

# **MINUTES OF THE Cabinet HELD ON Tuesday, 10th March, 2026, 6.30 - 9.03 pm**

## **PRESENT:**

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

## **ALSO ATTENDING:**

**Councillors: Luke Cawley Harrison**

### **420. FILMING AT MEETINGS**

#### **RESOLVED:**

The filming at meetings notice was noted.

### **421. APOLOGIES**

There were none.

### **422. URGENT BUSINESS**

There were no new items of urgent business. There was a late report to consider in item 8, Matters Referred to Cabinet by the Overview and Scrutiny Committee, and an updated Appendix B, and explanatory note for item 23, Under-Occupation Policy.

The reason for lateness of these items was to consider the accuracy of responses to matters referred to by the Overview and Scrutiny Committee for item 8, and the updated Appendix B, and explanatory note for item 23 was due to late legal advice being received on the report.

#### **RESOLVED:**

To accept the additional reports

### **423. DECLARATIONS OF INTEREST**

Councillors Arkell and Chandwani declared a non-pecuniary interest relating to item 21 that they were leaseholders subject to the 30-day section 20 consultation with

leaseholders as part of the approval of this item. It was determined that the Members could continue to remain part of the decision making for this item, as this was non-prejudicial nor pecuniary.

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

There was none.

**425. MINUTES**

The minutes of the meeting, held 10 February 2026, were discussed.

**RESOLVED:**

That the minutes of the meeting, held 10 February 2026, were agreed as a true and accurate record of proceedings.

**426. DEPUTATIONS/PETITIONS/QUESTIONS**

A deputation was received from Dan Jones representing residents in Bounds Green relating to Neighbourhood Community Infrastructure Levy (NCIL) Spending Round 2.

The depute introduced their deputation.

It was highlighted by the depute that there were concerns regarding the proposals for Neighbourhood Community Infrastructure Levy (NCIL) in Bounds Green and Woodside, particularly on Myddleton Road. It was explained that there had been plans put forward to implement improvements to Finsbury Gardens and a Myddleton Road parklet. However, it was stressed that these had not been put forward in favour of proposing implementation of improvements to the Haringey Civic Centre. He raised concerns regarding the utilisation of funding on the Haringey Civic Centre.

The depute asked what the justification was for the utilisation of funding into Civic Centre, while not funding other community projects. It was additionally suggested that, as it was viewed by the depute that the proposed Civic Centre improvements were in breach of NCIL governance, that this be paused. It was also asked that the Cabinet commit NCIL funding to Finsbury Gardens to become a community project

The Cabinet Member for Housing and Planning, and Deputy Leader of the Council provided a response to the deputation.

It was outlined that the consultation, which had been carried out via the Commonplace survey, had received responses from more than 2,700 people and generated over 500 project suggestions, with an approximate total value exceeding £20 million. In this second phase of NCIL distribution, £1.7m was available to allocate across nine funding areas, two of which had Neighbourhood Forums. It was stressed that, as a result, difficult decisions had to be made.

It was explained that a sum of £6,500 was allocated in each of the 21 wards for a mural to serve as a permanent legacy of the year-long programme of events. It was additionally explained that £32,560 allocated for a communal garden project in Woodside, which had been shaped through engagement activity.

The Cabinet Member stressed that the majority of the allocation was directed toward improvements in Finsbury Gardens. It was highlighted that the refurbishment was to be designed with input from the local community.

The Cabinet Member emphasised that the consultation was not disregarded, and was central to informing the assessment process, highlighting community priorities, and shaped the longlist of proposals.

It was explained that the Council welcomed continued engagement and intended to work with residents to develop future proposals that were achievable and aligned with local priorities.

**RESOLVED:**

*To allow the item linked to the deputation to be heard, it was agreed to amend the agenda order to take Item 18 next.*

**427. NEIGHBOURHOOD COMMUNITY INFRASTRUCTURE LEVY (NCIL) SPENDING ROUND 2**

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

It was explained by the Cabinet member that the Community Infrastructure Levy (CIL) was a charge on developers based on the floorspace of new buildings to help fund infrastructure needs arising from development. Legislation allowed 15% to 25% of CIL collected to be spent in neighbourhoods on infrastructure that addressed demands created by development. This was referred to as Neighbourhood CIL (NCIL). In 2020 the Council approved £2.2m in spending on 41 Round 1 NCIL projects. Most of these were delivered and contributed to new and improved local infrastructure in Haringey, including:

- The Rising Green Youth Hub in Wood Green
- Investments in Springfield Park, Bruce Castle Park, Hartington Park, Woodside Parks, and the tennis courts in Downhills Park
- A new pedestrian crossing at the junction of The Roundway and Lordship Lane
- Thirteen bike hangars as part of a wider programme installing on-street bike hangars on residential streets in Haringey, with over 200 delivered to meet demand for secure residential cycle parking
- Thirteen re-deployable CCTV cameras to support the capture and deterrence of crimes such as fly-tipping and anti-social behaviour, located in areas where such incidents were known to occur regularly
- Fourteen on-street waste containment schemes to maintain cleanliness on busy streets

The report set out recommendations for the spending of a further £1.73m of NCIL on Round 2 projects. The projects were intended to deliver local improvements to ensure neighbourhoods received benefits associated with new development in their area.

Feedback from residents indicated a preference for increased investment in trees, parks, green spaces, and public realm. The selected projects were informed by community consultation on NCIL spending and reflected the Council's commitment to resident involvement in local decision-making. The projects included proposals from residents and community groups, as well as initiatives aligned with identified community priorities for neighbourhood investment. These priorities were:

- Tree planting and green spaces
- Street and kerbside improvements
- Play spaces and facilities
- Community safety measures
- Cultural facilities
- Cycling facilities
- Traffic calming measures
- School grounds and buildings

Based on these priorities, it was explained that the following projects were funded in Round 2.

**Tree planting and green spaces:**

- Tree planting and environmental improvements in St Ann's
- Parklet in the Pembury Road area
- Tottenham Green Streets tree planting
- Brunswick Park enhancement
- Greening in Highgate
- Crouch End Open Space improvements
- Belmont Recreation Ground sustainable urban drainage

**Street and kerbside improvements:**

- Parklet in the Pembury Road area
- Queen's Wood footpath improvements
- Parkland Walk footpath improvements between Stapleton Hall Road and the Finsbury Park entrance
- Reconstruction of Park View Road footway
- White Hart Lane benches
- Crouch End town centre and urban realm improvements

**Play spaces and facilities:**

- Alexandra Park play improvements
- Finsbury Gardens playground improvements
- Tower Gardens play area
- Broadwater Farm Manston and Lympe play improvements
- Bruce Castle MUGA (all-weather sports pitch)

**Community safety measures:**

- Wood Green lighting improvements

**Cultural facilities:**

- Green Lanes festival as part of London Borough of Culture
- London Borough of Culture ward murals

Following questions from Councillor Cawley-Harrison, the following information was shared:

- It was noted by the Cabinet Member that the criteria for the utilisation NCIL were outlined in the report in the CIL governance. It was explained by officers that the Council undertook an open-minded consultation on general themes and specific projects, which had been captured within the report, which it was stressed would be taken into consideration as part of the decision-making process.
- Officers explained that the Council would undertake consultation work with residents on the themes and projects desired by the community and review the possibility to utilise NCIL on specific projects suggested by residents.
- It was explained that the Council aimed to work with communities and would look to commission local artists to develop murals across the borough, and there would be work undertaken to work with the community to develop the murals, which would be intended to provide a legacy for the Borough of Culture work. It was stressed by officers that the London Borough of Culture work would be a small part of the overall NCIL proposals. It was additionally noted that the murals were aimed to create a legacy for the community from the Borough of Culture work.

**RESOLVED:**

That Cabinet:

1. Noted all the responses received regarding the consultation on spending the Round 2 Neighbourhood Community Infrastructure Levy, as set out in Appendix A to the report.
2. Approved the spending of Neighbourhood Community Infrastructure Levy on the Round 2 projects listed in Table 3 of the report.

**Reasons for decision**

The collection and spending of Community Infrastructure Levy (CIL), including Neighbourhood CIL (NCIL), was governed by the Planning Act 2008 and associated Regulations. Government guidance on CIL and NCIL was also provided through Planning Practice Guidance (PPG).

The Regulations enabled the Council to set aside 15% of CIL receipts (25% in areas with an adopted Neighbourhood Plan) to support the development of the relevant area by funding either:

- (a) the provision, improvement, replacement, operation or maintenance of infrastructure; or
- (b) anything else concerned with addressing the demands that development placed on an area.

This portion of CIL was known as NCIL.

