all remedials are included on C365 with the correct priority and due date.	
		Confirm that the status of the remedials is correctly recorded in C365 by obtaining supporting evidence.	

Agreed Review Objective and Scope

The objectives of our review were to complete testing on a sample of statutory compliance KPIs and review the servicing programmes that inform the KPI calculations and remedial action trackers for completeness and accuracy.

Scope Limitations

In giving this assessment, it should be noted that assurance cannot be absolute. The most an Internal Audit service can provide is reasonable assurance that there are no major weaknesses in the framework of internal control. Any testing performed was conducted on a sample basis. Our work does not provide any guarantee against material errors, loss or fraud or provide an absolute assurance that material error, loss or fraud does not exist. The procedures were carried out by members of staff from our Internal Audit Team. The content of this report is based on evidence provided as well as verbal evidence given by relevant stakeholders. Our work is limited by the information which we are privy to throughout the review. Further, this review is not an assurance engagement. Accordingly, we do not express an opinion or an assurance conclusion. That said, it is clear that management at LBH need to take action in respect of this report.

We also note the following limitations:

- The review does not provide any assurance with regards to compliance with health and safety / building safety legislation.
- We will not comment on the appropriateness of remedial action taken.
- We will not comment on the completeness or validity of risk assessments / certifications.
- We are limited to completing the procedures outlined above.

We were unable to recalculate the KPI for lifts, as the responsible staff member was unavailable during the review. Management advised that documentation for this compliance area was stored locally. The Council does not have KPIs for completion of remedials for asbestos, lifts, gas, electric and water. These areas were therefore not tested as part of the review.

Statement of Responsibility

We take responsibility to London Borough of Haringey for this report which is prepared on the basis of the limitations set out below.

The responsibility for designing and maintaining a sound system of internal control and the prevention and detection of fraud and other irregularities rests with management, with internal audit providing a service to management to enable them to achieve this objective. Specifically, we assess the adequacy and effectiveness of the system of internal control arrangements implemented by management and perform sample testing on those controls in the period under review with a view to providing an opinion on the extent to which risks in this area are managed.

We plan our work in order to ensure that we have a reasonable expectation of detecting significant control weaknesses. However, our procedures alone should not be relied upon to identify all strengths and weaknesses in internal controls, nor relied upon to identify any circumstances of fraud or irregularity. Even sound systems of internal control can only provide reasonable and not absolute assurance and may not be proof against collusive fraud.

The matters raised in this report are only those which came to our attention during the course of our work and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Recommendations for improvements should be assessed by you for their full impact before they are implemented. The performance of our work is not and should not be taken as a substitute for management's responsibilities for the application of sound management practices.

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Report for: Cabinet - 11 November 2025

Item number: 19

Title: Procurement of client fit out items for the Haringey Civic Centre

Report authorised by : Jess Crowe, Corporate Director of Culture, Strategy and Communities

Lead Officer: Aktar Choudhury, Project Director

Ward(s) affected: All

Report for Key/ Non-Key Decision: Key Decision

1. Describe the issue under consideration

1.1 This report seeks Cabinet approval to procure a range of client fit-out items required to prepare the Civic Centre building for occupation in 2027.

1.2 This report will cover the procurement approach for buying the client fit out items for the Haringey Civic Centre including Fixtures, Fittings and Equipment (FF&E). The report also includes the procurement approach for establishing a Café/Catering Operator Framework which will allow the Council to select an operator for the Civic Centre Café and other locations from the framework as opportunities arise.

2. Cabinet Member Introduction

2.1 The Civic Centre is more than just a workplace - it's a symbol of civic pride and a space that reflects the values of our borough. This procurement approach for Fixtures, Fittings and Equipment (FF&E) and concession for a café as well as several other smaller procurement items not only ensures we deliver a functional and flexible environment for staff but also embeds our commitment to community engagement, social value and inclusion.

2.2 We remain committed to delivering best value and saving the council as much money as possible by prioritising the reuse of existing furniture wherever feasible, although this will involve refurbishing some furniture it will ultimately save money. At the same time, we recognise the Civic Centre's status as a flagship Grade II Listed building and have identified key areas where new furniture is necessary to reflect the Council's forward-looking image. This balanced strategy enables us to contain the overall budget and redirect funds to previously unfunded items, ensuring a high-quality and cost-effective fit-out.

2.3 By involving local artists through competitions and curating installations in collaboration with our vibrant creative community, we are creating a building that feels owned and celebrated by the people of Haringey. Through initiatives such as

the Enliven Project there are opportunities for staff and community groups to contribute to the internal environment - through planting, artwork, and design which will help foster a sense of belonging and stewardship. The Civic Centre will open during our year as London Borough of Culture and offer a brand-new civic space for cultural activity and events during that year.

2.4 This report also reflects our ambition to support the local economy and promote social value. The proposed framework for café operators prioritises local suppliers, ensuring that the Civic Centre becomes a hub for community interaction and enterprise. This framework will enable the council to select catering operators for the Civic Centre and any other opportunities that may arise. The mixed procurement approach allows us to be agile and inclusive, enabling smaller businesses and community-led initiatives to participate meaningfully. This is a chance to deliver a Civic Centre that is culturally rich, inclusive and functional and representative of Haringey's values.

3. Recommendations

3.1 It is recommended for Cabinet to approve 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.

c) To note that several other FF&E items will fall below the statutory procurement thresholds and will be procured ensuring best value.

d) To 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.

4. Reasons for decision

4.1 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

4.1.a) Acquiring FF&E for the Civic Centre

Procurement Items	Description
FFE	Supply and installation of FF&E
Cleaning/Refurbishment of existing furniture	Cleaning, theming/suiting (so that the FF&E all complement the overall design theme) and adapting suitable existing high value furniture for relocation to the Civic Centre

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.

4.1.b) Additional FF&E items below Threshold

Procurement Items	Description	Approach
Security arrangements post Practical Completion	To be checked against main contract	Existing Contract
Relocation	Relocation of furniture from Alexandra House, 48 Station Road and George Meehan House	Existing Contract, or DAA
Specialist Relocation	Relocation of PODS, booths and rolling cupboards	Existing Contract, or DAA
Small works contract	Internal fit out tradespeople to fit signs, artwork etc	Existing Contract, or DAA
Wayfinding Signage	Internal Wayfinding Signage	DAA
Mayors/Leaders Boards/Plaques	Specialist signage (small contract) - ongoing	DAA
Planting and Biophilia	Air Plants	DAA, or Community/Staff Involvement
Internal and External Artwork	Community Competition(s)	Community Involvement

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.

4.1.c) A Framework of Catering Operators

Procurement Item	Description
Café Concession	Procure a preferred list of approved Café Operators from Haringey.

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.

5. Alternative options considered

5.1 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.

5.1.1 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.

5.1.2 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.

5.1.3 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.

6. Background information

6.1 On 23 April 2023, Cabinet approved the redevelopment of the Civic Centre in Wood Green to serve as the Council's new headquarters, enabling the planned vacation of Station Road and Alexandra House. Subsequently, on 12 November 2024, Cabinet approved the appointment of the main contractor, John Sisk Ltd, to deliver the new Civic Centre based on the RIBA Stage 3+ design. Construction is now underway.

6.2 The construction work on the buildings is only one part of the Civic Centre programme, which comprises five distinct projects, as well as other initiatives that will complement the development such as highway improvements to improve road crossings to the Civic Centre for which officers are seeking TfL funding. Reflecting the fact that the Civic Centre represents more than a new office building, it is an opportunity to continue to modernise how the Council works, taking advantage of the latest thinking in modern, sustainable office design and workforce development. Together, the workstreams set out below should help the Council to work more efficiently and effectively to deliver the services on which our residents rely, while also providing an environment appropriate to the civic and political decision-making centre of the borough. The five projects are:

- **BUILD –** management of the refurbishment of the old Civic Centre and construction of the new buildings.
- **EQUIP –** the subject of this report, fitting out the buildings with the necessary furniture, fixtures and equipment.
- **MOVE –** managing the preparation for and move from our existing buildings to the new location.
- **ENLIVEN –** ensuring the new Civic Centre fulfils its function as the civic heart of the borough and creates opportunities for public art, cultural and community activities and events to take place within it.
- **ESTATE –** realising the Civic Centre Business Case by maximising the value and placemaking opportunities offered by the freeing up of existing office buildings after the move.

6.3 Under the terms of the contract, John Sisk Ltd is responsible for delivering the building to shell and core standard, with a Category A fit-out (the BUILD project). The Council will undertake the client fit out to Category B and C+ standards (the EQUIP project).

