

# **DECISION NOTICE OF THE Cabinet HELD ON Tuesday, 9th December, 2025**

Set out below is a summary of the decisions taken at the meeting of Cabinet held on Tuesday, 9 December 2025.

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

## **9. 2025/26 FINANCE UPDATE QUARTER 2**

### **DECLARATIONS OF INTEREST FOR THIS ITEM:**

None

### **RESOLVED:**

That Cabinet:

1. Noted the forecast total revenue outturn variance for the General Fund of £23.4m, comprising £14.72m base budget pressures and £8.7m non-delivery of savings.
2. Noted the net DSG forecast of £3.1m overspend.
3. Noted the net Housing Revenue Account (HRA) forecast underspend of £514,000.
4. Noted the forecast General Fund and HRA Capital expenditure of £441.4m, which equated to 85% of the total 2025/26 quarter two revised budget position.
5. Approved the revenue budget virements and receipt of grants as set out in Appendix 8.
6. Approved the proposed budget adjustments and virements to the capital programme as set out in Table 5 and Appendix 8.
7. Noted the debt write-offs approved in Quarter 2 2025/26, which had been approved by the Corporate Director of Finance and Resources under delegated authority, or for those above £50,000, by the Cabinet Member for Finance as set out in the Constitution.
8. Noted the Finance Response and Recovery Plans and progress against actions as at Quarter 2.~
9. Noted the decision not to participate in the 8 Authority Pool during the 2026/27 financial year, taken by the Director of Finance and Corporate Resources

following consultation with the Lead Member for Finance and Corporate Services.

### **Reason for Decision**

A strong financial management framework, including oversight by Members and senior management, was an essential part of delivering the council's priorities as set out in the Corporate Delivery Plan and meeting its statutory duties. This was made more critically important than ever because of the uncertainties surrounding the Council's challenging financial position, which was being impacted by Government funding, high demand for services—particularly for the most vulnerable—and the wider economic outlook. This created an ongoing reliance on Exceptional Financial Support.

### **Alternative Options Considered**

The report on the management of the Council's financial resources was a key part of the role of the Corporate Director of Finance and Resources (Section 151 Officer) in helping members exercise their role, and no other options were therefore considered. The remainder of this report and the accompanying appendices set out the current forecast budget position in more detail.

## **10. FEES AND CHARGES - 2026/27**

### **DECLARATIONS OF INTEREST FOR THIS ITEM:**

None

### **RESOLVED:**

That Cabinet:

1. Agreed the proposed non-statutory fees and charges to be levied by the Council with effect from 1 April 2026, unless otherwise stated.
2. Noted the statutory fees and charges to be levied by the Council with effect from 1 April 2026.
3. Noted that the Council's draft 2026/27 Budget and Medium-Term Financial Strategy (MTFS) 2026/27–2030/31 assumed that the changes to Fees and Charges set out in this report were agreed.
4. Agreed that authority be delegated to the Director of Corporate Resources in consultation with the Member for Finance and Corporate Services to make any subsequent in-year changes or additions to the fees and charges proposed in this report.

Authority was delegated to the Head of Highways and Parking to:

1. Carry out all required statutory consultations regarding the proposed changes to charges and parking policy.
2. Make all necessary traffic management orders (“TMOs”), having considered any objections received in response to the statutory consultation, to implement the proposed changes, subject to key decisions being considered by Cabinet.
3. Where the Head of Highways and Parking considered appropriate, decide to either:
  - (i) not proceed with, or
  - (ii) modify one or more of the proposed TMOs to address any matters arising from the statutory consultation, or
  - (iii) refer the matter(s) to Cabinet for determination.

### **Reasons for Decision**

Under the Council’s Income Policy, it was a requirement to review fees and charges as a minimum annually. Given the ongoing challenges facing the Council, this was even more appropriate.

### **Alternative Options Considered**

This report summarised the conclusions after consideration of a range of alternative approaches dependent on particular services and relevant factors. As such, a range of alternative options—ranging from no increase to differentiated rates of increases or decreases—had been considered and were reflected in this report.

## **11. HOUSING REVENUE ACCOUNT 2026/27**

### **DECLARATIONS OF INTEREST FOR THIS ITEM:**

None

### **RESOLVED:**

That Cabinet:

1. Noted the HRA’s current financial position as set out in this report, which set the foundations for the full draft budget for 2026/27 and the 2026/27–2030/31 Business Plan.
2. Noted that the final HRA 2026/27 Budget and 2026/27–2030/31 Business Plan would be presented to Cabinet on 10 February 2026 to be recommended for approval to the Full Council meeting taking place on 2 March 2026.