The Council's adopted approach to spending NCIL, set out in its CIL Governance document (2020), provided that NCIL should be spent on neighbourhood projects, and that the neighbourhood proportion of CIL receipts collected across the borough would be pooled (except in Neighbourhood Forum Areas). The Governance document further established that the borough would be divided into nine NCIL areas, each requiring consultation, and that the Council would then determine spending based on the project lists for each area, taking consultation feedback into account.

The Council conducted consultation in December 2025 and January 2026 to identify the NCIL spending priorities for the nine NCIL areas. Consultation feedback and suggested projects were reviewed, and a proposed package of locally supported projects was developed, consistent with the Haringey Deal and subject to spending approval. These proposals were compatible with the Regulations and the CIL Governance criteria, aligned with the Haringey Vision 2035, and were agreed with relevant service delivery areas within the Council.

The governance process for identifying projects in Neighbourhood Forum Areas differed slightly. Projects within the borough's two Forum Areas were informed by consultation with the Highgate Neighbourhood Forum and the Crouch End Neighbourhood Forum, with due regard given to the same considerations applied elsewhere.

#### **Alternative options considered:**

Not spending NCIL consistent with community priorities

This option was dismissed. The Council's CIL Governance document committed the authority to identifying NCIL spending priorities through consultation with local communities and to implementing them. The Round 2 consultation generated over 2,700 responses and produced a broad range of appropriate project types and priorities for potential NCIL expenditure.

Delaying allocation of NCIL

This option was also dismissed. Most projects funded under NCIL Round 1 had been delivered, and further funding was available for investment in new and improved infrastructure across Haringey.

#### **428. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE**

The Chair of the Adults and Health Scrutiny Panel introduced their Review into Hospital Discharge.

It was explained that the Scrutiny Panel had identified several key suggestions to improve the experience of hospital discharge for service users. It was explained that

there needed to be close monitoring of hospitals to ensure that service user experience was positive.

It was stressed that the direction of travel was positive, but highlighted that there were several key areas for improvement that would be needed.

The Cabinet Member for Adults and Health responded. It was explained that the Council recognised the importance of the experience of returning home from hospital for vulnerable residents. Those leaving hospital required continuity of care from an acute setting to care at home within their communities. For this reason, hospital discharge became a priority within the Adult Social Care improvement programme. It was stressed that the Council had worked closely with NHS colleagues to develop our approach and continued to strengthen partnership working to support positive experiences of care for residents. Acknowledging that several of the actions outlined in this report were already underway, it was noted that the Cabinet Member welcomed the recommendations.

**RESOLVED:**

That Cabinet:

1. Noted the recommendations of the Adults and Health Scrutiny Panel Review as agreed by the Overview and Scrutiny Committee.
2. Approved the responses to the recommendations as set out in the table attached at Appendix 2.

**429. 2025/26 FINANCE UPDATE QUARTER 3**

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

It was explained that the report provided an update on the financial position for Quarter 3 of 2025/26. It was noted that the predicted overspend had reduced from £34m in Quarter 1 to £23.4m in Quarter 2 and reduced by a further £4m to £19m in Quarter 3, explaining that this position included an increase in unrecovered historic parking debt, which did not represent an ongoing service pressure and was not expected to affect the following year's budget.

It was explained that most of the reduction reflected improvements in service overspends, particularly within Adult Social Care and Temporary Accommodation, alongside reduced capital expenditure. This had a direct impact on the level of Exceptional Financial Support required for the current and subsequent financial years and contributed to the medium-term approach to financial sustainability.

The Housing Revenue Account also showed an improved position, primarily due to a reduction in forecast capital expenditure, although this spending remained committed. Capital investment was required to bring housing stock up to standard and support well-maintained accommodation for tenants and leaseholders. The capital programme continued to be kept under review to manage the revenue impact of borrowing. Capital expenditure was focused on essential investment and on projects that were expected to reduce revenue costs over the longer term. The council continued to

progress the delivery of new council homes, supporting housing affordability and reducing cost pressures on other public services.

Additional government funding was confirmed for boroughs with comparable financial pressures. Funding of just under £18m increased the core government grant by £25.3m over the following three financial years. Together with potential council tax increases, this funding was insufficient to fully close the budget gap. However, ongoing work across the council to increase income, reduce service expenditure and manage borrowing costs indicated that a more sustainable financial position was achievable over the medium term.

Following questions from Councillor Cawley-Harrison, the following information was shared:

- It was explained that if a statutory recommendation regarding the budget was issued, the Council would be required to publicly at the next available Cabinet, which would be in June 2026.
- It was explained that the Council was reviewing all options to review spend, and were additionally reviewing changing and reviewing bank charges as part of financial options. It was additionally stressed that the Council was reviewing all options across the Council relating to spend and that the Council had identified some areas already to improve in this area.
- It was explained that if there were any proposed changes to how budget quarterly updates were received, the Council would be required to be considered as a change to the Constitution, and would be required to be put to Full Council for consideration.

## **RESOLVED:**

That Cabinet:

1. Noted the forecast total revenue outturn variance for the General Fund of £19m, comprising £10.72m base budget pressures and £8.312m non-delivery of savings.
2. Noted the net DSG forecast of a £3.2m overspend.
3. Noted the net Housing Revenue Account (HRA) forecast surplus of £1.791m.
4. Noted the forecast General Fund and HRA capital expenditure of £393.8m, which equated to 72.9% of the total 2025/26 Quarter Three 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 in Quarter Three 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 Appendix 9 and in accordance with the Constitution.
8. Noted the Finance Response and Recovery Plans and progress against actions as at Quarter Three, as set out in Appendix 10.

### **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 in 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 in the current year and across the MTFS period.

### **Alternative Options Considered**

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 the report and its accompanying appendices set out the forecast budget position in more detail.

## **430. CORPORATE DELIVERY PLAN QUARTER 3 2025/26 PERFORMANCE UPDATE**

The Leader of the Council introduced the report.

It was outlined that the update on the Corporate Delivery Plan set out the progress made over the previous four years in implementing the council's vision for Haringey.

It was explained that the Council continued to face significant budgetary pressures arising from increasing demand and costs within social care and temporary accommodation. While additional government funding was secured following engagement with ministers, the Council continued to make the case for a more sustainable long-term funding settlement. Despite these challenges, overall progress was made across all themes, with 93% of outcomes rated as Green or Amber. It was noted that investment had been made in parks as an important community asset, and residents were involved in shaping plans through participatory budgeting as part of the Haringey Deal. Activity included tree planting, the delivery of School Streets and the establishment of a Fixing Factory to support repair and reuse initiatives. With 98% of schools rated as 'Good' or 'Outstanding', outcomes for children and young people remained strong. More than 1,000 new council homes were delivered, and progress continued towards the commitment to deliver 3,000 homes by 2031.

It was explained that the report also identified areas where milestones or timescales were not met, alongside explanations, to support transparency and ongoing improvement. The council recognised the progress made to date and remained focused on continuing to deliver services and improvements for residents in Haringey.

Following questions from Councillors Cawley-Harrison, the following information was shared:

- It was explained that Housing repairs had been taken in house three years ago, and that there had been work undertaken to strengthen the housing repairs service offered across the borough. It was stressed that there was more work to do, but that a significant amount of work had been undertaken. It was noted that there had been a dip in performance within the report, which was reflective of increased requirements around asbestos.
- It was explained that complaints were taken seriously by the Council and that the Council was working to improve and take learning from receipt of complaint. However, it was noted that there were significant pressures on the Council's delivery as a result of reduction in funding and an increase in complex needs in the borough.
- It was stressed that the Council had been ambitious on its targets and that they were reflective of budget pressures, and the impacts that these had. It was explained that the Corporate Delivery Plan had been costed, and that these had been reassessed on a continual basis. It was additionally noted that Borough faced significant pressures financially, but that it should not be ambitious to deliver for residents.

## **RESOLVED:**

That Cabinet:

1. Noted the high-level progress made against the delivery of the commitments set out in the Corporate Delivery Plan 2024–2026 as at the end of December 2025 (Quarter Three reporting period 2025/26).
2. Noted the final publication and launch of the Local Outcomes Framework (LOF)—MHCLG's new approach to outcome-based accountability and a key counterpart to reforms aiming to simplify and consolidate local government funding streams. The published metrics would be used to inform the new Corporate Delivery Plan and performance framework in line with the Borough vision. The new framework was due to come into effect from April 2026, although the public data tool would not be released until after the elections.

## **Reasons for decision**

This report formed part of regular reporting to Cabinet on the progress made against delivery commitments set out in the current Corporate Delivery Plan.

## **Alternative options considered**

Not reporting: This option was rejected, as it was important that Cabinet was informed of progress against the outcomes the council had committed to in the Corporate Delivery Plan, as outlined in section 7 and the appendices to the report.