6.4 The Civic Centre will serve as the primary office location for a significant number of Council staff. All Haringey staff, including those that will not have the Civic Centre as their normal base, will have access to the building. The Civic Centre is a 'work from anywhere' building meaning that staff can work from anywhere in the building and are able to choose the work setting they need to undertake the task at hand. Circa 1100 work settings are being provided for staff to choose with another 700 seats in meeting rooms/pods. Teams will have 'Home Zones' for storage. It should be noted that the Civic Centre will hold events, always ensuring that Council business takes priority over events and other uses. The choice of furniture for areas where events are envisaged will need to support events and add to the marketing asset for the Civic Centre.

6.5 The design includes a variety of workspace types to support flexible working, broadly categorised into three workstation settings:

- Long stay - traditional desks with an adjustable chair, monitor, keyboard, mouse, with charging points and network connection.
- Medium stay - shared tables, with a light task chair, charging facilities and WIFI connection for 2-3 hours
- Short stay or touchdown settings - small work surfaces with alternative seating (for 15 mins to 2 hours) located throughout the building.
- In addition, there are a range of flexible meeting rooms, meeting pods and booths and event spaces.

6.6 To support full occupation and functionality, the Council will need to procure a wide range of FF&E items, including but not limited to:

- Office desks and chairs
- Meeting room furniture
- Café and kitchen equipment
- Reception and public area furnishings
- AV and IT equipment
- Storage solutions
- Specialist items such as tiered seating and accessible furniture

6.7 The diversity of workspaces is justified by the need to accommodate different working styles, promote cross-service collaboration, and support health and wellbeing including consideration of neuro-diverse needs of the workforce. Members have played an active role in shaping the design and functionality of these spaces, ensuring alignment with the Council's strategic priorities.

6.8 The Civic Centre also presents an opportunity to embed arts and biophilic design elements. An arts strategy is being developed to guide the installation of artworks throughout the building, with potential locations including the reception, community rooms, collaboration spaces, and external areas. These installations will contribute to the Civic pride, community engagement, and wellbeing.

6.9 Accessibility remains a core consideration. Specifications for new furniture will ensure reasonable adjustments are designed in from the outset, minimising the need for retrofitting and ensuring inclusivity for all users.

6.10 In addition, a café concession will be procured for the cafe within the Welcome Space of the Civic Centre. The opportunity is being taken to set up a procurement framework of Catering operators from within the borough. When established the Council will be able to use the framework to invite caterers from within the framework to send proposals for other opportunities arising within the borough. Conversations have already taken place with other services about this.

6.11 In addition to cost savings, the reuse of furniture in the Civic Centre presents a very positive narrative around the Council's Carbon reduction efforts and the Circular Economy. However, it also means that reused furniture will need replacing in the Civic Centre earlier than if new purchases. The balance between new and reuse may change in the event tenants requiring furnished offices are found for Alexandra House and/or 48 Station Road.

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

7.1 Resident Experience and Enabling Success:

- A Supported and Enabled Workforce:
  - Work towards successful delivery of new Civic Centre

7. 2 A Culturally Rich Borough:

- Promoting an ambitious arts and culture programme for Haringey
  - Promote and elevate arts and culture initiatives and borough wide programmes

8. Carbon and Climate Change

8.1 The Council will be ensuring that our commitment to climate change is reflected in the procurement of the contractors, furniture and equipment, which this report seeks approval for, and it will form part of the evaluation criteria for all contracts**.** The Civic Centre incorporates a strong focus on sustainability, aligned with the Council's target to achieve a BREEAM Outstanding rating.
Key benefits of reuse and sustainable procurement include:

- **Carbon Reduction through Reuse:**
  Reusing existing furniture significantly reduces carbon emissions by avoiding the need for new manufacturing and transport.

- **Support for the Circular Economy:**
  Promotes responsible consumption and waste reduction by extending the lifecycle of existing assets.

- **Sustainability Scoring in Procurement:**
  Evaluation criteria will include a dedicated subset score for sustainability, reuse, and repair potential.

- **Local Relocation Benefits:**
  Moving furniture between Council sites locally reduces transport-related emissions and supports efficient resource use.

- **Biophilic Design Integration:**
  Incorporating natural elements not only enhances wellbeing but also contributes to carbon reduction through passive environmental benefits.

- **Alignment with BREEAM Outstanding Rating:**
  The reuse strategy supports the building's target BREEAM Outstanding rating, exceeding the baseline 'Good' rating outlined in the original Business Case.

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

9.1 Finance

9.1.1 This report seeks approval for the recommendations in section four of this report. The financial comments are contained in the exempt part of the report.

9.2 Procurement

9.2.1 Strategic Procurement has been consulted in the preparation of this report and will lead on the Procurements valued at 25k and above, working closely with the service to support the delivery of the Council's new Civic Centre financial strategy and corporate priorities.

9.2.2 As the mixed tendering approach is the preferred option, the route to market would also be a mix of the various options available. These mix of routes to the market would be determined by the characteristics of the products being procured. These characteristics will include, but are not limited to the kind, the type, the value, the price of the products, governance and compliance, supplier engagement, and market development.

9.2.3 The adoption of a mixed procurement process will provide the council with both flexibility and responsiveness. By combining competitive tendering with direct procurement and framework agreements, the approach will support the diverse operational needs and deliver notable benefits.

Strategic procurement would be supporting the project in adopting a mixed procurement process by providing structured procurement guidance, tools, and oversight to ensure that different procurement methods (such as open tendering,

restricted tendering, framework agreements, and direct procurement) are applied effectively and consistently.

9.3 Legal

9.3.1 The Director of Legal and Governance (Monitoring Officer) has been consulted In the preparation of the report.

9.3.2 Pursuant to the provisions of of the Council's Contract Standing Order (CSO) 2.01(b), Cabinet has authority to approve the commencement of a procurement exercise where the value of the contract to be procured is £500,000 or more and as such the recommendation in paragraph 3.1 of the report is in line with the Council's CSO.

9.3.3 The Director of Legal and Governance (Monitoring Officer) see no legal reasons preventing Cabinet from approving the recommendations in the report

9.4 Equality

9.4.1 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.

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 apply 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 Haringey Council has undertaken an inclusive approach to the redevelopment of the Civic Centre, with a strong focus on equality, diversity, and accessibility. Key actions and considerations include:

9.4.5 Staff Engagement and Inclusive Consultation

- An extensive staff survey was conducted, reaching all staff and receiving 460 direct responses, many representing entire teams - equating to feedback from approximately 500 staff members.

- The survey focused on health and well-being, workspace preferences, and inclusive design, including layout and floor plan considerations.
- Engagement extended to:
    - Trade unions through multiple meetings.
    - The Disability Action Group.
    - Departmental and Divisional Management Team Meetings.

9.4.6. Accessibility and Neurodiversity

- The Civic Centre is being designed to exceed accessibility standards, ensuring it is inclusive for all staff and visitors.
- Neurodiversity was considered in the design process, with ongoing engagement planned to ensure needs are met.
- The procurement specification will include:
    - Accessible furniture, including chairs suitable for most staff, circa 95%.
    - Flexibility in the furniture to re-configure as structures change or staff needs change.
    - A diverse range of work settings to support different working styles and needs:
        - Concentration zones
        - Collaboration areas
        - Relaxation and informal conversation spaces

9.4.7. Social Value and Local Economic Inclusion

- The procurement process embeds social value by:
    - Prioritising tender opportunities from local suppliers for the Welcome Café, supporting the local economy, fostering community engagement and contributing to Haringey's socio-economic needs.
    - Involving and engaging the community, including young people, in bringing the Civic Centre to life, (through the Enliven Project). Encouraging participation from local artists and exploiting this local talent by offering opportunities to showcase skills and promote artistic work.
    - A strong emphasis is placed on the circular economy, with significant reuse of existing furniture and materials.

9.4.8. Inclusive Design and Staff Choice

- The design promotes staff choice, enabling individuals to choose their preferred work setting based on their needs and tasks.
- Accessible power outlets, USB ports and cable management within reach from a seated position.
- Model office spaces are being set up to allow staff to experience and provide feedback on proposed layouts and furniture.

9.4.9. Post Occupancy

- After occupancy, we plan to undertake staff surveys to gather feedback and ensure the intended outcomes are being met.

9.4.10 Overall, the inclusive approach to consultation and design described shows due regard for the council's duties under the Public Sector Equality Duty.

9.4.11 It is anticipated that the procurement in support of this project will have an overall positive impact on all staff and visitors. Furthermore, it is also anticipated that some of the positive impacts delivered through the project are specifically applicable to staff and visitors under a range of protected characteristics, including age and disability, which will also intersect with other protected characteristics.