### **Reasons for Decision**

The Council was legally required to set a balanced HRA budget and have a sustainable HRA Business Plan to ensure that it was able to manage and maintain its

homes, provide services to tenants and leaseholders, and build much-needed new Council homes.

### **Alternative Options Considered**

No alternative options were considered.

## **12. ADOPTING A NEW ANTI - SOCIAL BEHAVIOUR POLICY**

### **DECLARATIONS OF INTEREST FOR THIS ITEM:**

None

### **RESOLVED:**

That Cabinet:

1. Adopted the draft Anti-Social Behaviour (ASB) Policy to come into effect from 23 December 2025.
2. Delegated authority to the Director of Environment, in consultation with the relevant Cabinet member for Communities, to make any future modifications to this policy required by changes to legal or regulatory requirements or updates to the Council's ASB webpages arising in the three-year period before the policy was due for review.

### **Reasons for Decision**

This newly drafted, clear and accessible policy outlined the Council's approach to tackling Anti-Social Behaviour. It applied to all Haringey residents, businesses, and visitors in the borough. It reflected the Council's commitment to fostering safe, harmonious communities and helped the Council meet the Social Housing Regulator's consumer standards, specifically the Neighbourhood and Community Standard.

### **Alternative Options Considered**

The Council could have continued with an outdated ASB policy. This option was rejected because it would not have met the Council's needs or those of its residents. Introducing this new policy assisted the Council in meeting the Social Housing Regulator's Neighbourhood and Community Standard to have a policy on how the Council worked with relevant organisations to deter and tackle ASB in the neighbourhoods where it provided social housing. This option would also not have met the Council's commitment to introduce updated policies in the Housing Strategy 2024–2029 and the Housing Improvement Plan 2023.

## **13. ADOPTING A NEW GOOD NEIGHBOURHOOD MANAGEMENT POLICY**

### **DECLARATIONS OF INTEREST FOR THIS ITEM:**

None

**RESOLVED:**

That Cabinet:

1. Adopted the draft Good Neighbourhood Management Policy to come into effect from 23 December 2025.
2. Delegated authority to the Director of Housing, in consultation with the relevant 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 was due for review.

**Reasons for Decision**

This newly drafted, clear and accessible policy outlined the Council's approach to tenancy management for Council tenants and their wider households. It also helped 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 without a policy on good neighbourhood management. This option was rejected because it would not have met the Council's needs or those of its tenants. Introducing this new policy assisted the Council in meeting the Social Housing Regulator's Transparency, Influence and Accountability Standard requirement to deliver fair, reasonable, accessible and transparent policies. Not introducing this policy would also not have met the Council's commitment to introduce updated policies in the Housing Strategy 2024 and the Housing Improvement Plan 2023.

**14. DISREPAIR NEW CONTRACT PROCUREMENT**

**DECLARATIONS OF INTEREST FOR THIS ITEM:**

None

**RESOLVED:**

That Cabinet:

1. Approved, pursuant to Contract Standing Order 2.01(b), the commencement of a procurement exercise to procure two contracts for the provision of repair works in connection with legal disrepair claims for an initial period of 3 years, with up to two further one-year extensions totalling a maximum term of 5 years at a contract sum stated in the exempt portion of the report.

**Reasons for Decision**

It was essential to maintain continuity of high-frequency repairs completions in

disrepair cases, as this was the main action by which legal costs were reduced. If the service had stopped work for any period of time, increased legal expenditure would have been incurred. It was therefore essential to have adequate contractual provision to service this demand at all times.

It was a strategic objective of the Council to ensure cases were managed within the required timescales and to reduce costs associated with this type of work. Previous work and investment had reduced case levels over previous years, and this procurement ensured Haringey Council could appropriately manage future caseloads.

Approximately 35% of the previous year's gross spend on works was attributed to capital works. Accordingly, this contract was conceived at a value which was expected to mitigate the disparity between required contract value and the budget position, by building in projected capital works values over the period.

Residents would otherwise have remained living in properties which were in a state of disrepair, presenting a risk to health and wellbeing to residents, in addition to financial and reputational damage to the Council, for want of appropriate contractor resources.