### **431. ADOPTION OF A DIGITAL INCLUSION POLICY**

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

It was explained that access to digital services, shopping and online interaction had become an essential part of daily life, comparable to other core utilities.

Digital exclusion was defined as not having access to a suitable device, internet connectivity, or the skills required to use online services with confidence, such as completing online forms. In Haringey, over 30% of residents were assessed as digitally excluded. This included households sharing a single mobile phone with limited data, including for children's schoolwork; adults who used email but lacked confidence with other online activities; and adults who had never used the internet. As a result, these residents experienced disadvantages, including reduced access to healthcare, limited ability to compare prices or access services, and longer or more complex interactions with the council.

The Cabinet Member explained that the policy was developed following sustained engagement with communities and partner organisations. It marked the beginning of a programme to support residents and businesses to access devices, secure internet connectivity and develop digital skills. Partner organisations also recognised the benefits of supporting digital inclusion, including more efficient service delivery. The Council acknowledged that online engagement would not be appropriate or feasible in all cases and that alternative methods of contact would continue to be required.

Following questions from Councillors Ovat, Brabazon, Cawley-Harrison, the following information was shared:

- It was explained that had been significant work undertaken with partners, the community and officers regarding digital inclusion. It was stressed that engagement work was significant.
- It was noted that the Council would work to improve digital skills for those who did not have them, and that work would be undertaken with already existing organisations to help provide training.
- It was stressed by officers that the Council would ensure that all data held about residents was compliant with General Data Protection Regulations and that it had the maximum cyber security possible. It was also stressed that the Council would provide advice to residents regarding cybersecurity.
- It was explained that the development of information supporting residents with improving and accessing broadband services was being undertaken by officers.

## **RESOLVED:**

That Cabinet:

1. Approved the Digital Inclusion Policy for Haringey and the proposed Enhanced Offer detailed in the Digital Inclusion Roadmap (Appendix 1), which would support all residents in accessing council services digitally by choice and ensure that no individual was excluded as services moved to digital channels.

### **Reasons for decision:**

A commitment to long-term, sustainable digital inclusion initiatives was fundamental to achieving the Borough Vision for Haringey, reducing inequalities, and supporting thriving communities to improve financial, health, and social outcomes. The Council could not provide essential services or build an inclusive and fair borough unless it ensured that all residents had access to suitable digital devices, connectivity, and the digital support they needed.

When residents were digitally included, there were significant associated benefits, including improved economic circumstances, better prospects for education and employment opportunities, and increased access to housing support and welfare services. The Digital Inclusion Roadmap would achieve lasting, positive impact within communities and provide more equitable access to services for all residents.

Digital transformation of the Council's service offer was a key driver of efficiency savings, and digital inclusion was a core component of the wider digital strategy for Haringey. The Council could not successfully achieve the shift to a self-service-by-preference delivery model unless residents were able to access services through digital channels.

Demand for digital inclusion services, skills training, donated devices, and other support for residents who were digitally excluded would increase exponentially as the range of services that could be completed entirely online grew.

While positive digital inclusion work had already been undertaken in Haringey, it had been limited by a lack of coordination, leading to missed opportunities or duplication of effort. Implementing the Digital Inclusion Policy and Roadmap would enable the Council to support a coherent offer for residents, build and expand partnerships with community groups and businesses, and ensure existing projects were not replicated.

### **Alternative options considered:**

Three scalable offers had been developed to determine the ambition for Haringey's Digital Inclusion Roadmap: the Core Offer, the Enhanced Offer, and the Complete Offer (see Appendix 1). The recommendation was to implement the Enhanced Offer.

#### **Core Offer (Not Recommended)**

The Core Offer represented the service that could be provided within existing financial resources. It covered the work already underway to assess digital support needs in the borough, including:

- expanding the National Device Bank and National Databank offer;

- establishing a digital inclusion network with councillors, services, the NHS, VCS, and other interested parties;
- seeking external funding through social value commitments in relevant council contracts, government grants, charitable foundations, and corporate sponsors to fund long-term sustainable initiatives.

The Council's existing digital inclusion function would have continued to deliver the Core Offer.

#### Enhanced Offer (Recommended)

The Enhanced Offer included everything in the Core Offer, along with a strengthened programme of digital inclusion services that would deliver sustainable long-term benefits for residents. It included:

- providing digital inclusion support directly in the community through recruitment, training, and management of volunteer digital ambassadors;
- hosting a Digital Inclusion Fair with partner organisations to showcase the full range of support available;
- developing a hyper-local circular economy device donation and recycling scheme for the borough.

Delivering the Enhanced Offer required support from a Level 3 Apprentice, funded by Public Health, and a modest additional budget for subscriptions, marketing, and venue hire. Recruiting an apprentice was a cost-effective option and aligned with the Council's commitment to supporting Haringey care leavers into meaningful employment.

#### Complete Offer (Not Recommended)

The Complete Offer incorporated all elements of the Core and Enhanced Offers, along with additional services that would enable Haringey to deliver a highly ambitious programme of digital inclusion initiatives and realise the full range of associated benefits.

The Council acknowledged that it was operating in a challenging financial context and funding for the Complete Offer was not available at the time. However, it would continue to explore opportunities for external grants, sponsorship, or social value funding and, if successful, move towards implementing elements of the Complete Offer.

The Complete Offer would have included:

- establishing a digital device loan scheme with Haringey Learns to enable adult learners to complete course assignments at home;
- expanding the Digital Cost of Living skills programme delivered by Tender Loving Care (TLC) volunteers and Haringey Learns;
- hosting two Digital Inclusion Fairs per year;
- purchasing subscriptions to the Digital Unite Inspire programme for councillors and senior leadership, with potential expansion to other staff;
- launching a Digital Bus scheme to provide mobile access to digital inclusion support in community locations.

## **432. APPROVAL OF A DRAFT OLDER PEOPLE'S HOUSING STRATEGY FOR CONSULTATION**

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

It was explained that the Council's mission in Haringey was to support the development of a fairer and greener borough.

It was noted that the housing crisis in London had resulted in increasing numbers of local residents being unable to afford their rent or access housing that met their needs. This created a continued requirement for additional affordable housing. Haringey progressed the delivery of new council homes let at council rents. More than 1,000 homes were completed from 2020 onwards, with a further 2,000 under construction.

Older residents required affordable housing that met a range of needs. Projections indicated that by 2040 there would be a requirement for an additional 1,250 extra-care housing places, almost 500 of which would need to be provided at council rents. It was also identified that approximately 400 residents would require wheelchair-adapted homes. At the same time, a significant proportion of older people with care needs reported experiencing loneliness.

The strategy proposed to:

- Develop dedicated council homes at council rents for older people
- Provide affordable housing for older people on lower-middle (intermediate) incomes
- Increase the supply of affordable extra-care housing and secure additional provision within the private sector
- Deliver additional affordable sheltered housing and refurbish existing sheltered schemes
- Support community-led housing developments for older people
- Promote mixed communities within housing developments, including older people
- Create public and community spaces within and around developments to support social interaction
- Retrofit all council homes to achieve a minimum Energy Performance Certificate (EPC) rating of B by 2035

The Council continued to expand the supply of affordable housing within the borough to support residents across communities to access housing at affordable rents.

Following questions from Councillors Cawley-Harrison, the following information was shared:

- It was explained that there were a significant number of partners which were involved during the engagement process. It was noted that the engagement process
- It was explained that the Council was working to develop a significant number of older people's housing, and that the proposed strategy worked to give

impetus to adapt and do more in future.

**RESOLVED:**

That Cabinet:

1. Approved the Draft Older People's Housing Strategy attached at Appendix 1 as the basis for consultation.
2. Approved the consultation arrangements set out in paragraphs 6.11–6.13 of the report.
3. Noted that, following consultation, officers would bring back to Cabinet a revised draft of the Older People's Housing Strategy for adoption.

**Reasons for decision**

Although it was not a statutory requirement for local authorities to have an Older People's Housing Strategy, it was considered good practice. On that basis, the council had committed to developing a new Older People's Housing Strategy in both the 2024–29 Housing Strategy and the 2024–26 Corporate Delivery Plan.

Adopting an Older People's Housing Strategy would assist the council in delivering best value and driving improvements in outcomes for older people across the borough. It was expected to achieve this by allowing the council to set a coordinated approach to all aspects of housing for older people over the next fifteen years. It provided clear and coherent direction across the council's roles as a landlord, housing developer, planning authority, and provider and commissioner of housing-related social care, advice, and support services. It helped the council to align its positions on housing and planning with priorities around social care, the NHS, and public health, and to support positions set out in the draft Local Plan. As such, it could be expected to support more effective and efficient services.