10. Use of Appendices

10.1 Appendix A Exempt Report.

11. Background papers

11.1 **Cabinet Report:** Civic Centre Development Project, Construction Main Contract Award, 12 November 2024

- Civic Centre Development Main Contract Award Nov24 Final.pdf
- Agenda for Cabinet on Tuesday, 12th November, 2024, 6.30 pm | Haringey Council

11.2 **Cabinet Report:** Station Road Refurbishment Works, 9 November 2021

- Station Road Refurbishment Works.pdf
- Agenda for Cabinet on Tuesday, 9th November, 2021, 6.30 pm | Haringey Council

11.3 **Cabinet Member Signing:** Award of contract for Alexandra House and 48 Station Road Furniture purchasing, 3 August 2022

- Furniture procurement _Part A.pdf
- Agenda for Cabinet Member Signing on Wednesday, 3rd August, 2022, 12.00 pm | Haringey Council

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Report for: Cabinet - 11 November 2025

Item number: 20

Title: Wards Corner Asset Management Plan, London N15

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

Lead Officer: Sarah Lavery, Head of Property, Capital Projects and Property

Ward(s) affected: Seven Sisters

Report for Key/ Non Key Decision: Non Key Decision

1. Describe the issue under consideration

1.1. Wards Corner is an island site that has long been identified by London Borough of Haringey (LBH) as a key gateway site for improvement and regeneration. In March 2020 LBH was granted Compulsory Purchase Order ("CPO") powers to acquire all third party property interests within the site in order to facilitate its comprehensive redevelopment. The CPO expires in December 2025 and a decision therefore needed to be taken as to whether or not to proceed with the acquisition, under these CPO powers, of the outstanding seven property interests or to let the CPO lapse.

1.2. The Corporate Director of Finance and Resources, reflecting updated viability advice, resolved to not pursue the purchase of the outstanding interests under delegated authority powers on 19th September 2025, thus enabling the CPO to expire through effluxion of time on 12th December 2025.

1.3. This cabinet report sets out an alternative approach to developing an asset management plan for the Wards Corner properties currently within LBH ownership.

2. Cabinet Member Introduction

2.1. Wards Corner has long stood as a vital gateway to our Borough—a location rich in potential and central to the vibrancy of Seven Sisters. Haringey Council has worked diligently to enhance the commercial and retail offer at this important junction, recognising its role not only as a transport hub but also as a key contributor to local economic activity and community identity.

2.2. Through targeted leasing activity, physical improvements, and collaborative efforts with partners such as Places for London and the Seven Sisters market traders, we have begun to see exciting and tangible progress. The opening of the new Seven Sisters Market is a testament to what can be achieved through collaboration and a shared vision with partners in the community.

2.3. However, in the current economic climate the comprehensive redevelopment of the Wards Corner site is not financially viable. This report sets out a pragmatic and forward-looking approach to the preparation of an Asset Management Plan that will allow us to actively manage the Council's property interests, support local businesses, and improve the appearance and function of this key location, while keeping future options open. This approach reflects our commitment to placemaking and economic resilience, ensuring that we continue to invest in our communities even when large-scale development is not immediately possible

3. Recommendations

3.1. **NOTE:** The Compulsory Purchase Order granted in March 2020 will expire through effluxion of time on 12th December 2025.

3.2. **AGREE:** 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.

3.3. **AGREE:** The Director of Capital Projects and Property in consultation with the Corporate Director of Finance and Resources prepares the Wards Corner Asset Management Plan

3.4. **AGREE**: To co-operate with Places for London in respect of its future long term plans for its holdings within the wider site.

4. Reasons for Decision

4.1. 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.

4.2. 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.

4.3. 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.

4.4. 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.

4.5. 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.

4.6. 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).

4.7. 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.

5. Alternative Options Considered

5.1. 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.

6. Background information

6.1. Wards Corner is an island site comprising a number of properties subject to varying ownerships. The site ownership plan is attached as Appendix 2. The two biggest interest holders are LBH and Places. There are also seven freehold and leasehold third party interests within the Wards Corner site, currently subject to LBH CPO powers. However, the CPO will expire in December 2025. The LBH holdings are scheduled within Appendix 1 and comprise:

- **Suffield Road and High Road Residential** – ten properties, two of which are LBH historic ownerships, eight of which were Grainger acquisitions. (shown as Zone 3 within the Appendix 3 plan)
- **West Green Road Properties –** Commercial and mixed commercial/residential properties (shown as Zone 2 within the Appendix 3 plan)
- **Seven Sisters Road Properties –** Commercial and mixed use properties but these are generally in poorer condition than the West Green Road assets (shown as Zone 4 within the Appendix 3 plan)
- **Bare Sites** - in use as the location for the Seven Sisters Temporary Market plus one vacant site (shown as plots 1, 8, 21 and 27 on the CPO plan within Appendix 3)

7. Wards Corner Asset Management Plan Principles

7.1. **Suffield Road and High Road Residential.** There are 10 properties (some whole houses and some split into flats. The first consideration should be repurposing these for LBH Housing, subject to a satisfactory business case that considers the opportunity cost of not disposing of them in the open market. Any subsequent disposals arising from this review are anticipated during FY 2026/27 and 2027/28.

7.2. This information is contained within the exempt Part B report.

7.3. **West Green Road Properties.** These are commercial and mixed commercial/residential properties with all commercial units let. They are to be managed for long term income rather than current short term. The aim is to maximise rental income and therefore investment value to enable a future choice to be made as to whether to continue to hold for income or to dispose. There is a 12 to 24 month activity period to enhance leasing position, so benefits expected in FY2026/27 and 2027/28.

7.4. This information is contained within the exempt Part B report.

7.5. **Seven Sisters Road Properties.** These are also commercial and mixed use properties (with the commercial units fully let) but are generally in poorer condition than the West Green Road assets. Physical improvements are however already underway in respect of two of the properties following recent leasing activity initiated by Property. No. 713 is currently undergoing refurbishment following a letting recently achieved after many years of vacancy and the upper parts of 717/719 are similarly being refurbished after many years lying vacant – so piecemeal improvements to the outward facing parts of these buildings is already taking place. Some further prior investment/enhanced tenant incentives may be required to optimise the leasing position and further improvements to the facades. There is a 12 to 24 month activity period required to enhance the leasing position, so FY2026/27 and 2027/28.

7.6. This information is contained within the exempt Part B report

7.7. **Vacant Sites/Places.** The LBH owned vacant land and service yard are (with the exception of one parcel of land) currently leased to Places. Completion of the works to create the temporary market facilities on this vacant land has been achieved and trading has commenced. Longer term, post market use, there is an opportunity to sell small parcels of land for redevelopment. Alternatively, elements of this vacant land could be introduced into a future Places redevelopment of its assets if supported by a credible business case. In the meantime, the new Seven Sisters Market facility has brought fresh activity to the site.

7.8. – 7.10. This information is contained within the exempt Part B report.

8. Contribution to Strategic Outcomes

8.1. LBH's 'Haringey Deal' sets out a series of commitments (themes) that LBH has made to working differently and building a different kind of relationship with residents and communities and the prospective outcomes are contained within LBH's Corporate Delivery Plan 2022/23 and 2023/24. The future asset management strategy for LBH's Wards Corner property holdings will help deliver Theme 8: Placemaking and Economy within this important gateway location.

9. Carbon and Climate Change

9.1. This proposal concerns not proceeding with a comprehensive approach to a redevelopment of the Wards Corner site. Instead, the Council's future strategy is based upon active asset management and disposal of the existing built assets. As such, there will be minimal carbon and climate change impact.

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

10.1. Finance

10.1.1. This information is included within the exempt Part B report.

10.2. Procurement

10.2.1. Strategic Procurement note the contents of this report; however, property and land transactions are excluded from the Procurement Act 2023 and therefore there are not procurement related matters preventing Cabinet approving the recommendations stated in Paragraph 3 above.

10.3. Head of Legal & Governance

10.3.1. Except those occupying the residential premises as temporary accommodation under Part VII Housing 1996, the Council will need to either

put these residential units into a Registered Provider or transfer them into a Special Purpose Vehicle company in order to avoid creating a right to buy under the Housing Act 1985.

10.4. **Equality**

10.4.1. LBH 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.

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

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

10.4.4. LBH originally embarked upon a site assembly strategy (by buying the Grainger assets and through CPO powers) over the Wards Corner site in order to effect a comprehensive whole site development. A comprehensive approach to redevelopment would have involved demolition of all of the buildings on the LBH owned site and thus the termination of all existing commercial and residential occupational interests. This asset management plan envisages that all existing buildings remain in situ and thus the effect upon current occupiers will be minimised. Thus, this decision will have a neutral impact on those parties.