Further legal breaches would otherwise have arisen needlessly, attracting negative perception from the Courts and causing reputational damage to the Council.

### **Alternative Options Considered**

- Do nothing**

This option was rejected because it would have left ongoing legal cases without an appropriate facility to complete works in a compliant manner, at the required scale to meet the overarching strategic objectives to reduce claims and the costs associated with them.

- Utilise the Direct Labour Organisation (DLO) to deliver works**

This option was rejected as the DLO was already under significant pressure to deliver the Responsive Repairs Service, which performed a vital responsive function for residents. The nature and scale of the work required in disrepair claims was more appropriately delivered by contractors under existing operational practices. Accordingly, this option was not a viable proposition for either the short- or medium-term planning of the Council.

## **15. HARINGEY'S CLIMATE CHANGE ADAPTATION & RESILIENCE ACTION (CCARA) PLAN**

### **DECLARATIONS OF INTEREST FOR THIS ITEM:**

None

### **RESOLVED:**

That Cabinet:

1. Approved the draft 'Haringey Climate Change Adaptation and Resilience Action Plan' to come into effect from January 2026 (Appendix A), which would

accompany Haringey's Climate Change Action Plan.

2. Noted the progress that Haringey had made in tackling the climate emergency, as detailed in the published Climate Change Action Plan and annual carbon reports.
3. Noted the Council's varied and collaborative work consolidated by this plan, driven by committed Council officers across departments, which was either already underway or would be implemented through the approval of this plan, aiming to deliver a borough that was more resilient to the worsening effects of climate change. There was, however, a need for further cross-sector collaboration moving forward to ensure accountability and commitment to delivering actions in the plan and to keep this issue a priority.
4. Noted that the current available and agreed funding for adaptation and retrofit projects to build the borough's future resilience came from a variety of funding streams/grants, including the Section 106 Carbon Offsetting Fund (Haringey Community Carbon Fund, Overheating), UK Shared Prosperity Funding, Major Works Fund, Capital Programme Fund, Rough Sleeping Prevention and Recovery Grant, and Public Health Grant.
5. Noted the still significant cost of addressing climate change adaptation and resilience, the even bigger cost of inaction, and the current shortfall of available funding and resources to deliver climate adaptation measures to effectively protect the borough and its residents from climate-related impacts.

## **Reasons for Decision**

The National Adaptation Programme (NAP3), the London Climate Resilience Review, and other national/regional initiatives recommended that local authorities develop and implement adaptation plans to respond to current and future climate risks and enhance resilience.

Real and local events involving flash flooding in 2021 and the effects of Summer 2022, compiled in Haringey's Joint Strategic Needs Assessment chapter, highlighted the impact of a changing climate on residents and recommended actions for the Council to take forward. 'Flooding,' 'Drought,' and 'Heatwave' risks were rated "Very High" on the Haringey Borough Risk Register.

There were significant costs associated with inaction, specifically due to economic losses caused by extreme weather events. This included damage to infrastructure requiring repairs, increased health and care costs, and increased resources needed to respond to urgent events. Furthermore, lost output from heat-related reductions in productivity was already significant in London, valued at £577 million per year. Proactive investment in climate adaptation and resilience was significantly more cost-effective, with every pound spent saving between two and ten pounds compared to inaction.

The delivery of a borough action plan to manage overheating risk was an activity in Haringey's Corporate Delivery Plan 2024–2026, as part of the 'Responding to the

'Climate Emergency' theme. This report and plan sought to complete this activity.

During 'The Great Big Green Week UK' and London's Climate Week in 2024, the Carbon Management Team, with support from Public Health, the Greater London Authority (GLA), and Bloomberg Associates, organised a workshop focused on 'Adapting to a Changing Climate,' inviting local residents and activists to share concerns and recommendations. One key takeaway from this workshop was that residents recommended the Council have a plan focused on adaptation.

### **Alternative Options Considered**

The impacts of climate change were happening, demonstrated by the increased intensity and frequency of severe weather events. Therefore, the Council needed to ensure residents, partners, services, and staff were better prepared for and could respond effectively to future events, which were inevitable. Not having a dedicated plan would have put Haringey and its residents at further risk.

Adopting an overheating action plan, a required activity in the Council's Corporate Delivery Plan 2024–2026, would have supported improvements in the borough's preparedness and response to heat but would have lacked focus on other climate-related impacts such as flooding, which was already causing local incidents and impacting infrastructure and residents' health and wellbeing.