**Alternative options considered**

The council could have decided not to adopt an Older People's Housing Strategy. This was not recommended—not only because the council had made a considered commitment to doing so in its current Housing Strategy and Corporate Delivery Plan, but also because failing to take a strategic approach in this area would have undermined the council's ability to provide best value through coordinated, transparent, effective, and efficient decision-making and services. Ultimately, failing to articulate a strategic approach would likely have undermined outcomes for older people in the borough.

The council could have decided that the draft strategy at Appendix 1 was not an adequate basis for consultation toward adopting an Older People's Housing Strategy. This was not recommended because the proposals were based on evidence, a review of best practice, and substantial engagement with a broad range of older people in Haringey.

**433. APPROVAL OF A FOUR YEAR CONTRACT FOR DOCKLESS BIKE SERVICES**

The Cabinet Member for Climate Action and Environment introduced the report. The rationale was outlined.

It was explained that there had been progress, performance and learning points identified from Haringey's dockless e-bike hire trial. When Cabinet approved the scheme in September 2023, the Council committed to a borough-wide trial that was carefully managed, supported by geofenced and fixed parking bays, strengthened operator accountability, and an approach intended to avoid issues experienced elsewhere. It was explained that the Council had also committed to ongoing engagement throughout the trial period, and this principle informed the delivery of the dockless e-bike scheme.

It was highlighted that, since the launch of the scheme in early 2024, engagement through the online 'Commonplace' platform and a dedicated inbox provided ongoing insight into user experience and community concerns. Feedback highlighted both the benefits of improved access to e-bikes and issues such as pavement obstruction and non-compliant parking. This feedback informed operational changes, including the expansion of marked and virtual parking bays across the borough and strengthened management arrangements from both operators, resulting in improved compliance.

The Cabinet Member noted that usage levels had increased over the trial period. Monthly ridership rose from 83,600 to 278,000 trips between March 2024 and December 2025, reflecting increased uptake as operators expanded their fleets under the trial arrangements. The trial permitted a fleet of up to 2,000 e-bikes, increasing access to sustainable travel options. Around 100 complaints were received, primarily relating to parking issues, and the council worked with operators to improve responsiveness and increase the number of parking bays. It was explained that the scheme aimed to increase travel choice, support climate and air quality objectives, and enable more people to cycle across the borough, including in areas with steep gradients where e-bikes provided additional benefit. The council sought to ensure that the expansion of the dockless e-bike service did not adversely affect other road and pavement users. With continued engagement and service improvements under the new contract, the scheme was expected to contribute to the expansion of active travel and wider environmental and public health objectives.

Following questions from Councillors Williams, Cawley-Harrison, the following information was shared:

- It was noted that the Council would be working to reduce e-rental bike dumping was reduced and noted that the proposals within the report would require that dockless bike hire services would be required to implement Global Positioning System (GPS) data for bike location and that there was a timed requirement to removed dumped bikes. It was additionally noted that the Council would have the powers to levy fines against e-bike companies not in compliance.
- It was explained that the Council had worked to ensure that costs for e-bike services were comparable to journeys via bus. It was noted that this was a positive concession from operators, which was aimed to encourage more use.

- It was stressed that the Council took advice on traffic orders and that these orders would be supported by a delegated authority report. It was additionally noted that this the approach taken would allow for residents to provide input on the type of traffic order to be put in place on a case-by-case basis.
- It was explained that the Council recouped some resource costs for previous non-compliance as part of contract negotiation.

## **RESOLVED:**

That Cabinet:

1. Noted the responses received as part of community engagement on the future dockless e-bike services in Haringey, as set out in Appendix A and the exempt information in Appendix B.
2. Approved the appointment of the two selected dockless e-bike providers for the provision of dockless e-bike services in Haringey for a period of two years, with the possibility of extending the contract for a further two years at annual intervals, subject to performance. This followed a completed competitive tender process, as required by CSO 12.03, recommending the suppliers who provided the most advantageous bids.
3. Approved the Council entering into formal agreements with the selected suppliers noted in the exempt appendix to deliver dockless e-bike services in Haringey, in accordance with CSO 2.01.c, and awarded a contract for the provision of a dockless e-bike hire scheme for a period of four years from 1 April 2026 to 31 March 2030.

## **Reasons for decision**

Since dockless e-bike hire services had begun formally operating in Haringey as part of the initial pilot scheme, dockless e-bikes had become an established mode of transport in the borough, with substantial user and journey figures that continued to increase over time.

The Council had engaged throughout the current trial of the dockless e-bike scheme through the online Commonplace engagement website. A dedicated Commonplace webpage ran from February 2024 (the beginning of the trial) to February 2025, seeking views from residents, businesses, and other stakeholders on the benefits and barriers of the scheme, and giving stakeholders the opportunity to suggest future parking locations. The results of this engagement were summarised in Appendix A. The Council had also engaged with the Adult Social Care Joint Partnership Board and monitored feedback received through the dockless e-bikes inbox to ensure that the needs of all community members were considered.

In September 2025, Cabinet had approved the undertaking of a formal procurement exercise for the provision of dockless e-bike hire services.

The existing Memorandum of Understanding with the two operators—Lime Technology Ltd and Human Forest (Bikes) Ltd—had enabled the Council to

understand cycling demand in the borough, track usage month-to-month, and partially regulate a previously unregulated market. Entering into a formal contract allowed the Council to set clear rules and fees to enable increased and controlled management of the e-bikes and to ensure fair pricing for residents, businesses, and visitors.

#### **Alternative options considered**

**Do nothing** – The Council could have chosen not to enter into agreements with dockless e-bike hire operators.

If the Council had not entered into agreements, it was likely that services would still have operated within an unregulated market, without management or governance from the Council. This lack of contractual oversight could have resulted in poor service quality, with no Council leverage to maximise benefits (including revenue generation) or mitigate issues through contractual arrangements, such as issuing financial penalties or reducing fleet size if performance was inadequate.

The current scheme running in Haringey was a fixed 24-month trial ending in March 2026. Because it was a trial, it could not be extended or replaced without undertaking a formal tender process.

#### **434. APPROVAL TO TENDER VALUATION AND SURVEY SERVICES RELATING TO THE ACQUISITIONS PROGRAMME**

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

It was explained by the Cabinet Member that the Council's aimed to support the development of a fairer and greener borough. London faced a housing crisis, with increasing numbers of residents unable to afford private rents or home ownership.

To help address this, The Cabinet Member explained that Haringey delivered more than 1,000 new council homes from 2020 onwards and had a further 2,000 under construction. The council remained on track to deliver 3,000 homes by 2031. Funding from the Mayor of London and central government supported the delivery of additional social and affordable housing for residents. Alongside the scale of delivery, the Council placed emphasis on the quality of new homes. Properties were designed to meet durability, insulation and design standards, with a mix of family and single-person accommodation. Homes were developed to be energy efficient, supporting both affordability of rent and ongoing running costs.

It was explained that the Council also acquired existing homes where appropriate and let them at council rents. Purchases were assessed to ensure value for money and that properties met minimum quality standards. Independent advisers were engaged to provide assurance on purchase prices and value for money, and to undertake structural and safety surveys on acquired properties. It was noted that the Council aimed to continue to expand the supply of affordable housing within the borough to support residents in accessing housing at council rents.

Following questions from Councillors Cawley-Harrison, the following information was shared:

- It was explained by officers that there was an in-house team reviewing acquisitions. There was a priority to acquire and build homes to reduce the pressure on housing in the borough and help alleviate the spend on temporary accommodation. It was stressed that there also needed to be, and the Council would seek, independent advice on transactions of this nature.
- It was explained that the Council would continually work with partners with a cross London expertise.
- It was stressed that the organisations that would be worked with by the Council would have professional indemnity and that there was recourse for if accurate advice was not received by the Council.
- It was explained that valuation would be quality assured by external independent advisors to ensure high quality appropriate cost.

**RESOLVED:**

That Cabinet:

1. Approved the commencement of a procurement in accordance with CSO 2.01(b) to appoint a panel of external property professionals to deliver valuations, valuation advice, and technical and structural surveys for up to a three-year term from Quarter 3 of 2026/27 to Quarter 3 of 2029/30, with the option to extend by up to 24 months.
2. Delegated authority to the Cabinet Member for Housing, in consultation with the Corporate Director of Finance and Resources, to award the contract(s) to the most economically advantageous bidder(s) following a compliant process, provided the award(s) were within the approved budget envelope set out in the exempt report.
3. Authorised the Corporate Director of Finance and Resources to issue and execute any ancillary documents and implement the contract(s), including exercising options within the contract term.

**Reasons for decision:**

The current valuers' contract was expiring and did not cover the full range of services and geographies required. The Acquisitions Programme was scaling to approximately 250 acquisitions per annum for the foreseeable future, requiring a comprehensive and flexible professional support model capable of handling both routine street-property acquisitions and complex block transactions, including mixed-use and S106 units.