11. Use of Appendices

Appendix 1: Schedule of Wards Corner Properties
Appendix 2: Site Ownership Plan
Appendix 3: Zone Plan/CPO Plan
Appendix 4: Tenancy Schedule (Exempt)

12. Background papers

a. Appendices 1 – 3
b. Appendix 4 – exempt for reasons of commercial sensitivity

Appendix 1 – Schedule of Wards Corner Properties

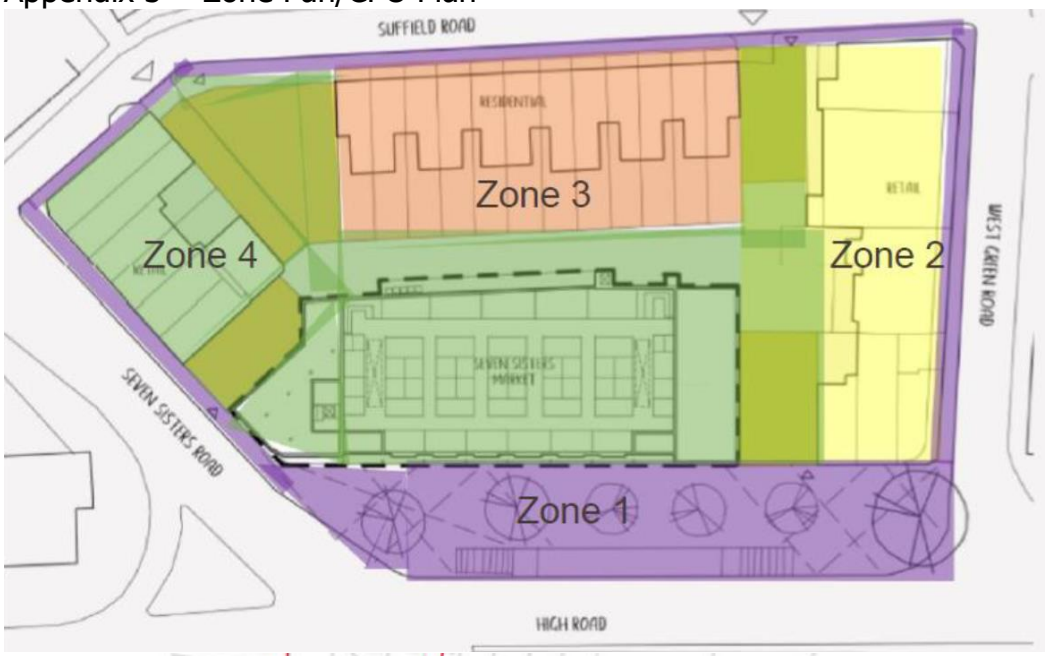
Address	Postcode	Use
SUFFIELD ROAD/HIGH ROAD RESIDENTIAL		
10 Suffield Road	N15 5JX	Residential
12 Suffield Road	N15 5JX	Residential
14, Suffield Road	N15 5JX	Residential
18 Suffield Road	N15 5JX	Residential
18a Suffield Road	N15 5JX	Residential
20 Suffield Road	N15 5JX	Residential
22 GF Suffield Road	N15 5JX	Residential
22 FF, Suffield Road	N15 5JX	Residential
24a Suffield Road	N15 5JX	Residential
24b Suffield Road	N15 5JX	Residential
24 Suffield Road	N15 5JX	Residential
26 Suffield Road	N15 5JX	Residential
28a Suffield Road	N15 5JX	Residential
28b Suffield Road	N15 5JX	Residential
30 Suffield Road	N15 5JX	Residential
255 High Road - Apt 1	N15 5BT	Residential
255 High Road - Apt 2	N15 5BT	Residential
257 High Road - Apt A	N15 5BT	Residential
257 High Road - Apt B	N15 5BT	Residential
257 High Road - Apt C	N15 5BT	Residential
257 High Road - Apt D	N15 5BT	Residential
WEST GREEN ROAD PROPERTIES		
1 West Green Road	N15 5BX	Commercial
1A-1B West Green Road	N15 5BX	Commercial
3-7 West Green Road	N15 5BX	Commercial
9-11 West Green Road	N15 5BX	Commercial
SEVEN SISTERS ROAD PROPERTIES		
709 Seven Sisters Road	N15 5JT	Commercial
Flat b 709 Seven Sisters Rd	N15 5JT	Residential
711 Seven Sisters Road	N15 5JT	Commercial
711a Seven Sisters Road	N15 5JT	Residential
713 Seven Sisters Road	N15 5JT	Commercial
715 Seven Sisters Road	N15 5JT	Comm/Resi

Address	Postcode	Use
717/719 Seven Sisters Road	N15 5JT	Commercial
717/719 Seven Sisters Road - Flat 1a	N15 5JT	Residential
717/719 Seven Sisters Road - Flat 2	N15 5JT	Residential
717/719 Seven Sisters Road - Flat 2a	N15 5JT	Residential
717/719 Seven Sisters Road - Flat 4	N15 5JT	Residential
VACANT LAND PROPERTY		
4-6 Suffield Road	N15 5JX	Land
251-253 High Road	N15 5BT	Land
721-723 Seven Sisters Road	N15 5JT	Land
SSM Car Park	N15 5JX	Land

Appendix 2 – Site Ownership Plan



Appendix 3 - Zone Pan/CPO Plan





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MINUTES OF THE MEETING Corporate Parenting Advisory Committee HELD ON Tuesday, 2nd September, 2025, 7:00pm – 8:20pm

PRESENT:

Councillors: Felicia Opoku, Zena Brabazon, Lotte Collett and Cressida Johnson

1. FILMING AT MEETINGS

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

2. APOLOGIES FOR ABSENCE (IF ANY)

Apologies of absence were received by Councillors Ali, Weston, Johnson and Gosling.

3. URGENT BUSINESS

There were none.

4. DECLARATIONS OF INTEREST

There were none.

5. MINUTES

The minutes of the meeting of 7 April 2025 be agreed were agreed as a correct record.

6. SOCIAL CARE ANNUAL PERFORMANCE 2024/25

The 2024/25 report outlined the performance of Haringey's Children's Social Care Services, benchmarking progress against a revised group of statistical neighbours with similar demographic profiles, as determined by the Department for Education. These included Barnet, Brent, Ealing, Enfield, Hounslow, Lambeth, Lewisham, Redbridge, Southwark, and Waltham Forest.

Children's Social Care supported children and young people who were in need, at risk, in care, or care experienced. These individuals often presented complex or acute needs requiring statutory intervention under the Children Acts of 1989 and 2004, the Children and Families Act 2014, and associated guidance such as "Working Together to Safeguard Children" (2023).

Governance and oversight were maintained through several forums:

- Safeguarding Accountability Meetings, chaired quarterly by the Council Leader, scrutinised performance and safety concerns.
- Corporate Parenting Advisory Committee focused on children in care and care leavers.
- Haringey's Safeguarding Children's Partnership (HSCP), involving the Local Authority, Police, and ICB, met regularly to review safeguarding arrangements. The HSCP Executive Board convened six times annually and was chaired by the Director of Children's Services.

HSCP sub-groups monitored areas such as performance, workforce development, training, and exploitation. The annual report set priorities around mental health, early intervention, older children needing protection, and contextual safeguarding.

National Reporting Context

Haringey submitted data to the Department for Education for the Child in Need Census and the 903 Children in Care Return. These covered referrals, assessments, protection activity, care placements, legal status, and outcomes for care leavers. Additional reports were submitted to the North Central London Regional Adoption Board and an annual workforce survey detailed recruitment, retention, and caseloads. Data to Insight (D2I) supported benchmarking through the Local Authority Interactive Tool (CHAT).

Future Challenges and Priorities

Key operational priorities included:

- Implementing the Families First Partnership programme to enhance early support.
- Preparing for the Children's Wellbeing and Schools Bill and reforms from the national policy "Keeping Children Safe, Helping Families Thrive" (Nov 2024).
- Responding to rising demand and complex challenges such as mental health, exploitation, domestic abuse, housing instability, and substance misuse.
- Managing financial pressures from care placements.
- Strengthening recruitment and retention of social workers, including internal development strategies.
- Advancing permanence planning and improving data systems for performance tracking.
- Establishing local Overnight Short Breaks provision for children with profound disabilities.
- Continuing professional development through Haringey Children's Academy.
- Leading innovative Stop and Search initiatives in partnership with the MET police.