## **16. HOUSING ASSET MANAGEMENT MULTI-DISCIPLINARY CONTRACTS**

### **DECLARATIONS OF INTEREST FOR THIS ITEM:**

None

### **RESOLVED:**

That Cabinet:

1. Approved the provisional award of MDC (Multi-Disciplinary Consultants) Contracts across four geographical lots to four separate successful bidders identified as Bidders 1, 2, 3, and 4 in the exempt portion of this report, in accordance with CSO2.01(C).
2. Noted that following this provisional award, the second stage of Section 20 consultation would take place by issue of a Notice of Proposal and that following the consultation, a report would be brought back to Cabinet for decision, taking account of any observations made in that consultation.
3. Noted that the award would be for a period of 12 years with a 5-year break clause. The 12-year period considered the recently procured 10-year partnering contracts and the time required to support the contract by completing and agreeing final accounts during the final years of the partnering contracts.

4. Noted that the approximate value of the contract award to the four selected bidders was determined based on a fee percentage, as outlined in Appendix A – Part A – Exempt Report, Sections 1.7.2 and 2.1.1.
5. Approved delegated authority for the Director of Housing, in consultation with the Corporate Director of Finance and Resources, to issue task orders under the contract in line with the annual Cabinet-approved Housing Revenue Account Housing Capital Programme.

## **Reasons for Decision**

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

The award of the four MDC (Multi-Disciplinary Consultants) Contracts supported the strategy approved by Cabinet in July 2022, 'Partnering Contracts Strategy for Housing Major Works,' and established four long-term contracts identified as the best way to support the major works programme and address decency issues. This approach adopted a holistic method to refurbishing properties and blocks (both tenanted and leasehold) and maximized the social value benefits of the Council's investment. Key objectives of these contracts included:

- Ensuring that all stock met the Decent Homes Standard and that this was maintained going forward.
- Ensuring that all Council-owned homes had a minimum of an EPC B by 2035.
- Ensuring that statutory safety standards were maintained in all blocks.
- Providing employment and training opportunities; supporting and enabling SME supply chains in the borough to benefit from the investment; and involving residents at all stages in the procurement and delivery process.

In December 2023, Cabinet approved a new Housing Asset Management Strategy. This strategy established a clear process for prioritizing investment in the Council's housing stock, set a new Haringey Investment Standard, and defined the framework for the delivery of investment. This framework was created through the establishment of the long-term partnering contracts and the Cabinet-approved strategy (July 2022) and provided a robust, streamlined framework to enhance commissioning and delivery of housing investment, contract administration and management of contracts and contractors, and realization of value for money and social value.

The MDC (Multi-Disciplinary Consultants) Contracts supported the delivery of housing capital investment works to properties owned and managed by the Council, including but not restricted to:

- Decent Homes-related works
- Building safety and fire safety-related works
- Block refurbishment works
- Mechanical and electrical works
- Decarbonisation-related works
- Neighbourhood and estate improvement works

- Internal and external cyclical works

A procurement process was undertaken via Haringey's Dynamic Purchasing System (DPS) to find four suitably qualified Multi-Disciplinary Consultants to support the partnering contractors in delivering the Council's Housing Capital Investment Programme. A separate contractor for each of the four geographical lots was awarded for MDCs to provide professional services to draft specifications, compile scope of works, and administer the agreed contract for capital repairs and maintenance services to the Council's housing stock. It was recommended that four contracts be awarded, one to each of four separate recommended bidders identified through the tender evaluation process.

As part of the procurement, bidders could apply for multiple lots but be awarded a maximum of one lot and were required to set out their lot preferences in their tender submission.

### **Alternative Options Considered**

#### **Contractual Options**

##### **Continue with procuring MDC services individually**

This route did not support wider corporate objectives as it limited opportunities for co-production and delivery of social value. This approach was at risk of uncertain market conditions in the construction industry. When consultants had the certainty of longevity, it enabled them to invest in the contract, implement social value, and offer competitive fees for their key services. This could not be achieved when contracts were let individually.

There was also the management cost of continuously producing scope of services for procuring consultants, and the time and costs associated with managing the tender period as well as running leaseholder consultation processes. The approach of procuring a long-term agreement allowed officers to concentrate resources on contract management, which in turn resulted in better value for the Council.

##### **Retain the existing framework agreement**

The Council held a framework agreement with a single multi-disciplinary consultant, established to support the delivery of a broad range of services. This agreement was originally entered into following Cabinet approval on 13 February 2018 for an initial term of five years, with an option to extend for a further five years.