**Alternative options considered:**

Do nothing: This option was discounted as it would have created a critical gap in due-diligence capacity and risked programme slippage and sub-optimal value.

Extend the current arrangement: This option was discounted because the current valuers' scope was too narrow for the expanding needs of the programme, lacking flexibility for block acquisitions and out-of-borough coverage, and not providing sufficient capacity.

Deliver the work in-house only: This option was discounted as there was insufficient internal capacity and specialist expertise to meet the volume and complexity of the acquisitions programme.

#### **435. ACQUISITION OF HOMES IN TOTTENHAM**

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

The Cabinet Member explained that the Council's mission was to support the development of a fairer and greener borough. London faced a significant housing crisis, with increasing numbers of residents unable to afford private rents or access home ownership. To help address this, Haringey, with funding from the Mayor of London and central government, was on track to deliver 3,000 new council homes for council rent by 2031. More than 1,100 homes had already been completed. Where homes were acquired, they were let at council rents and were required to meet the council's design standards for new homes.

It was explained that the acquisition was expected to deliver 565 new homes, comprising 351 homes let at council rent and 214 homes let at affordable key worker living rent. This provision supported key workers, including those employed in education, health, emergency services and other public services. Rents for these homes were capped at 40% of average local key worker household incomes, below typical private sector rent levels.

It was explained that new and acquired homes were developed to meet long-term durability, sustainability and energy efficiency standards, supporting lower utility costs for residents. All new homes were delivered in accordance with the design standards set out in the Mayor's London Plan.

The Cabinet Member noted that, of the homes to be acquired, 395 (70%) were family homes with two or more bedrooms and private balconies. The council continued to expand the supply of good-quality housing within the borough to support residents in accessing safe and affordable homes at council or affordable rents.

Following questions from Councillors Cawley-Harrison, the following information was shared:

- It was explained by officers that the proposed acquisition was comfortably within the parameters of the Housing Revenue Account business plan to allow it to function.
- It was noted that the Council expected to see solid return on investment early on in the plan's proposals.

## **RESOLVED:**

That Cabinet:

1. Approved the acquisition, for housing purposes, of 565 homes at 867–879 High Road and 36 & 44–52 White Hart Lane N17 for the purchase price set out in paragraph 3.1 of the Part B (Exempt) report and based on the draft Heads of Terms in Appendix 2 of the Part B (Exempt) report.
2. Approved the total scheme cost for the acquisition as set out in paragraph 3.2 of the Part B (Exempt) report.
3. Approved the decision set out in paragraph 3.3 of the Part B (Exempt) report.
4. Noted that grant funding from the Greater London Authority (GLA) would be used to part-fund the acquisition, with the grant amount contained in paragraph 3.4 of the Part B (Exempt) report.
5. Granted delegated authority to the Corporate Director of Finance and Resources, following consultation with the Director of Legal and Governance (Monitoring Officer), to finalise all legal documentation and complete the transaction.

## **Reasons for decision:**

The acquisition would deliver 565 additional Council homes, supporting the Council's commitment to deliver 3,000 Council homes by 2031. The Council's *New Housing Strategy for Haringey 2024–29* states at paragraph 1.1 under Strategic Objective 1:

"Haringey's ten-year housing target is 15,920 new homes as set out in the London Plan. We will deliver at least 3,000 of those homes ourselves as Council homes."

Around 13,000 households were on the Council's housing register, and these homes would provide secure, well-constructed affordable housing to Haringey households in housing need.

The acquisition aligned with the Council's established acquisitions programme, increased the supply of modern sustainable homes, reduced reliance on temporary accommodation, delivered General Fund cost savings, and supported the provision of GLA-funded Key Worker housing.

The homes were expected to be of good standard and to meet the Council's specification requirements for new council housing.

The homes were well located with access to local amenities and transport infrastructure.

## **Alternative options considered:**

Not acquiring the homes – This option was rejected because it would have been a missed opportunity for the Council to:

- support its commitment to deliver 3,000 Council homes by 2031;
- avoid a significant shortfall in meeting the borough's growing housing needs;
- deliver a key element of its Medium-Term Financial Strategy (MTFS).

#### **436. AWARD TWO HEATING CONTRACTS TO SUCCESSFUL BIDDER.**

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

It was stressed by the Cabinet Member that the safety of residents was a key consideration in the provision of safe, sustainable, stable and affordable homes in Haringey. Regulatory requirements for heating systems were set out under the Gas Safety (Installation and Use) Regulations 1998, alongside additional regulations covering oil and solid fuel systems and emerging technologies such as heat pumps. The council was required to ensure that all systems and appliances were appropriately installed, safety checked, fit for purpose and maintained, so that they operated correctly and provided controlled and affordable heating for residents. The implementation of the new contract for heating safety checks, servicing, repairs, maintenance and installations supported residents to remain safely in their homes. It also contributed to carbon reduction objectives and ensured compliance with Awaab's Law and the requirement to address Category 1 hazards under the Housing Health and Safety Rating System as part of the Decent Homes programme.

It was explained that the contract specifications enabled the Council to review and update its Employer's Requirements for new developments and to maintain consistent standards for gas and heating safety across council housing. This included the use of consistent materials, appliances and associated technologies across repairs and major works, including where delivery was undertaken by different contractors. It was noted that these arrangements improved safety, comfort and affordability for residents through the provision of appropriate heating systems, supported by regular safety checks, maintenance and installation works.

Following questions from Councillors Cawley-Harrison, the following information was shared:

- It was explained that, when reviewing major works contracts, it was explained that the Council sought to install heat pumps wherever possible. It was noted that the Council would work with residents to improve energy efficiency.
- It was explained that a part of the bid included providing energy advice for residents as part of the social value requirements.
- It was noted that the Council was looking to increase use of AI and digital work to install smart thermostats where possible.
- It was noted that boiler replacement would be undertaken on an ad hoc basis. It was explained that this could happen as part of major works programmes.

- It was noted that contract lengths of 1+1 terms allowed the flexibility for the Council, and ensured that the number of contract re-procurement would not spike.

## **RESOLVED:**

That Cabinet:

1. Approved the award of a contract for Domestic East (Lot 1) to Bidder A in accordance with Contract Standing Order (CSO) 8.01 and CSO 2.01(c), based on the scores shown in Table 1 of the report and with further detailed commercial information set out in the exempt section of the report.
2. Approved the award of a contract for Domestic West (Lot 2) to Bidder B in accordance with Contract Standing Order (CSO) 8.01 and CSO 2.01(c), based on the scores shown in Table 1 of the report and with further detailed commercial information set out in the exempt section of the report.

## **Reasons for decision**

The decision ensured compliance with Statutory Regulation 36 (Duties of Landlords) under the Gas Safety (Installation & Use) Regulations and other applicable regulations, and supported minimal disruption, maximum safety, and the provision of sustainable homes for Council residents.

Heating servicing, repairs, maintenance, and installations were critical to maintaining safety across the Council's housing stock. The service area covered approximately 14,000 homes with various appliances supplying heat and hot water to tenants across the borough. Most systems and appliances were gas-fired, although the service also included solid-fuel and other non-electric heating types. Electric heating was maintained separately by Haringey's Repairs Service.

The existing heating contracts for servicing and maintenance were approaching the end of their five-year duration (two initial years plus up to three one-year extensions). One contract also included communal boiler servicing and maintenance. As all available extensions had been exhausted, the contracts required re-tendering and the award of two new contracts.

Budget provision for the contracts was contained within the current Housing Revenue Account Medium-Term Financial Strategy (HRA MTFS).

## **Alternative options considered**

Do nothing

This option was not viable due to residents' needs and the Council's statutory health and safety obligations.

Continue with the current contract

This option was rejected because the contract period and value had been fully exhausted, including all possible extensions. The Council was also required to

demonstrate value for money, regularly review service provision, and comply with procurement rules.

Deliver the works in-house

This option was discounted because the Council did not currently have the required internal capacity or specialist expertise to deliver the works in-house. Although in-sourcing would continue to be considered as part of the Council's wider agenda, substantial investment, time, and resources would be required to determine whether an in-house model would be viable in terms of cost and risk.

#### **437. FUNDING ACCEPTANCE FROM MINISTRY OF HOUSING, COMMUNITIES AND LOCAL GOVERNMENT (MHCLG)**

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 support the development of a fairer and greener borough. The housing crisis in London had resulted in increasing numbers of local residents being unable to afford private rents or access home ownership. This created a continued need for additional affordable housing.