- Members had sought insight into the reasons behind the strong performance of young people, including those in the Council's care. It was noted that several factors contributed to this success. Since taking on the role as Head of the Virtual School, Gala had significantly raised the profile of children with a social worker, which included looked-after children. There had been a clear strategic

focus on inclusion and on meeting the individual needs of children. Many of these children were identified as having special educational needs and disabilities (SEND), and the quality of the SEND provision had continued to strengthen over time. These combined efforts were believed to have played a key role in the improved outcomes.

- It was stated there had been a decline of the children coming into this service and wanted reason for the reduction in the numbers. There had been a noticeable decline in the number of children entering the service. Initially, the service managed around 400 children, with fluctuations of about 20. The first significant reduction occurred when unaccompanied asylum-seeking children stopped arriving via the Channel Tunnel, instead using alternative routes. This shift led to a drop of approximately 30–35 children within a year, and the numbers remained at that lower level.

- While this decline initially eased budget pressures and allowed for better caseload management and increased system capacity, efforts to restore previous numbers of asylum-seeking children were unsuccessful. Another contributing factor to the reduction was the growing stability within the service. Consistent leadership and staffing helped improve the quality of practice, enabling the team to build stronger relationships with families and make more confident decisions about managing risk. This stability allowed the service to support more children outside of statutory systems. Staff were able to review all cases within the original cohort of 400, ensuring that children received appropriate support without remaining unnecessarily within the formal care system.

- Members had asked for clarification regarding a safeguarding chart under section 8, specifically about contact sources. They noted that police referrals to the Multi-Agency Safeguarding Hub (MASH) had decreased slightly, while health referrals had increased. They queried whether this represented a typical fluctuation or indicated a more unusual trend. It was explained that The team had reviewed the matter locally and found no specific systemic changes that explained the fluctuation. Regular discussions took place with colleagues from both police and health services across various forums. Although the shift in referral sources had been noted collectively, it was not attributed to any development. Police and health professionals had consistently been the primary sources of contact throughout the year, and it was common for them to alternate in terms of which service generated the most referrals.

RESOLVED:

Recommendations:

3.1. That Members noted the performance data as set out in appendix i.

3.2. Committee was asked to note the report and, in particular: The service improvement and challenges contained within the report as well as the actions taken during 2023/24 in response to local demand and the financial pressures experienced

by the service in relation to placements and the areas identified as priorities for 2024/25 following analysis and review of the year's performance

Reasons for decision

4.1. This report is for information only

Alternative options considered

N/A

7. PERMANENCY PLANNING

Permanency planning had focused on securing long-term, stable living arrangements for children, aiming to reduce disruptions and promote emotional security. The process considered each child's social, emotional, educational, health, cultural, and identity needs.

Three key dimensions of permanence were addressed:

- Legal permanence through arrangements such as reunification with birth parents, adoption, or legal orders like Special Guardianship.
- Physical permanence by ensuring stability in home and community environments.
- Psychological permanence through secure attachments and a sense of belonging.

Haringey had prioritised early permanency planning, engaging practitioners and managers in continuous discussions about suitable long-term options for children entering care. This approach aligned with best practice and legal expectations under the Children and Social Work Act 2017 and the Children Act 1989. Courts were required to assess the impact of harm, current and future needs, and the adequacy of long-term care plans. Social workers applied principles from the Re B-S judgment, ensuring thorough analysis and evidence in care recommendations.

During the 2023 Ofsted inspection, Haringey was praised for its creative and committed social workers and improved adoption matching for younger children. The borough moved from "Requires Improvement" to "Good" overall, though permanency planning was identified as an area needing further embedding.

Following the inspection, Haringey strengthened its permanency processes through:

- Monthly Permanency Panels, chaired by senior managers, to monitor progress.
- Eight-weekly Permanency Planning Meetings within teams, focusing on children yet to achieve permanency.

These meetings evaluated long-term stability and explored all viable options, including parallel planning—where rehabilitation with birth parents was pursued alongside preparation for alternatives like kinship care or adoption.

The main routes to permanency included:

- Return to parents
- Special Guardianship
- Placement with connected carers
- Long-term foster care
- Adoption

- A member had expressed interest in learning more about the role of the Court Progression Officer, describing it as a particularly engaging topic. It was explained that Haringey had benefited from appointing a Service Manager for Court Service Assurance and Progression, especially given recent developments within the court system. A former court manager, who had spent time working as a principal social worker in another local authority, had returned to Haringey in this enhanced role. Their experience and leadership had helped strengthen relationships with the courts and with Cafcass, ensuring that the quality of work remained consistently high. The team had also recently met with their legal colleagues and the link judge to reinforce these collaborative efforts

- Stakeholder involvement was actively encouraged. Birth parents, Independent Reviewing Officers (IROs), and Adopt London North (ALN) all contributed to planning and tracking progress. Leadership and oversight were reinforced by appointing a Service Manager for Court Service Assurance and Progression, who tracked cases from the Public Law Outline stage to permanency. Team Managers led regular planning meetings, while Service Managers reported progress at the monthly panel, co-chaired by the Director of Children's Safeguarding and Social Care and the Head of Service for Children in Care.

- A question had been raised about the age range of children adopted in Haringey, specifically whether adoptions involved mostly babies or included older children as well. It was confirmed that both age groups had been represented. Over recent months, the borough had successfully secured adoption orders for several older children, including those with additional needs. While approximately two-thirds of adoptions involved younger children, older children had also been adopted successfully. One notable case involved a child aged eight who had been in care for five years prior to their adoption.

- A question had been raised about the additional support provided to adoptive parents of older children, acknowledging that such adoptions could be more challenging from a parental perspective. It was explained that Haringey had a range of support offers in place, including access to the Adoption Support Fund. Locally, the service had placed strong emphasis on addressing the therapeutic needs of children in care, particularly those awaiting adoption, to ensure smooth transitions into adoptive families. The preparation work undertaken with children—especially older ones—had been described as of a very high standard, aimed at giving adoptive families the best possible chance of success

- The report had been praised for its clarity and concise presentation. Members felt it effectively captured the progress and efforts made, describing it as a well-drafted and engaging account of the work undertaken. Appreciation was expressed to everyone involved, noting the discussion had been particularly interesting.

RESOLVED:

Recommendations

3.1. That Members noted contents of this report.

Reasons for decision

4.1. This report was for information only.

Alternative options considered

N/A

8. COLLABORATIVE COMMISSIONING

This report delivered a strategic overview of collaborative commissioning efforts across North Central London (NCL) and Pan-London, with a particular emphasis on market management and placement sufficiency.

It highlighted key developments, emerging opportunities, and Haringey's active role in regional initiatives aimed at improving outcomes for children in care and those with complex needs. Local authorities across London had faced mounting challenges due to rising demand, limited-service provision, and increasing costs. In response, both the NCL sub-region and the Pan-London network, coordinated through the London Innovation and Improvement Alliance (LIIA), led joint commissioning efforts to enhance placement availability, quality, and cost-effectiveness. Haringey had played a significant part in shaping and implementing these initiatives.

- Concerns had been raised about the sudden surge in interest from individuals wanting to open children's homes in Harringay. It was stated that while there was enough residential capacity for children in need, the units were located in the wrong areas—primarily in the North, where property was cheaper—while most children requiring care were based in the South. This mismatch meant children had to be transported long distances. It was suggested that planning approvals should be restricted in the North and encouraged in the South to better align supply with demand. There was also a risk of oversaturating certain areas with residential units, potentially attracting the wrong individuals and creating unsafe environments. Efforts were being made to build early relationships with providers, ensure quality care, and negotiate placements for local children. Small, well-managed homes were seen as beneficial. The team emphasised the importance of supporting registered managers to deliver high-quality, non-exploitative services.

- Questions had been raised about the rationale behind opening multiple four-bedded children's homes. Some wondered whether this approach was cost-effective or aligned with best practice, especially given the operational demands—each home required senior staff, strategic oversight, and substantial social work input. It was acknowledged that this was an important issue when placing young people in care, many of whom had experienced trauma. Matching residents carefully was essential to avoid overcrowding and conflicting needs. Smaller homes were considered a sensible strategy to better meet individual needs and prevent those needs from being overlooked in larger settings.

- Concerns were raised about whether current initiatives—particularly those outlined in section 6.1.3—were sufficient to meet the needs of highly vulnerable children, especially those with complex mental health issues. It was acknowledged that these efforts were likely just a starting point, with only a small number of placements available, such as two beds for young people ready for hospital discharge. While this marked progress, it was clear that further development and collaboration across boroughs were needed. Health services had been actively involved, particularly in discussions around joint funding packages. Variations in contributions from different local authorities highlighted the need for a consistent protocol to ensure equitable funding. Ongoing meetings with health partners, including those related to ICB mergers and the North London Foundation Trust, were seen as a positive step toward integrated support.