In line with this provision, the agreement was first extended for a period of two years from April 2023 to April 2025. Subsequently, on 03 March 2025, a further extension was approved via Delegated Authority for the remaining three years, bringing the total duration of the framework agreement to ten years, concluding in April 2028.

Although retaining the existing framework ensured continuity of service, preserved institutional knowledge, and maintained efficiency and value established through the long-standing relationship with the appointed consultant, the existing agreement would expire in 2028, and the Council would generally seek to procure these services via the wider open market. However, considering the £570m investment in the Council's

housing stock and the procurement of four partnering contractors, this provided an opportunity to invite other consultants to tender for these services, which would not only ensure the Council was receiving best value for these services, but also provide an opportunity to procure a single consultant for each of the four lots, limiting the exposure to the risk of having one supplier for multi-disciplinary services across the borough.

Considering this paper sought approval to award a contract to four multi-disciplinary consultants, it was important to note that the existing framework agreement with the current multi-disciplinary consultant would be terminated upon the appointment of the new consultants. However, their contract would remain in effect until April 2028.

While no further commissions would be issued beyond the date the new consultants were in place, the incumbent consultant would be required to complete and hand over all ongoing projects.

### **Deliver the MDC services in-house**

The Asset Management team did not have the staffing structure or expertise to deliver the MDC services in-house. The capital programme had a significant level of complexity that was best managed by external partners. For example, the programme included works to high-risk buildings which required expertise in the design and delivery of these works to ensure compliance with current fire and building safety regulations.

Using multi-disciplinary consultants limited the Council's exposure to financial and operational risks. Also, had the Council opted for delivering the services in-house, it could have lost the competitive pressure and potential for innovation that came from market-driven competition. Outsourcing encouraged fresh thinking from experienced consultants who were tuned to changes in the industry.

It should also be noted that working with multi-disciplinary consultants in a partnering arrangement enabled staff to develop key skills, which, if at a future date it was seen as appropriate to move to an in-house delivery model, would have provided considerable learning from commercial partners in delivering services of this nature.

### **Partnering Approach**

#### **Period of the Contract**

The Council appointed four partnering contractors across four lots for a period of 10 years. This followed a review of recently awarded partnering contracts for several local authorities and registered social housing providers. It was noted that the 10-year term with a 5-year break clause was considered appropriate for Haringey's capital works programme.

To support the 10-year partnering contracts, it was noted that the Council required professional support to administer the partnering contracts and protect the interests of the Council. It was therefore agreed that the procurement of four independent multi-disciplinary consultants was necessary for a period of 12 years with a 5-year break clause. The 12-year period considered the time required to complete and agree final accounts during the final year of the partnering contracts.

#### **Number of Contracts**

To align with the partnering contractors, it was agreed that the Council would appoint

four multi-disciplinary consultants—one for each of the four partnering contractor lots. Appointing one or two multi-disciplinary consultants was ruled out due to the capacity of one or two consultants to provide services across all four lots and the risks associated with working with fewer consultants, including poor performance and insolvency. Appointing more than four consultants was ruled out as it was felt that this would not align with the partnering contracts and could dilute the benefits of long-term agreements, particularly around social value benefits.

**17. HOUSING RELATED SUPPORT DOMESTIC ABUSE AND VIOLENCE AGAINST WOMEN AND GIRLS (VAWG) PATHWAY**

**DECLARATIONS OF INTEREST FOR THIS ITEM:**

None

**RESOLVED:**

That Cabinet:

1. Approved the award of contracts for the provision of Domestic Abuse and Violence Against Women and Girls (VAWG) support services to the successful tenderers (identified in Appendix 1 - Part B (exempt information) of this report) for a period of six years, commencing 1 April 2026 to 31 March 2032, in accordance with CSO 16.01 and CSO 2.01(c). The total maximum value of the contracts over their full duration was £3,029,958 across three separate contracts. A breakdown of costs for each contract was detailed in Appendix 1 - Part B (exempt information) of this report.
2. Delegated authority to the Corporate Director of Adults, Housing and Health to consider and approve inflationary increases to the contract for Years 4 to 6. Any such adjustments were capped at a level not exceeding the annual rate of increase in the London Living Wage.
3. Noted that contract pricing remained fixed for the initial three years of the contract term, with no provision for adjustment during this period.
4. Noted that the provision of Multi-Agency Risk Assessment Conference (MARAC) coordination was removed from the second tender process, as this function would be brought in-house. The anticipated commencement of in-house service delivery was April 2026.
5. Noted that no bids were received for Lot 3, which related to the LGBTQ+ Independent Domestic Violence and Advocacy (IDVA) Service. Additionally, tenders received for Lot 4 (Generalist Refuge Accommodation) and Lot 6 (Domestic and Gender-Based Abuse Prevention and Support for Children and Young People) did not meet the published evaluation criteria and were therefore disqualified from further consideration.