The Cabinet Member highlighted that the Council delivered significant levels of new council housing, letting homes at council rents. Around 1,000 homes had been completed, with a further 2,000 under construction and on track for completion by 2031. Haringey was among the largest local authority housebuilders nationally and expanded its approach to include the delivery of affordable housing for key workers and other residents on lower incomes. Despite this, pressures from the wider housing market remained significant, with some residents continuing to experience homelessness due to rising rents, property sales by landlords and other contributing factors.

It was noted that, nationally, levels of rough sleeping and homelessness increased significantly after 2010. The number of households placed in temporary accommodation by councils more than doubled, and rough sleeping rose substantially across England and London. Changes to national funding and support programmes contributed to these trends. In this context, Haringey had developed a comprehensive street homelessness service. Rough sleeping in the borough reduced by 46% from 2022, contrasting with wider national and London trends. Addressing homelessness was established as a core council priority. The Council set an objective to end the routine use of hotels and bed and breakfast accommodation for temporary housing and achieved this, with such accommodation used only in exceptional circumstances.

The Cabinet Member explained that the borough continued to face pressures related to homelessness and rough sleeping, including increasing demand for temporary accommodation and more complex needs among residents. Despite these challenges, progress was made in reducing rough sleeping and strengthening prevention activity through partnership working and targeted investment. The report sought approval to accept £2.1m in grant funding from the Ministry of Housing, Communities and Local Government and the North London Housing Partnership for 2025–26. This funding supported the continuation and development of prevention

pathways, outreach services, specialist provision and work with groups disproportionately affected by homelessness. The funding supported the council's statutory duties under the Homelessness Reduction Act, Care Act and Equality Act, and enabled delivery of priorities within the Corporate Delivery Plan, Adult Social Care objectives and the Rough Sleeping Strategy 2023–27. Acceptance of the funding enabled the council to sustain services and provide support to residents at risk of homelessness.

Following questions from Councillors Cawley-Harrison, the following information was shared:

- It was noted that there were separate proposals underway to extend the rough sleeping night shelter site at Osbourne Grove as meanwhile usage. It was stressed that this site had provided some positive outcomes.
- It was explained that the grant funding would be utilised commission additional services to meet more complex needs. It was stressed that funding would be utilised to offset General Fund spend.

#### **RESOLVED:**

That Cabinet:

1. Approved, in accordance with Contract Standing Orders (CSOs) 21.01 and CSO 2.01(c), the acceptance of the grant from the Ministry of Housing, Communities and Local Government (MHCLG) for the Rough Sleeping Prevention and Recovery Grant (RSPARG) for the funding period 2025–26.
2. Noted that the total grant funding amount was £2,137,751, with the detailed breakdown of the allocated funding set out in Appendix A of the report.

#### **Reasons for decision**

Haringey Council had been awarded grants totalling £2,137,751 by MHCLG for the 2025/26 financial year. The funding was ring-fenced for the purpose of preventing, reducing and ending homelessness and rough sleeping.

The grants enabled the Council to carry out its statutory responsibilities under legislation including the Homelessness Reduction Act 2019, the Care Act 2014, and the Equality Act 2010, by providing housing-related support to vulnerable people to help them live independent and fulfilling lives within the community for as long as possible.

In addition, the grants supported the Council in achieving the strategic aims set out in the Corporate Delivery Plan 2024–26, and contributed to the strategic objectives of Adult Social Care and the Rough Sleeping Strategy 2023–27.

#### **Alternative options considered**

The Council had a legal and statutory obligation, as defined by the Homelessness Reduction Act, to prevent and relieve homelessness. Acceptance of the grant enabled the Council to meet these statutory duties in relation to homelessness prevention and relief.

**438. PRE-APPROVAL TO PROCEED TO TENDER FOR ADULT SOCIAL CARE HOME CARE AND REABLEMENT SERVICES**

The Cabinet Member for Health, Social Care and Wellbeing introduced the report.

It was explained that the report set out plans to initiate the procurement of Adult Social Care Home Care and Reablement services, as the existing contracts approached their end. Home care supported over 1,000 residents in Haringey, and reablement services played a key role in supporting hospital discharge and helping individuals to regain and maintain independence over time.

The Cabinet Member noted that the Council sought to maintain and build on the existing approach, including the use of blocks of guaranteed hours. This model had provided greater oversight of service delivery, improved continuity of care and workforce stability, and supported manageable contract administration. The separation of reablement and home care into distinct service lots represented a change intended to improve service outcomes. This approach enabled clearer parameters to be set for reablement, focusing on time-limited support with defined outcomes, distinct from longer-term home care provision.

It was explained that a resident focus group had been involved in shaping the service specifications and outcomes to ensure they reflected the experiences of people using the services.

Following questions from Councillors Carlin and Cawley-Harrison, the following information was shared:

- It was explained by officers that the reason for the splitting of home care and reablement care was to ensure it would be easier to better set outcomes for users. It was stressed that the aim would be to ensure more independence wherever possible. It was stressed that this had been identified as best practice based on other comparable authority's experience.
- It was noted that reablement was aimed to support people to be independent as soon as possible. It was stressed that the assessing professional was the one to determine independence in all cases. It was additionally noted that reablement was a part of the overall relationship between the Council and the service user, which could include district nurses, social workers and others.
- It was explained that having a defined set of outcomes would improve quality for service users and that the Council had changed the way that it reports visits as a result.
- It was explained that the Council retained an in-house reablement service to be an interface between external providers and the Council, which would help

define goal setting.

- It was noted that the Council would use more electronic monitoring data to quality control care visits and contact with staff. It was also noted that the council sought to increase the volume of block hours to improve quality and better build relationships with providers.

## **RESOLVED:**

That Cabinet:

1. Approved the commencement of a procurement for Home Care and Reablement services as separate lots.
2. Agreed a contract term of up to eight years, with appropriate break clauses at year four and year six.
3. Approved a commissioning mix that increased guaranteed hours from around 50% in Year 1 to around 70% by Year 3, with the remainder procured via the Dynamic Purchasing System (DPS). Appendix A listed the indicative maximum number of hours per service agreement.
4. Approved a Council-defined sustainable pricing approach, including a rate range and annual uplift mechanism, with flexibility to respond to exceptional circumstances.
5. Agreed to an increased number of contracts and a cap on awards per provider to improve resilience and avoid over-concentration.
6. Noted and approved the mobilisation approach, including TUPE where applicable, Electronic Call Monitoring (ECM), and phased transition arrangements.
7. Delegated authority to the Cabinet Member for Health, Social Care and Wellbeing, in consultation with the Corporate Director of Adults, Housing and Health, to award contracts for Home Care and Reablement following completion of the procurement process.

## **Reasons for decision**

Haringey supported around 1,500 people per year with Home Care and Reablement. Home Care provided support such as personal care and dressing, helping residents remain in their homes for longer. Reablement supported residents who had experienced, or were at risk of, hospital admission to regain skills lost during illness.

The proposed approach to retendering these services sustained and strengthened what was already working well in Haringey's model while addressing current pressures. The locality-based, guaranteed-hours arrangements had improved responsiveness, workforce stability and hospital discharge, and enabled greater oversight of providers, supporting quality assurance and relationship-based practice.

A re-procurement was required to preserve these gains and update the model for current market conditions.

Separating Home Care and Reablement into distinct lots emerged as a key learning from the current contract. Establishing Reablement as a separate service ensured clarity about its short-term, outcomes-focused role and allowed ongoing support to be commissioned and measured differently.

Introducing Council-defined sustainable rates with transparent uplift rules aligned with the Council's fair-pay commitments and the requirement to consider the actual cost of care, reducing the risk of provider exit or failure. Increasing the share of guaranteed hours to approximately 70%, distributing awards across more providers with caps per provider, and using ECM for billing and assurance collectively improved resilience, continuity and contract oversight.

Delegating contract award decisions to the relevant Cabinet Member enabled timely implementation following the conclusion of the tender process, ensured proportionate political oversight, and supported safe continuity of care for residents while complying with Contract Standing Orders.

### **Alternative options considered**

Do nothing / rely solely on the DPS

Rejected. Without call-off contracts, Brokerage would have needed to place all packages on the DPS, which was slower, offered less certainty for residents and providers, and would have weakened market stability and oversight.

Extend current arrangements only

Rejected. While short extensions supported continuity, a full re-procurement was required to secure updated terms, pricing, and capacity, and to comply with procurement regulations.

Deliver all home care in-house

Rejected. This would have required significant set-up costs, Care Quality Commission (CQC) registration, management structures, and the fast transfer of a large workforce. It would also have been significantly more expensive than external provision, and the Council did not have the capacity or financial means to mobilise a borough-wide in-house service within required timescales.

Direct negotiation with incumbents only

Rejected. This would have limited competition and risked non-compliance with procurement law given the anticipated contract values.