RESOLVED:

Recommendations

3.1. That Members noted the contents of the report.

Reasons for decision

4.1 This report was for information only.

Alternative options considered

N/A

9. ANY OTHER BUSINESS

There were none.

CHAIR:

Signed by Chair ……..

Date ……

MINUTES OF THE MEETING Cabinet Member Signing HELD ON Wednesday, 15th October, 2025, 2.00 - 2.30 pm

PRESENT:

Cabinet Member: Councillor Zena Brabazon

ALSO ATTENDING:

Pauline Simpson - Strategic Commissioner, Chris Liasi – Principle Committee Co-ordinator.

7. FILMING AT MEETINGS

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

8. APOLOGIES FOR ABSENCE

There were none.

9. DECLARATIONS OF INTEREST

There were none.

10. URGENT BUSINESS

There was no urgent business.

11. DEPUTATIONS / PETITIONS / QUESTIONS

There were none.

12. AWARD OF FRAMEWORK TO SHORT BREAKS PROVIDERS FOR AFTERSCHOOL AND HOLIDAY

Local Authorities had a legal duty to provide short break services for disabled children, young people, and their parents or carers, in accordance with the Children Act 1989 and the Children and Families Act 2014.

Short Breaks Overview:

- These services offered disabled children time away from their primary carers through various activities, including daytime, evening, overnight, and weekend sessions.

- They took place in the child's home, with approved carers, or in residential/community settings.
- Support was delivered via specialist services, temporary carers, or outreach workers, helping children access mainstream leisure activities while giving carers temporary relief.

Procurement and Framework:

- The council conducted a competitive procurement process to establish a new open framework with multiple providers, divided into five categories (Lots):
    1. After-school activities
    2. Weekend activities
    3. Holiday activities
    4. Outreach services
    5. Other short breaks

Framework Details:

- The framework was scheduled to begin on 1 November 2025 for an initial four-year term, with an option to extend by up to four additional years (2+2), reaching an estimated total value of £2.7 million if fully extended.
- The council planned to reopen the framework every 12–18 months to allow new providers to join. Existing providers would not be required to re-tender during these reopenings.

RESOLVED:

The Cabinet Member RESOLVED:

3.1 That the Cabinet Member for Children, Schools and Families approved in accordance with Contract Standing Orders 16.01 (bid acceptance), 2.01 (c) and as permitted under 0.08 (which provides that where the decision is required by the Cabinet, this may also be taken by the Leader or by a Cabinet Member with the Leader's agreement) the award of framework agreements for the provision of short breaks services for disabled children and young people to successful providers identified in Appendix 1 - Part B (exempt information) of this report. The framework agreement shall run for initial period of 4 years with anticipated commencement date of 1st November 2025 at estimated cost of £337,500 per annum with an option to extend further period 2 years, plus 2 years. The total aggregated value of the framework is estimated at £2.7 million (excluding VAT) over the full duration of 8 years, if fully extended.

3.2 Delegated authority to the Director of Children's Services in consultation with the Lead member for Children's, Schools and families to award, framework agreements to successful bidders following the re-opening of the framework as outlined under 1.6 above

Reasons for decision

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

4.2 The existing contracts for short break services are due to expire on 31st August 2025 and there is no further provision to extend the contract.

4.3 The Council has carried out a competitive procurement process to establish the open framework and identified the successful providers who will deliver short breaks services from 1st November 2025.

Alternative options considered

5.1 Do nothing: This option was considered and not considered to be viable because the Council has a statutory duty under the Children Act 1989 which places a duty to provide breaks from caring for carers of disabled children. Doing nothing would lead to reliance on spot purchasing arrangements to ensure the Council's statutory duties are met. This may result in providers charging exorbitant prices which do not deliver value for money. Also, may viewed as non-compliance procurements.

5.2 Deliver in house: The Council does not currently have the significant level of resources that would be required to deliver the service in house. This option would require substantial investment in several key areas: such as staff salaries, recruitment and training, buildings, equipment, transportation, maintenance costs, management systems and regulatory compliance.

13. EXCLUSION OF THE PRESS AND PUBLIC

14. EXEMPT - AWARD OF FRAMEWORK AGREEMENTS FOR PROVISION OF SHORT BREAKS

RESOLVED:

The Cabinet Member considered the exempt information.

CABINET MEMBER:

Signed by Cabinet Member……..

Date ……

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MINUTES OF THE MEETING Cabinet Member Signing HELD ON Thursday, 16th October, 2025, 12.00 - 12.30 pm

PRESENT:

Cabinet Member: Councillor Sarah Williams

ALSO ATTENDING:

Nigel Davis - Project Manager, Christian Carlisle - AD Asset Management, Lauren Parker - Senior Project Manager, Peter De-Bique - Head of Major Works, Chris Liasi – Principle Committee Co-oridnator.

15. FILMING AT MEETINGS

The Cabinet Member referred to the filming at meetings notice and this information was noted.

16. APOLOGIES FOR ABSENCE

There were none.

17. DECLARATIONS OF INTEREST

There were none.

18. URGENT BUSINESS

There were none.

19. DEPUTATIONS / PETITIONS / QUESTIONS

There were none.

20. PHASE 1 - EXTENSIVE VOIDS PROGRAMME

In accordance with Contract Standing Orders 2.01.c and 0.08, the Cabinet Member for Housing and Planning (Deputy Leader) approved the award of a £653,684.47 contract to Tenderer A for Phase 1 of the Extensive Voids Programme. Five structurally compromised and uninhabitable properties had been identified for inclusion. The contract enabled immediate refurbishment works, aimed at reducing long-term voids and reintegrating the homes into the housing stock to address urgent demand from residents on the waiting list.

The Cabinet Member **RESOLVED:**

3.1 Pursuant to Contract Standing Order (CSO) 2.01.c and CSO 0.08, the Cabinet Member for Housing and Planning (Deputy Leader) approved the award of contract to Tenderer A as set out in Appendix A - Exempt Report. The contract sum will have a total value of £653,684.47.

3.2 In consultation with the Director of Finance, approved the expenditure of sums as set out in Appendix A – Exempt Report. Page 1 Agenda Item 6 Page 2 of 9.

3.3 In line with Contract Standing Orders (CSO 16.04), approved issuance of a letter of intent for the value of £65,000.00. The Letter of Intent will allow the contractor to commence the project by placing orders with their supply chain before agreeing a formal contract.

Reasons for decision

The decision to award this contract is based on several critical factors:

4.1 Structural and Safety Concerns The Council has identified several long-term void properties that have remained vacant due to significant structural and other works which have contributed to the failure of these properties to meet current housing standards. These unoccupied homes represent a significant loss in potential housing supply at a time of acute need, and their continued absence from the active stock places additional strain on temporary accommodation resources. To address this issue, immediate action is required to bring these properties back into use. Refurbishing these properties not only reduces the number of voids but also helps to alleviate demand pressures, providing much-needed housing for residents currently on the waiting list.

4.2 Need for Fire Safety Upgrades Several of these properties also require essential fire safety upgrades, including new fire doors, smoke detection systems, compartmentation and other improvements. These works are necessary to ensure compliance with current fire safety regulations and to protect future tenants.

4.3 Energy Efficiency Improvements The project supports the Council’s commitment to becoming a net-zero carbon borough by 2041. Energy efficiency improvements—such as insulation, window and door replacements, and heating system upgrades—will reduce carbon emissions, lower energy bills for tenants, and contribute to the Council’s Climate Change Action Plan and Affordable Energy Strategy. Therefore, where possible, these work elements will also be included in the PH1 Extensive Voids Programme.

4.4 Minimising Future Costs Through targeted refurbishment under this programme, the Council will proactively safeguard its housing stock from further deterioration. Delaying action risks compounding repair needs, which will escalate costs over time and erode asset value. Moreover, early intervention offers tangible cost savings. Maintaining vacant units incurs ongoing expenses, including security, inspections, and utilities. When paired with rising demand for temporary accommodation, the financial burden grows considerably. Bringing long-term voids back into use not only improves

housing supply— it reduces reactive spending and ensures public funds deliver lasting impact.