**Reasons for Decision**

There was an identified need to support victim/survivors and their children who were at risk of or experiencing domestic abuse, with prevention and early intervention support as well as crisis response.

The Domestic Abuse and Violence Against Women and Girls (VAWG) Pathway of Support Services aimed to keep victim/survivors and their children safe by providing community-based, specialist Independent Domestic Violence Advocacy (IDVA) support for adults and children and young people, emergency accommodation via refuge accommodation, and education and prevention for children and young people. The recommendation to award contracts to the successful tenderers was based on the outcome of a competitive procurement process, during which all submitted tenders were evaluated against the published award criteria. In accordance with procurement regulations, the contracts were proposed to be awarded to the Most Advantageous Tenderers, as determined by the evaluation outcome.

The organisations recommended for contract award submitted robust proposals that demonstrated substantial expertise and a clear commitment to delivering high-quality, appropriate care and support to victim/survivors of DA and VAWG. The tenders also highlighted the providers' extensive local knowledge, well-established partnerships with both statutory and non-statutory organisations, and a proven track record in delivering relevant services. These attributes were deemed essential for the effective and sustainable delivery of services under the respective Lots.

Furthermore, the successful tenders submitted strong proposals demonstrating a clear commitment to Social Value by supporting employment pathways for ex-offenders and the unemployed, engaging with local schools and colleges through educational outreach, and strengthening the regional economy via local supply chain engagement. Health and wellbeing were promoted through initiatives such as smoking cessation, obesity, substance misuse, and physical activity, alongside support for older, disabled, and vulnerable individuals. Additionally, equality, diversity, and inclusion training would be delivered across staff and suppliers, with employees granted access to comprehensive wellbeing programmes.

## Alternative Options Considered

- **Deliver In-house** – This option was considered but ultimately rejected, as it was not viable for the following reasons:
  - A defining characteristic of IDVA services was their independence from the police and the local authority, particularly where victim/survivors had a mistrust and/or fear of the criminal justice system and Children's Social Care. Insourcing this provision could have jeopardised victim/survivor engagement with support services, thus potentially increasing their level of risk of harm and even death.
  - The Council did not have the infrastructure and expertise to deliver 'by and for' culturally appropriate services which met the needs of Haringey's communities, including ethnically minoritised women and LGBTQ+ communities. By and for organisations were defined as organisations designed and delivered by and for people who were minoritised (including race, sexual orientation, transgender identity, age, and religion). These services were rooted in the communities they

served and could include wrap-around holistic recovery and support that addressed a victim/survivor's full range of intersecting needs, beyond purely domestic abuse support.

- It should be noted that the decision was made to insource the Multi-Agency Risk Assessment Conference (MARAC) coordination, and in-house delivery was expected to commence April 2026. The decision to insource was based on the need for effective partnership working with the police, value for money for the Council, and to expand the remit of the MARAC Coordinator to also deliver a sexual exploitation and harms panel.
- **Do Nothing** – This option was discounted as the Council had a statutory duty to provide safe accommodation and support to survivors of domestic abuse; refuge provision was one of the key services that fulfilled this duty, and community-based services provided essential support to victim/survivors and their children on their journey to safety and recovery.
- **Hybrid Model** – A hybrid model with both directly delivered and commissioned domestic abuse and VAWG services supported a strong Coordinated Community Response where agencies and communities worked together to respond to violence against women and girls (priority one of the Council's 10-year Violence Against Women and Girls strategy 2016–2026). Delivering the MARAC in-house and continuing to deliver support via Hearthstone, alongside the commissioning of services from specialist and experienced organisations, benefited vulnerable residents, offering a range of expertise that was trauma-informed, person-centred, and culturally specific.