## **439. PROCUREMENT REQUEST FOR RESPONSIVE REPAIRS SUB-CONTRACTS**

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

It was explained that the Council sought to promote fair access to housing across the borough, including homes that were safe, warm, comfortable and affordable. The council undertook repair, retrofit and refurbishment works across its housing stock.

The Estate Renovation Plan committed over £570m to council home improvements over a ten-year period, with the aim of improving comfort and housing quality.

The delivery of a repairs service that was reliable, timely and responsive formed a core element of the council's commitments to residents. The proposed recommendations for responsive repairs were intended to provide long-term stability and support service improvement.

The introduction of clear and robust subcontracting arrangements ensured that specialist support was available when required. This enabled the council to meet both day-to-day operational demand and statutory responsibilities across the housing stock, while providing capacity and flexibility to improve outcomes for residents.

The adoption of this procurement model supported effective use of public funds. It established a structured framework to support value for money, strengthen commercial accountability and improve performance management over the life of the contracts. This approach supported the ongoing management of issues such as damp and mould, energy performance and building safety, contributing to the maintenance of safe and well-managed homes.

Following questions from Councillors Cawley-Harrison, the following information was shared:

- It was explained that procurement of one-off repairs was time consuming, and that the implementation of the proposal was a good means of ensuring speedier responses. It was noted that the Council had reorganised teams to have the correct skillsets to focus on specific tasks, which led to better organisation. It was additionally stressed that the service was looking to continually upskill officers to have improved contract management training, as well as ensuring that contract management performance reviews were consistent.
- It was noted that the Council was looking to implement digital methods, including improvement to housing management systems, to help streamline the service.
- It was explained that the service had improvement housing and job management systems through digital development to improve information flow. It was explained that the Council would have better information as a result of these improvements, which would improve long-term job management.
- It was stressed that operatives and contractors were instructed and trained to report any additional works, including signs of damp and mould, to act to initiate remedial works as soon as possible.

**RESOLVED:**

That Cabinet:

1. Approved the commencement of a procurement for long-term subcontract arrangements across eight contracts delivering specialist trade lots, for an overall contract value of £2,407,500 per year, with an average of £300,937.50 per lot and a maximum aggregated potential value of £16,852,500 over a maximum contract term of seven years. This was subject to satisfactory supplier performance and the availability of budget in each of the two one-year extensions, in accordance with CSO 2.01(b).
2. Delegated authority to the Cabinet Member for Housing and Planning and Deputy Leader, in consultation with the Director of Housing, to approve the award of contracts following a competitive and compliant procurement process and Section 20 consultation process.

### **Reasons for decision:**

The Council needed to ensure that Haringey Repairs Service (HRS) was equipped with the specialist trade capacity, commercial stability and contractual flexibility required to maintain safe, compliant, and well-managed homes across the borough. The existing subcontracting arrangements were fragmented, time-limited, and no longer capable of meeting operational demand or supporting statutory duties.

The proposed 5+1+1 call-off contracts, including suitable break clauses and a performance-management process, provided a structured long-term solution enabling HRS to meet statutory obligations—including drainage systems and Energy Performance Certification—as well as wider repairs such as roofing, scaffolding, and damp and mould treatments.

Consolidating these arrangements into a coordinated procurement significantly reduced transactional overheads, improved value for money through economies of scale, and supported more effective contract and performance management. The option to include up to two one-year extensions also allowed future re-procurement to be planned more smoothly, avoiding pressure on staff and resources caused by multiple co-terminous contract expirations.

The procurement further enabled the Council to manage risk more effectively. Multiple-contractor lots for roofing and scaffolding improved operational resilience and business continuity during peak demand or contractor under-performance. This strengthened supply-chain reliability, ensured adherence to statutory and regulatory requirements, and provided the flexibility needed to respond to fluctuating volumes of work.

Overall, the recommended actions represented the most effective means of ensuring that HRS could deliver safe, timely, and compliant services while improving commercial oversight, risk management, and outcomes for residents.

### **Alternative options considered:**

Do nothing

Rejected. Maintaining the fragmented and time-limited subcontracting arrangements would have exposed the Council to significant risks, including service failure, increased ad-hoc purchasing, and non-compliance with statutory obligations. The

existing arrangements were not capable of meeting current or future demand and did not provide a sustainable or legally robust basis for service delivery.

In-house delivery only

Rejected. Full in-house delivery was assessed but discounted due to insufficient internal capacity, specialist skills, and the required accreditations. Delivering all specialist trades internally would have required long lead times, substantial recruitment, specialist training, and investment in equipment and plant.

#### **440. RECYCLING AND WASTE COLLECTION, STREET CLEANSING AND ANCILLARY SERVICES CONTRACT AWARD**

The Cabinet Member for Resident Services and Tackling Inequality introduced the report.

It was explained that, following a detailed procurement process, the report recommended the award of a new contract that was assessed as offering best value for Haringey. The contract provided cost savings while supporting the delivery of street cleansing, recycling and related services for residents, businesses and visitors. It was noted that, from 2027, services were scheduled to be modernised to reduce emissions, meet the requirements of the Environment Act 2023, and deliver social value across the borough.

It was explained that the new contract included flexibility to allow the service to adapt to changing needs over an initial period of eight years, with an option to extend for a further eight years. It also strengthened the council's ability to manage and monitor service performance. The council anticipated working in partnership with the preferred bidder to implement the new contract and associated service changes.

Following questions from Councillors Ovat, Das Neves, Ali and Cawley-Harrison, the following information was shared:

- It was explained the Cabinet Member that residents wanted to recycle more, and that the Council would ensure that weekly recycling collections would be retained as a result.
- It was explained that assisted collections would be promoted more. It was explained that significant work had been undertaken to identify those that should receive additional support in ensuring that their waste was effectively collected.
- It was stressed that the Council would ensure that the sustainable drainages system (SuDS) and cycle lanes would be accounted for as part of the waste contract.
- It was noted that the proposed contract was for collection and cleansing, and would not have the infrastructure for waste collection was not in scope. It was explained that when the Council undertook its own home designs, it would include bin collection infrastructure as part of that, but that this was a separate

issue for private organisations, which would go through the Planning process.

- It was stressed that the Council had improved the integration of better technology into collection and into ensuring compliance. It was explained that there had been improvements by the operatives, which included live logging of data.

## **RESOLVED:**

That Cabinet:

1. Approved, subject to the 30-day Section 20 consultation with leaseholders and the 10-day standstill period (which could run concurrently), the award of the contract to Bidder B (the Preferred Bidder) named in the exempt portion of the report, in accordance with CSO 2.01(c). The contract value was £230,358,134, commencing on 17 April 2027 for an initial period of eight years, with the option to extend for a further eight years in aggregate.
2. Approved that the results of the leaseholder consultation would be considered through a further report to the Cabinet Member for Housing and Planning.

## **Reasons for decision:**

As a Waste Collection Authority, the Council had a statutory duty to collect waste and recycling from all households within the borough, and to keep public spaces clean and free of litter. Awarding the contract enabled the Council to continue fulfilling this duty for the subsequent eight-year period.

The Preferred Bidder had submitted the most economically advantageous tender following evaluation of both price and quality, achieving the highest overall score.

The Preferred Bidder committed to delivering service standards that exceeded the Council's minimum requirements in several areas, improving service outcomes for residents and supporting the Council in meeting its wider objectives.

All bidders engaged with the Council through a Competitive Dialogue process, enabling them to refine and improve their solutions. The Preferred Bidder's final solution was assessed as capable of meeting the Council's needs most effectively.

The contract would deliver significant additional benefits, including reduced vehicle emissions, enhanced contract-management arrangements, increased recycling initiatives, and innovative IT solutions such as on-board weighing. The new service model was aligned with the statutory requirements of the Environment Act and Extended Producer Responsibility (EPR) regulations, including the introduction of 180-litre wheeled containers for non-recyclable waste and the expansion of food-waste collections to all residents.

## **Alternative options considered:**

The option of doing nothing and allowing the current contract to expire on 16 April 2027 with no alternative arrangements in place was rejected, as the Council would have been unable to fulfil its statutory duties.

All other options—including extending the current arrangements for a further five years or in-sourcing services—had been discounted in the October 2024 Cabinet report. The Waste Services Review concluded that procuring a new contract offered the best value for the Council. Having reviewed the outcomes of the Waste Services Review alongside the solution offered by the Preferred Bidder, awarding the contract remained the best-value option while ensuring compliance with new statutory requirements arising from the Environment Act.