4.5 Resident Engagement and Communication Although the properties are currently unoccupied, the Council has engaged with neighbouring residents and stakeholders through written communications and supported by dedicated Resident Liaison Officers. 4.5 Competitive Tender Process The Council conducted a robust and competitive procurement exercise via Lot 2.2 of the London Construction Programme (LCP) Framework. Tenders were published on 6 May 2025, resulting in the receipt of eight compliant bids by the closing date of 5 June 2025. Following a comprehensive evaluation process, the appointed contractor demonstrated strong capability to deliver the refurbishment works to a high standard, on budget, and in accordance with the Council's priorities around social value and environmental sustainability. The tender results are shown in the table in Section 6.6 of the report, with further detail in Appendix A – Exempt Report.

4.6 Alignment with Strategic Goals This project aligns with the Council's wider strategic objectives, including the Housing Delivery Programme, the Housing Asset Management Strategy, and the Council Housing Energy Action Plan (HEAP). It supports the Council's ambition to provide high1quality, sustainable housing and to make best use of its existing stock.

Alternative options considered

5.1 Do Nothing Haringey Council has a duty to preserve both the internal and external integrity of its properties. Choosing not to proceed with refurbishment works would expose the Council to criticism for failing to bring its assets back into use, particularly considering growing demand for social housing. Inaction also carries significant financial consequences. It would result in ongoing loss of rental income and drive-up costs associated with securing, inspecting, and maintaining empty properties. Moreover, the reliance on temporary accommodation to meet housing need would continue to place pressure on limited resources. Timely investment in these homes not only fulfills the Council's legal and moral obligations—it ensures cost-effectiveness and reinforces its commitment to delivering sustainable housing solutions.

5.2 Partnering Contract Haringey Council is currently procuring four long-term partnering contractors to deliver major works to its housing stock over a 10-year period. While it was initially considered to include this phase of the voids programme within the partnering contracts, several critical factors led to the option being ruled out. The void refurbishment works are urgent. Delaying them until the partnering contractors mobilise in early 2026 would risk further deterioration of these vacant properties, leading to higher repair costs and prolonged loss of rental income. This delay would also prevent the timely reoccupation of homes by families on the housing waiting list, increasing reliance on temporary accommodation. The decision to exclude these works from the partnering contract reflects the Council's commitment to prioritising housing supply, minimising financial risk, and safeguarding asset condition.

21. PHASE 2 - EXTENSIVE VOIDS PROGRAMME

In accordance with Contract Standing Order 2.01.c, the Cabinet Member for Housing and Planning (Deputy Leader) approved a £1,030,581.00 contract award to Tenderer A for Phase 2 of the Extensive Voids Programme. Five uninhabitable properties with major structural defects had been identified for refurbishment, including loft conversions in two homes to increase bedroom capacity. The works aimed to return the properties to use, expand housing options for larger families, and ease overcrowding—ultimately boosting the Council's housing supply.

It was **RESOLVED** the Cabinet Member for Housing and Planning (Deputy Leader):

3.1 Pursuant to Contract Standing Order (CSO) 2.01.c approved the award of contract to Tenderer A as set out in Appendix A - Exempt Report. The contract sum will have a total value of £1,030,581.00.

3.2 In consultation with the Director of Finance, approved the expenditure of sums set out in Appendix A – Exempt Report. The proposed works for the Phase 2 Extensive Voids Programme, has a total estimated value of £1,030,581.00 for five currently unoccupied properties. The works will be funded from the approved Major Works Capital Programme, as they relate to the structural refurbishment and reinstatement of housing assets. The costs are expected to be contained within the existing Major Works budget and Medium-Term Financial Strategy (MTFS). Provided there is no cost escalation beyond the estimated cost, there is no or minimal financial pressure on the current year's capital budget. A portion of spend will slip into the following financial year. £530,581.00 has been allocated to be spent in 26/27 to complete the works and manage end-of-year defects.

3.3 In line with Contract Standing Orders (CSO 16.04), approved issuance of a letter of intent for the value of £103,058.00. The Letter of Intent will allow the contractor to commence the project by placing orders with their supply chain before agreeing a formal contract.

Reasons for decision

The decision to award this contract is based on several critical factors:

4.1 Structural and Safety Concerns The Council has identified several long-term void properties that have remained vacant due to significant structural and other works which have contributed to the failure of these properties to meet current housing standards. These unoccupied homes represent a significant loss in potential housing supply and rental income at a time of acute need, and their continued absence from the active housing stock places additional strain on temporary accommodation. To address these issues, immediate action is required to bring these properties back into use. Refurbishing these properties not only reduces the number of voids but will also help to alleviate demand pressures, providing much-needed housing for residents awaiting permanent housing. The works are not only necessary to bring these properties back into use but also represent a proactive investment in the Council's housing stock. These properties will also address overcrowding by increasing the number of bedrooms in two of the properties, making the homes suitable for larger families on the housing waiting list.

4.2 Need for Fire Safety Upgrades Several of these properties also require essential fire safety upgrades, including new fire doors, smoke detection systems, compartmentation, and other improvements. These works are necessary to ensure compliance with current fire safety regulations.

4.3 Energy Efficiency Improvements The project supports the Council's commitment to becoming a net-zero carbon borough by 2041. Energy efficiency improvements—such as insulation, window and door replacements, and heating system upgrades—will reduce carbon emissions, lower energy bills for tenants, and contribute to the Council's Climate Change Action Plan and Affordable Energy Strategy. Therefore, where possible, energy efficiency works will also be included in the PH 2 Extensive Voids Programme.

4.4 Minimising Future Costs through targeted refurbishment under this programme, the Council will proactively safeguard its housing stock from further deterioration. Delaying action risks compounding repair needs, which will escalate costs over time and erode asset value. Moreover, early intervention offers tangible cost savings. Maintaining vacant units incurs ongoing expenses, including security, inspections, and utilities. When paired with rising demand for temporary accommodation, the financial burden grows considerably. Bringing long-term voids back into use not only improves housing supply— it reduces reactive spending and ensures public funds deliver lasting impact.

4.5 Resident Engagement and Communication Although the properties are currently unoccupied, the Council has engaged with neighbouring residents and stakeholders through written communications and supported by dedicated Resident Liaison Officers. 4.5 Competitive Tender Process The Council conducted a robust and competitive procurement exercise via Lot 2.2 of the London Construction Programme (LCP) Framework. Tenders were published on 6 May 2025, resulting in the receipt of five compliant bids by the closing date of 5 June 2025. Following a comprehensive evaluation process, the appointed contractor demonstrated a strong capability to deliver the refurbishment works to a high standard, on budget, and in accordance with the Council's priorities around social value and environmental sustainability. The tender results are shown in the table in Section 6.6 of the report, with further detail in Appendix A – Exempt Report.

4.6 Alignment with Strategic Goals This project aligns with the Council's wider strategic objectives, including the Housing Delivery Programme, the Housing Asset Management Strategy, and the Council Housing Energy Action Plan (HEAP). It supports the Council's ambition to provide high□quality, sustainable housing and to make best use of its existing stock

Alternative options considered.

5.1 Do Nothing Haringey Council has a duty to preserve both the internal and external integrity of its properties. Choosing not to proceed with refurbishment works would expose the Council to criticism for failing to bring its assets back into use, particularly considering growing demand for social housing. Inaction also carries significant financial consequences. It would result in ongoing loss of rental income and drive-up costs associated with securing, inspecting, and maintaining empty properties.

Moreover, the reliance on temporary accommodation to meet housing need would continue to place pressure on limited resources.

Timely investment in these homes not only fulfils the Council's legal obligations—it also ensures cost-effectiveness and reinforces its commitment to delivering sustainable housing solutions.

22. TURNER AVENUE ESTATE EXTERNAL MAJOR WORKS PHASE TWO (2025-2026)

In line with Contract Standing Order 0.08, the Cabinet Member for Housing and Planning (Deputy Leader) approved the award of a £1,514,644 contract to Contractor A for external major works on the Turner Avenue Estate. This ensured all homes received Decent Homes Standard improvements consistent with borough-wide programmes.

Following the termination of the original contractor due to non-performance, a waiver of CSOs 12.01 and 12.02 was also approved to allow a direct award to Contractor A. This enabled completion of partially started works and full delivery across the estate.

The Cabinet Member acknowledged industry-wide increases in construction and labour costs since the original tender, agreeing that these additional costs would not be passed on to leaseholders. Professional fees of £81,456 (5.377% of the contract sum) were approved, bringing the total project cost to £1,596,100.

The Cabinet Member **RESOLVED**:

2.1 The Cabinet Member for Housing and Planning (Deputy Leader) approved the award of contract to Contractor A in the sum of £1,514,644. Contractor details identified in Appendix A - Exempt Report for the installation of flat roof covering, windows, curtain walling to stairwells, external brickwork and concrete repairs, communal internal and external decorations.