**18. STAMFORD HILL PRIMARY SCHOOL ADDED TO THE NEW HOMES PROGRAMME**

**DECLARATIONS OF INTEREST FOR THIS ITEM:**

None

**RESOLVED:**

That Cabinet:

1. Approved the addition of the former Stamford Hill Primary School site to the Council's Housing Delivery Programme.
2. Noted that approval of pre-contract budgets was within the delegated authority of the Delivery Director. The Pre-Contract Budget included all costs to take the project up to the award of a construction contract at Gateway 3.

**Reasons for Decision**

Delivering a new generation of genuinely affordable Council homes was an important corporate priority for Haringey Council. The Borough had committed to an ambitious Council home-building programme that would deliver 3,000 new homes by 2031. This

was in direct response to the national housing crisis, which had left thousands of households in Haringey in need of a genuinely affordable home.

The Council was already making great strides towards this target: as of August 2025, 797 council homes had been completed as part of this ambitious programme, with around two-thirds of these new homes welcoming tenants and their families during the current calendar year. This new housing was changing the lives of residents, providing households with affordable, warm, and secure homes in their community.

In addition, the needs-led programme provided further benefits to the Borough's vulnerable residents and the wider community. Around 200 homes were "bespoke homes" co-designed with tenants with mobility or other welfare needs. These homes included adaptations designed to support tenants in their daily lives, for example, through the installation of height-adjustable worktops or specially designed bathrooms.

To help tackle the climate change emergency, homes were built to high sustainability standards, including green roofs, air source heat pumps, PV solar panels, and electric vehicle charging points. Wildlife planting, new trees, and landscaping were included as part of housing schemes. As part of the placemaking agenda, the programme delivered additional infrastructure benefits to the existing community, including a new GP health centre, playgrounds for local children, new walkways and public bridges, and commercial spaces for local businesses.

This track record of delivery represented an outstanding achievement for Haringey Council given the difficult economic climate for the construction industry over the past few years.

The addition of this site outlined in section 1 of this report provided an opportunity for the Borough to continue its progress towards its 3,000 new homes target and provide much-needed affordable housing to residents on the housing waiting list. It also allowed the Council to explore the provision of more "bespoke homes" for some of the most vulnerable residents and to consider potential community-wide improvements that would benefit existing residents as well as new residents who might move into the new homes.

## **Alternative Options Considered**

### **Not including this site in the Council's Housing Delivery Programme**

This option was rejected because one of the Council's top priorities was the delivery of a new era of council housebuilding. Excluding this site from the development programme would have undermined the Council's capacity to deliver new Council homes.

### **Disposing of the site**

This option was rejected because disposing of the site to a private developer could have reduced the number of affordable homes that could be built by the Council.

## 19. TOWER GARDENS - MAJOR WORKS

### **DECLARATIONS OF INTEREST FOR THIS ITEM:**

None

### **RESOLVED:**

That Cabinet:

1. Approved, pursuant to Contract Standing Order (CSO) 2.01(c), the award of contract to Tenderer A as set out in Appendix A – Exempt Report. The contract sum had a total value of £3,399,871.00.
2. Approved the expenditure of sums as set out in Appendix A – Exempt Report.
3. In line with Contract Standing Orders (CSO 16.04), approved issuance of a letter of intent for the value of £339,987.00. The Letter of Intent allowed 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 was based on several critical factors:

#### **Feasibility and Condition Surveys**

The Council appointed a multi-disciplinary consultant in 2022 to conduct a feasibility study of the 77 tenanted properties included in the Tower Gardens Major Works Programme.

The study, which also incorporated detailed condition surveys, was conducted in two distinct phases. Inspections of the front elevations took place during the week commencing 31 January 2022, followed by assessments of the rear elevations starting the week of 21 February 2022. The findings revealed that all properties exhibited comparable defects, with structural movement identified as the predominant concern.

The scope of works, derived from the feasibility study and condition surveys, was outlined in Section 4.2.

In addition to the feasibility study and condition surveys, the appointed consultant was commissioned to deliver a range of specialist services, with associated fees detailed in the Exempt Report – Appendix A. These services included:

- Project and cost management
- Architectural design and technical support
- Building surveying
- Mechanical, electrical, structural, and civil engineering
- Principal Designer services in compliance with the Construction (Design and Management) Regulations

## **General Scope of Works**

The following works were identified by the consultant and recommended as part of the Tower Gardens Major Works Programme:

- Structural repairs
- Replacement of roof coverings to ensure weatherproofing and structural integrity
- Renewal of rainwater goods to improve drainage and prevent water damage
- Fabric repairs to masonry and brickwork to restore external surfaces and prevent deterioration
- Replacement of all windows and front entrance doors to enhance energy efficiency and security
- Renewal of fencing to improve boundary definition and aesthetics
- Levelling of pathways to eliminate trip hazards and improve accessibility

These works ensured that properties within the Tower Gardens Conservation Area were structurally sound, weatherproof, and compliant with current standards. This investment in the 77 properties helped prevent further deterioration, reduced repair costs, and enhanced the overall condition of the borough's housing stock.