#### **441. THE HARINGEY HOMELESSNESS STRATEGY 2026 - 2027**

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 support the development of a fairer and greener borough. The housing crisis in London had resulted in increasing numbers of local residents being unable to afford private rents or access home ownership. This created a continued need for additional affordable housing. The council delivered large-scale council housebuilding, with homes let at council rents. Around 1,300 homes had been completed, with a further 2,000 under construction and on track for completion by 2031. Haringey was among the largest local authority housebuilders nationally and extended delivery to include affordable housing for key workers and other residents on lower incomes. Despite this activity, significant housing pressures remained, and some residents continued to experience homelessness due to rising rents, landlord decisions and other factors. During this period, the Council developed a comprehensive street homelessness service. Rough sleeping in the borough reduced by 46% from 2022, contrasting with wider national and London trends. Tackling homelessness was established as a core council priority.

It was stressed that the Council had set an objective to end the routine use of hotels and bed and breakfast accommodation for temporary housing and achieved this, with such accommodation used only in exceptional circumstances.

Following consultation with residents and engagement through the Homelessness Reduction Board, which brought together key local partners, the homelessness strategy set out the council's strategic objectives and next steps. These objectives were to:

- Prevent homelessness in Haringey through more effective partnership working
- Protect residents from the risk of homelessness by addressing underlying causes
- Provide targeted support for groups at higher risk of homelessness
- Improve homelessness prevention services to reduce crisis and support residents to remain in their homes
- Improve the quality of temporary accommodation and residents' experiences where homelessness occurred
- Reduce the number of people experiencing long-term rough sleeping and prevent repeat homelessness

Following questions from Councillors Cawley-Harrison, the following information was shared:

- It was explained that there were specific services which were designed to support homeless people in the borough. It was also explained that the Council would undertake consultation work with those utilising the service to understand what service was required. It was noted that 50 people, across a range of services, had been consulted in addition to the Commonplace survey, which had been implemented in the plan.
- It was noted that the proposed Homelessness Strategy should be read in conjunction with the Rough Sleeping Strategy, to give a wider view of how the Council would support the homeless and those rough sleeping, and that the Council sought to integrate these two strategies in future.

**RESOLVED:**

That Cabinet:

1. Noted the Homelessness Review attached at Appendix 2.
2. Noted the outcome of the formal consultation on the Draft Homelessness Strategy, as set out in paragraphs 6.20–6.30 of the report.
3. Approved the Homelessness Strategy 2026–2027 attached at Appendix 1.
4. Delegated authority to the Corporate Director of Adults and Housing, in consultation with the Cabinet Member for Housing and the Director of Finance, to approve an action plan for publication setting out how the Council and its partners would deliver the Homelessness Strategy.

**Reasons for decision**

Under the Homelessness Act 2002, local authorities were required to carry out a homelessness review and to formulate and publish a homelessness strategy informed by that review at least once every five years. The Strategy proposed for adoption had been developed over more than a year, in response to a homelessness review and with extensive engagement from a wide range of stakeholders, including people with lived experience of homelessness, organisations working to support them, and respondents to the formal consultation process.

**Alternative options considered**

Cabinet could have chosen not to adopt the proposed Homelessness Strategy. This option was not recommended because the Strategy had been developed following a thorough review of evidence and extensive engagement with stakeholders. Furthermore, the Council was required to take its Homelessness Strategy into account when exercising its functions as a local housing authority, and the Strategy required updating for this purpose.

#### **442. UNDER-OCCUPATION POLICY**

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

The Cabinet Member outlined that the Council's mission was to support the development of a fairer and greener borough. London faced a housing crisis, with increasing numbers of local residents unable to afford private rents or access home ownership. To help address this, Haringey, with funding from the Mayor of London and central government, was on track to deliver 3,000 new council homes for council rent by 2031. More than 1,300 homes had already been completed. A number of Council tenants had raised families in larger homes and, over time, their housing needs had changed. In some cases, residents expressed a wish to move to smaller accommodation that was more manageable and better suited to their current circumstances.

It was noted that, from a wider housing perspective, voluntary downsizing increased the availability of larger, family-sized council homes. This supported households experiencing overcrowding and requiring affordable homes with multiple bedrooms.

The Cabinet Member stressed that downsizing was required to be voluntary and supported by appropriate advice, guidance and safeguards. The policy set out the conditions under which the council would support tenants considering a move, adopting a more flexible and proactive approach.

Under the policy, the council committed to:

- Establishing a dedicated council officer role to support tenants through the downsizing process
- Reviewing moving allowances on an annual basis
- Extending the timescales available for moves to support practical arrangements
- Developing a database of tenant requirements and property characteristics to improve matching
- Providing succession rights at a downsized property where children moved with a parent
- Working with housing associations to support and encourage downsizing

Following questions from Councillors Cawley-Harrison, the following information was shared:

- It was explained by the Cabinet Member that downsizing was included within the existing housing allocation policy, and it was stressed that the Council and voluntary sector would support any resident wishing to downsize. It was additionally highlighted by officers that the scheme would be housed within the tenancy management service, to promote and maximise the support available and provide a wraparound service to those that wanted to downsize. It was stressed that the Council would not undertake any coercive work to encourage downsizing and noted that the policy would be working to provide support to people who wanted to downsize.

**RESOLVED:**

That Cabinet:

1. Approved the Under-Occupation Policy: *Moving to a Smaller Home* (Appendix A).
2. Approved the amendments to the Tenancy Strategy (Appendix B).
3. Delegated authority to the Corporate Director of Adults, Housing and Health, in consultation with the Cabinet Member for Housing and Planning, to make updates to the payment structure and offers to residents within existing budgets.
4. Delegated authority to make minor changes and updates to the policy wording, including those required by changes in legislation or by updates to the Standards set by the Regulator of Social Housing.
5. Noted that the commitments set out in the policy would be met within existing budgets.
6. Noted that the budgets for supporting people moving to a smaller home would be updated through existing budgetary processes, and that officers would seek delegation to the Corporate Director of Adults, Housing and Health, in consultation with the Cabinet Member for Housing and Planning, to set the payment structure within those budgets.

### **Reasons for decision**

Approval of the *Under-Occupation Policy: Moving to a Smaller Home* was required to set out clearly the Council's commitments and to strengthen the offer made to residents, helping increase the supply of family-sized homes. Delegations relating to changes to the financial payment structure and future updates were required so that payments—unchanged for many years—could be reviewed and updated annually.

### **Alternative options considered:**

Not approving the *Under-Occupation Policy: Moving to a Smaller Home*

This option was dismissed because:

- it was important to clearly set out the Council's offer for residents wishing to downsize and to keep that offer up to date; and
- the expected increase in larger family homes resulting from implementation of the policy was essential to support the Council in housing larger families.

## **443. MINUTES OF OTHER BODIES**

The minutes of other bodies were discussed.

### **RESOLVED:**

The minutes of other bodies were noted

**444. SIGNIFICANT AND DELEGATED ACTIONS**

The significant and delegated actions were discussed.

**RESOLVED:**

The significant and delegated actions were noted.

**445. NEW ITEMS OF URGENT BUSINESS**

There was none.

**446. EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED:**

That the press and public be excluded from the remainder of the meeting subsequent items contain exempt information as defined under paragraph 3, Part 1, Schedule 12A of the Local Government Act 1972: Information relating to the financial or business affairs of any particular person (including the authority holding that information).

**447. EXEMPT - APPROVAL OF A FOUR YEAR CONTRACT FOR DOCKLESS BIKE SERVICES**

The exempt report was discussed.

**RESOLVED:**

The exempt recommendations were agreed and noted.

**448. EXEMPT - APPROVAL TO TENDER VALUATION AND SURVEY SERVICES RELATING TO THE ACQUISITIONS PROGRAMME**

The exempt report was discussed.

**RESOLVED:**

The exempt recommendations were agreed and noted.

**449. EXEMPT - ACQUISITION OF HOMES IN TOTTENHAM**

The exempt report was discussed.

**RESOLVED:**

The exempt recommendations were agreed and noted.

**450. EXEMPT - AWARD TWO HEATING CONTRACTS TO SUCCESSFUL BIDDER.**

The exempt report was discussed.

**RESOLVED:**

The exempt recommendations were agreed and noted.

**451. EXEMPT - RECYCLING AND WASTE COLLECTION, STREET CLEANSING AND ANCILLARY SERVICES CONTRACT AWARD**

The exempt report was discussed.

**RESOLVED:**

The exempt recommendations were agreed and noted.

**452. EXEMPT - MINUTES**

The exempt minutes of the meeting, 10 February 2026, were discussed.

**RESOLVED:**

The exempt minutes of the meeting, 10 February 2026, were agreed as a true and accurate record of proceedings.

**453. NEW ITEMS OF EXEMPT URGENT BUSINESS**

There was none.

CHAIR: Councillor Peray Ahmet

Signed by Chair .....

Date .....