2.2 The Cabinet Member for Housing and planning (Deputy Leader) approved the total professional fees of £81,456 which represents 5.377% of the contract sum. And notes the total project cost of £1,596,100

2.3 The Cabinet Member, for Housing and Planning (Deputy Leader) in line with CSO 0.08 and CSO 16.04 approved the issue of a Letter of Intent in the sum of £151,464.00. The value of the Letter of Intent represents 10% of the contract sum.

2.4 The Cabinet Member for Housing and Planning (Deputy Leader) approved the issue of a waiver by waiving off CSO 12.03 to direct award of contract to the preferred contractor. The basis for seeking a direct award is that contractor A is not on an applicable framework through which a direct award can be made. It will overcome the logistics of having two contractors on the same site and enable incomplete and outstanding works to be delivered.

2.5 The Cabinet Member for Housing and Planning (Deputy Leader) approved that any increased costs associated with completing the outstanding works under this

tender will not be passed on to leaseholders. The original contract pricing will remain in effect, except where the scope of work in the new contract is reduced.

Reasons for decision

3.1 Haringey Council requires the Cabinet Member for Housing and Planning (Deputy Leader) approval to award the contract for incomplete and outstanding works for flat roof covering, windows, external brickwork and concrete repairs, curtain walling and communal internal and external decorations to the Turner Avenue Estate. This will ensure all properties on the estate are brought up to Decent Homes Standard

3.2 The original contract was awarded under the JCT Intermediate Building Contract with Contractor's Design 2016. Following the termination of that contract due to non-performance, a direct award is now proposed to Contractor A to ensure continuity and timely completion of the external works across the estate. Although Contractor A is not listed on a framework that permits direct call-off, a direct award is considered the most practical and cost-effective approach in this instance. Contractor A is already mobilised on-site, delivering the Brunel Walk dwellings, with established site setup and logistical arrangements in place. This presents a significant opportunity to reduce additional mobilisation costs and avoid the inefficiencies and potential disruption associated with introducing a second contractor to the estate.

3.3 The proposed award via a waiver will benefit both the Council and the project by delivering cost efficiencies through the consolidation of site setup and mobilisation under a single contractor. This approach will enable the seamless sequencing of works alongside those currently being delivered by the Housing Delivery team. Contractor A, who is already appointed to deliver the Brunel Walk new housing development and associated communal garden spaces— including play and amenity features such as seating areas—within the Turner Avenue estate, is well positioned to undertake the additional works. The Council's Procurement team has reviewed and supports this approach, recognising the cost savings and logistical advantages it offers within the constraints of the site.

3.4 Haringey Council has a statutory duty under the Housing Acts to maintain the structural integrity and overall condition of its housing stock. Failure to carry out the proposed works would result in part of the Turner Avenue estate falling below the Decent Homes Standard.

Alternative options considered

4.1 The option of not proceeding with the works was considered but ultimately rejected. As the landlord, Haringey Council has a statutory responsibility to ensure that the property complies with Decent Homes standards and current Health and Safety regulations. A competitive tendering process was deemed unsuitable for this project due to the associated time and cost implications, as well as the potential disruption that introducing a new contractor could cause to ongoing works. Issuing a direct award to Contractor A is considered both cost effective and operationally efficient. Contractor A is already appointed to deliver new Council housing on an adjacent development, which includes landscaping works that will integrate with the

Turner Avenue estate, thereby minimising disruption to residents and ensuring continuity in delivery.

23. EXCLUSION OF THE PRESS AND PUBLIC

24. EXEMPT PHASE 1 - EXTENSIVE VOIDS PROGRAMME

RESOLVED:

The Cabinet Member considered the exempt information.

25. EXEMPT PHASE 2 - EXTENSIVE VOIDS PROGRAMME

RESOLVED:

The Cabinet Member considered the exempt information.

26. EXEMPT TURNER AVENUE ESTATE EXTERNAL MAJOR WORKS PHASE TWO (2025-2026)

RESOLVED:

The Cabinet Member considered the exempt information.

CABINET MEMBER:

Signed by Cabinet Member ……..

Date ……

Delegated Decisions taken by Corporate Directors

For Reporting to Cabinet - November 2025

Corporate Director	Date	Title	Decision	Exempt?
Corporate Director of Environment and Resident Experience	06/10/2025	Approval for Implementation of Standing Order 2.05.1 (n) av	To approve the implementation of Standing order (CSO) 8.01 (use of Council Dynamic Purchasing system and approves the award of contract pursuant to CSO 2.05.1 (n) for a solar PV procurement and installation of a 150kWp Solar PV system at The Brook School & Willow School contract to Ecolution Group Ltd. The proposed contract will be for a period of 2 months 22 days from 10 October 2025 to 31 December 2025, at a maximum value of £106,468.51	Yes
Corporate Director of Adults, Housing and Health	02/10/2025	Community Connection Haringey Project	Approve the acceptance of grant funding from the Ministry of Housing, Communities and Local Government (MHCLG) and award the contract for the Community Connection Haringey project	
Corporate Director of Adults, Housing and Health	10/10/2025	Variation of Contract under Contract Standing Order(CSO) 2.05.1.n Fire alarm and Detection Works at Hamilton Close	For the Corporate Director Adults Housing & Health to approve the implementation of Contract Standing Order 2.05.1(n) vary the contract for the provision of Fire Alarm Installation from £218,374.63 to £300,000,	

Corporate Director of Environment and Resident Experience	22/10/2025	Approval for Implementation of Contract Standing Order 18.03.3	For the Director of Environment & Resident Experience to approve implementation of Contract Standing Orders 18.03.3, and 2.05.1 (n) and grant an extension of £70,000 by value and increase the duration by a year up to 31 March 2027 to the existing contract with Eunomia Research and Consulting Ltd for Environmental Services Implementation Support. Contract 4400019703 will then run through to a termination date of 31 March 2027 with a total value of £210k.	Yes
Corporate Director of Finance and Resources	20/10/2025	Acquisition of N4 using the Greater London Authority's (GLA) Council Homes Acquisition Programme (CHAP) funding.	Purchase of the property known as N4 for a sum of £320,000 for housing purposes as part of the Council's programme to deliver properties using Council Homes Acquisition Programme (CHAP) to ease wider homelessness pressures.	No
Corporate Director of Finance and Resources	20/10/2025	Acquisition of 18 Robert Burns House N17 0RB using Right to Buy receipts / MHCLG LAHF R3 Grant.	Purchase of the property known as 18 Robert Burns House N17 0RB (and shown edged red on the plan attached included as part of the original lease – Appendix 4) for a sum of £280,000 for housing purposes as part of the Council's programme to deliver properties using either the RTB receipts or MHCLG LAHF3 funding that has been awarded for acquisition programme that aims to provide sustainable housing for those on Afghan resettlement schemes (ARAP/ACRS) who currently reside or formerly resided in bridging accommodation and ease wider homelessness pressures. The property can then be leased by the Council to the Haringey CBS for seven years.	No
Corporate Director of Finance and Resources	28/10/2025	Acquisition of Flat 17, Dellafield, Pooles Park, London N4 3PQ using Right to Buy receipts	Purchase of the property known as Flat 17, Dellafield, Pooles Park, London N4 3PQ	

Corporate Director of Finance and Resources	28/10/2025	Acquisition of 8 Shelley House N8 7BE using the Greater London Authority's (GLA) Council Homes Acquisition Programme (CHAP) funding	Purchase of the property known as 8 Shelley House N8 7BE (and shown edged red on the plan attached included as part of the original lease – Appendix 4) for a sum of £295,000 for housing purposes as part of the Council's programme to deliver properties using Council Homes Acquisition Programme (CHAP) to ease wider homelessness pressures.	
Corporate Director of Finance and Resources	28/10/2025	Acquisition of Flat 17, Dellafield, Pooles Park, London N4 3PQ using Right to Buy receipts.	Purchase of the property known as Flat 17, Dellafield, Pooles Park, London N4 3PQ (and shown edged red on the plan attached included as part of the original lease – Appendix 4) for a sum of £355,000 for housing purposes as part of the Council's programme to deliver properties using either the RTB receipts to ease wider homelessness pressures. The property can then be leased by the Council to the Haringey CBS for seven years.	
Corporate Director of Finance and Resources	28/10/2025	Acquisition of 27 Falconer Court N17 7LE using the Section 106 contributions.	Purchase of the property known as 27 Falconer Court N17 7LE (referenced within the plan and included as part of the original lease – Appendix 4) for a sum of £290,000 for housing purposes as part of the Council's programme to deliver properties using Section 106 contributions to ease wider homelessness pressures. The property can then be leased by the Council to the Haringey CBS for seven years.	

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