## **Need for Fire Safety Upgrades**

As part of the programme, fire safety upgrades were incorporated where necessary. This included the replacement of components such as external doors with fire-rated units, installation of compliant fixtures, and improvements to compartmentation in roofs and other areas. These measures were essential to ensure that properties met current fire safety regulations and provided a safe environment for residents.

## **Energy Efficiency Improvements**

The programme supported the Council's commitment to becoming a net-zero carbon borough by 2041.

Current energy performance data for the 77 properties showed that the homes had an average Energy Performance Certificate (EPC) rating of 'D'. This indicated significant potential for improvement in insulation, heating, and windows to lower energy bills and carbon emissions.

The major works programme included replacement of windows and external doors and roof insulation, contributing to better thermal performance and reduced carbon emissions, which in turn lowered energy bills for residents. These improvements aligned with the Council's Climate Change Action Plan and Affordable Energy Strategy.

Upon completion of the works, the project team conducted post-installation Energy Performance Surveys to confirm that energy efficiency enhancements had been achieved. It was anticipated that these improvements would result in an upgrade of the EPC rating from 'D' to 'C'.

## **Minimising Future Costs**

This programme helped mitigate escalating repair costs and safeguarded the long-term value of the Council's housing stock. Delaying these essential works risked

further deterioration of the properties, which could have compounded existing structural issues, increased reactive maintenance demands, and ultimately undermined the value of the properties and compromised the Conservation Area status of the Tower Gardens Estate. By investing now, the Council took proactive steps to ensure the housing stock remained in good condition for current and future residents.

## **Resident Engagement and Communication**

Although the works were external in nature, the Council engaged with residents and stakeholders across the Tower Gardens Estate. Communications were issued to affected households, and Resident Liaison Officers were appointed to support engagement, respond to queries, and ensure that disruption was minimised. This proactive approach reflected the Council's commitment to transparency and resident wellbeing.

## **Conservation Area Considerations**

As the properties were located within a designated Conservation Area, the Major Works Team, together with the multi-disciplinary consultant, engaged with the Planning Department through pre-application advice to ensure that all proposed interventions were sensitively designed to complement and preserve the architectural character of the Tower Gardens Estate.

## **Alignment with Strategic Goals**

This project aligned 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 supported the Council's ambition to provide high-quality, sustainable housing and to make best use of its existing stock.

## **Alternative Options Considered**

### **Do Nothing**

Haringey Council had a responsibility to maintain both the internal and external integrity of its housing stock. Opting not to proceed with the refurbishment of the 77 properties within the Tower Gardens Estate would have risked reputational damage, as it could have been perceived as neglecting its duty to uphold standards of repair—especially given the estate's designation as a Conservation Area.

Inaction also carried significant financial consequences. Failure to upgrade these properties would have led to continued reactive repairs and maintenance, placing a sustained burden on the Council's already limited financial resources. Timely investment not only fulfilled the Council's statutory obligations to ensure the properties met the Decent Homes Standard but also delivered long-term cost-effectiveness and reinforced its commitment to providing safe, well-maintained housing for its residents.

## **Partnering Contract**

Haringey Council was 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 the Tower Gardens Major Works Programme within the partnering contracts, several critical factors led to the option being ruled out.

Firstly, the Tower Gardens Major Works Programme refurbishment works were considered urgent, as the external repairs were required to address structural issues and upgrade poor-performing elements such as windows, doors, drainage, and other major components. Delaying the works until the partnering contractors mobilised in early 2026 would have risked further deterioration of these properties, leading to higher repair costs, which could in turn have led to claims for disrepair.

It should also be noted that the decision to exclude the Tower Gardens Major Works Programme from the partnering contract was because the project was first identified in 2022, meaning the works were overdue and any further delays would have compromised the Council's commitment to achieving its Decent Homes target for 2025/26 and 2026/27.